

SCANDINAVIAN MANAGEMENT ACROSS CULTURES

- An empirical study of cultural differences between Denmark and Ukraine



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Abstract

This thesis focuses on the complexity of culture as a phenomenon and has accordingly drawn attention to the contemporary case company, JYSK Nordic. In today's diverse and multicultural business world, organizations need to increasingly consider their engagement in intercultural management to make collaborations with sub-units abroad work as effectively and respectfully as possible. Even though JYSK Nordic has expanded massively since its establishment by Lars Larsen in 1979, the company is still very much grounded in its Scandinavian roots. Its management style is clearly reflected in the organization's core values and corporate culture, and more explicitly stated in keywords such as participative, trustworthy, and reliable - traits that are easily admired from an outside perspective. JYSK Nordic took its business to Ukraine in 2012 and has within only a few years experienced heavy obstacles along the way. Ukraine is marked by its turbulent and complex political development, which reflects back on JYSK Ukraine's business openings, or lack thereof. The country's external environment can be argued to be one of the biggest obstacles to its further development toward Denmark's liberal market economy and democratic society. The above considerations have led to our research question that seeks to discover in what way JYSK Nordic's organizational culture has inspired JYSK Ukraine to move toward a more Scandinavian management style, and yet how Ukraine's external environment challenges this development.

The purpose of our this research paper is to offer a more comprehensive and nuanced approach to culture as a complex and multidimensional phenomenon. In order to answer our research question sufficiently we will include relevant theorists to further substantiate our claims and empirical findings. The primary theorists of this thesis will include Jacob (2003), Trompenaars (2012), Inglehart (1997), and Plum (2013), as they share one common thing: culture; yet, they approach the concept in very different ways. Accordingly, their theories on corporate values, organizational culture, national differences, changing belief systems, unique individual traits, and finally cultural intelligence, will have significant relevance to this thesis' structure, as they support a number of sub-questions to be answered throughout three separate analysis chapters.

The empirical findings of this thesis are discovered through qualitative research methods, including oral and written interviews. We also distributed a questionnaire among the employees in JYSK Ukraine to get a broader picture of the topic in hand. Combined, the two data collection methods are referred to as mixed methods approach. Our choice of methods should be seen in the light of our chosen view on the world or phrased differently: the way we define reality. Due to our view that culture is dynamic and changeable, we find that the substance of it is created through social interaction. With reference to the above, we wish to challenge our preconceived ideas and understandings of culture; particularly our prejudices of the Ukrainian and Danish culture. Accordingly, we have approached our interviewees with an open mind in order to create a new and more profound understanding; this subjective approach to culture and to people should also be seen in our choice to apply philosophical hermeneutics.

In the analysis chapters of this thesis we explore in depth JYSK Nordic's strong corporate culture, which is formed by its many distinct values and norms, and are furthermore well-distributed among its sub-units abroad. JYSK Ukraine gave a clear impression in our empirical data that they are very proud of working for JYSK Nordic, as they value professionalism, honesty, transparency, and reliability. Characteristics that are seemingly far away from the Ukrainians' everyday life. Due to a high level of corruption and a low level of trust in the government JYSK Ukraine has difficulties fully taking on the Scandinavian management approach. Due to many years of political unrest and economic instability, the country still tiptoes their way into new circumstances.

This thesis concludes that it is no longer sufficient to look at culture's national differences; instead we argue that JYSK Nordic should take equal consideration to external factors and individual differences in order to create the most profound and deep understanding of their business partners in Ukraine. Finally, a recommendation of obtaining a higher level of cultural intelligence is made, based on the concept of Plum, Achen, Dræby, and Jensen (2008); by switching focus from generalizing assumptions to instead focus more on one's self, i.e. individual cultural identity, JYSK Nordic's managers would be able to reach a meta-level of communication, which would in turn help ensure a more profound and respectful cultural understanding.

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Chapter 1: Introduction

1.1 Introduction to main topic and case company

In today's diverse and complex business environment, there is a great need for knowledge about cultural differences at both organizational and national level. Many multinational corporations make the assumption that knowledge about national differences is enough to get by when expanding their business across borders, while other important and determining factors such as a society's historical and political development as well as individual and unique personality traits are often neglected. As today's world becomes increasingly globalized with possibilities to easier exchange goods and expand one's business to different parts of the world, culture should be considered an important part of a multinational corporation's strategy. Accordingly, it is vital for global organizations to take cultural differences into account when communicating with their sub-units in order to obtain a more profound understanding of the backgrounds of their multicultural organizational members and furthermore to make the collaboration smoother and more respectful. This thesis will seek to challenge the past generation's emphasis on national differences and instead offer our estimate on the concept of culture and furthermore shed light on the complexity of the phenomenon.

This thesis will take its point of departure in JYSK Nordic as its case company in order to closely investigate the differences that exist between the headquarters in Denmark and its office in Ukraine. Due to our pre-understanding that Ukraine as a post-soviet country has had a turbulent political and economic development throughout the years, we wish to explore to what degree the external environmental factors play a role in the organizations in Denmark and Ukraine, respectively. JYSK Nordic has already made steps to be aware of the differences that exist between the countries they operate in and the ones they wish to expand to; this initiative is seen through frequently held intercultural introduction courses, as we discovered during the initial phase of our data collection.

In the preface of our thesis we came across the inspiration of cooperating with JYSK and its department in Ukraine due to the minimal amount of knowledge presented about the Eastern European culture in our time at Copenhagen Business School. Accordingly, we choose to focus on the cultural differences between JYSK Nordic and JYSK Ukraine, as we wish to challenge our pre-understandings of the two countries with particular reference to the ex-soviet country, Ukraine. Since we have applied the inductive approach by focusing specifically on a case company, we find it relevant to explore more in depth JYSK Nordic's organizational culture and its core values that furthermore helps indicate its organizational structure and management style. Accordingly, we have combined our academic wonderings and a subjective request to change our current pre-understandings and prejudices toward Ukraine's cultural mindset with a specific case study of a Scandinavian company; with these considerations in mind and an early assumption that JYSK Ukraine is in the process of transitioning its management style, this thesis will seek to answer the following research question:

1.1.1 Research question

In what way does JYSK Nordic's organizational culture inspire the employees in JYSK Ukraine to move toward a more Scandinavian management style, and yet how does Ukraine's external environment and culture challenge this development?

1.1.2 Elaboration of research question

In order to provide a sufficient evaluation and support of our research question, we have added the following sub-questions. The four sub-questions will be used as implicit guidelines throughout the thesis and should be seen as the point of departure of this paper's analysis of our empirical findings in JYSK Nordic and JYSK Ukraine, respectively.

- What impact do JYSK Nordic's organizational values and corporate culture have on the employees in JYSK Ukraine?

- To what extent do corruption and lack of trust influence JYSK Ukraine's challenge of developing a more Scandinavian management style?
- Why is it not adequate for today's multinational corporations to merely look at national differences with regards to intercultural management?
- While JYSK Ukraine looks up to the Scandinavian management style, what may hypothetically be the future developing direction of Ukraine as a country?

1.1.3 Purpose of the research

With the above research question and sub-questions in mind, this thesis aims at raising awareness toward the complexity of culture with focus being on a particular contemporary case, namely JYSK Nordic and the organization's office in Ukraine. We will through qualitative data collections and supplementary theories seek to discover how JYSK Nordic's organizational culture influences the Ukrainian employees' attitude to wanting to move toward a business approach with more focus on the Scandinavian management style. Yet, our purpose with this thesis is much so to explore the possible obstacles to JYSK Ukraine's transition with reference to the country's complex and turbulent political and economic development. This thesis will accordingly challenge the traditional conceptualization of the phenomenon that overrelies on generalizations (Plum, 2013) and instead offer a new approach to managing culture in complex environments.

1.2 Concepts and definitions; scientific theoretical stance; theoretical choices

The concepts and definitions applied in this thesis have been carefully selected due to their relevance to our empirical findings as well as their interpretation that reality is a social construction created through social interaction and discourse (Nygaard, 2012). Due to this thesis' social constructivist stance its primary concepts, definitions, and theories will take their point of departure within this approach. The dominant concept of this research is culture, which we will view as a complex and nuanced phenomenon (Plum, 2013), created through continuous interaction between subjective and objective factors, i.e. between culture and environment (Inglehart, 1997). We furthermore see

culture as something dynamic and changeable, thereby challenging the traditional culture paradigm that views culture as a static phenomenon comprised by a fixed set of rules and norms (Plum, Archen, Dræby & Jensen, 2008). Another important concept of this thesis regards organizational culture; again due to our social constructivist approach we view cultures, not as something tangible that exists inside the organization but instead we find that culture *is* the organization (Alvesson, 2002), and accordingly we view organizations as patterns of values, behaviors, and norms (Meyerson & Martin, 1987). We will apply four culture theorists as our primary theoretical sources to touch upon the above; these being: Jacob (2003); Trompenaars (2012); Inglehart (1997); and Plum (2013). Their theories will dominate the main topics of investigation in this research being: corporate values; national differences; external environmental factors; and unique individual differences.

1.3 Research method and empirical findings

Our empirical findings are collected through primarily qualitative research methods, i.e. face-to-face interviews and written interviews, while a questionnaire has been distributed among the Ukrainian employees to collect more responses than what was possible through qualitative interviews; we prioritized qualitative data, as we sought to challenge over pre-understandings and only by obtaining data through the subjective research method it was possible for us to reach above our own horizons and get a more profound and comprehensive understanding of the interviewees and their situation.

1.4 Structure and common thread

Due to this thesis' inductive approach the analysis as well as the theoretical framework and methodology will take up most of the space, i.e. approximately 75-80 percent. The analysis will be divided into three chapters, which will seek to implicitly answer our four sub-questions in the order represented in the above. This approach is applied with the thought of creating a more structured research paper and furthermore to support this thesis' purpose to answer the research question satisfactorily while keeping the

common thread. Subsequently, this thesis will present some concrete solutions for JYSK Nordic that are extracted and developed through our empirical and theoretical findings. Lastly, we will conclude our findings and propose a few suggestions for further research.

1.5 Delimitations

Culture is a very wide phenomenon, interpreted by numerous theorists; hence we find it necessary to argue the focus areas within this thesis by accounting for its limitations. The below sections will also include limitations in scope, persons, and methodology.

With our scientific theoretical standpoint in mind, we limit ourselves, as we move away from the classic anthropological concept of culture that sees culture as an empirical category, i.e. *“a system of assumptions, values, and norms which can be objectively described, something that members of a group, an organization, or a nation have or bear collectively”* (Gertsen, Søderberg & Torp, 1998:21). In the classic concept of culture, it is believed that through analysis it is possible to discover the essence of any culture by systemizing and surveying the attitudes and behavior of individual members; this thereby represents culture as objectively identifiable (Gertsen, Søderberg & Torp, 1998:21); this thesis will disavow itself from this viewpoint of culture, as we as researchers contrarily view culture as a social construction, which is highly complex and nuanced, and furthermore developed through human interaction.

In continuation of the above, we have made a deliberate choice to exclude Hofstede's (2001; 2010) influential studies on national culture from our chosen theorists, as the classic concept of culture is arguably manifested in his comparative management research (Gertsen, Søderberg & Torp, 1998:21). Despite of our choice to leave out Hofstede's traditional culture theory, we decided to include Trompenaars' (2012) seven culture dimensions. This choice should be seen in the light of JYSK Nordic's use of Trompenaars' general framework in its intercultural introduction courses.

It is furthermore important to indicate that this paper only focuses on the development within politics and labour force; i.e. only to a small degree we look at an economic perspective, as we apply historical as well as political data against Inglehart's theory on culture and social change. Hence, this thesis does not provide a detailed account of Ukraine's history. We merely look at the development from the past 30 years, i.e. since Ukraine's independence from the Soviet Union, as we find this period of time the most relevant in relation to JYSK Nordic's relationship and collaboration with JYSK Ukraine.

Our empirical research is furthermore limited to participants from JYSK Ukraine who understand and speak English, as neither of us are able to speak Ukrainian. This of course limits us from many other potentially interesting participants, who could have contributed with an even more nuanced picture of the mindsets of the Ukrainians. Thus, we acknowledge that our findings show a trend rather than the absolute truth.

As our focus merely concentrates on Ukraine and Denmark, we limit our focus, as we exclude other Central and Eastern European countries as well as other Nordic countries; the comparative analysis should be seen in the light of only JYSK Ukraine and JYSK Nordic's headquarters in the Jutland peninsula, in Denmark. Despite our initial thought of including Romania, this was not possible due to lack of response from the office.

1.6 About the company

JYSK Group is an international retail chain founded in 1979 by the Danish entrepreneur Lars Larsen, in Aarhus, Denmark. JYSK sells "*everything for the home*" ("Om JYSK | JYSK", 2017, own translation) at affordable prices like furniture, beds, and towels all over the world. Only five years after opening the first store in Denmark, JYSK went global with its first stores in Germany, which led to the company Dänishes Bettenlager. Other countries such as Sweden, Norway, Canada, and Poland quickly followed. Today, JYSK is present all over the world with more than 2,400 stores, 21,000 employees across 47 countries ("Om JYSK | JYSK", 2017). Although JYSK is a successful global company, its management still finds itself being influenced by the company's Scandinavian background; this can be seen in a statement posted on their website: "*Although JYSK today is a global business,*

the company is managed based on its Scandinavian roots. This reflects in our company culture and the way we do business" ("JYSK |", 2017).

JYSK Group consists of three companies: JYSK Nordic, Dänisches Bettenlager and JYSK Franchise with the following countries connected to each one:

JYSK Nordic	Dänisches Bettenlager	JYSK Franchise
<ul style="list-style-type: none"> • Denmark • United Kingdom • Norway • Slovenia • Sweden • Croatia • Finland • Bosnia-Herzegovina • Poland • China • The Czech Republic • Serbia • Hungary • Ukraine • The Netherlands • Romania • Slovakia • Bulgaria • Greece 	<ul style="list-style-type: none"> • Portugal • Germany • Austria • Switzerland • France • Italy • Spain 	<ul style="list-style-type: none"> • Greenland • Kosovo • The Faroe Islands • Kazakhstan • Iceland • Macedonia • Canada • Armenia • Latvia • Indonesia • Lithuania • Estonia • Singapore • Albania • Belarus • Georgia • Malta • Moldova • Montenegro • Vietnam

Source: ("JYSK.com |", 2017)

JYSK Nordic is a leader in the European market in all articles for the bedroom, the bathroom, the living room, the window, and the patio. They have, with stores in 20 countries and several more to come in the following years, made a big impact on the market of affordable furniture and accessories ("JYSK Nordic | JYSK", 2017).

JYSK Nordic has a flat organizational hierarchy, yet with a clear division of roles and authority. Its executive group is comprised of the president and CEO, Jan Bøgh; on each side he has his Executive Vice President of Logistics, Allan Kjærgaard and his Executive Vice President of Finance and IT and deputy CEO, Henrik Navndrup. Thereafter the

departments in JYSK Nordic include Communications, Business Development, Retail, HR, and Sales, e-business, and Marketing. A more detailed and illustrated version of JYSK Nordic's organizational hierarchy can be found in appendix 13.

Lars Larsen is no longer the CEO of JYSK Group; instead he currently function as Chairman of the board while keeping the status of being founder and owner of JYSK Group ("Organisation | JYSK", 2017). His business philosophy, *"(...) if you do not dare to take any chances, you will also not have any chance of making a name for yourself."* ("Lars Larsen Biography UK", 2014:5) is however still a big part of JYSK's far-reaching and successful development. Lars Larsen's business philosophy could also be argued to have had a significant impact on the company's vision, *"To be the world's most widespread and profitable chain of stores"* ("JYSK Mission Statement", 2017), as he explains that a wise man once said: *"Nothing ventured, nothing gained"* ("Lars Larsen Biography UK", 2014: 5). He remains the face of JYSK in Denmark, with reoccurring advertisements on television.

1.6.1 JYSK Ukraine

In 2004, JYSK Franchise opened its first store in Kiev, the capital of Ukraine, and eight years later, i.e. in 2012 Ukraine became part of JYSK Nordic ("The History of JYSK Group", 2017). Today, JYSK Nordic has 35 stores distributed all around Ukraine (Appendix 13). Due to a big conflict in Crimea in 2013, JYSK Nordic was forced to close down four of its stores in the area - three in Crimea and one in Mariupol (Århus Stiftstidende, 2017). The office in Kiev has about 40 employees while there are about 350 employees in total allocated among the 35 stores around the country (Appendix 15, Kateryna).

In the following analysis chapter, when referring to JYSK Group we will merely write the shortened version JYSK, whereas in the case of mentioning JYSK Nordic, we will do so explicitly. JYSK Nordic refers to the Danish headquarters while JYSK Ukraine will be applied only in the case of referring to JYSK Nordic's department in Ukraine.

Chapter 2: Methodology

We will in the following chapter shed light on this thesis' methodology to properly answer our research question. It will include the paper's research design, scientific theoretical stance, choice of theory, and a presentation of the empirical data as well as the choices we have made during the data collection, including practical and ethical considerations.

2.1 Deductive vs. inductive

Our thesis started out by applying the deductive approach to empirical research, as we were more focused on basing our thesis on theory (Nygaard, 2012) and had a theoretical wondering about cultural differences. We have noticed in our time at Copenhagen Business School (CBS) that not much of the theory or the empirical studies focused on Eastern European countries and the cultural differences that exist between the western world and Eastern Europe. It was thus with inspiration from the theory, and lack of in some areas, that we found a more specific topic we wanted to work on. At the time, we expected our thesis to be built up by an equal amount of theory and data; as we had not partnered with a real life case company we did not know how much empirical data we could conduct. After getting in contact with JYSK Nordic, where we in a short amount of time managed to conduct written interviews from four Ukrainian employees, we turned toward a more inductive approach where we received new knowledge within an area of empirical research and accordingly, we found it necessary to make adjustments to some of the chosen theories. According to Nygaard (2012:89, own translation) *“an inductive approach (...), is based on empirical data and on the background of empirical analysis a theory is formulated about the empirical field”*. We were able to obtain a lot of empirical data, i.e. face-to-face interviews, a phone interview, written interviews and a questionnaire, which have allowed us to move focus on methods for collecting data and analyzing the empirical findings. Our page distribution has primarily focused on analysis, which will together with sections on methodology and theory take up approximately 75-80 percent of the thesis. Along the way we have collected new

empirical data, questions and literature (Ankersborg, 2017). By applying the philosophical hermeneutics standpoint, we use theory as a tool to ask new questions to the empirical data and accordingly make it possible to make different interpretations of them (Nygaard, 2012:89). Our process has not been consistent in our choices of theories and collection of empirical data but has made use of a more dynamic and continuous process that has only helped us make a more precise and nuanced thesis.

2.2 Case study

We have chosen to make use of a case study to get closer to reality than what the theory alone is able to do. We want to be able to confirm or deny some of the theories chosen and their applicability, combined with the view that by merely applying theories we might get a more general result. When applying a case study we cannot come up with general ideas and rules but instead we can try to connect the case company and the chosen theory. In social constructivism it is the participants that, in collaboration with each other, create communication and the culture between them (Gullestrup, 2003; Jensen, 2005; Plum, 2013). Our purpose is therefore not to find general answers but instead find concrete answers that fit the chosen case company. Accordingly, this thesis will look at three different culture paradigms as well as dive into management theory to fit the perspective of the research question of this specific case study.

2.3 Choice of theory

This thesis will take its point of departure in carefully chosen theorists whom we believe will represent relevant, interesting and various viewpoints and approaches to culture and management, which will be the main subjects of discussion in this research paper.

Due to our relativistic approach and our belief that truth is subjective, we find it relevant to include several theorists in order to bring about a more comprehensive and inclusive perspective on culture given the complexity of the concept. The primary theorists we will apply are Trompenaars (2012), Inglehart (1997), and Plum (2013), as these three represent very different approaches and views on culture in the form of: national differences; changing belief systems; and unique individual differences. The three

approaches and their relevance to our research question will be explored in-depth in the analysis chapters. We furthermore apply Alvesson (2002) and Jacob (2003) in order to shed light on the importance of organizational culture and core values and to discover in what ways these areas affect the Ukrainian employees' perception of JYSK Nordic. Jacob (2003) finds that in a multinational corporation where different cultures exist, core values are vital in terms of holding the organization together. In connection with management theory, we apply Grenness' (2003) contribution to the concept of 'The Scandinavian Model', i.e the Scandinavian management style, which we believe have a strong connection to our empirical findings. Steers, Nardon, and Sanchez-Runde (2013) are also mentioned in connection with management theory, as they provide some insight as to the globalization of business and how it affects management when communicating across cultures. Inglehart (1997) will have a particular significance to this research project, as his theory varies distinctly from the other cultural theorists due to his sociological stance to culture and development. His theory takes consideration to Ukraine's turbulent culture-historical development involving economic instability and distrust, which we find will confirm our standpoint that culture is a complex and nuanced phenomenon (Plum, 2013). Accordingly, we find common links within our choices of theorists that could be argued to strengthen our research.

Additional relevant theorists will be applied in order to get more viewpoints on the case in hand. Jameson (2007) will help support Plum's (2013) claim that culture should be seen as complex and multidimensional and cultural identity should focus more on one's own cultural understanding instead of generalizing groups in terms of nationality being the single most important aspect. Furthermore, Jameson (2007) together with Sørderberg and Holden (2002), Sørdergaard (1994), and Meyerson and Martin (1987) support Plum's (2013) claim that culture should be acknowledged as a socially constructed phenomenon; accordingly, the traditional culture paradigm should be challenged and reconceptualized, as emphasis should not merely be on national differences but instead be balanced with external factors and a person's unique individual features and circumstances. Finally, Spender (1992), and Brewster and Bennett (2010) will support our discussion part when looking into the possible future direction of JYSK Ukraine as well as Ukraine as a society.

2.4 Scientific theoretical approach

The following section will introduce this thesis' ontological standpoint, which represents our fundamental belief in what defines reality. The point of departure of this thesis is influenced by a preconceived idea that culture should be acknowledged as a complex and dynamic phenomenon, which is developed through social interaction. To make our research as comprehensive as possible the philosophical hermeneutics approach is applied in relation to our data collection methods. We find it important to account for the pre-understanding we bring to this research due to our educational background as well to seek a widened understanding of the topic by making an effort to increase our horizon.

2.4.1 Social constructivism

The point of departure of this thesis is social constructivism, i.e. the idea that reality is socially constructed through interaction between human beings. As students from the Faculty of Arts within communication and cultural studies, we acknowledge the development within theory of science in this academic field and have deliberately taken a standpoint within more contemporary theory on the phenomenon culture. The ontology of social constructivism is relativistic, i.e. one's perception of what is real and truthful is critically dependent on the social, cultural and linguistic perspective one ascribe to the reality (Nygaard, 2012:36). Working with the social constructivist paradigm means that people are considered to be active agents who take part in creating the reality and the culture they are part of. Accordingly, culture does not exist outside of the people enacting it; rather it is a dynamic and subjective process (Weick, 1995:17-63). Similarly, Weick (1979) prefers to apply the term '*organizing*' when referring to an 'organization' as he believes the processes within an organization is what continuously creates organizational reality instead of stable structures (in Nygaard, 2012:43). Our view on organizations should be seen in the light of the more contemporary view on organizational communication, i.e. Communication Constitutes Organization (CCO) Perspective (Blaschke, Schoeneborn & Seidl, 2012), which claims

that “*discourse is the very foundation upon which organizational life is built*” (Fairhurst & Putnam, 2004:5). This thesis will thus consider culture and our reality as continuously developed, strengthened, negotiated and reproduced in the social interaction (Plum, 2007:57), and accordingly apply the following standpoint:

“The social world is seen not as objective, tangible, and measurable but as constructed by people and reproduced by the networks of symbols and meanings that people share and make shared action possible.” (Burrell and Morgan, 1979; Putnam, 1983 in Alvesson, 2002:25).

According to the social constructivist perspective, culture should therefore be seen as something that does not primarily exist inside people’s heads or as a tangible static, which is easy to manage. On the contrary, it argues that culture exists “*somewhere ‘between’ the heads of a group of people where symbols and meanings are publicly expressed*” (Alvesson, 2002:4) and is accordingly constructed through social interaction e.g. in work group interactions, negotiations, daily meetings, but also in material objects such as emails.

Consequently, we distance ourselves from functionalism, as this approach fails to incorporate the dynamics and complexity of intercultural interactions. The perspective of this paper is subjective and defines as such objective knowledge as impossible, since science is tied to distorted social constructions (Nygaard, 2012:29). Culture is seen as “*a pattern of responses discovered, developed, or invented during the group’s history of handling problems, which arise from interactions among its members, and between them and their environment*” (Website 1 – Business Dictionary); hence ultimate truths are culture dependent social constructions and will accordingly vary from culture to culture.

2.4.2 Hermeneutics

“Hermeneutics maintains that community standards of knowledge emerge from a practice of dialogic perspectives. Knowledge advances by the dialogue between differently committed minds.” (Bergman, 2008:40).

As the main purpose of this thesis is to seek as well as offer an understanding of the cultural differences between Denmark and Ukraine, we have chosen philosophical

hermeneutics as our epistemological stance as well as our research tool, as it allows us to analyze personal and historical perceptions of the Danish-Ukrainian collaboration within the Danish multinational corporation JYSK Nordic.

‘Hermeneutics’ refers to the theory of interpretation, i.e. the theory of obtaining an understanding of texts and utterances (Forster, 2007). According to hermeneutics, people need to be understood culturally and historically (Gadamer, 1998 in Nygaard, 2012:26) and everyone possesses specific presumptions about their surrounding environment, which ultimately determines their view on others and the world in general (Gadamer, 1998 in Nygaard, 2012:32). Accordingly, one could argue that understanding is the essence of hermeneutics. Due to hermeneutics’ aim to understand humans and the society we act in, the paradigm proves a sharp contrast to its opponent ‘positivism’, as hermeneutics underlines that humans cannot be examined or studied as a scientific object that act according to the law of causation. Quite the opposite is evident in hermeneutics in fact; Nygaard (2012:31, own translation) argues that:

“Humans are not like stones or atoms but instead humans should be considered as cultural historical beings who act out of free will according to underlying causes and intentions and not least from a certain understanding or view of the world.”

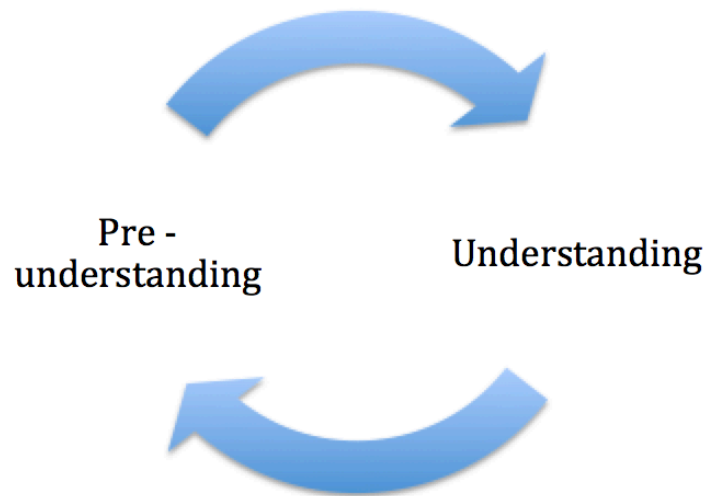
This point of departure is inspired by the philosophical hermeneutics perspective developed by the German philosopher, Hans-Georg Gadamer who finds that understanding is reached within a so-called ‘fusion of horizons’ (Gadamer, 1998 in Nygaard, 2012:77-76), which is an underlying principle in hermeneutics acknowledged by philosophical thinkers (Forster, 2007).

Gadamer (1998:281-282) is under the impression that understanding is a historically influenced process, i.e. in the process of understanding there will inevitably exist a form of ‘pre-understanding’ or ‘prejudice’, which one can never entirely escape (Nygaard, 2012:81). Meanwhile, Nygaard (2012:81) explains that our situation is not merely influenced by our historicity i.e. social-historical development but indeed also by our personal background as individuals, e.g. educational background, work situation and

family relationships. This theoretical point of view leans towards Plum's (2013) stance that individuals should be seen as unique, as we all possess differences in terms of educational background, competences and experience, nationality, age or work position (Plum, 2013:7). Plum (2013) takes consideration to culture as a more complex and sophisticated phenomenon and thus dissociate herself from more traditional culture theorists in the academic field such as Hofstede (2001; 2010) and Trompenaars (1997; 2012). According to our scientific theoretical method standpoint and chosen theory, this thesis seeks to avoid a functionalist approach, and instead focus on the relativistic perspective, as we view intercultural interaction as dynamic and complex dialogues influenced by nuanced and unique understandings of the world.

The hermeneutic circle

As we apply a hermeneutic approach to our study, we acknowledge the standpoint that the world is made up by parts and wholes. This point of view symbolizes the very essence of the hermeneutic approach i.e. the hermeneutic circle (Gadamer, 1998); Parts and wholes cannot be interpreted individually, as it is impossible to understand one without reference to the other: *"We can only understand the meaning of parts when seeing them in connection with their whole - and only understand the whole according to the parts of which creates the whole."* (Nygaard, 2012:77, own translation). Accordingly, understanding the parts and wholes is what constitutes the hermeneutic circle. The hermeneutic circle is a procedural, dialectical approach that continuously redefines reality. As previously mentioned, in the process of understanding, we cannot escape our pre-understanding or prejudice (Gadamer, 1998), i.e. as academic researchers we cannot aside our prejudices and approach a text or conversation with a clean slate. Even if we could it would not be expedient; if we did not know anything about the phenomenon to be investigated we would not be aware of which questions to ask (Gadamer, 1998 in Nygaard, 2012:80). Accordingly, all knowledge builds on a certain understanding, which is articulated in an interpretation of the knowledge we already contain, i.e. when we enter into a process of understanding we bring along a number of pre-understandings or prejudices into that process (Gadamer, 1998). Within this process the hermeneutics turn into a circularity between our pre-understanding and understanding (Gadamer, 1998 in Nygaard, 2012:80).



Own illustration: Fusion of horizons

It is important to point out that in Gadamer's (1998) philosophical hermeneutics, understanding is never a final product but in contrast a *process* in which our pre-understanding becomes impacted upon and our horizons widened (in Nygaard, 2012:83). In our research process, in order to perform an interpretation, it was necessary for us to acknowledge our own prejudices, i.e. our personal opinions and professional understandings about this case study, in order to reach a fusion of horizons, i.e. mutual understanding and a redefined reality with the people involved in this research project.

With the above in mind, we have found it necessary to carefully consider our presumptions about the topic of this thesis, i.e. cultural differences and intercultural management, as our academic perspectives and educational background unquestionably color our theoretical approach to this research-related project (Nygaard, 2012:84). Our research project can indeed also have been influenced by our pre-understandings or presumptions from own experiences or other empirical studies. These presumptions may affect our research questions as well as our decision to apply certain theories and theorists to support the analysis of our empirical findings; both play an important part in the process of the horizons of understanding we draw upon in our research (Gadamer, 1998 in Nygaard, 2012:84). Our knowledge will inevitably be connected to a

certain subjective understanding of the world and our acknowledgement therefore consists of the ability to widen our understanding (Gadamer, 1998 in Nygaard, 2012:28).

Methodological principles

Hermeneutics deals with interpretation, not only as an epistemological stance but also as a methodology. The research methodology of hermeneutics involves qualitative studies of humans e.g. by conducting interviews or through participant observations. In a qualitative interview the researcher should aim to avoid asking closed questions, as the answers will then merely confirm one's pre-conceived idea of the world instead of making an effort to widen one's horizon or even change it (Gadamer, 1998 in Nygaard, 2012:32). Instead one should aim to put oneself in the interviewee's shoes to be able to perceive the world from this particular person's point of view and thus come to a different or new understanding than one's initial standpoint (Nygaard, 2012:32). If the interviewer succeeds, we are talking about the already mentioned phenomenon fusion of horizons (Nygaard, 2012:33).

In order to reach a fusion of horizons between us as researchers and our participants from JYSK Nordic, we will apply four methodological principles developed by Nygaard (2012). The first principle he presents, involves '*to raise awareness of one's own pre-understanding*' (Nygaard, 2012:85, own translation); i.e. as already mentioned in the above, we must take consideration to our pre-conceived perception of the topic of this thesis, as it could be argued that we already have a pre-understanding behind our choice of research question and therefore most likely also have an opinion of how the underlying issues of JYSK Ukraine's cultural development can be explained. Due to these presumptions' influence on the research process, which simultaneously draw a limit to our horizons of understanding, it is important to seek an awareness of one's own pre-understandings in relation to the research project in hand (Nygaard, 2012:85).

The second methodological principle involves '*to put one's pre-understanding in play and through that put one's horizon of understanding in motion*' (Nygaard, 2012:86, own translation). By questioning our own pre-understandings we open ourselves up toward

influence and thus we allow our horizons to be changed or challenged by other viewpoints. Accordingly, this is a way for us to actively influence the conditions and possibilities for understanding (Nygaard, 2012:86). To apply this principle we have tried to explicate our pre-understandings, i.e. clarified our theoretical perspectives and assumptions about the topic before conducting the empirical data in order to understand the influence these may have on our interpretations of the data (Nygaard, 2012:86-87).

The third methodological principle Nygaard (2012:88) presents, involves the subject of the dialogic process, i.e. the interviewee participant. This principle argues that the researcher should seek '*to put oneself in the other's place*' (Nygaard, 2012:88, own translation); i.e. in order to understand the other person's actions and thoughts, we as researchers need to acquaint ourselves with this person's background or situation. This is possible if we step out of our own situation and into the other person's; yet, without bringing our prejudices and pre-understandings (Nygaard, 2012:89). Accordingly, we have applied relevant theory as a tool to raise questions to the empirical research and thus allowed for more interpretations to appear; this is also seen in our inductive approach to this paper, i.e. this thesis takes empirical research as its point of departure. As Gadamer (1998) argues, in order to reach a fusion of horizons with another person, we should apply theories that tell us something about the context of the phenomena that are part of our investigation (in Nygaard, 2012:89). An example of our application of this principle can be found in our choice of theory on culture as a phenomenon. Trompenaars' (2012) theories on corporate culture and national differences will be employed to make a comparative analysis of Denmark and Ukraine. Inglehart's (1997) theory will then be applied in order to get a deeper sense of the culture-historical development of the two countries in question and finally, we make use of Plum's (2013) definition of human beings as nuanced and unique individuals whose thoughts and actions are influenced by one's various backgrounds. Well-knowing that these theories have limitations in terms of creating a deeper understanding of the context that these phenomena are in, they can still be applied as relevant 'tools' to put ourselves in the interviewees' place (Nygaard, 2012:91-92).

The fourth methodological principle applies to the researcher's ability ' *to raise awareness as to the question's structure and through that be able to influence its horizon*' (Nygaard, 2012:93, own translation). Gadamer (1998) explains that openness is fundamental in the hermeneutics research and accordingly, we cannot increase our understanding of a particular topic without asking questions and enter into a dialogue with the subject, i.e. the interviewee. The essence of raising a question is to open possibilities and to maintain that openness (Gadamer, 1998:299, 262-363, in Nygaard, 2012:92). While an interview is in no uncertain terms a process of raising questions and receive replies, the interpretation of an interview text involves seeking a dialogue with it. When we developed our interview questions, as well as the questions formed in our questionnaire, we chose the direction of our path to knowledge, i.e. in the process of deciding which questions to be asked during our interviews. Similarly, in our questionnaire we sought to identify alternative theoretical options and had a joint discussion as to why our chosen theories were relevant and how these could create the optimum basis for enlightening our research question. Nygaard (2012:93, own translation) argues that: "*In order to choose a theory I have to ask questions as to its horizon, to its applicability, and its explanatory force in relation to the empirical data*"; this is closely linked to Gadamer's (1998:370) statement that "*we enter into a dialogue with a text*" (in Nygaard, 2012:92). Accordingly, it is worth considering the limitations of the questions' horizons in relation to its formulation and structure. With particular reference to our enclosed interview guide (Appendix 10-12), it is evident that our questions have a certain structure and a certain level of openness and closedness. It is inevitable that questions within a research process have a particular horizon, i.e. they make certain answers possible and some not; yet, we as researchers should seek to turn our attention to the questions and actively challenge their horizon in order to again widen our understandings and thereby increase the possibility of a fusion of horizons with the participants from JYSK Nordic.

2.5 Empirical data

In connection with the above account of the scientific theoretical approach, the following section will present our primary and secondary empirical data. Our primary empirical

data include semi-structured interviews, i.e. face-to-face interviews, written interviews and one telephone interview. Our primary data furthermore include a questionnaire distributed among the employees in JYSK Ukraine. The secondary empirical data of this thesis consist of internal material from JYSK Nordic; these include the Annual Report from 2016, PowerPoint slides shared by Head of HR Countries and Logistics, Lars Christensen in connection with our interview and finally, JYSK Nordic's corporate website, which is used in order to extract background information about the organization.

2.5.1 Mixed methods approach

Mixed methods research typically refers to a single research project that includes both quantitative and qualitative data (Bergman (2008:1). Quantitative research is characterized by observations or gatherings of data that can be compared to other components by using statistical analysis whereas qualitative research concentrates its focus on examining people's worlds and actions in subjective ways that represents the situation as experienced by the participants (Bergman, 2008:11). The two seemingly very different method paradigms are originally argued to be competing ways of understanding the world, which is connected to the approach in which data is collected, i.e. words versus numbers and the perspective of the researcher, i.e. perspectival versus objective (Maykut & Morehouse, 1994 in Bergman, 2008:11). Despite this thesis' social constructivist stance to reality and a hermeneutic approach to data collection, we have applied quantitative data, i.e. a questionnaire, to confirm already obtained subjective knowledge. This choice will be elaborated on in the following section on 'triangulation', yet first, we will seek to explain more in detail our mixed methods research.

According to Bergman (2008:57) the mixed methods studies have three different types; we would characterize our approach as the following:

"Mixed methods studies where the qualitative component had priority and the researchers identified themselves primarily as qualitative researchers; the qualitative component similarly followed on from the quantitative component (two studies)."

Our first data collection method involved email interviews with four employees in the Ukrainian office; this gave us an opportunity to initially analyze the participants' view on the cultural and managerial differences between the Danish and Ukrainian employees on a subjective and individual basis. Shortly after receiving answers to our email interviews, we conducted a telephonic interview with our contact person in Ukraine, HR manager Kateryna, to get clarification on some of the answers provided by her colleagues; this furthermore helped us to collect more nuanced and in-depth answers to our questions. Similarly, we conducted two semi-structured interviews with two Danish participants from JYSK Nordic's headquarters in Brabrand, Denmark, to get a more thorough understanding of JYSK Nordic's corporate culture as well as enhancing our understanding of the Danish managers' view on cultural differences and intercultural management.

In the following research phase, we then developed a questionnaire with the purpose to widen our horizon somewhat further, as we had at this point merely spoken to JYSK Nordic's management who may have provided us with a narrowed perception of their own management style and perception of cultural differences. Consequently, we distributed the questionnaire to a broader group of employees in JYSK Ukraine, i.e. the participants were asked to provide their age, educational background, and profession, so we were able to take these multidimensional individual factors into consideration in our analysis (Plum, 2013). The questionnaire thus functioned as a subsidiary to the qualitative component (Bergman, 2008:59), as its purpose was to get a wider perception of the Ukrainians' experiences in working with Danes. We particularly wanted to understand the Ukrainians' attitude towards the Scandinavian management style and as we found that our interviews, both oral and written, were not adequate to answer our research question properly, we decided to work with different types of data, i.e. mixed methods research (Bergman, 2008:53) to add more validity to our research.

2.5.2 Triangulation

The original usage of the term 'triangulation' refers to checking the validity of an interpretation of a single source of data by applying an alternative additional source of a

strategically different type (Bergman, 2008:23); I.e. questionnaire data can be used to check conclusions reached on the basis of semi-structured interviews or vice versa. Yet, the interpretation of triangulation used in this thesis is outlined by Erzberger and Kelle, and today it represents a more common meaning of the term and is employed frequently by qualitative researchers (Bergman, 2008:27). Erzberger and Kelle argue that *“(...) Empirical research results obtained with different methods are like the pieces of a jigsaw puzzle that provide a full image of a certain object if put together in the correct way.”* (in Bergman, 2008:27). Hence, they argue that two strategically different methods might provide a fuller and more complete picture of the phenomenon in question if brought together (Bergman, 2008:27). Still, as this thesis sees the very nature of the social world through the social constructivist paradigm and chooses to understand it from a philosophical hermeneutics perspective (Bergman, 2008:27), it could be argued that different methods construct the social world in different ways; thus combining them would not necessarily lead to either validation or to increasing the completeness of the picture (Bergman, 2008:28). This argument appears in the growing influence of constructivism and postmodernism that focuses on the way in which social phenomena are created in as well as through social interaction or discourse (Bergman, 2008:28).

2.5.3 Respondent selection

We started out by conducting two face-to-face interviews with Head of HR Countries and Logistics in Denmark, Lars Christensen, and Head of Communications and CSR in Denmark, Rune Pedersen, as we aimed to get the Danish view on the cultural differences between Denmark and Ukraine. The interviews were made to get a better understanding and perception of the Danish office and JYSK Nordic's management style, along with getting a better understanding of the Ukrainian office and its employees. Furthermore, we have conducted interviews from HR manager in Ukraine, Kateryna Babenko, as she was able provide us with insight of the Ukrainian employees' mindsets and their way of working. She was also able to provide us with insight into the co-operation between the Ukrainian and Danish office. Lars was chosen as a respondent, since he has much knowledge of the Danish and Ukrainian office, as he works closely with the Ukrainian office and has paid them frequent visits. We chose to speak to Rune, as he was our first

contact in JYSK Nordic and he had a communication perspective that we thought might prove useful in our research. Speaking to Kateryna, Lars and Rune, we believe will provide us with a more nuanced look of JYSK Nordic along with the Danish headquarters' perspective of doing business. Kateryna works in Ukraine at the Head office in Kiev and has knowledge about the country and the Ukrainian organization, which can help us understand the way of doing business in a multinational corporation located in an Eastern European country. Kateryna has also been a big help in connection with our email interviews, which she completed herself and furthermore distributed to three other Ukrainian managers whom she knew were comfortable answering questions in English. Our considerations to the email interview method will be explained in detail in the section below.

2.5.4 Qualitative research

Our primary empirical data in this research project is collected through the qualitative research method, as described in the above section (Bergman, 2008:11), as we sought to explore the world seen through the eyes of our participants. Due to our hermeneutic stand we find that qualitative research is necessary to ensure our openness as researchers and to indicate our explorative approach to this thesis. In order to put ourselves in the shoes of our participants, we found that the qualitative interview form was the best fit to our initial research method, as we sought the ability to understand the interviewee's thoughts and feelings in order to reach above our own horizons (Nygaard, 2012:31-33).

Email interviews

The very first empirical data collected during this research process was conducted through written interviews, also referred to as email interviews. Literature indicates that email interviewing is of benefit in qualitative research, as it reduces time spent and makes economic sense (Ratislavová & Ratislav, 2014:453). Due to the large geographical distance to our participants from JYSK Ukraine, the Internet was seen as a cost-saving solution in contrast to e.g. an international phone call. Another advantage of the email interviews with the Ukrainian employees is found in the process of transcribing, as the

data could easily be copied and pasted compared to other interview forms (Ratislavová & Ratislav, 2014:453), e.g. our semi-structured, face-to-face interviews. Furthermore, we were not bound to being at a certain place or conducting the interview in a certain amount of time, as emails enabled us to interview multiple participants at the same time (Ratislavová & Ratislav, 2014:453), i.e. we had HR manager Kateryna, as our contact person in Ukraine, forward the emails to English-speaking employees from her office whom she found relevant to our research. Another consideration to the email interviewing was made with regards to our participants' busy work schedule. As we wanted to conduct at least three or more written interviews, we found that we had to take at least 30-45 minutes of the Ukrainian employees' time if we contacted them by phone. By emailing a list of questions, we found that the possible participants would find it more time flexible. According to Ratislavová and Ratislav (2014:454), interviewing someone by email protects people who reveal personal experiences without them 'losing face'. This was an essential factor, since we had a preconceived idea that the subject corruption was a subject to taboo. Also, we found that if the participants were to say something negative about JYSK Nordic they would be more willing to provide this information by email, instead of face to face. After the transcription process, we color-coded the email interviews together with our face-to-face interviews to make the process more efficient and to furthermore make quotations easier for ourselves during the analysis. With all being said, we do however, acknowledge that our written interviews do not give us the opportunity for a dialogue with the participants; neither do they allow us to interpret potential body language or mimics. Hence, we are aware that the email interviews form limited nuanced explanations and in-depth point of views; yet, a deliberately and planned decision was made to contact HR manager, Kateryna, in a telephonic interview to get clarification and further explanations to some of the answers provided by her colleagues in the written interviews.

2.5.5 Semi-structured life world interview

According to Kvale (2007:51), the semi-structured life-world interview's purpose is to collect descriptions of the life-world of the interviewee with respect to interpretation of the meaning of the described phenomenon. In the semi-structured interview there will

be a sequence of themes and suggested questions. We make use of the semi-structured life world interviews to make sure we get around all prepared questions and subjects. In the interview guide (Appendix 10-12) it is illustrated how we base our interview on specific subjects by using different examples of questions. We have set up the interview guide in the following way:

Subject	Purpose	Questions
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The subjects are chosen beforehand based on theory, our pre-understanding and the interviewee. The questions are just examples, and they should represent openness to changes of the interview structure as well as encourage follow-up questions to specify answers that also often include stories told by the interviewee. This is done with the semi-structured method in mind as to make room for new openings and perspectives along the way (Kvale, 2007:51). The semi-structured life-world interview is evident in the three interviews we conducted with employees from JYSK Nordic and JYSK Ukraine, i.e. Lars, Rune and Kateryna. When we apply the semi-structured interview method it resembles a conversation that ensures we get around the planned themes and areas of the interview. We have applied this particular interview method, as we wish to understand the world from the interviewee's point of view. With this in mind, we have been inspired by Spradley's (1979) introduction to anthropological interviewing:

"I want to understand the world from your point of view. I want to know what you know in the way you know it. I want to understand the meaning of your experience, to walk in your shoes, to feel the same things as you feel them, to explain things as you explain them." (Spradley, 1979: 34 in Kvale, 2007:52).

As we make use of the hermeneutic approach we try to be as open-minded as possible toward new understandings, which is an additional reason of our choice to conduct semi-structured interviews.

Execution of interviews

We have made considerations with regards to the length of the interviews and had an expectation that they would last 45-60 minutes with the Danish employees and 30

minutes with the Ukrainian employee. We felt it was a suitable time-frame for our interviews with the Danish employees, Lars and Rune, that was done face to face and an interview with the Ukrainian employee, Kateryna, that was conducted by phone. This consideration was made with consideration to their busy work schedule, while making sure we had enough time to conduct thorough insight into their point of views with additional questions to elaborate on their answers. The execution of the interviews with the Danish employees took place at the headquarters in Brabrand on the employees' terms, where it was most convenient for them to meet with us while not interfering too much in their daily work. This was a deliberate choice in order to conduct face-to-face interviews with our Danish participants. Furthermore, it was a chance for us to see the organization from within.

A digital recorder was used to capture the interviews while notes were simultaneously taken in order to collect as much relevant information as possible, as we had the advantage of being two students present during the interviews. Although the recorder may cause some anxiety for some people (Anderson, 2013:218), it allows the interviewer to keep full attention on the conversation, adjust questions according to the development of the topic during the interview and additionally, it leaves time to follow emergent leads. The interviews with Lars and Rune were conducted in Danish with the purpose to allow our interviewees to express themselves as freely as possible. The interview with the Ukrainian employee, Kateryna, was conducted by phone, as she is located at the Ukrainian office in Kiev. The meeting was supposed to be conducted by Skype to discover possible interesting body language or mimics, but due to technical difficulties the interview ended up being conducted by phone. The interview with Kateryna was furthermore conducted in English, as it was the language both parties could understand and speak. All interviews started out with introducing the purpose of the interview, along with the question of whether we were allowed to tape the conversations, which was accepted by all interviewees.

2.5.6 Quantitative research

In addition to the qualitative research method, we have applied a quantitative approach by collecting data through the use of a questionnaire in order to support our hypothesis that JYSK Ukraine is moving toward a more Scandinavian managerial mindset. Data extracted from the quantitative method is typically collected from an instrument that measures attitude and the information is hereafter analyzed using statistical procedures and hypothesis testing (Nygaard, 2012:30-31). In quantitative research there is a tendency to work with large, representative samples (Bergman, 2008:13), yet our quantitative research will merely concentrate itself on a group of 19 participants.

Questionnaire

The general structure of the questionnaire has been of much focus for us as to deliver a well-formulated but still understandable questionnaire to the Ukrainian employees. As the participants should be able to answer the questionnaire in 5-10 minutes we decided that it should not contain more than 10-12 questions. We deliberately chose to make the questionnaire rather short, as we are aware the Ukrainian employees most likely have a busy work schedule. An introduction to the survey was made in the first step of the questionnaire to explain: who we are; what the questionnaire is for; what it is about; and how long it will take. This information was provided to give the respondents an idea of the purpose behind the questionnaire and how much we appreciate their help answering our questions. Another consideration included attention to academic language as many of the Ukrainian employees do not speak English. According to Lars, the people working at management level are expected to know and speak some English but people working in the stores do not necessarily speak the common language (Appendix 3, 37:52). The language employed in the questionnaire is therefore simpler and not as academic as it could have been; this should be seen as a deliberate choice in order to lower the possible amounts of misunderstandings (Merrigan & Huston, 2009).

Construction and format

We have chosen to apply a combination of closed-format questions and open-ended questions in our questionnaire. We have done this to get more accurate results and elaborations of the Ukrainian employees' answers instead of merely using closed-format

questions, that would lead to less accurate reflections of the respondents' perceptions and interpretations. Closed-format questions ask the respondents to choose from a fixed set of alternatives or to give a single numerical value, which can be seen in question 2: *"What is your gender? Male or Female"* (Appendix 9, q. 2) and in question 9 (Appendix 9, q. 9):

Have you experienced any of these challenges due to cultural differences between Ukrainian and Danish employees?

- ☐ Misunderstandings due to language barriers
- ☐ Organizational hierarchy
- ☐ Differences in expectations (e.g. time, deadlines, level of creativity)
- ☐ Examples of corruption in JYSK Ukraine
- ☐ Different view on rules and structures

The first example of a closed-form question is also a descriptive and demographic question that we made to get a better view of who the respondents are without asking for their name. We started out with five demographic questions in the questionnaire; these included age, job function and educational background.

We also made use of open-ended questions. Open-ended questions ask the respondents to report on an experience or concept in their own terms - this can be seen in question 7: *"How would you describe the Ukrainian employees' way of working compared to other countries? Examples could be when interacting with co-workers, work routines, social life among employees, humour, written communication and so forth"* (Appendix 9, q. 7). This gave the respondents the opportunity to elaborate more on their answers and give us more information about their situation; i.e. they could tell us about specific experiences. In this example, we made use of examples that could help guide them to possible themes they could elaborate on. This was done to help them understand the question as we know that their English vocabulary might not be that big; that way we could make sure they knew some of the possible areas to elaborate on.

Transcribing interviews: Practical and ethical considerations

As a big part of this thesis' empirical data applied in the analysis chapters, is comprised by oral interviews, we find it relevant to elaborate on our choices in relation to the transcription process. Decisions have been made carefully along the way in this process

with regards to both practical as well as ethical considerations to our transcriptions; these will be explained in depth in the following.

Having experienced transcription as a time-consuming effort in previous research projects at CBS, we found it necessary to start the transcription process soon after conducting the oral interviews. In order to easily draw cross-comparisons among the three oral interviews, we have taken careful consideration to applying the same writing procedure, as we were two people transcribing for the interviews of a single case study (Kvale, 2007:95). As we view our transcriptions as templates for initial analysis (Kvale, 2007:94) we have taken considerations to its appearance, its form of language, and its readability.

Prior to and during the interviews we took consideration to the conditions of the location in relation to obtaining a good enough digital recording of the interview. Kvale (2007:93-94) explains that a requirement for the transcription involves that the recorded conversation is audible to the transcriber and that it *“may require that the interviewer takes measures to avoid background noise.”* We should perhaps have acted on this point Kvale makes in the beginning of our interview with Lars, since loud noise from outdoor construction work resulted in a rather noisy audio file. Yet, we deliberately did not ask Lars if we could move to another location, since we did not want to be of any inconvenience and take more of his time, as we knew he had a meeting right after our interview appointment. Fortunately, the sound turned out okay and we were able to transcribe the interview without any troubles.

After the transcriptions were made, we divided them into color codes according to themes; these were carefully chosen as to their relevance to our research question and thus purpose with this thesis. The themes included: cultural challenges; cultural advantages; corporate culture; management style; concrete examples; Ukraine; Denmark. Color coding the transcriptions allowed us to more easily embed quotations and information from the empirical research in the analysis part.

Another consideration was made with regards to transcription ethics; we found that the reporting data should respect the interviewee with regards to a number of things. According to Trost (1996:71), some people see it as a violation of their integrity when being cited directly from the spoken language. Accordingly, we find it necessary to have in mind the unethical about using the spoken language (Trost, 1996:86); we have therefore corrected some of our direct quotations in the analysis part without changing the context but merely to cite them in more proper written language as a courtesy to the participants of this case study. This choice should furthermore be seen in the light of JYSK Nordic's acceptance of making our thesis available for the public and we thus find it appropriate to cite the participants in a respectful and grammatically correct manner. As two of our three interviews were conducted in Danish, we made a deliberate choice to translate these to English in the direct quotations when using these in the analysis part so they did not stand out from the rest and to give the text a more natural flow. We have explicitly marked 'own translation' throughout this thesis whenever something is translated from Danish to English. The above ethical considerations were accordingly made when translating the quotations into English. There were accordingly several considerations as to formulation and grammar, yet we have aimed at keeping the translations as accurate as possible to stay true to the context of the transcriptions. The detailed transcriptions are included as individual appendices with regards to reliability, which will be elaborated on in the following section on ethics.

Our interview with Kateryna did of course not require a translation of quotations used in the analysis, as the interview was conducted in English. Furthermore, we have made fewer grammatical alterations to Kateryna's direct quotations in the analysis part, as we agree with Kvale (2007:132) that we should "*translate their oral style into a written form in harmony with their habitual modes of expressions.*" This way, we believe that we allow her natural turn of phrase to manifest itself in the written statements; this thought is similarly applied to the other written interviewees. However, as this thesis does not look closely into the details of language barriers, we find it acceptable to make small adjustments to sentences in case of numerous grammatical errors, again to show respect toward the interviewees and furthermore to ensure a more readable paper.

We have in connection with the above, and since our thesis is not a study in linguistics, transcribed the interviews according to common Danish and English grammar rules. We have additionally removed repeated words, e.g. “*and and*” and empty words such as “*ehm*” and “*right?*” from our direct quotations in the analysis chapters, as these belong to the spoken language and again to show respect for the interview participants. Furthermore, we have in some cases added information in the quotations in the following brackets: “[...]” to add explanations and meanings to a certain word or phrase in the quotation; i.e. to make implicit information explicit to the reader. We have additionally made use of the classic parenthesis in direct quotations, i.e. “(...)” to indicate that part of the quotation has been left out intentionally due to lack of relevance; and finally we have inserted a question mark, i.e. “(?)” to show our doubt about a specific word in a phrase due to the interviewee’s fast pace or in another case due to the interviewee’s strong accent. The latter in-text symbol has merely been applied twice in the transcriptions all together, yet we find it relevant to emphasize its purpose.

2.6 Reliability & validity

We will in this section reflect upon reliability and validity that says something about research being trustworthy, fair and objectively taken, along with being sufficiently robust to allow confidence in one’s conclusions (Anderson, 2013:168). We have during the research process of this thesis and in particular when collecting data had focus on our respondents being trustworthy as to get reliable and valid information.

2.6.1 Reliability

Due to our use of philosophical hermeneutics there is no complete truth to our empirical findings and the goal with our research has not been to figure out what the ultimate truth is, as truth is subjective and depends on whom you speak to (Nygaard, 2012:95-96). Accordingly, had other researchers made a study similar to ours the findings could never be identical to this one, since we as researchers have a unique approach to this study seen in the light of our particular situation, pre-understanding and horizons of understanding (Nygaard, 2012:96). Nygaard (2012:96) thus argue that it does not make any sense to require the use of the term itself, i.e. ‘reliability’, as the findings in this

thesis are subjective. Instead we have focused on getting 'trustworthy' (Nygaard, 2012:96) and honest information from the employees in JYSK Nordic. We seek to get an understanding of our respondents in employee interviews, to get to know them as members of the organization and get subjective and in-depth information from them. Transparency, on the other hand, has been a big part of our research-related process and we have included the importance of transparency in our method considerations. We have also made sure to be transparent with our data collection; this should be seen in our choice of enclosing interview guides and transcriptions of our interviews. According to Kvale and Brinkmann (2009:206-207), the accuracy of a researcher's transcriptions are also contributing to the research project's reliability; we have aimed at transcribing our interviews as close to reality as possible to present merely truthful information in our thesis. Furthermore, our findings have been backed up by theory and factual data from relevant sources to get reassurance and explanations as to possible similar results in case studies with similar cultural circumstances.

2.6.2 Validity

Validity is a very big part of the philosophical hermeneutics, about a statement being valid. We have therefore been very attentive to expressing our subjectivity about the topics involved, showing interest and being open-minded to new understandings. We have also tried to explain and argue the choices of our interview and interview questions to the employees who entered into a dialogue with us (Nygaard, 2012). We make use of fusion of horizons during the interviews with Lars, Rune and Kateryna, to make sure that we along the way retell the understanding that we have reached. In that way they can correct us if being wrong, so that our understanding is consistent with their understanding. According to Kvale (2007:125), "*Communicative validity involves testing the validity of knowledge claims in a conversation*"; in that way we test the respondents to evaluate whether our understanding is wrong or right. By making use of the mixed research method i.e. triangulation we have sought to allow more confidence in our conclusions (Anderson, 2013:235); we discovered a coherence between the answers in our interviews and questionnaire, respectively. Additionally, our empirical data became more robust, i.e. valid (Anderson, 2013:168) by including the more general

workforce of JYSK Ukraine to supplement our findings from the interviews with JYSK Nordic's management. These considerations are furthermore based on Kvale's (2007:123) argument: *"To validate is to check"*, which in this case has been a deliberate tactic for testing and confirming our qualitative findings.

2.7 Ethics

We have from the beginning of our thesis made it clear to JYSK Nordic that if need be, we would make our thesis confidential, as sensitive information might be included in the paper. As mentioned by Anderson (2013:130) we wanted to maintain a relationship based on trust, confidence and respect. We wanted to show that we respect them as people and the choices they make in the process of our collaboration. During our interview with Lars we asked him if he wanted our thesis to be confidential with particular reference to the internal information and interviews we had obtained from them. Yet, he made it clear that he saw no problem with our thesis becoming available to the public; on the contrary, he seemed to think of it as an opportunity to bring awareness to their company and brand. Later in the process of our thesis, we contacted the employees we had interviewed to get consent with regards to referring to their names and job functions in our thesis. We did this as to show our professionalism and respect toward them to allow them the confidence that we would do whatever they felt most comfortable with.

We have furthermore taken ethical considerations with regards to our transcriptions of the interviewees, as mentioned in the above section on the transcription process. Kvale and Brinkmann (2009:209) argue that *"Some interviewees will be choked as a result of reading their own interviews"* due to the transcription of the literal spoken language, which can appear as incoherent and confusing. This is accordingly taken into consideration when translating the Danish' interviewees' quotations as well as when applying Kateryna's statements in the analysis chapters to show respect toward the participants. Furthermore, due to Kvale and Brinkmann's (2009:210) claim that publication of incoherent, literal interview transcripts marked by repetitions can lead to

unethical stigmata of particular individuals or groups of people; due to the latter, we have chosen not to enclose appendices when we release our thesis to the public.

Chapter 3: Theoretical framework

In the following, the basic theoretical framework employed in the analysis chapter will be elaborated on in detail, including the basic concepts and ideas. The theory applied will represent the three main topics in the analysis: organizational theory and management theory and national differences; external environmental factors and changing belief systems; and culture as a complex phenomenon. The chosen theory should seek to contribute to a more profound and nuanced view on culture and its development.

3.1 Core values in an intercultural management perspective

One of the theorist used in the analysis of our thesis, is Professor Nina Jacob. According to Jacob (2003:5), “*intercultural management today concerns itself with ensuring that managers are socialized into the appropriate values of the organization*”, and also how individuals can connect with others in the organization; intercultural management merely applies to organizations that are comprised by people with culturally different backgrounds. Organizations should have an effective functioning of diverse groups in order to attain successful intercultural management. The diversity can appear due to variations of ethnicity and nationality of the people working in the transnational corporation but also because of the variations of corporate culture and gender differences. Organizations that deal with these kinds of diversity make use of intercultural management as a way of life. They will have to be flexible in terms of accommodating the diversity and need internal mechanism to hold them together (Jacob, 2003:2). Core values can help keeping the organization together, to make it one unit characterized by people from diverse cultures that have the same overall goal, i.e. to contribute to the organization’s success.

Core values are specific beliefs about what the organization stands for, i.e. how they value their customers, both internally and externally, which direction the organization should move towards, and the nature of its work ethics. For a transnational corporation to be as effective as possible they should not only have meaningful core values but they

should also be effectively distributed to the employees across all cultures. The core values are something that stands above the beliefs of all employees, this includes individual, societal, and national beliefs (Jacob, 2003). Jacob (2003:107) argues that in a multinational corporation where different cultures exist, core values are vital as to hold the organization together. Furthermore, core values help bind people together, as they symbolize common goals for organizational members, disregarding cultural differences. Jacob (2003) makes use of the term 'core values' as to describe the most important values of a transnational corporation. She has identified two aspects pertaining to the core values; the first being the process of selecting the core values, whereas the second relates to how the core values are distributed. The values would include respect towards all human beings, and people orientation. The overall philosophy of core values is based on liberalism and the belief that there is always something to be learned from the association with other people (Jacob, 2003:8).

The core values have to be worthy of being accorded the core value status and should thus have an inspirational element, and additionally give the workplace a sense of direction or focus. Also, the organization should have the expertise to distribute them across different cultures. The knowledge of the core values is often distributed in the beginning of organization members' employment; this could be done through training or in an introduction to the organization. According to Jacob (2003:99), when both things are achieved, a powerful unifying force will hold the global organization together.

The senior management functioning in the new culture, as well as senior management from the home country, should seek to employ the core values in their own work lives. The process of embedding the core values is a continuous process and will always require on-going monitoring, evaluations and reevaluations.

3.2 Organizational culture

Fons Trompenaars is a Dutch-French cultural theorist, who published his book "Riding the waves of culture" in 1993 where he introduced the four types of corporate culture seven dimensions of culture and that were revised in 1997 and 2012, respectively.

"Organizational culture is shaped not only by technologies and markets but also by the cultural preferences of leaders and employees." (Trompenaars & Hampden-Turner, 2012:193). Corporate culture is made in collaboration with the different people of an organization, and is thus arguably socially constructed through the interactions they have. According to Trompenaars and Hampden-Turner (2012) there are three aspects of organizational structure that are important in determining the corporate culture of the organization. First, there is a general relationship between employees and their organization; second, the vertical or hierarchical system of authority defines the superiors and subordinates; and third, the general views of the employees about the organization's destiny, goals, purpose and their places in this regard.

Trompenaars and Hampden-Turner (2012) argue that many organizations have the same corporate culture in their respective departments with only few variations; this coincides with Jacob's (2003:93) notion of core values of an organization of which she argues determine the nature of the organization's corporate culture. The core values of an organization are what holds the organization together and represent something everyone relates to; it is a set of values and beliefs that constitute the organization (Jacob, 2003).

Trompenaars (2012) has then created four types of corporate culture: the family; the Eiffel Tower; the guided missile; and the incubator. These illustrate the relationship that exists between the employees and the organization. It is important to take note that each type of corporate culture that Trompenaars has created is an ideal type. One type alone does not characterize the organization's corporate culture; in practice the types are instead mixed where one type often is more dominant. The four types of corporate culture are explained in detail below.

The corporate culture type 'the family' is used as a metaphor to describe a corporate culture where the relationships are personal but also hierarchical. It can be defined as a power-oriented corporate culture, as power and differential status are seen as "natural". The leader is regarded as a caring father who knows better than his subordinates in

relation to what should be done and what is good for them. This culture type has a well-defined hierarchy (Trompenaars, & Hampden-Turner, 2012:195-196; Jacob, 2003:112).

‘The Eiffel Tower’ is used as a metaphor to symbolize a bureaucratic corporate culture, which has a clear division of labor and top management coordinates roles and functions in the organization. This corporate culture is depersonalized and has a rational legal system where everyone in the organization is subordinate to local rules and those rules prescribe a hierarchy to uphold and enforce them (Trompenaars, & Hampden-Turner, 2012:204; Jacob, 2003:112).

The corporate culture type ‘the guided missile’ is a project-oriented culture and resembles project teams used by NASA to fabricate guided missiles, thereof the name. Organizations that make use of the guided missile are egalitarian. It is a corporate culture that is impersonal and task-oriented and are typically seen in teams and/or project groups. When an organization with the guided missile is superimposed on another organization with an Eiffel Tower corporate culture, the result will be a matrix organization (Trompenaars, & Hampden-Turner, 2012:211-213; Jacob, 2003:112-113).

‘The incubator’ is a corporate culture type that strives to make organizations like incubators where the managers can achieve self-expression and self-fulfillment; the organization is secondary to the fulfillment of individuals. The relationships between managers are personal and egalitarian, which is furthermore reflected in the incubators’ minimal structure and hierarchy (Trompenaars, & Hampden-Turner, 2012:214-215; Jacob, 2003:113).

It is important to note, as mentioned in the beginning of this section, that a minimum of two corporate culture types are most often used in an organization, as they individually are seen as an ideal type. We will keep this in mind along with Jacob’s (2003) definition of core values when looking further into JYSK Nordic’s corporate culture in the analysis.

3.3 Culture as a shared system of meaning

According to Trompenaars and Hampden-Turner (2012:17), culture is a shared system of meaning, i.e. culture dictates what we pay attention to, how we act, and what we value. They look for consistent ways in which cultures structure the perceptions of what they experience.

Trompenaars and Hampden-Turner (1997) have developed a model that consists of seven dimensions, also known as 'Trompenaars' Seven Dimensions of Culture'. The purpose of the seven dimensions is to find solutions to potential problems that may arise when people interact in cross-cultural settings. The problems often arise from the relationship we have with other people, i.e. those that come from time and those that relate to the environment. Below the seven dimensions will be elaborated on in detail; this thesis will however merely take into consideration the first six mentioned.

Universalism vs. particularism (What is more important, rules or relationship?); individualism vs. communitarianism (Do people regard themselves primarily as individuals or primarily as part of a group?); neutral vs. emotional (Should the nature of our interaction be objective and detached, or is expressing emotion acceptable?); specific vs. diffuse (When the whole person is involved in a business relationship, there is real and there is personal contact instead of the specific relationship prescribed by a contract); achievement vs. ascription (Are you judged on your accomplishments and records, or is the status attributed to you by birth, kinship, gender, age, connections and education?); sequential time vs. synchronous time (Do we do things one at a time or are we controlled by it?); and finally internal direction vs. outer direction (Do we control our environment or are we controlled by it?) (Trompenaars & Hampden-Turner, 2012).

3.4 Interacting spheres of culture

Schneider and Barsoux (2003:51) suggest that the influence of culture on business practice can be explored in several spheres; these so-called cultural spheres interact in complex ways that exclude 'simple ways' of doing business in any particular country,

which is why we find these interesting to explore more in depth before making use of them in the analysis section 4.1 to shed further light on the complexity of culture.

According to Schneider and Barsoux (2003:51) culture can be discovered in many different spheres: regional cultures within nations, e.g. west versus east; among groups of nations, e.g. Nordic versus Eastern European; industry cultures, e.g. service versus manufacturing; and corporate cultures and subcultures, e.g. professional or functional groups. We will primarily use the cultural sphere that regards regional culture differences, as we wish to explore how this cultural dimension has affected JYSK Nordic in terms of its Jutlandish origin and thereby its organizational values and accordingly corporate culture. In this connection, we wish to further apply this theory to shed light on JYSK Nordic's founder, i.e. Lars Larsen by employing theory on the corporate culture as an interactive cultural sphere. Schneider and Barsoux (2003:71) find that the role of the founder is particularly important, as founders oftentimes are seen as the biggest influencers of the corporate culture through their values and belief. This assumption will be discovered more in depth in section 4.1 in the analysis.

3.5 The Scandinavian management style

In order to answer this thesis' research question properly, we find that a definition of the concept Scandinavian management is appropriate. Although the concept has been around for about 30 years as of today, there still seems to be some confusion as to what the term entails (Grenness, 2003); in the following we seek to give our comment on this thesis' chosen definition of the concept.

Firstly, the three Scandinavian countries share similar history: they share the same religion (Lutheran); their languages are similar enough so that oftentimes no translations are needed; and they have been politically very close for a long period of time by sharing a common Social-democratic ideology, which has been partly responsible for what has been known as 'The Scandinavian Model'. This management model along with corporate culture theory will be the point of departure for the analysis

in section 4.1 to discover in what way JYSK Ukraine's employees admire JYSK Nordic's management style. .

In a study by Inglehart (1998:17), the three Scandinavian countries, (i.e. Denmark, Norway, and Sweden), share particularly six aspects of life, and thereby they could be argued to form a compact cluster (in Grenness, 2003:9-11). It furthermore appears that the three countries form a distinct pattern; various studies have shown that Scandinavians seems to value collectivism, power sharing, and participation (Grenness, 2003:11). Furthermore, Söderman (1983:8) claims that Scandinavian management is based on cooperation between employers, employees, and politicians (in Grenness, 2003:13); something we will explore more in depth in the analysis chapters.

The cooperative style of the Scandinavians is argued to be enhanced by a non-competitive school system, a high degree of unionism, and a universal military service. One of the main characteristics of the Scandinavian management style is to strive for consensus; i.e. there is a general strive to achieve agreement, to make decisions through democratic processes, and cooperation has been pointed out as a classic trait of Scandinavian organizational behavior (Lindkvist, 1988 in Grenness, 2003:13).

Typical for many Scandinavians engaged in a discussion is that they seek to avoid topics that are highly emotional and where opinions may differ a lot (Grenness, 2003:13). Although this is a clear tendency in Scandinavian companies, it should be viewed upon as a cultural norm, not as a characteristic of the personality of individual Scandinavians, which should be seen in the light of this theory's as well as our thesis' social constructivist stance toward management; accordingly, we find that management is what you make it (Darmer, 1994 in Grenness, 2003:10).

Finally, Scandinavian managers are generally more interpersonally oriented, i.e. they keep the role of other people in mind; this characteristic is also referred to as 'management by enthusiasm' (Trompenaars, 1995:160 in Grenness, 2003:13). It indicates certain ways that management motivates and reward its employees to make them feel like they are participating in a process of generating new ideas, or realities.

Scandinavian management has been referred to as an approach of ‘shared visions’ (Beckerus et al., 1988 in Grenness, 2003:13). One of the most visible characteristics of Scandinavian management is an emphasis on corporate values, referred to as ‘value-based management’, which will be explained in detail in section 4.1.

3.6 Intercultural management

In an increasingly globalized world, it is vital for managers of international corporations to take into consideration how to succeed in the world’s complex and turbulent environment (Steers et al., 2013:1). Accordingly, we find this theoretical as well as practical area within management crucial in order to determine JYSK Nordic’s initiatives and considerations to expanding its business on a global scale, which only seems to persist in future time according to JYSK’s vision (JYSK Mission Statement, 2017). Jacob (2003:1) agrees in the above statement by arguing that “*intercultural management is an emerging but increasingly vital area of investigation*”. Jacob (2003:1) furthermore claims that it is of particular importance and interest to global managers who work in multinational corporations that have departments located in different countries. In connection with multinational corporations, we will apply the following definition by Varner and Beamer (2005:336): “*A multinational firm thinks of itself as a firm that has a nationality; it is a French, Japanese, Chinese, American, or Mexican firm that does business in many nations.*”; i.e. in this context, JYSK Nordic is an multinational firm or multinational corporation, as we will refer to it in the analysis chapter, that has its roots in the Danish nationality as well as culture.

Essentially, intercultural management concerns itself with the management of workforces functioning in culturally different operating environments (Jacob, 2003:1). This thesis will take the stand according to Jacob (2003:1) that intercultural management is about the effective functioning of culturally diverse groups of people; yet, it differentiates in merely one aspect, as we will additionally dive into as well as discuss the individual cultural differences that can appear when working across e.g. borders, as well as job functions, personal backgrounds, and experiences (Plum, 2013; Plum et al. 2008). We will furthermore apply the stance that ethnicity is not the only

source of cultural diversity requiring intercultural management skills; diversity is also able to rise due to variations in corporate culture. This final aspect will be discussed in-depth after a comparative analysis section with reference to Trompenaars' seven dimensions of culture followed by an account of Ukraine's external environment. Our analysis will be influenced by our hermeneutic approach to this case study and will be reflected in the standpoint that successful managers focus more on understanding and flexibility than evaluation and rigidity (Steers et al. 2013:1) in order to reach above one's own pre-understanding and allow the opportunity for further and deeper understanding through dialogues and openness.

3.6.1 Intercultural training

As we will apply Jacob's (2003) theory on intercultural training in the analysis chapter, we find it relevant to dive further into the concept.

Intercultural training involves a person being taught about the rules and norms that govern communication, interaction, and behavior in another culture. The awareness and insights, which are gained throughout the intercultural training, are often compared against the rules and norms that govern the communication, interaction, and behavior of the person involved in order to acknowledge and appreciate the potential differences and similarities. Through intercultural training managers can learn the basic communication rules of a different culture (Jacob, 2003:76); in this context Lars and Rune from JYSK Nordic inform us about the organization's initiative in this regard, which involves intercultural training in the form of intercultural introduction courses. The concept of intercultural training is thus included, as we will apply this definition to determine whether JYSK Nordic applies appropriate means to familiarize themselves with their co-workers in JYSK Ukraine.

3.7 Inglehart on culture

One of the theorists, whose viewpoints and acknowledged theory to be included in the analysis of this thesis, is Professor of Political Science and Program Director at the Institute for Social Research at the University of Michigan Ronald Inglehart. In his book *Modernization and Postmodernization* (1997:15), Inglehart defines culture as "*a system*

of attitudes, values and knowledge that is widely shared within a society and is transmitted from generation to generation” and argues that culture is learned and varies from one society to another (1997:15). Accordingly, Inglehart (1997:7) believes that “*economic, cultural, and political change go together in coherent patterns that are changing the world in predictable ways*” while rejecting that cultural construction is the only factor shaping human experience (Inglehart, 1997:12). Culture is thus the subjective component of a society’s equipment for coping with its environment, i.e. the values, attitudes, beliefs, skills, and knowledge of its people. While taking the stand that political, economic, and other external factors are equally important, Inglehart (1997:55) finds that they are not decisive by themselves. He argues that when dealing with human beings, there is a continual interaction between objective and subjective factors, i.e. between culture and environment. He finds that culture changes through interaction with the environment, although it usually changes slowly. His standpoint “*What goes on inside people’s heads is as important as what goes on outside them*” (Inglehart, 1997:55) will be an important part of this research when analyzing Ukraine’s development and our hypothesis that the country is slowly moving toward a more western business approach, due to this thesis’ use of hermeneutics. Accordingly, we will take strong consideration to this thesis’ participants’ subjective view in order to push our pre-understandings and widen our professional as well as personal horizons. Yet, we still find it necessary to apply theory on Ukraine’s external environment to understand the economic and political change of which the country has experienced throughout time with a special focus on political instability and general lack of trust. With reference to Inglehart’s theory (1997), we will view culture as a phenomenon that reflects the entire historical heritage and life experiences of a given people.

3.7.1 Changes in direction & development of new types of societies

Inglehart’s (1997) research and theory on changing belief systems and their impact on social and political change, and vice versa, will be applied in our analysis of the cultural development in Ukraine as well as in Denmark. We acknowledge that a culture cannot change overnight (Inglehart, 1997:19); instead we find that when given processes of change in a society are set in motion, certain characteristics are likely to emerge in the

long run, i.e. the idea that social and economic change go side by side on coherent trajectories (Inglehart 1997:7). Inglehart (1997) emphasizes three particular trajectories: traditionalism; modernization; and postmodernization. However, this thesis will merely focus on the two latter, i.e. modernization and postmodernization, as these trajectories relate to the countries involved in our analysis: Ukraine and Denmark. The concept of modernization theory has been developing for over a century (Inglehart, 1997:9). The central claim of modernization theory is that economic development is linked to coherent, and to some extent, predictable changes in culture and political and social life (Inglehart & Baker, 2000:21). Evidence from around the world has shown a tendency that economic development drives societies in a more or less predictable direction; i.e. industrialization leads to increasing urbanization, occupational specialization, higher levels of formal education, and changes in e.g. roles, attitudes toward authority, and sexual norms (Inglehart & Baker, 2000; Inglehart, 1997). Yet, cultural changes proved not to take the simple linear path envisioned by Karl Marx (1859), who believed in economic determinism (Inglehart & Baker, 2000:106), as the trajectory took a fundamentally different direction, i.e. postmodernization, also referred to as 'postmodernism'. The economic miracles and the welfare state that emerged after World War II gave rise to a new stage of history, and ultimately laid the way for the rise of postmodern values. The new world economy alone encouraged a greater sense of economic security (Inglehart, 1997:32). In the late 1950s the United States were the first society to have a majority of its labor force employed in the service sector and it did not take long before all OECD (Organization for Economic Co-operation and Development) countries followed suit, transitioning into "post-industrial" societies (Inglehart & Baker, 2000:108). In contrast to the growing materialism connected with the industrial revolution, the publics of wealthy societies placed increasing emphasis on quality of life, self-expression, and environmental protection (Inglehart & Baker, 2000:21). While postmodernism is the revalorization of tradition, the trajectory is simultaneously the rise of new values and lifestyles, greater tolerance for ethnic, cultural, and sexual diversity, and individual choice regarding the kind of life one wants to lead (Inglehart, 1997:23). Evidence indicates that the Nordic countries are now among the most postmodern societies in the world (Inglehart, 1997:22); this information will be

applicable in our comparative analysis of Denmark and Ukraine in section 4.1 and section 4.2 of the analysis.

3.7.2 Global Cultural Map

We will employ Inglehart and Welzel's global cultural map based on The World Values Surveys, the largest investigation ever conducted of attitudes, values, and beliefs around the world (Inglehart & Baker, 2000:23) to explore Ukraine and Denmark's cultural change through time. The study carried out six waves of national surveys: in 1981-1984, 1990-1994, 1995-1998, 1999-2004, 2005-2009, and 2010-2014 ("WVS Database", 2017). The cultural map taps a major axis of cross-cultural variations involving dozens of basic values and orientation. The survey covers 65 countries and contains more than 75 percent of the world's population (Inglehart, 1997:83; Inglehart & Baker, 2000:23). The data extracted from 'the first wave' in the 1990-1991 World Values Survey found large and coherent cross-cultural differences (Inglehart, 1997). This data furthermore revealed the two most important dimensions, which demonstrated that the worldviews of the people of rich societies differ systematically from those of low-income societies; this was measured on a wide range of social, political, and religious norms and beliefs (Inglehart and Baker, 2000:23).

These two dimensions reflect cross-national polarization between *traditional* versus *secular-rational* orientations toward authority and *survival* versus *self-expression* values (Inglehart, 1997; Inglehart and Baker, 2000). The traditional/secular-rational values dimension reflects the contrast between societies in which religion is very important and those in which it is not. People in traditional societies have high levels of national pride, and favor more respect for authority as well as they accept national authority passively: they seldom or never discuss politics. Furthermore, they emphasize social conformity rather than individualistic striving, favor consensus over open political conflict, and have a nationalistic outlook. Societies with secular-rational values have the opposite preferences on these topics (Inglehart and Baker, 2000:25).

The survival/self-expression dimension taps a syndrome of trust, subjective well-being, tolerance, political activism, and self-expression that emerges in postindustrial societies

with high levels of security (Inglehart, 1997; Inglehart and Baker, 2000:25). At the opposite extreme of the dimension, people in societies shaped by low levels of well-being and insecurity, tend to emphasize economic and physical security above all other goals, and feel threatened by ethnic diversity and cultural change (Inglehart and Baker, 2000:26). This consequently leads to an authoritarian political outlook, and insistence on traditional gender roles, and an intolerance of gays and other out-groups. A central component of this dimension involves the polarization between materialist and postmaterialist values (Inglehart and Baker, 2000). In advanced industrial societies during the decades since World War II, the emergence of unprecedentedly high levels of prosperity, together with high levels of social security provided by the welfare state, have contributed to a decline in the predominant sense of vulnerability (Inglehart, 1997:33). This was essentially a shift from giving top priority to economic and physical security, to giving top priority to self-expression and the quality of life (Inglehart, 1997:32). The postmaterialist values are linked with a growing emphasis on environmental protection, the women's movement, and rising demands for participation in decision-making in economic and political life (Inglehart and Baker, 2000:28).

Societies that emphasize survival values show relatively low levels of subjective well-being, are low on interpersonal trust, relatively intolerant of out-groups, are low on support for gender equality, emphasize materialist values, are relatively low on environmental activism, and relatively favorable to authoritarian government. Societies high on self-expression values tend to have the opposite values on these topics (Inglehart and Baker, 2000:28); i.e. the survival-self-expression dimension reflects a correlated cluster of variables: the materialist values, (e.g. maintaining order and fighting inflation) versus post materialist values (e.g. freedom and self-expression), subjective well-being, interpersonal trust, political activism, and tolerance of out-groups. Accordingly, economic development seems to have a powerful impact on cultural values, i.e. the value systems of rich countries differ systematically from those of poor countries (Inglehart and Baker, 2000:29), as previously mentioned.

3.8 Corruption

We have chosen to include corruption as part of our theory as to provide a detailed account of the otherwise complex nature of the concept; we also found it necessary to provide a description of the concept, as corruption can be divided into three categories. Hence, we believe it is highly relevant to account for each of these dimensions and will do so in the following. The various categories of corruption will accordingly be applied in the analysis chapter of this thesis when we dig deeper into the culture-historical circumstances of Ukraine.

Corruption is a significant part of the history of Ukraine and represents one of the biggest differences between Denmark and Ukraine. Corruption is an external factor that has great influence on the everyday business life if used in a country, which means gains for the government and officials while being a complicating factor for the people being affected by it.

In a general perspective, corruption is seen as ‘the abuse of entrusted power for private gain’ (“Transparency International - What is Corruption?”, 2017). The phenomenon can be categorized into three groups: grand, petty, and political. These categories vary according to the sector in which it occurs and the amounts of money lost.

‘Grand corruption’ involves acts that are committed at a high level of government that distort policies or the central functioning of the state; this type of corruption accordingly enables leaders to benefit at the expense of the public good.

‘Petty corruption’ can be described as everyday abuse of entrusted power by low- and mid-level public officials during their interaction with ordinary citizens; the actors of this type of corruption often try to access basic good or services in institutions like schools, hospitals, police departments, and other agencies.

‘Political corruption’ differentiates from the other two types of corruption, as it involves a more intangible approach, i.e. manipulation where the target often includes institutions, policies, and rules and procedure in the allocation of resources and

financing by political decision makers; the actors of this type of corruption abuse their elite position to sustain their power, status, and wealth ("Transparency International - What is Corruption?", 2017).

3.9 Challenging the traditional culture paradigm

The traditional culture paradigm is primarily built upon research and theory from the 1980s (Plum, 2013). Geert Hofstede is known as one of the world's most cited social scientists (Ulijn, 1998 in Söderberg & Holden, 2002) as he conducted perhaps the most comprehensive study of how values in the workplace are influenced by national culture. Between 1967 and 1973, Hofstede carried out a significant quantitative study of employee value scores collected in IBM in more than 70 countries of which he developed five cultural dimensions to be employed as a general framework on cultural differences (Hofstede, 2001; Hofstede, Hofstede & Minkov, 2010). According to Søndergaard (1994:453), Hofstede's cultural framework and methodological procedures have been critically employed as a paradigm *"where the questions and the dimensions are used as taken-for-granted assumptions"*. Meanwhile, Söderberg and Holden (2002:109) argue that Hofstede's work is *"fundamentally flawed by its conceptualization of culture as unconscious, shared, territorially bound and deterministic."*

Hofstede was not the only theorist to add to the traditional culture paradigm. Trompenaars has also contributed with significant knowledge to the national categorizations (Plum, 2013:132); and this thesis will seek to shed light on his cultural dimensions in relation to JYSK Ukraine merely due to JYSK Nordic's own utilization of his general framework during intercultural introduction courses. Yet, we find it important to acknowledge that the traditional theories were developed as a result of the circumstances of international business at that time; i.e. cultural understanding was primarily used as a tool to strike a business deal without insulting anyone in the process (Plum, 2013:132) and thus not a tool for obtaining a deeper level of understanding.

Applying the traditional culture paradigm alone is no longer sufficient for the modern time's global players who act in a completely different global economy and where changing forms of business collaborations; mergers, strategic alliances, networks, global

virtual teams, and outsourcing have developed a new and still rising cultural complexity (Plum, 2013:132-133). Accordingly, due to the significant critique against the traditional culture paradigm, we find it necessary to break out of the dependence of these cultural categorizations and rethink the theoretical and methodological foundation of cross-cultural understanding in an ever more interdependent, yet culturally diverse, business world (Søderberg & Holden, 2002:109). Accordingly, and in the light of the abovementioned, we take the stand that while multinational corporations should not overlook the importance of understanding the influence of various national practices, they should seek to balance the dilemma that national differences should neither be exaggerated, nor ignored (Plum, 2013:127). According to Plum (2013), national differences should merely be coped with as part of the wide cultural complexity, which will be elaborated on in the following.

3.9.1 Culture as a complex phenomenon

The Danish cultural sociologist Elisabeth Plum (Plum, 2013; Plum & Co, 2017) challenges the general perception of culture as being mainly differences in nationality or ethnicity in her book from 2013, 'Co-operation locally and globally – differences are vital' (own translation). Contrarily, Plum (2013) argues that human beings are 'multidimensional' whose thoughts and actions are influenced by their various backgrounds, e.g. different educational background, life experience, nationality, personality, age, or job function (Plum, 2013:7). In contrast to Hofstede's (Hofstede, 2001; Hofstede et. al., 2010) claim that the origins of the differences in behaviors are often what tend to cause problems in cross-cultural encounters, Plum, Achen, Dræby, and Jensen (2008:10) find that: "*working with differences should be seen as a competitive advantage instead of an obstacle to be worked around*". They offer a new way in which to look at and approach culture when arguing: "*the cultural dynamics are at play whether we look at professional, organisational or national differences.*" (Plum, Achen, Dræby, & Jensen, 2008:10). Accordingly, this thesis will apply the following concept of culture:

"Our approach is based on a dynamic concept of culture, seeing culture as a dynamic and socially constructed phenomenon rather than a fixed set of rules,

and suggests ways to benefit from cultural differences using them as resources and a route to innovation.” (Plum et al., 2008:10).

With the above statement and chosen definition of culture, we acknowledge the move away from standardized functionalism, i.e. the theoretical perspective within sociology that social order is possible and that society remains stable (Understanding Functionalist Theory, 2017). Instead, we find that the globalized world, in which we live in today, reflects a social change or a trajectory toward a human society with more room for individual autonomy, self-expression, and diversity (Inglehart, 1997:12).

While Inglehart (1997) and Plum (2013) have considerably different interpretations as to the concept of culture and approaches toward the study of the phenomenon, it could be argued that they both take a social constructivist stance as to the contemporary development and creation of culture. Plum (2013:11, own translation) sees culture as a complex phenomenon while arguing that culture is co-created through social interaction, as she defines culture as *“a practice between people in a community”*. She argues that instead of viewing culture as something people *have*, culture should be interpreted as something people *make*, which is coherently the ontological stance of this thesis. Expressions and actions are what recreates and further develops culture in the daily life; more explicitly, Plum (2013:12, own translation) says: *“Culture is not a clearly defined, objective thing inside people, but instead rather something which is created in the social interaction between the group’s members, i.e. a social construction.”*

Meanwhile, Inglehart (1997) argues that when dealing with human beings, there is a continual interaction between subjective and objective components, i.e. between culture and environment. He finds that people’s internal and subjective interpretation of culture is as important as the notion of their external environment (Inglehart, 1997:55). Yet, despite Inglehart’s cultural paradigm includes, to some extent, objective knowledge, we interpret this knowledge as still being created in the social interaction between group members and through historically and politically important events, i.e. culture is developed through human interaction, which is furthermore enabled through discourse. We find that Inglehart and Plum together can help this thesis to shed light on the issue at hand, i.e. the obstacles for JYSK Ukraine to develop a more Scandinavian management style. With Plum (2013:13) it is possible to view all people, despite culturally diverse backgrounds, as multidimensional individuals with great potential to contribute with

something important to the organization, while Inglehart (1997) provides this study with a sociological and culture-historical perspective, which in the case of Ukraine, due to the country's complex historical and political development seems essential.

3.9.2 From autopilot to manual control

As Plum (2013:11) argues in the above, culture is a practice between people in a community; it is something we say and do together that separates us from other groups or communities. Consequently, culture could be argued to create a feeling of belonging, which makes it easy to converse with group members, since in this context it is possible to be on 'autopilot' in a known and thereby arguably safe environment, which is characterized by established work routines and ways to communicate.

However, Plum (2013:30) argues if one is on autopilot, during an encounter or a dialogue, it is not possible to be mindful toward one's own or others' 'filters', i.e. a dynamic concept that reflects a person's difference in cultural practices and forms of understanding such as language, points of view, priorities, values, goals, interests, and self-insight. Communicating this way will merely enable a confirmation of one's prejudices and stereotypical view of the other person (Plum, 2013:31) and thus prevent a potential fusion of horizons to occur (Gadamer, 1998). In order to increase one's awareness and reach a deeper understanding of the other person one needs to switch to 'manual control' where it is possible to be attentive and to make an effort to create a more compassionate and profound contact (Plum, 2013:31).

3.9.3 Cultural intelligence

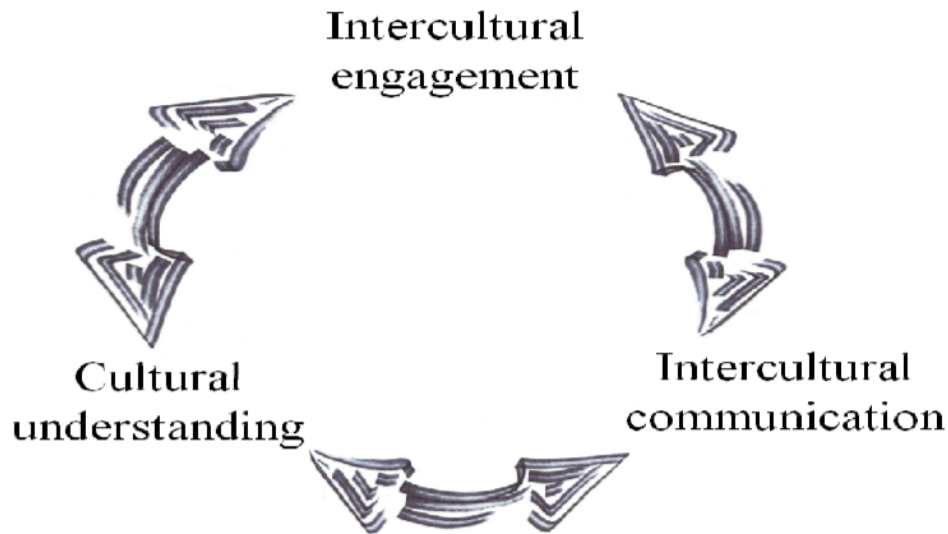
With the above in mind, yet again we acknowledge that challenges due to culturally complex situations cannot be solved using the thinking of past generations. We need to develop and get ourselves acquainted with new mindsets and models within the more contemporary concept of culture (Plum et al., 2008:9). In order to do so, we will apply Plum's (2007) concept of 'cultural intelligence', which she defines as:

"(...) The ability to create a constructive co-operation with people who think and act differently than yourself" (Plum, 2013:17, own translation).

Plum's definition of cultural intelligence should not be confused with the Anglo-Saxon variation of the concept, which solely concentrates its focus on national differences and sees cultural intelligence as an individual and measurable term (Plum, 2013:20). The original concept, also referred to as CQ, is explained by David Livermore (2015:4) as: *"The capability to function effectively across national, ethnic, and organizational cultures."* Due to this thesis' stand that culture should not merely be seen as a fixed set of rules and norms, cultural intelligence will instead be seen as *"the ability to act appropriately in situations where cultural differences are important, and the ability to make yourself understood and to establish a constructive partnership across cultural differences."* (Plum et al., 2008:19). In this context, we again view culture as a complex phenomenon, i.e. cultural differences include professional, national, and organizational differences (Plum et al., 2008; Plum, 2013).

There are many possible applications of which an organization may need to make use of cultural intelligence. An example could be when a company engages in international activities and wishes to respect and utilize the different approaches involved (Plum et al., 2008:20). The starting point for a cross-cultural encounter should involve treating others with respect and an open mind although they do not think or react like yourself (Plum et al., 2008:11) and for the encounter to be beneficial and constructive, both parties must bring their cultural intelligence into play (Plum et al., 2008:18-19).

Cultural intelligence (CI) has three equally important dimensions: intercultural engagement, cultural understanding, and intercultural communication; the three components are also referred to as heart, mind, and muscle, as they represent emotion, cognition, and practice, respectively (Plum et al., 2008:20-21). Despite the fact that CI is not easily measured, a continuous development of one's cultural engagement and cultural understanding, as well as a certain level of preparedness to act appropriately and create a bridge-building culture in a given situation, is part of what constitutes a high CI (Plum et al., 2008:21). The level of CI is the level of dynamic interaction between the three elements, and one element cannot be singled out from the other two, as all three dimensions influence each other and are thus equally important (Plum, 2013:17-18).



Source: CI – Cultural Intelligence, in Plum, Achen, Dræby, & Jensen, 2008

1. Intercultural engagement

The engagement dimension symbolically represents the fuel in a cross-cultural encounter, i.e. the motivation and attitude toward engaging with cultural differences. This dimension is furthermore the emotional aspect in CI; it concerns the manner in which we are present in an encounter with someone who think and act differently than ourselves (Plum et al., 2008:23). To reach a high level of CI one must show a genuine interest in getting the other party to speak, i.e. open up, and to be understood, as this “creates the personal drive and infuses energy into the situation” (Plum et al., 2008:23). Accordingly, the emotional dimension, i.e. the heart, brings about the energy and ‘sparks’ of the encounter – the ones that can cause problems, but also creativity, which creates value and new insights (Plum, 2013:18).

2. Cultural understanding

Cultural understanding, i.e. the knowledge and mental dimension and hence the mind, concern the understanding of one’s own culture, and being able to understand people with a different cultural base when we are meeting in the cross-cultural encounter (Plum et al., 2008:26). We can have both general knowledge about cultural differences and specific knowledge of the other person’s culture; general knowledge creates

awareness of the existence of other cultures and understanding of how and why people act in ways that are different from our own, whereas specific knowledge refers to the awareness of particular features of the other culture, which differ from one's own (Plum et al., 2008:27). To reach a high level of understanding, it requires a general knowledge of what culture is, and of the role cultural differences play in a situation where different cultures meet; this in turn is only possible if one possesses a cultural self-perception, which involves seeing yourself as a cultural being whose thoughts and actions are highly influenced by one's many backgrounds (Plum, 2013:18). Cultural understanding involves creating an understanding of the situation in hand; i.e. *"the ability to sense and discover that cultural differences are at play, and to find out how best to manoeuvre in the situation."* (Plum et al., 2008:27).

3. Intercultural communication

Intercultural communication implies the action dimension of CI, i.e. the muscle of the cross-cultural encounter. This dimension is about the practical aspects of culture; it brings the two above-mentioned dimensions of CI into the cross-cultural encounter, and creates contact between the parties (Plum et al., 2008:29). Intercultural communication is first of all the ability to turn off one's autopilot, i.e. stop acting on one's own routines, and own cultural coded language – and instead take manual control of the encounter (Plum, 2013:18). Accordingly, *"it is necessary to think before speaking"* (Plum et al., 2008:30) and to make an effort to understand what the other person is trying to express while holding back our impulsive reactions and place a cap on one's prejudices and stereotypes of the other culture. The intercultural encounter is about building common ground between the parties and let go of any prior cultural reservations (Plum et al., 2008:31). Finally, the muscle dimension symbolizes a shift to a meta-level, which means 'talking about how we talk' (Plum et al., 2008:30) and furthermore enable the participants to look at the encounter from above in order to discuss whether or how the conversation could be improved (Plum, 2013:19).

Chapter 4: Analysis

The following section will give an illustration of the analysis' structure and content. The analysis is divided into three parts, which together give us an understanding of the cooperation between JYSK Nordic and JYSK Ukraine, as well as account for the external factors that characterize the two countries.

Analysis part 1: The Scandinavian Model and national differences

The first part of the analysis seeks to explore to what degree JYSK Nordic's organizational culture and core values have had an impact on the Ukrainian employees' attitude toward the Scandinavian management style and will furthermore discover the main national differences between JYSK Nordic and JYSK Ukraine. The themes of this analysis chapter will include: corporate culture; core values; Scandinavian management style; intercultural management; intercultural training; and national differences.

Analysis part 2: The significance of the external environment

The second part of the analysis seeks to get an understanding of the historical and political development that have shaped both Ukraine and Denmark into what they are today. We will make a comparative analysis of Denmark and Ukraine to get a better understanding of the external factors that have a big influence on the organizations in each of the two countries. The themes of this analysis chapter will include: political development; labor market; cultural belief systems; corruption; and trust.

Analysis part 3: Culture as a complex phenomenon; linking three paradigms

The third part of the analysis seeks to challenge the traditional view of the cultural paradigm, while suggesting a reconceptualized definition of culture. Accordingly, we present our given estimate of a new model offering a new understanding of culture as a nuanced and multidimensional phenomenon. Lastly, we discuss the possible future direction of JYSK Ukraine and Ukraine. The themes of this analysis chapter will include: culture as a complex phenomenon; shifting paradigms; *Own model*; cultural intelligence; Ukraine's direction as a transitioning economy.

4.1 The Scandinavian Model and national differences

4.1.1 Corporate culture

Corporate culture is one of the most discussed cultural spheres (Schneider & Barsoux, 2003: 68). As this thesis takes its point of departure in an empirical case, i.e. JYSK Nordic, it is merely natural to initially dive into the organization's corporate culture to discover its influence on the company's success as well as its business practices (Schneider & Barsoux, 2003: 51) but it will also allow us to explore to what degree JYSK Nordic's corporate culture and core values have had an impact on its office in Ukraine.

The expansion of the interest in corporate culture that began in the early 1980s, reflected an increased interest in organizational life and managerial action, which was furthermore triggered when American business shed light on the competitive advantages of the Japanese (Alvesson, 2002: 14; Schneider & Barsoux, 2003: 68). It was thus a response to the development of new forms of organizations in which formal hierarchy and bureaucracy were seen as less effective means of control and instead ideas, beliefs and values became essential (Alvesson, 2002: 14). This development strengthened the belief that excellent performance was rooted in a company's strong corporate culture, which again represented widely shared and deeply held values and beliefs (Schneider & Barsoux, 2003: 68).

Due to this thesis' relativistic stance, we take the position that organizations *are* cultures, i.e. we will treat culture as a metaphor of organization, since we agree with Meyerson and Martin (1987:623) that cultures are socially constructed realities. We will furthermore apply the following viewpoint of Alvesson (2002:16): *"Through seeing organizations as cultures we can get a 'better' or at least richer view of what goes on in organizations, of the thoughts, feelings, values and actions of people in everyday organizational life and in decision-making situations."*; we consequently view organizations as patterns of behavior, meaning, and values (Morgen, Frost & Pondy, 1983; Weick, 1979 in Meyerson & Martin, 1987: 623) that are formed through social interaction.

According to Schneider and Barsoux (2003:71), corporate culture derives from, among other factors, the influence of founding figures and turnaround leaders, its unique company history, and stages of development; this is particularly evident in the case of JYSK where Lars Larsen, as the founding figure has had a big role in formulating and maintaining the company's fundamental beliefs and values:

"Our values, mission, and vision are somehow more integrated, as they come from the man who founded JYSK Nordic (...) and this is very powerful."
(Appendix 4, 10:20, own translation).

Head of Communication and CSR in JYSK Nordic, Rune Pedersen, explains that JYSK Nordic's corporate values, mission, and vision indeed reflects the organization's heritage (Appendix 4, 10:20), which is rooted in the Jutlandish values and beliefs due to Lars Larsen's influence. It is interesting to notice that even within national borders, cultural differences may appear (Schneider & Barsoux, 2003:53); this is indeed evident for JYSK, which opened its first store worldwide in 1979, in Aarhus, Denmark, and has continuously kept its headquarters in Jutland – the western part of the country. Whether historical, geographical, political, or language-wise, the Danish east-west divide may be the cause of significant cultural differences (Schneider & Barsoux, 2003:53). This is apparent in JYSK Group where Lars Larsen has evidently left his imprint on the organizational culture: In Lars Larsen's biography from 2004, he explains that the original company name 'Jysk Sengetøjslager' was inspired by the set of values, which are often ascribed to people as well as products from Jutland; *"(...) we all came from the Jutland peninsula and I had heard that even people from Copenhagen considered things from Jutland to be trustworthy and solid, and not too expensive."* ("Lars Larsen Biography UK", 2017:44). This regional-national culture feature can thus be argued to interact with JYSK Group's corporate culture, which may in turn create opportunities for competitive advantage (Schneider & Barsoux, 2003:73); as Rune argues:

"Being JYSK stands for something (...) The words I would ascribe to it (JYSK) are of course positive things with regards to "a deal is a deal" and generally something about reliability and trustworthiness (...) Much of it is also Jutlandish values and I actually believe that JYSK has an advantage in comparison to many other companies." (Appendix 4, 10:20, own translation).

In the empirical findings of this thesis, it became clear that JYSK, and in this case particularly JYSK Nordic, has put a lot of effort into creating a common set of values to be understood and employed throughout their multinational presence worldwide (Appendices 3-9, and 13). According to Meyerson and Martin (1987:624), *“culture is often defined as that which is shared by/and or unique to a given organization or group”*. Although JYSK has succeeded in creating a sort of symbolism upon the founder of the corporation, the Danish management are aware that his importance and his well-known characteristic in Denmark is far from the significance of his appearance in countries abroad. Hence they have agreed to pay more close attention to JYSK values as a broader spectrum that fits the organization's multinational presence, instead of focusing mainly on Lars Larsen; for instance, instead of placing him in television commercials in countries abroad focus should rather be on JYSK's values as a whole, since people would most likely have no clue as to the symbolism of Lars Larsen's presence nor his famous slogan *“JYSK - a good offer!”* (Appendix 13, own translation). This is equivalent to JYSK's decision of changing the name from ‘Jysk Sengetøjslager’ in all Scandinavian countries to ‘JYSK’ in 2004, as Lars Larsen informs in his autobiography the same year: *“We will simply be called JYSK - although Germany and Austria will continue with their popular name: Dänishes Bettenlager.”* (“Lars Larsen Biography UK”, 2017:5) This seemed to be a deliberate strategic choice to again more easily embed JYSK's values in all departments worldwide, since Lars Larsen as the owner and founder of JYSK merely has an important value in Denmark. When we asked Head of HR Countries and Logistics, Lars Christensen whether people on a global scale knew about Lars Larsen, he answered without hesitation: *“they do not”* (Appendix 3, 20:13, own translation) while Rune agrees on this point:

“If you cross whichever border, Lars Larsen is not widely known. And this is also the reason why we believe, it makes more sense to pounce on the values in what is called JYSK. Of course, you can also argue that this is due mainly to the founder being Jutlander.” (Appendix 4, 43:42, own translation).

Still, with this being said, JYSK Nordic has truly managed to transfer their unique corporate culture to its sub-units around the world. Being a multinational corporation, i.e. it considers itself a firm that represents a certain nationality (Verner & Beamer,

2005:336), is clearly reflected in JYSK Nordic's core values, which are widely displayed in their offices and well in their stores - in Denmark as well as abroad (Appendix 3, 07:40). The values, that are generally referred to by organizational members as 'JYSK values' (Appendix 13), are unquestionably an important aspect of the company's corporate culture, as they navigate the employees in a certain direction that senior management believes should represent JYSK - not just in Denmark but on a global scale. These 'directions' of JYSK's organizational culture determines among other things: rules on how to behave as an organizational member; what attitudes to adopt; and how to rank what is significant (Varner & Beamer, 2005:333). Lars Christensen explains that all employees are being measured on these values:

"We want these posters [with JYSK's core values] to live (...), so they [the employees] know what values they are being measured on, the employees, and I are being measured on, everyone are being measured on (...) leadership is also something we are being measured on, i.e. where do I match [the core values] and where do I not? It is like this all the way. When one starts in a new country the first thing to do is: 'what does these [core values] mean?' (Appendix 3, 07:40, own translation).

This is in accordance with Varnan and Beamer's (2005) claim that every time an organization welcomes a new member, the new members have to go through some sort of socialization process similar to growing up in a society; each employee has to learn all the meanings and shared behaviors that form the organization, i.e. what is a good achievement and what is not; what to expect from the people one works with, e.g. norms and routines; whom to address a certain way, and these characteristics all in all reflect upon the corporate culture of the given organization (Varner & Beamer, 2005:333).

According to Jacob (2003:112), in every national culture a large number of sub-cultures exist at variance with each other, and with the overall national culture. This makes it even more important for JYSK Nordic as a multinational corporation to articulate as well as implement their core values and corporate culture in their sub-units, i.e. in this case JYSK Ukraine. This should enable their employees to have a well-defined and common organizational identity (Jacob, 2003:112), which in turn can be a determinant of whether JYSK Nordic has a strong or weak corporate culture, which will be discussed in

a section further below. The following section will first seek to elaborate more in depth the core values of JYSK Nordic, as they seem to have had a significant impact on JYSK's success and on the admiration the company receive from its employees in JYSK Ukraine.

4.1.2 Core values

As a successful multinational corporation, JYSK Nordic has focused on embedding its core values, which have been internalized by their entire workforce worldwide.

Their core values are something JYSK Nordic's management is very focused on and stick to; core values represent JYSK Nordic as a jointly represented organization. They also play the role of tying employees together despite of cultural differences, and give a sense of solidarity of purpose (Jacob, 2003:95). JYSK Nordic's values are seen below:

TRADESMAN	COLLEAGUE	CORPORATE SPIRIT
<ul style="list-style-type: none">• Service minded• Cost-conscious• Reliable• Goal-oriented• Professional	<ul style="list-style-type: none">• Helpful• Mutual respect• Flexible• Open, honest and straightforward• Positive	<ul style="list-style-type: none">• Committed• Loyal• Cooperative• The right and duty to speak up• JYSK ambassador

Source: Appendix 13

JYSK Nordic's values correlates with the view by Jacob (2003) on core values; she sees core values as specific beliefs concerning what the organization stands for, how they value their customers, both internally and externally, which direction the organization should move towards, and the nature of its work ethics (Jacob, 2003:107). JYSK Nordic puts a lot of attention not only toward its customers by being service-minded and professional, but also toward its employees by creating a set a values that reflect its organizational culture, and how the employees should act as members of JYSK Nordic. Rune and Lars both emphasized that the culture in JYSK Nordic is clearly influenced by their Jutlandish values such as reliability and trustworthiness (Appendix 4, 10:20); they seek to implant these values in departments worldwide, e.g. *"it is a very strong spirit and of course this is something we try to bring with us abroad."* (Appendix 4, 10:20, own translation).

Core values represent shared meanings and beliefs that should become part of the employees and something they enjoy being a part of (Jacob, 2003:107). In our survey we asked the Ukrainian employees what they liked most about working for a Danish organization and they mentioned among other things: the right to speak up, professionalism, positivism, honesty, open-mindedness, friendly colleagues, reliability, and clear goals. (Appendix 9, q. 11). This gives us an indication of how much JYSK Nordic's values actually manifest themselves in the minds of the Ukrainian employees. The keywords mentioned are all part of JYSK Nordic's core values, and are actually represented in all three segments, i.e. tradesman, colleague and corporate spirit. This tells us something about the success JYSK Nordic has had with the distribution of their core values and the positive look on the Scandinavian management style of which the Ukrainians look up to and are inspired by; this will be elaborated on further below.

According to the Finance Manager in JYSK Ukraine, Vladimir, Ukraine has been through a social experiment in the past 100 years, which has negatively affected the way they do business (Appendix 8, q. 5). Still, it has not affected their ability to change or adapt to new management styles. The Ukrainians look up to the business approach applied in the west, including Denmark, and they see JYSK Nordic's values as something that unite them all: *"In JYSK we have people who suit our values. We are the same in this matter. Each member of JYSK has blue blood."* (Appendix 5, q. 6). This statement furthermore tells us that the organization has been giving a sense of direction, i.e. a focus on how to be a tradesman; how to be a good colleague; and how to obtain a good corporate spirit. If distributed effectively core values can have a big effect on the organization in terms of being one unit. This is evident in the case of JYSK Ukraine, with reference to the above statements.

JYSK Nordic is taking a lot of initiatives in terms of distributing their core values to its employees all over the world: *"We would like to get these posters [of the core values] to live, so that they are in all of our stores."* (Appendix 3, 7:40, own translation). This is a very important aspect for Jacob (2003) when characterizing core values, as she argues that they have to be distributed effectively to the employees. JYSK Nordic wants its core values to be represented everywhere in the organization - both in the office and in the

stores. When travelling to the different parts of the world to visit the stores and offices, JYSK Nordic's management makes sure to train the employees in the different aspects of their core values to make sure they know them. Lars has done this when visiting Ukraine, as Ukraine has a significantly different way of doing business than the Danes:

"To be open and honest, that can be difficult in Ukraine (...). We would like them to be open and honest, which is something we have tried to train them into and tell them that we think it is essential, you should not hold anything back. (...). Tell them, but also show that it actually is this way" (Appendix 3, 7:40, own translation).

JYSK Nordic makes sure to visit them several times a year and train them as to make sure they live up to the values. This is in accordance with Jacob (2003:116): *"The process of embedding core values is a continuous one and required constant monitoring, evaluation and reevaluation."*

JYSK Nordic has been very successful in making sure that their core values are understood, not only in Denmark, as the founding country but also abroad and in this case in JYSK Ukraine. The employees employ the core values in their everyday work and look to them for direction and focus. At the same time management gives a lot of attention to the core values to make sure they are distributed and applied whenever possible. This information was confirmed in the process of the oral interviews where both Rune and Lars talked about JYSK Nordic's core values as 'guidelines' and 'measurements' (Appendix 3 & 4, Rune 10:20; Lars 7:40). It is important for such a big and multinational corporation to have the same core values in all their stores and offices around the world; yet, it can be a challenge as many countries differentiate from one another. It is hard work to make everyone in the organization understand and apply the core values. As seen in the case of JYSK Ukraine, they have had trouble understanding the overall acceptance toward speaking up and being open and honest in front of management. Still, it should be taken into account that the acceptance and change naturally takes times, keeping in mind that JYSK Ukraine was merely a franchise-driven country until JYSK Nordic took over the business in 2012 ("The history of JYSK GROUP | JYSK", 2017). Also, it should be noted that the transformation toward a more Danish corporate culture may take a while due to the Ukrainians' general lack of familiarization

with the Scandinavian management style. As Inglehart argues, change does not happen overnight (1997:19) but if being willing to make an effort the core values will eventually be an integral part of them. This is again something that Lars takes into account when doing business with countries abroad, such as Ukraine, i.e. JYSK Nordic is aware of the overall differences and has much respect for the local cultures - this will be elaborated on in a section further below; yet, first an elaborative section will explore more in detail and conclude on the significance and meaning of JYSK Nordic's core values and corporate culture style.

4.1.3 The integration culture paradigm

As previously mentioned, corporate culture is in this context defined as something valuable that is unique and shared among members of an organization. Culture, according to this definition, is an integrating mechanism (Meyerson & Martin, 1987:624); and this perspective views core values as *"the social or normative glue that holds together a potentially diverse group of organizational members"* (Meyerson & Martin, 1987:624); this categorization fits well with the above explanation of JYSK Nordic's corporate culture in which its core values are enshrined (Jacob, 2003:115). As emphasized in the above section on core values, these are together with an agreed-upon set of appropriate behaviours, e.g. to be service-minded, loyal, and reliable (Appendix 13), part of what integrates JYSK as a whole, i.e. one integrated culture. Another characteristic of the integrationist perspective is the leader or founder's values that are shared among and enacted by lower level employees (Meyerson & Martin, 1987:625).

"(...) we have JYSK corporate culture what help us to know JYSK character, rules, and so on." (Appendix 5, q: 4).

Again, despite JYSK's strategic choice of putting less attention toward Lars Larsen when moving its business abroad, the core values are indeed still influenced by his character and his philosophy as a businessman ("Lars Larsen Biography UK", 2017:5). Meyerson and Martin (1987:625) claim that the integrative perspective additionally focuses on the leader as the primary source of cultural content; i.e the cultural manifestations in JYSK Nordic to a large degree reflect Lars Larsen's personal value system, which is as

previously mentioned based on the Jutlandish regional-national value set, which offers the possibility that the charisma of Lars Larsen, as an effective and successful leader, will be institutionalized in the organization. Still, with the above in mind that his name is not mentioned in the 'new' JYSK values but merely reflected in them.

A final element of the traditional integrative paradigm by Meyerson and Martin (1987:625) indicates a denial toward ambiguity. However, we beg to differ and agree instead with Jacob's (2003) perspective that, while core values have certainly provided JYSK Nordic with consistency among its dispersed units regarding orientation, the inconsistencies are not ignored - quite the contrary in fact. This view instead accepts ambiguity and seeks to find solutions to deal with the phenomenon. As a successful global organization, JYSK Nordic has aimed at finding mechanisms to deal with inconsistencies that are induced by culture (Jacob, 2003:115). In a section further below, this will be elaborated on by looking further into the management of JYSK Nordic to explore JYSK Nordic's initiative with regards to intercultural management.

Concluding on the above section on JYSK Nordic's organizational culture and core values, it could be argued that the organization has a strong corporate culture, as a result of its high number of shared beliefs, values, and norms that are accepted and shared among a high number of its employees; the integrative corporate culture provides the employees with identity and stability, which in turn provide the organization with a high level of commitment (Pikula, 1999:1).

In the following, we will seek to define the metaphoric definition of JYSK Nordic's corporate culture with reference to Trompenaars (2012); this should furthermore help discover and explain in detail the organization's structure and decision-making styles.

4.1.4 Link between JYSK Nordic's corporate culture type and management style?

Despite this thesis' stance that culture is a complex phenomenon and human beings should be acknowledged as unique individuals, Trompenaars' (2012) four types of corporate culture fit well in this context to explore more in depth JYSK Nordic's management style as well as determining its corporate culture type; this is relevant for

our research question in terms of discovering how this aspect may be part of what JYSK Ukraine looks up to and admires about the Scandinavian management style.

A bureaucratic division of labor with various roles and functions is an organizational structure that is often characterized by organizations in the western world (Trompenaars & Hampden-Turner, 2012). JYSK Nordic's management is evidently characterized by a clear division of roles and functions (Appendix 13); accordingly, it could be referred to as the Eiffel Tower culture, or role culture (Trompenaars & Hampden-Turner, 2012:204; Gertsen, Sørderberg & Torp, 1998:26). When we asked the written interview participants to explain the differences in the way management works in Ukraine and Denmark, respectively, Expansion Coordinator, Oleksandr wrote that the organizational hierarchy in Denmark is: *"more formal and based on responsibility areas"* (Appendix 7, q. 6).

In a survey by Trompenaars and Hampden-Turner (2012:206, Figure 11.4), they discovered that Denmark scored 100 percentage in terms of being asked whether management preferred function rather than personality; i.e. all participative managers have nodded their acquaintance to the following statement: *"The main reason for having an organizational structure is so that everyone knows how functions are allocated and coordinated."* (Trompenaars & Hampden-Turner, 2012:207). Together with North American and northwest Europe, Denmark was among the nations that were most attracted to putting roles before people (Trompenaars & Hampden-Turner, 2012:207); these nations could furthermore be characterized as countries that are part of the western world. The Eiffel Tower culture also thinks of personal relationships as likely to warp judgments (Trompenaars & Hampden-Turner, 1993:205), which is similar to Cartwright and Cooper's culture typology in which 'role culture' finds that functions are more important than people (Table 2: Cartwright and Cooper's Culture Typology in Gertsen, Sørderberg & Torp, 1998:26). A clear example of this type of corporate culture was discovered during our interview with Lars; he gives an example of JYSK Nordic's priority to employees' well-defined functions and performance over personal relations.

"We look at our employees and determine who are capable of doing what (...) we look at the results (...)" (Appendix 3, 21:10, own translation).

"She has been there for a long time, she is competent, she never says no, but in my world this is not equivalent to saying she is the right person for a specific position. Then you should ask yourself, what is it that you are looking for in a person for this position, and evaluate whether she is still the right person." (Appendix 3, 21:10, own translation).

Lars' opinion that despite an employee has been part of the organization for a long time, it should not compensate for actual skills. The personnel department, which Lars is part of as Head of HR Countries and Logistics, the Eiffel Tower culture treats every organizational member equally and neutrally, which also refers to matching each person's individual skills with the respective job requirements (Trompenaars & Hampden-Turner, 2012:205-206). Hence, the Eiffel Tower culture represents *"a depersonalized, rational-legal system in which everyone is subordinate to local rules."* (Trompenaars & Hampden-Turner, 2012:205).

Yet, as previously mentioned, when standing alone the four corporate culture types merely represent an ideal type - in practice the culture types are mixed or overlaid, with one culture dominating. Although the Eiffel Tower culture seems to be the dominant corporate culture in JYSK Nordic, the guided missile could be argued to be the superimposed culture due to its egalitarian mindset. According to Steers, Nardon and Sanchez-Runde (2013:39), Scandinavian countries often make wide use of participative leadership approaches, which is an indicator of their egalitarian culture, compared to other countries, e.g. Ukraine. HR manager in JYSK Ukraine, Kateryna, explains that compared to the Ukrainian corporate culture, the Danish culture is *"much more flat, much more democratic and our people [JYSK employees] are much easier to speak up and be at the same level with their bosses."* (Appendix 2, 06:05). When the Eiffel Tower is combined the guided missile culture, the result is according to (Jacob, 2003:113) a matrix organization, which correlates to Customer Service Team Leader, Iuliia's statement that: *"In JYSK we have a matrix scheme of managing"* (Appendix 5, q. 4); yet, JYSK Nordic's organizational chart is still more identical to the more classic bureaucratic structure with cross-functional teams (Buchanan & Huczynski, 2010:496, Figure 16.1; (Appendix 13) and it could thus be argued that the matrix feature is primarily seen in its

inclusive management style. The guided missile culture resembles the Eiffel Tower in being task-oriented and impersonal (Trompenaars & Hampden-Turner, 2012:211), yet encourages participation from all levels of employees as well as an open-door policy (Appendix 3, 30:28).

A survey conducted by Trompenaars and Hampden-Turner in 1993 on perceptions of managerial practices, showed among other things, managers' willingness to delegate authority in which Denmark scored 65 (in percentage of agreement by managers who participated); this should according to Steers et al. (2013:38-39, Exhibit 2.4) be seen as a high score. As Lars explains in our interview, JYSK Nordic's management tries to encourage the Ukrainian employees to open up more and generally be honest and share their thoughts with their superiors (Appendix 3, 07:40), i.e. to increase their level of participation. Lars furthermore argues that the Ukrainians *"should not hold anything back. We [management] actually would like to know the truth."* (Appendix 3, 07:40, own translation), which is coherent with the egalitarian and integrative culture type. When we asked the participants in our written interviews to express their individual opinion on what have been the contributing factors to JYSK Nordic's success on a global scale, HR manager, Kateryna, and Expansion Coordinator, Oleksandr from JYSK Ukraine, answered the following:

"Scandinavian leadership – straightforward, ready and obliged to speak up and give your ideas, trust and delegation." (Appendix 6, q. 8).

"Scandinavian image and style. JYSK organization's values." (Appendix 7, q. 8).

JYSK Nordic could to some extent be compared to the Swedish furniture chain IKEA that leverages the Scandinavian reputation for egalitarian and pragmatic values, which are reflected in its low-cost, home-assembly, and unfussy products (Schneider & Barsoux, 2003:73). Accordingly, the above empirical discoveries increased our already existing curiosity as to the Scandinavian management style in relation to what the Ukrainian employees find inspiring and admirable about this form of leadership; again the Ukrainian employees emphasized values such as 'trust' and 'delegation'.

According to Grenness (2003:11), Scandinavians value power sharing and participation, which is coherent with the information we have been provided by our interview participants and can furthermore be traced back to JYSK Nordic's Leadership Values with keywords such as: involving, feedback, motivating, and informative (Appendix 13). Grenness (2003:13) furthermore agrees with Steers et al. (2013) that Scandinavian leadership is participative and accordingly "*managers are more interpersonally oriented and keep the role of the other people in mind.*" When compared to U.S. management programs that typically exist to improve the individual's opportunities of promotion, Danish management programs are more frequently developed to improve the functioning of the organization as a whole through its managers (Grenness, 2003:11). Trompenaars calls it 'management by enthusiasm'; "*ways of motivating and rewarding to make people feel that they are participating in a process of creating new realities.*" (Trompenaars, 1995:160 in Grenness, 2003:13).

4.1.5 Successful global management

Too many managers have ignored even the most general cross-national differences while working overseas, and as a result it affects significant opportunities for themselves but also to a certain extent, their companies (Steers et al., 2013:71). According to Jacob (2003:1), it is vital for multinational corporations to include intercultural management in their considerations when expanding abroad, which concerns the management of workforce approaches in culturally different environments. Jacob (2003:3) furthermore emphasizes the need and importance for global managers to assess in advance the cultural features of the countries they already work in or are about to move their business to. Steers et al. (2013:25) similarly argue that successful multinational corporations need sufficient managers to make sense of the complexities that characterize their surrounding environment. Through intercultural training, managers as well as employees can learn the basic communication rules of a foreign culture (Jacob, 2003:76).

JYSK Nordic took an initiative in this regard about 12 years ago (Appendix 15, Lars) where they introduced intercultural differences to the employees; yet, only in 2009 they

partnered with People and Performance Consulting (PPHR) who then developed the intercultural introduction courses JYSK Nordic currently applies. Lars explains they *“had a two-day presentation (...) and then we have worked with it [intercultural training] since then.”* (Appendix 3, 47:14, own translation). Lars furthermore tells us that since PPHR's visit, Lars and his superior Executive Vice President HR, Jan Verhoek, has learned to teach the courses themselves and today they take turns training their co-workers in cultural differences (Appendix 3, 47:14). During our interview, Lars explained to us the essence of JYSK Nordic's intercultural introduction courses:

“How does culture function up against our values? And likewise saying, what does it actually mean in your country, so we do not compromise on something that means something to their respect (...) So in this regard, we do it like this: JYSK and culture at the same time.” (Appendix 3, 47:14, own translation).

With reference to the PowerPoint slides, Lars have provided us with, which is the very same material of which Jan Verhoek and himself employs at the intercultural introduction courses, it is evident that the display of cultural differences is made in accordance with Trompenaars' seven cultural dimensions (Appendix 14); Trompenaars' culture dimensions should be acknowledged as a general framework of which the managers and employees of JYSK Nordic can learn the basic communication rules, norms and values of a foreign culture - such as how others may be addressed and what sort of manners that would be appropriate (Jacob, 2003:76). It seems that JYSK Nordic puts a lot of effort and energy into these intercultural introduction courses, as they are being updated on an ongoing basis whenever a new country is being added due to further expansion (Appendix 3, 48:49); the employees are highly involved in the process and can make requests as to something they feel they lack proper knowledge of: *“We ask once a year - here [HQ in Denmark] - “what might you be missing?” from this catalogue we have, and then they can make a request.”* (Appendix 3, 48:49, own translation). JYSK Nordic's initiative to make intercultural introduction courses available to its employees can furthermore be linked to Plum's (2013:31) claim that people working with cultural differences with regards to their work functions, need to be able to switch from autopilot and instead take manual control of the situation; this action should be taken to create a more profound contact, which JYSK Nordic's management indeed seems to

consider as being the reason for presenting their employees to the cultural differences they may face when doing business abroad.

According to Jacob (2003:78), intercultural management is not sufficient with only an initial orientation. Instead it should be considered an ongoing, never-ending process of which managers in a multinational corporation should continue to make an effort to obtain and uphold. Jacob (2003) points out what seems to have been the idea behind JYSK Nordic's ongoing intercultural introduction courses, i.e. they continuously renew their seminars on culture: *"It is continuous (...) once a year and otherwise we run a sort of introductory course twice a year for new colleges from abroad. Thus it is recurring."* (Appendix 3, 48:49, own translation); they choose to focus not merely on teaching the managers of JYSK Nordic; all levels of employees have the opportunity to attend the intercultural introduction courses should they wish to widen their horizon; and they frequently update the course material with regards to an equally ongoing expansion to new and culturally different countries. Accordingly, it seems that JYSK Nordic is well aware that culture is an ongoing process that changes over time, i.e. cultures are not static (Jacob, 2003:122). With the above in mind the management in JYSK Nordic could be argued to have done much to learn about culture themselves as well as securing that other members of the organization have the opportunity to obtain cultural awareness. Managers may learn about another country's customs and heritage and therefore might be able to function as an individual there without too much difficulty, yet it should be noted again that Trompenaars' culture dimensions are still merely a general framework and should be acknowledged by those who use it as such, which Lars seemed well aware:

"With regard to the theory, we have now come across this [Trompenaars' theory], this is what we have chosen, as it was a framework in which we thought was sensible to approach and relatively [sensible] as to make a selection that gives people a framework in order to understand the culture from the outside. Knowing that it will not include everything." (Appendix 3, 43:37, own translation).

4.1.6 Introduction to Trompenaars' seven culture dimensions

It is argued that the culture of multinational corporations is the glue that holds geographically dispersed units together. According to Schneider and Barsoux (2003), corporate culture is supposed to overcome the influence of national identity. However, research suggests that this remains a surface resemblance. Hofstede's classic study (2001; 2010) together with Trompenaars' seven culture dimensions (2012) are both striking testaments to the persistence of national cultures despite the presence of a strong corporate culture. The research of the two culture theorists show that national culture continues to play a major role in differentiating work values (Schneider & Barsoux, 2003:74), which will be explored in the section below where a comparative analysis will be made upon Ukraine and Denmark, respectively.

HR manager Kateryna gives another example of this cultural difference between Danes and Ukrainians in the following: *"We are less believing in rules and concepts, because in our country if you do not follow the rule, sometimes that can be ok."* (Appendix 6, q. 4).

Individualism is a big part of many Danish organizations, we initially think about ourselves and providing for "me" and the immediate family. According to Trompenaars and Hampden-Turner (2012:66), Denmark is one of the most individualist countries with a score of 67 along with countries such as Israel and Canada. There is also focus on groups in an organization but there tend to be a more individualistic culture. As a former communist country, Ukraine has attracted the communitarianism approach (Trompenaars & Hampden-Turner, 2012:67). There is more focus on the "we" culture and relationships are important as to collect information, get introduced or have a successful negotiation (Appendix 14). Especially in JYSK Ukraine, the communitarianism aspect is visible; the employees mention teamwork and having a cohesive team as some of the keywords describing the Ukrainian way of working (Appendix 9, q. 7). They are also very social; *"very often workers in Ukraine are not just colleagues, but friends"* (Appendix 9, q. 7).

Another significant feature of the Ukrainians is that they have a very affective culture, which Kateryna explained to us during our interview:

"We are very open and emotional here in Ukraine, most of us, so we can spend a lot of time just in discussion and it's emotional and it can be seen that it is not like a habit for Danish people to have that kind of emotional meeting" (Appendix 2, 2:57).

It is very acceptable for Ukrainians to be very emotional and as Kateryna says, it is not a habit for Danish people to have those kinds of emotional meetings and being as emotional as Ukrainians are in an organizational context. The Danish organizational members are much more neutral; they keep their emotions at bay and being calm and self-possessed is an admired ability (Appendix 14; Trompenaars & Hampden-Turner, 2012:87).

When working in a Danish organization there tend to be a very visible separation of work life and personal life, people can have a good relationship at work but not as much outside work (Appendix 14; Trompenaars & Hampden-Turner, 2012:109). Ukrainians are the opposite of the Danish people, in JYSK Ukraine; the Ukrainian employees are much more diffuse and like to have a good relationship with each other at work and outside of work.

"We let people also from work be a part of our life, not only at work, so for an example if you someday decide to go and work in JYSK Ukraine you would feel very easy here in Ukraine because you would easily find the friends here at work, who also would invite you to the parties, who would invite you to go to the movies (...) When someone are looking for a job, in Ukraine, he or she is actually looking for some friends, and by friends I mean that we are not only friends at work but also after work" (Appendix 2, 23:59).

In Denmark and at the Danish office at JYSK Nordic there is more focus on achievement i.e. the results and the track record you have, instead of focusing on ascription: *"We look at the results (...) and what it is we have to do."* (Appendix 3, 21:10). In Ukraine there are more focus on you as a person than the achievement, titles are still used to reflect a degree of influence if relevant (Appendix 14) but the Ukrainians still value achievement, as they are very focused on doing well in the organization: *"(...) workers from Ukraine are very committed to their work and if they want to achieve something they will work overtime to until they reach the result"* (Appendix 9, q. 7).

The Danish employees in JYSK Nordic are more focused on meeting deadlines (Appendix 14; Appendix 9, q. 12), and look into how the present and future looks like. Whereas the Ukrainian employees look at the past, present and future when doing business (Appendix 14). They have experienced a lot of violence and unrest in the past 20-30 years in particular, which have had a big impact on their values, beliefs and mindsets that differ significantly from the Danish: “[we] *have a different mentality, we have a lot of trouble out of work (...) it has a negative effect*” (Appendix 9, q. 7).

Trompenaars and Hampden-Turner (2012) come around many of the areas within cultural differences that are indeed applicable and easy-to-understand, and many of the things that JYSK Nordic has already looked into with reference to Trompenaars’ theory. The cultural differences between the Danish and Ukrainian office are rather significant when looking at them from this perspective but all members of the Ukrainian department seem very flexible and spend a lot of time making sure they know the message from the Danish HQ by translating and rereading emails (Appendix 9, q. 10).

They respect each other and the culture they come from but JYSK Nordic’s values are still implemented across cultures while keeping in mind that adjustments might be needed (Appendix 9, q. 10). Trompenaars’ seven dimensions is a good tool to create an understanding of the national differences; still, it might lack an understanding of some areas such as the influence of education and position in the workplace that Plum (2013) and Jameson (2007) look more closely into. “*Trompenaars (1994:9) acknowledged corporate and professional cultures but limited his work to “the first level, the differences in culture at a national level”* (in Jameson, 2007:204). One very important thing to take into consideration when looking at a country such as Ukraine with its many years of unrest is the importance of looking at the past as well as the present and future. This is an area that Danes see as less important, as we have had decades with peace and a well-structured political scene (“Danish Political and Social Affairs”, 2017). We will in the following section consider the political development in Ukraine and how and why it has had such a big impact on its people and how the country’s state of mind affects JYSK Ukraine’s employees.

4.2 The significance of the external environment

Ukraine and Denmark are two significantly different countries, one being a former part of the Soviet Union (King, 2010:6) and the other a well-established democratic country and a many year member of the European Union ("Danish Political and Social Affairs", 2017). The population of the two countries has very different backgrounds, values and beliefs, which are part of what shapes the country into what it is today. We will in the following section investigate the political development in the two countries, with emphasis on Ukraine due to their decades of unrest in the country. We will furthermore explore the change in labor market and how modernization and postmodernization fit into the picture. We will connect this to the Culture Map by Inglehart and Welzel (Inglehart & Baker, 2000) and accordingly seek to determine how the survival and self-expression values have come to manifest themselves in the two societies.

4.2.1 Political development

Ukraine is a country that has been through many ups and downs during the past decades; first by being part of the Soviet Union and later as being independent and the challenges that accompanied the new regime. After the incident at the Chernobyl nuclear power plant in 1986 with the soviet government covering up the accident, it triggered a dissent towards the government and a rise in popularity for national independence began (King, 2010:6-7).

Within the year of 1990, the Ukrainian executive government began printing their own currency, they declined entering into new economic agreements with the Soviet Union, and made plans for an independent central bank and possible army. They got the inspiration from the Baltic republics that had achieved independence the year before. But the leader of the Soviet Union, Gorbachev, had no plans of giving the Ukrainian people their independence, they still saw them as a part of the Soviet Union. Yet, in December 1991, after a pro-independence leader was elected president in Ukraine, the Russian Federation gave them formal recognition and Ukraine became independent (King, 2010:8-9).

Now it was time to get by on their own and govern themselves without the protection of the Soviet Union. But they were still not entirely free from the hands of the Soviet Union, the presidential election in 2004 were between Viktor F. Yanukovich, who was pro-Russian and supported by the current government and Vladimir Putin, and Viktor A. Yushchenko who was pro-western. The election was very dramatic with Yushchenko being poisoned, and a questionable election result due to irregularities and names that seemed to have been vanishing from the voting lists. Non-violent protest arose in Kiev, with hundreds of thousands people dressed in orange, the color of the Yushchenko campaign. Hence it got the name: The Orange Revolution. After two run-off elections, Yushchenko won with 52 percent of the votes, and the election was certified by the European Parliament and the Organization for Security and Co-operation in Europe (OSCE) as being free and fair (King, 2010:9-14).

Violent protests began again in Kiev in 2013 after an association agreement with the European Union had been suspended. Due to the police violence when trying to disperse the protests, it led to more violent protests that are known as the Maidan revolution. Crimea was then occupied by Russia and pro-Russian protesters began occupying cities in the eastern parts of Ukraine, which led to the involvement of the Ukrainian army. In September a ceasefire agreement was signed and the conflict has since then been frozen (Coupe & Obrizan, 2016).

After the conflict in Crimea the economy and employment dropped (Del Carpio, Kupets, Muller & Olefir, 2017), and once again put a stopper to the development of the country. Some businesses also had to shut down due to the violence and unrest. The JYSK stores have in some ways been affected by the conflicts over the years, as JYSK Ukraine began as a franchise and opened their first stores in 2004 (Appendix 3, 7:40; "The history of JYSK GROUP | JYSK", 2017). After the crisis in Crimea, they had to shut down their stores and in this connection JYSK Nordic offered the employees the opportunity to be moved to other parts of the country if they were interested. JYSK Nordic wanted to give them the opportunity to keep their jobs, yet in a different, and more safe part of the country (Appendix 3, 7:40).

Even though Ukraine is a country filled with unrest and instability at times, they have an ambition and desire to move forward. Some of the ex-soviet countries can be called 'transitioning countries' according to Stark and Bruszt (1998, in Brewster and Bennett 2010:2569), i.e. countries with a soviet background that is undergoing a transition into a new model, the current liberal market economy, or coordinated market economy. Ukraine can accordingly be referred to as a transitioning country.

Compared to Denmark, Ukraine has experienced much violence and political unrest, while in Denmark there is peace, the political scene is well balanced with the only troubles being the different political parties disagreements that are settled with debates and not physical violence. Denmark is a well-established democratic country with much focus on social welfare of the people and a stable market economy ("Danish Political and Social Affairs", 2017). Denmark has, as many other countries, been affected by the economic crisis in 2008 but has not had any civil wars, riots or violence in the recent decade that have led to uprisings on a bigger scale. It is peaceful and has a well-functioning political scene. Due to the many revolutions in Ukraine, many people experience a lack of trust in the government and thus have more emphasis on survival values (Inglehart & Baker, 2000); this will be elaborated in a section further below.

4.2.2 Labor market

Ukraine is further behind many other countries around Europe and Eastern Europe; the country's productivity level is much lower, which has limited the economic prosperity. Ukraine's level of productivity is among the lowest of all transition economies. One main cause is the lack or slow pace of reforms, especially policies that regulate the labor markets. They have a Labor Code dating back to 1971 that have been amended a few times over the years; it therefore still included many pre-transition features. It has reduced the competitiveness, which makes it difficult to attract investors and develop economic opportunities (Del Carpio, Kupets, Muller & Olefir, 2017:1).

In 2013, the private sector workforce of Ukraine, had 54 percent employed in low productivity sectors, which included agriculture, trade and construction, a third of the workforce were employed in industry and 10 percent worked in higher-productivity

sectors such as financial and business services, and information and communications technology (Del Carpio et. al., 2017:22).

Ukraine is still far behind in their development compared to other countries in Europe. With over half of their workforce belonging to the low-productivity sector and a third belonging to the industry, they are still in the modernization trajectory as mentioned by Inglehart (1997:7-8) as being a time with economic development linked to change in culture, political- and social life. They do not have a secure economy and their labor force do not consist of mainly jobs in the service sector, which would conclude that they would be in the trajectory called modernization. As mentioned previously the service sector only consists of 10 percent of the workforce. Along with the political and economic instability, they are still far from moving to a more postmodern trajectory.

When looking at Denmark in contrast, there is more economic stability, the labor laws are many (Beskæftigelses Ministeriet, 2009) and are amended if needed, and there is no instability in the country. The biggest part of the Danish workforce consists of service jobs, as their higher-productivity sector consists of 55.62 percent of the total workforce. The low-productivity sector consists of 32.18 percent and the industry consists of 12.21 percent of the workforce (Appendix 16). The service sector is much bigger and with a secure economy, they are along with the other Nordic countries described as being postmodern, and even some of the most postmodern on earth (Inglehart, 1997:22).

Another very big difference between Denmark and Ukraine, and also a thing showing how far behind Ukraine is in comparison, is the significant use and normality in utilizing informal work. A fifth of workers in Ukraine do not have a written labor contract, i.e. they are not protected by employment legislations and cannot receive social insurance (Del Carpio et. al., 2017:22). Kateryna gives a specific example:

"It is very common in Ukraine to work without any contract, so if I am a small private enterprise I just go and get some people to work for me, I give them some cash for working for me, and since they don't have any contract (...), I can just tell them they are fired and I cannot even not give them the money they deserve for that work, so they can just go away. They will not be able to go to

the court and prove anything, because they do not have any contract to examine” (Appendix 2, 17:29).

The jobs are often low paying, they have poor working conditions, the employment is unstable and there are limited training opportunities. In Denmark there is no question about contracts; it is a requirement to have a contract when working somewhere: *“All Danish employers are obligated to provide you with an employment contract”* (“Employment Contract”, 2017). The contract provides security on both sides and makes sure that everything is done correctly and in line with the Danish legislations.

As mentioned previously, Ukraine wants to move forward after being a part of the Soviet Union and communist regime, but because of many years with instability it has put a halt to the development both politically and economically. This has stopped them from entering into the postmodernization trajectory and it furthermore stops the country from transitioning into a more liberal or cooperation market economy (Brewster & Bennett, 2010:2569).

4.2.3 Cultural Map

The development of Ukraine and Denmark has been very different in terms of political development and market development. Ukraine’s economic development has been held back due to unrest and violence in the country both during and after being part of the Soviet Union (OECD, 2005:28). While Denmark is a very stable country with peace, along with a successful system that have managed the country in the right direction (“Danish Political and Social Affairs”, 2017). When looking at the Cultural Map by Inglehart & Welzel, it very much describes the development that both Ukraine and Denmark have had over the past 30 years (“WVS Database”, 2017).

Denmark has been very consistent over the years and not moved a lot during the different waves. Denmark scores high in self-expression values and secular-rational values. They furthermore, place less emphasis on religion, traditional values and authority and are more open-minded when it comes to divorce and abortion. They like to openly discuss politics, whereas the traditional values are the complete opposite. This again shows us that Denmark is a more modern and liberal country; Danes have moved

away from emphasizing traditional values that once dominated ("WVS Database", 2017). This additionally shows us how the country has turned its back to modernization and instead developed into a postmodern society; they have a labor market that is dominated by service jobs, have many labor laws and economic stability. The country has had a stable development along with a stable economy ("Denmark - OECD Data", 2017) that has been a contributing factor to the development from modernization to post modernization. The Danish population's mindset of picking and choosing the jobs they actually want instead of simply applying for anything possible to gain economic stability is also a contributing factor as to moving over to the service sector and being the dominating sector.

Ukraine on the other hand scores high in survival values and a middle value in secular-rational values. Yet, there has been some movement for Ukraine from wave four to six, which is the years from 1996 until now. The secular-rational value has decreased with 0.5, with 2005-2009 being the biggest drop down to 0.25, which is then very close to the traditional values ("WVS Database", 2017). This show us that they have a very modern look on things, as they place less emphasis on the traditional family values and the importance of religion, but they are still not as open minded as in Denmark. Throughout the years, Ukraine has consequently scored high in survival values, with the highest being in 1996 and a little decrease of 0.35 until now. Again the biggest drop happened in fourth wave from 2005-2009 ("WVS Database", 2017). In these years there were less focus on religion and politics, and more focus on one's well being, more tolerance and the feeling of higher levels of security. From 2005-2008 there was an economic uprising in most of the world, the more economic stability created a sense of stability, which lead to less focus on the political scene that had had a big impact on Ukraine since being part of the Soviet Union. The election in 2004 also created a sense of political stability after a turbulent election and mistrust to the government, due to election fraud and possible poisoning of the opponent (King, 2010:9-10). But after the economic crisis in 2008 they came closer to survival values again, and once more put additional focus on having physical and economic security ("WVS Database", 2017).

4.2.4 Recurring lack of security

Since the collapse of the Soviet Union and the independency in Ukraine in 1991, the country has tried to find its foothold and create their own identity after years of communism. They want to move forward, but a political scene filled with people still clinging to the soviet years and communism (King, 2010:3-4), makes it hard for them to move to a more democratic and stable system. People have low levels of trust toward the government, and even though there are legislations in Ukraine not all are respected by government officials.

"(...) a lot of different people from governmental establishments that try to get some money from JYSK but actually we here as a country management team are proud that we do not give any bribes" (Appendix 2, 18:01).

In JYSK Nordic there is no tolerance toward bribes and corruption of any kind; it is not something they want to contribute to by paying bribes. They would rather have their goods being delayed or getting fines from the government than accepting bribes as a way of getting things to move faster. We will get more into details about corruption and trust in the preceding section.

For JYSK Ukraine the development of their business has slowed down because of the disturbances in the country. In the beginning of Kateryna's employment in 2013 they had big expectation of expansion, as Ukraine a big country with a large population (Appendix 2, 11:35). Unfortunately, the country then had a collapse with the Maidan revolution in 2013 and the occupation of Crimea by Russia. As mentioned previously, JYSK Nordic had to close down stores and move the willing employees to other stores around the country.

"Now, we cannot expand as fast as we could three years ago, that is because of our economy – it's not so stable, and the government and politics and everything" (Appendix 2, 11:35).

As seen in this example by Kateryna, the Ukrainians cannot evolve as much and as quickly as they want to; this also slows down the process of going from modernization to postmodernization. With an unstable economy and investors who are not ready to

put money into new projects, it creates a decrease in the development of the different sectors, which is one of the factors describing how far the countries are in the modernization postmodernization trajectory. More than half of the private sector jobs are in the low productivity sector such as agriculture, which along with under 10 percent working in the higher productivity sector such as financial and business service, keeps them to the stage of modernization (Del Carpio et al., 2017:34)

The authoritarian rule combined with an unstable economy has led to low levels of trust and security; people cannot trust everyone and especially not the government. They are on their own if they want something done and done in the right way. The development has been completely different when comparing Denmark and Ukraine, and it has been a very natural development when keeping in mind the state the countries have been in during the last 30 years. While Denmark is a well-established country with a stable system ("Danish Political and Social Affairs", 2017), Ukraine is almost the opposite with an unstable economy and system, and parts of the system being corrupt (King, 2010:3-4).

We will in the following section of our analysis consider the external factors: corruption and trust. These two factors have a tremendous impact on doing business in Ukraine, and have had significant influence on the development as mentioned in the above section. Accordingly, we find it necessary to dive deeper into the consequences of corruption in Ukraine, as well as and more specifically on JYSK Ukraine's daily operations. Accordingly, the below section will seek to discover corruption's influence on JYSK Ukraine's development toward a more Scandinavian management style.

4.2.5 Corruption and trust

Corruption is a phenomenon that unfortunately is highly present in today's society. Countries that are not so developed, have an unstable economy and political scene, are at higher risk for corruption to unfold. According to Transparency International corruption is defined as: *"the abuse of entrusted power for private gain"* ("Transparency International - What is Corruption?", 2017).

As mentioned previously, Ukraine has experienced great levels of corruption around the country. They have had years of communism and the transition to being an independent country free of the hands of Russia (King, 2010:3-4). Communism has been part of the country for many decades, and can be seen in the corruption perception index as one of the countries with most corruption ("Corruption Perceptions Index 2016", 2017). According to Sandholtz and Taagepera (2005:109), communism as well as post-communism increase a country's level of corruption significantly, while Rose (2001:105) states the following:

"Corruption is the greatest obstacle to progress in post-communist countries. (...) The longer corruption persists at the elite level, the greater the likelihood that the mass of the electorate will become indifferent to dishonesty, or decide that the only way to deal with a corrupt state is to benefit from lawbreaking oneself (...)"

Ukraine and JYSK Ukraine have been affected by petty corruption and political corruption in the later years. Petty corruption being low- and mid-level officials trying to access goods or earn some extra money on citizens or organizations has been experienced by organizational members of JYSK Ukraine:

"(...) the guy who did the audit asked for a bribe and he just told me, okay you have some, it is not problems, but you have some collations (?) here that can be improved, but actually you can just give me some money and everything will be okay, and I will give you a good report. So I answered him, that I will not, and my company does not give any bribes, if he see some problems in our JYSK store just write them down and we will correct them, (...) but if you see some problems, please write them in the report (...) And if we need to pay some fine to the government, we will do it." (Appendix 2, 14:57).

Kateryna mentions that they have experienced bribes from state officials when doing checks at JYSK Ukraine, like in this case with an audit. Even though it seems that it is common for the Ukrainian employees to being offered bribes, they put their foot down and reject every time; they do not want to contribute to corruption, as they would if accepting bribes to get a good or better report. Another example is from Lars, who talks about an example of being stopped by government officials at the border:

"If someone stand at the border, stop our car and say they want some money, we reply that they won't get any. So sometimes we do not get our goods" (Appendix 3, 34:25, own translation).

In this case, JYSK Nordic has been prevented to enter the country for a while. If they had paid the bribe they would have entered the country right away. Again, since they do not accept corruption they will not pay anything; they would rather have their goods being delayed and pay for having the car or truck parked near the border until they were able to drive through (Appendix 3, 34:25, own translation). The action taken by JYSK Nordic in relation to this attempt of bribing, proves the organization's high level of transparency, which could further be argued to reflecting the essence behind JYSK values, being 'reliable' and 'professional' tradesmen (Appendix 13). JYSK Nordic accordingly follows OECD's guidelines to fighting corruption and bribery, which involve the managers of a multinational corporation to reject the acceptance of receiving as well as offering bribes (Steers. et al., 2013: 241-242). Furthermore, managers should seek to enhance the transparency of their activities in the fight against extortion and bribery; these measures include making public commitments against bribery and disclosing the management systems the company has adopted in order to honor these commitments, i.e. make it part of the company policies, which seems to be the case for JYSK Nordic, with reference to Kateryna and Lars' examples in the above. Furthermore, managers should also foster openness and dialogue concerning the subject of bribery and extortion so as to promote the organizational members' awareness and commitment to fighting the issue (Steers et al., 2013: 241-242). As Rune explains: *"If you do not talk about it, then you will never really confront the issue."* (Appendix 4, 22:16, own translation), which indicates an openness toward the topic that corresponds well with OECD's proposed guidelines. Kateryna agrees with Rune's point by stating:

"(...) we do not give any bribes and we talk about it everywhere in all medias and to all people. We are very very proud being a company that really follows the legislation." (Appendix 2, 18:01).

This statement again confirms Kateryna and her colleagues in JYSK Nordic's perception of the Danish or Scandinavian management style as reliable and professional, and

accordingly also admirable, as she alludes to with her final comment about the Ukrainians being proud of working for a company that follows the rules and legislations.

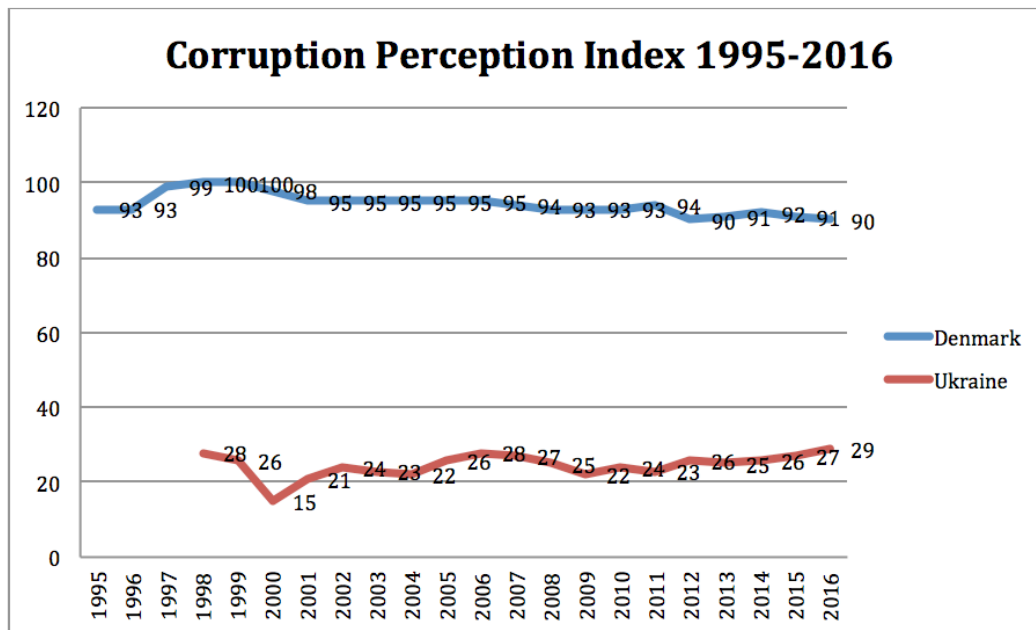
4.2.6 Corruption Perceptions Index 2016

In the following section we will seek to explore how much of Ukraine and Denmark's public sector is made up by corruption where the score of 0 is highly corrupt and 100 is very clean. A factor to take into account is that two-thirds of the 176 countries in the Corruption Perception Index in 2016 actually fall below the midpoint, and the global average has a score of only 43 ("Corruption Perceptions Index 2016", 2017).

When looking at the index there is a significant difference between Denmark and Ukraine. Denmark has a score of 90 and is placed as number one along with New Zealand, meaning that they have a minimal amount of corruption. They are very clean, and according to Transparency International ("Corruption Perceptions Index 2016", 2017) no country can get a perfect score. Ukraine on the other hand has a score of 29, which gives them the place of number 131 along with Iran, Kazakhstan, Nepal and Russia. A score of only 29 and below the global average of 43 makes them a country that is somewhat highly corrupt. The difference in corruption between Denmark and Ukraine could be explained applying the previously accounted for dimensions (global culture map); according to Sandholtz and Taagepera (2005), survival demands may force people to indulge in corrupt practices even against their preferences, whereas cultures within the self-expression dimension benefit from freedom from the basic survival needs and thus fewer corruption pressures (Sandholtz & Taagepera, 2005: 112-113); this relates well to the case of Ukraine and Denmark, respectively and can accordingly help explain the background for the significant varieties in the index.

As can be seen in the graph below, Denmark and Ukraine have had two very different developments when looking at the level of corruption. Denmark has been very stable in the top with scores between 90 and 100, whereas Ukraine has had some ups and downs with scores between 15 and 29, but still remaining in the bottom of the graph as some of the countries with most corruption. In 2000 they declined from a score of 26 in 1999 to

15; in this period they had a pro-Russian government, before the election of the pro-western Prime Minister Viktor A. Yushchenko in 2004. Ukraine has in the past four years had a steady ascending score that has increased by one or two scores each year.



Source: ("Research - CPI - Corruption Perceptions Index: early editions", 2017) – own illustration

Ukraine is on the right path to be a country with less corruption, but they are still far away from the numbers of a country such as Denmark that has the lowest amount of corruption along with New Zealand ("Corruption Perceptions Index 2016", 2017), which is equivalent with Sandholtz and Taagepera's (2005:113) claim that a secular-rational culture should reduce or diminish any level of corruption.

4.2.7 The cost of corruption

Corruption has a big impact on the whole society of a country; it can cost people their freedom, health, money and can even cost lives ("Transparency International - What is Corruption?", 2017). In the case of Ukraine there have been political, economical and societal costs, which have even cost some people their lives in the revolutions in the past years and the latest with the Maidan Revolution in 2013.

The political front is embedded by corruption and has created obstacles for the development of their democracy and the rule of law has been flawed. Russia has had a big impact even after the collapse of the Soviet Union, many of Ukraine's leaders have been pro-Russian and one ended up fleeing to Russia after the taping of snipers murdering people during the Maidan Revolution (Coupe & Obrizan, 2016). As mentioned earlier in the section about corruption, there are individual or government officials that benefit from corruption by trying to bribe individuals and organizations.

Economical costs have had a big impact on the country; when people from a different country become or are aware that Ukraine has had a lot of corruption they might be more reluctant to start a business there or cooperate with local business or bigger organizations. This reluctance toward collaboration is somewhat reflected in the low level of trust, and accordingly Ukraine might have missed on business opportunities that could have resulted in economic development. Ukraine has also lost investors, as people do not want to invest in or invest *as much* in an unstable country (Del Carpio et. al., 2017:21).

The society in Ukraine is very much affected by corruption and the instability it have caused. A big part of the population does not trust the government and the legislations they have and the leadership. Because of the distrust it also makes it harder to challenge the corruption; they have tried several times by way of revolutions and reelections but unfortunately it have not worked as much as the population would have liked it to. We will in the following section get more into the subject of trust and discover the cause behind Ukrainians' general lack of trust toward the government.

Trust

To have a well-functioning government and country, trust is the keyword; if the population does not trust in their own government and country there is a long way ahead to get it to function. In Ukraine there is a big lack of trust in the country - both to the government and the people living there, which is again reflected in the country's high level of corruption. According to Inglehart and Baker (2000:34-35) interpersonal trust and the economical level in the society is very much correlated; this claim can easily be linked to Sandholtz and Taagepera's (2005:111) argument that a higher level

of development, i.e. in incomes, will most often result in lower levels of corruption, which could be argued to be the case for Denmark.

Inglehart and Baker (2000) have together created a global cultural map with the dimensions Interpersonal Trust and Economic Development. Most of the ex-communist countries are all placed in the lower left corner of the model, as they have a low GNP per capita and a relatively low interpersonal trust. Ukraine is actually one of the ex-communist countries with the highest levels of interpersonal trust, if we look past China, with, still only 31 percent who generally trust people (Appendix 17). This says a lot about the level of trust in the ex-communist countries, they all have a very low level of trust in people along with a low level of GNP per Capita, i.e. there is a correlation between these two factors. The lack of interpersonal trust is evident in Ukraine's case, and is confirmed by Kateryna who states: *"(...) we do not trust our government"* (Appendix 6, q. 5). According to Kateryna, the lack of trust is due to the troubles and fights the population of Ukraine has experienced in the past years (Appendix 6, q. 5).

According to Sandholtz and Taagepera (2005:109), *"corrupt practices remove government decisions from the public realm to the private, diminishing openness and accountability."* This relates to Kateryna's above statement that corruption has been one of the primary causes of the population's general lack of trust - interpersonally but even more so, in the government. The fact that external actors are able to offer bribes and other payoffs by having privileged access to the government is violating norms of equality (Sandholtz & Taagepera, 2005:109). Accordingly, the level of low trust against a high level of corruption may arguably be the single most significant obstacle to democratization as well as economic development (Sandholtz & Taagepera, 2005:109).

Consequently, Ukraine will not be able to change as long as they maintain their current state of corruption. As mentioned earlier, corruption is the biggest obstacle for the country, and has been for decades. The country will need to put more emphasis on the awareness and transparency of corruption among the public, government officials and in training (OECD, 2005:11). Trust is again a big part of the change not happening; as long as they have such low levels of trust, it can be difficult to obtain a lower level of

corruption. Even Ukraine has anti-corruption councils and committees to monitor the implementation of the anti-corruption strategies (OECD, 2005:11); yet, they might need to take more drastic measures into action to fight against corruption. With a score as low as 29 and ranking as number 131 on the corruption perception index ("Corruption Perceptions Index 2016", 2017) they still have a long way to be among the most 'clean' countries with scores of 90.

4.3 Culture as a complex phenomenon; linking three paradigms

In the analysis section 4.1 and 4.2, we have with references to our empirical findings, accounted for the corporate culture in JYSK Nordic, the national differences between Ukrainians and Danes, and finally the complexity of the external environment and circumstances in the case of Ukraine, as a country. Although factors of both internal and external differences are significant to our research project, we find that Inglehart and Trompenaars' theories and models alone are not adequate when treating culture within the social constructivist stance, which then leaves us with a final suggestion and addition to the much discussed phenomenon.

Jameson (2007:201) argues that in relation to business communication concepts too much emphasis has been on 'audience adaptation' and 'you-attitude', which merely creates a broad generalization about different cultures, if and when used in a cross-cultural context. When people overrely on generalizations about cultural categories it often leads to unfair stereotyping (Tajfel, 1978 in Jameson, 2007:201). Plum (2013:14) additionally claims that if too much emphasis is put on nationality or in fact any cultural trait, e.g. gender or profession, the differences within this cultural trait might have a tendency to be exaggerated, which in turn makes it difficult to see the unique individuals behind the generalizations. Instead of focusing on how cultures communicate, emphasis should be on how individuals communicate (Yuan, 1997 in Jameson, 2007:202). An expanded concept of cultural identity should seek to reduce the previous privileging of nationality and in contrast highlight factors related to business, such as economic class, and furthermore show how culture not only connects people but also defines them as unique individuals (Jameson, 2007:200; Plum, 2013). The above analysis chapters have sought to implement these considerations when going beyond Trompenaars' seven culture dimensions by adding Inglehart's theory on cultural, economic, and political societal change. This has made it possible for us to challenge our pre-understanding of Ukraine as a country and as a culture by diving into the complexity of parts of its history, which was elaborated on by our Ukrainian interview participants. Yet, while looking at these two significantly different culture perspectives, i.e. nationality and sociology, we

wish to get a more nuanced picture of the participants involved, as we find that culture is not merely something that exists within one's nationality; it is furthermore found in e.g. a person's job function, organizational context, age or educational background (Plum, 2013:13; Jameson, 2007:206).

We can indeed argue that Ukraine's complex social and economical development have influenced the population's general mindset as well as their values and norms; yet, we cannot overlook the importance of still acknowledging the employees in JYSK Ukraine as multidimensional individuals (Plum, 2013). Accordingly, when distributing the questionnaire among the Ukrainian employees, the first five questions focused on demographic and individual circumstances of the participants (Appendix 9). They were among other things asked about their age, job function, educational background, nationality, and the period of time they have been working for JYSK Nordic (Appendix 9). This information was gathered in order to again highlight our approach toward culture as a complex and nuanced phenomenon, and to furthermore emphasize that despite our overall perspective on the Ukrainians as a whole, i.e. as a society, we will indeed acknowledge them as unique individuals, not merely influenced by their historical and cultural background. Furthermore, the acceptance of individuals' many cultural traits and features will be vital for managers when engaging in cultural encounters. According to Plum (2013:17) the key to successful social interaction is cultural intelligence, as explained in chapter 3, which we will discuss more in depth further below.

Jameson's (2007) attitude on culture leans against Plum's (2013), as both theorists challenge the traditional culture paradigm by shifting focus from a group-oriented to an individualistic view on culture; simultaneously they both move away from the traditional process models that treat culture as something homogenous and instead see them as heterogeneous and nuanced (Jameson, 2007:202; Plum, 2013:13-17). As previously mentioned, it is thus important for the Danish as well as the Ukrainian managers to acknowledge that nationality should not be superimposed an exaggerated significance. If done so, the national differences will represent something static and frozen, which intrinsically can cause more issues. Accordingly, it could be argued that

JYSK Nordic, despite its great efforts engaging in intercultural management by encouraging its employees to participate in intercultural introduction courses, puts too much emphasis on the national differences between Denmark and the countries they have expanded their business to (Appendix 13), including Ukraine. In the end, it is interesting to explore whether the national differences are in fact the cause of potential issues or at least varieties between the Danish and the Ukrainian offices or whether these should be found in the organizational culture differences between the HQ in Brabrand, Denmark and JYSK Nordic's department in Kiev, Ukraine. Perhaps it could be argued to be a combination of the two?

Plum (2013:124-125) claims that in any country a multinational corporation takes its business to, certain cultural differences will appear between the local units and the HQ, since the sub-units of the organization view their work assignments and the co-operation from very different vantage points. In JYSK Nordic, i.e. the HQ of the organization and thereby the executive decision-maker, it is merely natural for the Danish managers to focus on getting results from the local unit JYSK Ukraine while the Ukrainian employees tend to focus more on being respected and acknowledged for their unique contributions as a country operating in a very different business environment than the Danes (Plum, 2013:125). When we asked the Ukrainian employees how they would describe their way of working compared to other countries, many of the questionnaire participants answered *'hard-working'* and *'committed to their work'* (Appendix 9, q. 7), which is coherent to the above - that they seek to be acknowledged for the work they contribute to JYSK Nordic (Plum, 2013:125). Meanwhile, they point out the unique circumstances of doing business in Ukraine compared to Denmark and other countries in general.

"In comparison with other countries we have a lot of paperwork. In Denmark, for example, is allowed electronic document circulation but in our country everything must have paper verification. Therefore, work in Denmark is more technically progressive." (Appendix 9, q. 7).

"Delegating is not as easy, as you do not trust people so much." (Appendix 6, q. 5).

"We have unstable economy situation. It influences on our character and customer's behaviors also." (Appendix 5, q. 4).

These external circumstances that affect JYSK Ukraine's employees in their daily work, are, as explained in the previous two analysis section 4.1 and 4.2, highly relevant to be aware of as to increase one's understanding of the Ukrainians' working conditions. This is a confirmation of our standpoint that while nationality should not be ignored, it should not be the ultimate factor when looking at cultural differences; the political and historical circumstances of Ukraine are equally important, which could in fact be argued to be a significant part of what characterizes nationality. Accordingly, JYSK Nordic should not underestimate the meaning of the Ukrainians' national customs and forms of understanding. When entering into a culture meeting, it is vital that the managers as well as the employees make an effort to profoundly understand each other, both as individuals but also the external environments they operate in (Plum, 2013:125-126). This furthermore means switching off their autopilot and instead apply manual control, which will help them release their generalizations and instead approach the other person with a greater level of open-mindedness and engagement.

4.3.1 Plum's suggestion for expanding one's general cultural understanding

In order to enhance one's cultural intelligence, it is important to generate a high level of understanding of the other culture, i.e. cultural understanding. JYSK Nordic has shown great cultural engagement by introducing intercultural introduction courses to their employees, which has thus provided them with a good, although broad, sense of cultural understanding. Plum (2013:128-129) refer to a few national categorizations, including low and high context cultures and time-orientation, that she views as valuable and beneficial for managers to get familiarized with; as we have already touched upon Trompenaars' culture dimensions with the purpose of acknowledging the national differences between Denmark and Ukraine in analysis section 4.2, we will only shortly touch upon these by Hall and Hall (1990), as we find that national differences should not be superimposed with an exaggerated significance (Plum, 2013).

In low-context cultures the purpose with a conversation is often to gain information; this is most often done by building a degree of trust by saying things as they are and being straightforward about it. Contrarily, in high-context cultures the purpose of a conversation is rather to build social relationships and people from this culture might spend more time nurturing this relationship and slowly building up mutual trust than people from low-context cultures (Hall & Hall, 1990 in Plum, 2013:128). This is evidently a case of significant differences between the Ukrainians and the Danes.

“Ukrainians are much more open and emotional. We love to discuss things and to dispute. At work we are looking not only for a good company and job content but also for a great team to make friends with. We are very open to let each other into our personal lives (...)” (Appendix 6, q. 4).

“Very often workers in Ukraine are not just colleagues, but friends” (Appendix 9, q. 7).

The Danish managers seem equally aware of the Ukrainians’ priorities in this matter and as Lars mentions in our interview, he sees it as an investment that co-workers have a relationship; he also explains that Ukrainians wish to talk about something else than work when they meet with the Danish managers, which is again coherent with their high-context culture (Appendix 3, 07:40). Acknowledging the culture difference between the Danish and Ukrainian employees and seeing them as an investment, i.e. advantage instead of an obstacle shows a positive attitude toward cultural differences overall. This is in harmony with Plum et al.’s (2008:10) view that corporations should focus more on the benefits of cultural differences and find ways to innovate through these. Meanwhile, in this context, JYSK Nordic’s consideration to the preferences in communication could be argued to furthermore increase the chance of creating mutual trust between the HQ and JYSK Ukraine.

Another national categorization worth mentioning is the orientation of time and deadlines; in this aspect Danes and Ukrainians show significant differences, as already mentioned in Trompenaars’ version of this culture differences. In monochronic cultures time is considered punctual and there is a high priority to meeting deadlines on time, which fits well on the Ukrainian participants’ view on Danes being well-structured and

focused on time-management (Appendices 7 & 8, q. 4); contrarily, in polychronic cultures time is considered flexible - it is acceptable and even seen as more important to postpone a deadline if one has a good reason to do so (Hall & Hall, 1990 in Plum, 2013:129). The employees from JYSK Ukraine seem to agree with the latter, as they prioritize flexibility over punctuality.

"Sometimes prioritize result above deadline" (Appendix 7 Oleksandr, q. 4)

"It is a challenge for us to finish a meeting on time." (Appendix 5, q. 4)

Although the differences in time-orientation could be seen as a challenge between the two offices, perhaps it should be approached as an opportunity to learn from one another? When one meets a culture and thereby people who act and think differently than oneself, one's own cultural traits stand out more, since we discover how the other person in the encounter has a different practice and different forms of understanding. It is within these unsolid grounds cultures meet and break down in order for cultural development to occur (Plum, 2013:12). Kateryna explains how Ukrainians contribute to JYSK Nordic's innovative thinking due to their different cultural mindset.

"I think we are more flexible in sometimes in breaking our great plans and actions in order to launch some new ideas that we think is a really great idea. Sometimes it can work well and even better and even bring us a lot of good result, sometimes it can be not so good. But anyway I think we are much more flexible and open to try." (Appendix 2, 04:27).

4.3.2 Moving from paradigm 1 to paradigm 2

Although it could easily be argued that Danes and Ukrainians have significant cultural differences, which are in this case confirmed by empirical findings, it is still not sufficient to tar with the same brush. These generalizations should merely be taken into account when preparing for a cultural encounter, in terms of preparing oneself to meet varying forms of understanding in relation to what is most efficient and what is not. It should be noted that the cultural categorizations still may have significant varieties depending on the person one speaks to; i.e. there might be common national traits that vary according to the person's own unique traits and how one defines e.g. time and work relationships

(Plum, 2013:130). This is again due to the many complex and nuanced features one as an individual possess and accordingly act upon; Plum (2013:130) claims that culture differences can even be found in people being introvert or extrovert. Hence, there are many facets to add to the concept of cultural differences and should therefore be included more in multinational corporations' consideration of culture as a phenomenon.

Plum (2013:136) suggests that to cope with this cultural complexity, today's global companies should seek for a more holistic and action oriented approach. That way the traditional culture paradigm 'to understand the others' should be replaced by more contemporary paradigm 'to create results within the cultural complexity'; this paradigm applies the insights from paradigm 1, i.e. the traditional culture paradigm, but inserts it into a new framework (Plum, 2013:136-138). The new paradigm, i.e. paradigm 2 focuses on building mutual trust and contact to one's co-workers, which is possible with cultural intelligence, as it represents a relational competence (Plum, 2013:126). This could be argued to being a significant supplement to JYSK Nordic's already well-thought and sincere initiative within intercultural management, i.e. the intercultural introductory courses. A culture course within this new culture paradigm could easily be employed, yet the participants of the course should not take the national differences or so-called generalizations too seriously. Although national categorizations can provide good insights in relation to other people thinking and acting differently than oneself, Plum (2013:138, own translation) states: "*consider them as old geographical maps with a very coarse yardstick.*" She makes a neat comparison to these geographical maps as something necessary, yet well-knowing that the landscape one passes appears in ways that has nothing to do with the actual map, i.e. reality (Plum, 2013:138). The same applies to one's preparation to a cultural encounter; by getting a general cultural understanding of the other culture while comparing it with one's own cultural and personal backgrounds, JYSK Nordic's managers and employees should get some points of orientation, such as when to turn off one's autopilot and instead switch to manual control. In this context, it is important to mention that culture is not something one *is*, but something one *makes* in the interaction with other people, who will in some ways act and think like oneself and will differ in other ways (Plum, 2013:139). Plum's (2013) argument that culture should be acknowledged as a new and more contemporary

paradigm should also be seen in the light of the increasingly globalized business world; *“it is about comprehending the complexity so one can move from being in the helicopter and down on the earth and around - and all things considered look at the case from different angles.”* (Plum, 2013:142, own translation).

4.3.3 Can the culture paradigms afford to stand alone?

According to our findings in the above, we argue along with a number of theorists (e.g. Plum, 2013; Plum et al., 2008; Jameson, 2007; Sørderberg & Holden, 2002; Inglehart, 1997; Meyerson & Martin, 1987) that the traditional culture paradigm is no longer sufficient for the modern time’s global players who act in a completely different global economy (Steers et al., 2013; Plum, 2013), which has all in all developed a new and still rising cultural complexity. We take the stand of Sørderberg and Holden (2002:109) that:

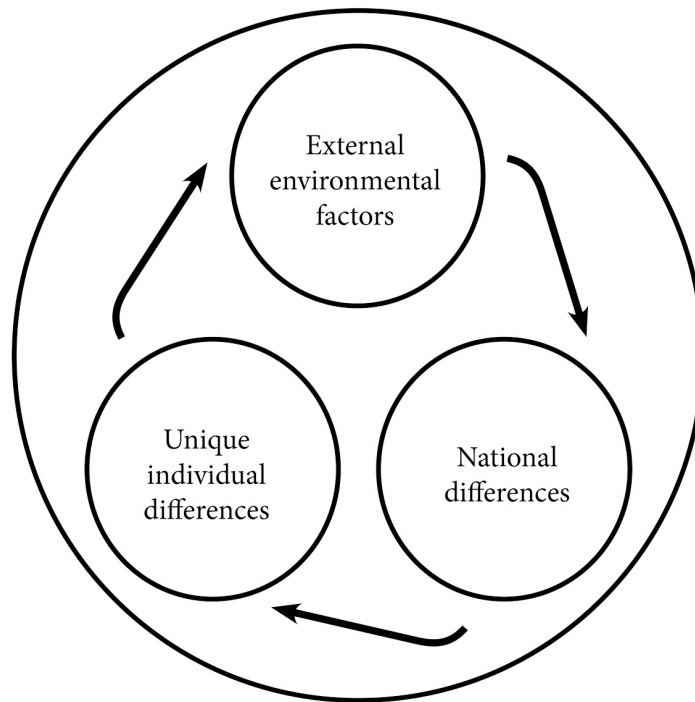
“Due to the significant critique against the traditional cultural paradigm, we find it necessary to break out of the dependence of these cultural categorizations and rethink the theoretical and methodological foundation of cross-cultural understanding in an ever more interdependent, yet culturally diverse, business world.”

Simultaneously, and as previously mentioned, Plum (2013:127) argues that national differences should neither be exaggerated, nor should they be ignored. National differences should consequently merely be coped with as part of the wide cultural complexity, which involves many other factors aside from ethnicity or nationality. We acknowledge Plum’s (2013) open-minded approach to culture, seeing it as a social construction (Plum, 2013:12-13) instead of something tangible and objectively identifiable (Berry, 1980 in Gertsen, Sørderberg & Torp, 1998:21). When discussing this more contemporary view on culture, it could easily be interpreted that it no longer makes sense to talk about culture as a phenomenon but rather that focus should be merely on human beings’ unique personalities; yet, this is a misconception. Even though we argue that human beings are multidimensional and possess a unique combination of cultural identities, we quite so acknowledge the thoughts and actions of those who are affected by both the individual’s personal traits as well as one’s country’s unique backgrounds and circumstances (Plum, 2013:13).

Accordingly, we find Inglehart's theory on cultural development indispensable to this thesis. With reference to and agreement with Inglehart (1997:12), we acknowledge the move away from standardized functionalism. Instead we find that the globalized world in which we live in today, reflects a social change, or a trajectory, toward a human society with more room for individual autonomy, diversity and self-expression (Inglehart, 1997:12). As accounted for in section 4.2, Ukraine's complex and unsettling development throughout its turbulent time as both a Soviet and a post-soviet country, has had a major impact on the population's values, norms and attitudes, including JYSK Ukraine's employees' cultural mindsets in an organizational context. Despite Jacob's (2003) significant use of more traditional culture theories e.g. Hofstede and Trompenaars, she too acknowledges the importance of surrounding circumstances: "*The structure of global companies also has to take into account (...) the heterogeneity of the external environment.*" (Jacob, 2003:35).

We agree with Inglehart (1997), that when dealing with human beings, there is a continual interaction between subjective and objective components, i.e. between culture and environment, and accordingly the traditional culture models seem unfit to represent the complexity of the phenomenon (Plum, 2013; Jameson, 2007), as elaborated on in the above. Throughout this thesis, we have sought to shed light on Ukraine as a complex cultural society; our empirical findings have confirmed some of our pre-conceived ideas on the country's situation and cultural mindset, yet it has indeed also revealed new insights and a deeper, more profound understanding of the Ukrainians as well as their country's complicated situation; thus we have widened our horizons, which has generated a new perception on the substance of culture.

Knowing that this thesis is merely comprised by a single case study, and our findings indicate a trend more than absolute truths, we still find it relevant to propose a model that illustrates these findings.



Own model: Three interactive components of cultural complexity

In the light of the above, we find that culturally complex situations cannot be solved merely by using the thinking of past generations; although Hofstede's (1980) influential studies increased the interest in national cultures (Jameson, 2007:205), he and Trompenaars could be argued to have limited their work to 'the first level', i.e. the differences in culture at a national level (Jameson, 2007:204). Instead, we find that the external environment, as Inglehart (1997) describes it, is an equally and perhaps in some cases, more important factor in the process of increasing one's understanding of a complex cultural situation as is the case with Ukraine. Due to this thesis' social constructivist approach to culture, we find that this model indicates our standpoint that culture should be seen as a dynamic phenomenon, which is created through social interaction and constantly reconstructed through societal change. Thus national differences cannot be the only factor applicable, as culture should not be interpreted as a fixed set of rules and norms. As Plum (2013) and Jameson (2007), we acknowledge the need to reconceptualize the concept of culture by seeking a broader and more balanced definition of cultural identity, as we find such would have significant advantages.

We thus propose a new model that illustrates the fusion of three equally important components to management's approach to culture. Accordingly, this model suggests not to exclude any of the three elements: national differences; external environment, and the individual's unique and multifaceted traits. This way we combine the external and internal/subjective interpretation of culture. With this in mind, we suggest a more nuanced and inclusive path to obtaining cultural intelligence.

To gain the ability "*to create a constructive co-operation with people who think and act differently than yourself*" (Plum et al., 2008:10), we find that cultural understanding should not merely concentrate its focus on cultural differences as a general framework, but instead seek to explore the complexity of the development of the society in question. As players in an increasingly interdependent world, despite the rise of the globalization and universal ways of interpreting information, we suggest that managers should seek to increase their understanding of various cultures by applying all three components in the model: a general awareness of cultural trends in a society, i.e. national similarities and differences; an overall understanding of a society's political and historical development; respect and openness toward a person's unique and individual traits. We suggest that merging the three cultural paradigms could help obtain a more profound understanding of culture. The model will also diminish the possibility of generalizations, as it will view societies as well as individuals as unique. Keeping in mind that Plum et al.'s (2008:10) other two components are present, i.e. heart and muscle, we find that a shift of focus to all three culture dimensions instead of merely one, will enable a more in-depth, nuanced and deeper understanding; thereby leading to a higher level of cultural intelligence. The model will be included as part of this thesis' proposed solutions to JYSK Nordic for future considerations to their intercultural management initiatives.

4.3.4 Western or Scandinavian

Both Ukraine as a country and JYSK Ukraine as an organization are standing on a cross-roads and change is the keyword. Ukraine has had a long history of instability and this seems to have affected the people and organizations' management styles. We will in this

section discuss the possible changes the Ukrainians might face in the near future with reference to this thesis' empirical and theoretical discoveries, while acknowledging the evidence is more close to presenting a trend, than the ultimate truth; in the case of JYSK Ukraine we see them moving toward the Scandinavian management model. Yet, the question is, can it transition completely? To what degree does corruption and the country's turbulent political and economic history hinder this development?

Since the collapse of the Soviet Union and the independency in 1991, the Ukrainians have had to identify their own identity as a country. According to Brewster and Bennett (2010:2569) ex-communist countries might want to incorporate their existing model with the Anglo-Saxon or coordinated market economies, as mentioned previously. As Ukraine is still transitioning from the former Soviet Union rule, they might want to move towards a more western approach of management style (Brewster and Bennett, 2010:2569). Because of different values, traditions and unstable political and economic history, they will perhaps take on parts of the western management style as to get a better fit and a smoother transition. Spender (1992:409) suggests that looking to the western management style for knowledge, which can easily be implemented in an organization, it is then possible for the Ukrainians to figure out the things that are too complicated to change in their situation. Managers implementing this new style, or parts of it, should be truly engaged in order to get the best result (Spender, 1992:409). By doing so, they will get a more structured management style and the possibility of more stability, which is something the Ukrainians seem to be in great need of. Furthermore, the transition should be carried out very slowly as to make the most of it. The organization you want to change is an organization deeply embedded in its norms, habits and values (Spender, 1992:409). Change takes times; especially if it entails changing the beliefs and values integrated in the organization's personality and nationality, i.e. as with the case of JYSK Ukraine.

When looking at the organization JYSK Ukraine, the employees want to move toward a more Scandinavian management style. As it is argued throughout this thesis, it seems that the Ukrainian employees look up to and are fascinated by JYSK Nordic's management style. Finance Manager Vladimir, at the Ukrainian office says: "*Danish*

companies is a very good example of efficient and simple way of administering business.” (Appendix 8, q. 4). He seems very impressed about Scandinavians’ seemingly simple, yet effective way of administering business.

It seems that one of the significant differences for the Ukrainian employees, when they started working for a Scandinavian company, is that everyone follow the rules; this has not been as much in focus for the Ukrainians in their prior work situations, as the country’s external environment has been an obstacle in this regard. Lars says the following about the subject: *“I think, that they have felt that it is liberating, that there is a place where you actually do it [follow the rules] and appreciate that they are there.”* (Appendix 3, 26:44, own translation). This somewhat reveals the importance for JYSK Ukraine to have the management from HQ to be involved in what they do; several of our interviewees stated appreciation toward the cooperation and professionalism that follows working for a Scandinavian company.

Cooperation is a keyword in this regard, as it is considered an essential part of The Scandinavian Model: *“The Scandinavian Model is based on cooperation between employers, employees, and politicians”* (Søderman, 1983:8, in Grenness 2003:13). Cooperation between employers, employees and politicians is very common in Denmark; i.e. we trust our politicians to do the best for citizens as well as organizations, and that they cooperate in a healthy way. For JYSK Ukraine it can be difficult if taking on that part of The Scandinavian Model as trust in the government is non-existing (Appendix 6, q. 5).

“We have a different mentality of Ukrainian and Danish people.” (Appendix 5, q. 4). As seen in the example here, Customer Service Team Leader Iuliia, tells about the different mentality between the Danish and the Ukrainian people in the organization. The mentality can be one of the obstacles when trying to move towards a more Scandinavian management style. Due to Ukraine’s external environment and the scars it has created on the country’s population, trust is not as easily established as among people in Denmark. According to Lars, the Ukrainians *“need to know people; that is important to them, otherwise they won’t open up”* (Appendix 3, 10:28, own translation). Corruption as the external factor in this situation has had the biggest impact on the Ukrainians as a

population, with the influence of the Soviet Union, violence in the country on and off since the independence in 1991, and several unstable governments. The trust in the government is very low, as already mentioned, and Kateryna clearly states in the written interview, they do not trust their government (Appendix 6, q. 5). This is unquestionably very different from the everyday life in Denmark; we trust our government to act in our best interests, and we trust the people around us, and to some extent the people we meet in our everyday lives. According to Inglehart and Baker (2000:36), 60 percent of the Danish population generally trust people, being the second highest country on this scale, while only 31 percent of the Ukrainian population generally trusts people. For Danes it is hard to imagine a world of no trust or almost no trust, as the society has manifested itself so deeply in postmodernism where such values are taken for granted.

One thing that can hinder the Ukrainian employees to fully taking on the Scandinavian management style is primarily the external factors, i.e. corruption. Corruption is on many levels one of the biggest obstacles to a country's development (Rose, 2001:105), and more specifically JYSK Ukraine's development seems to be slowed down due to the many effects of corruption, including continuous bribes from individual officials and government officials as mentioned in section 4.2. Corruption and the instability it has caused has created a different individual mindset; the Ukrainians view things differently, and have other values and norms compared to a country as Denmark. These factors might be an obstacle when trying to move toward a more Scandinavian management style; this is despite the fact that JYSK Nordic's corporate culture seems to have manifested itself internally in the organization at JYSK Ukraine. The Ukrainian employees have JYSK's core values in mind, which has been made clear by the participants in the questionnaire; here the employees mentioned JYSK values as part of what they liked most about working for a Scandinavian company. Some of the keywords they mentioned included: the right to speak up, professionalism, positivism, honesty, open-mindedness, friendly colleagues, reliability, and clear goals (Appendix 9, q. 11), as before mentioned. It could be argued that these are some of the Scandinavian characteristics JYSK Nordic has introduced its Ukrainians members. For JYSK Nordic it is vital that organizational members prioritize mutual learning and respect toward each other (Appendix 9, q. 7 & 11), and one of the tools for this is the intercultural

introduction courses. These courses create mutual learning about the different countries that JYSK Nordic has expanded its business to, i.e. the national differences, as well as variations in people's behavior and mindsets (Appendix 14). Still, we find it important to acknowledge that JYSK Nordic can indeed also learn from JYSK Ukraine, the same way JYSK Ukraine has learned from its HQ. The employees in JYSK Ukraine express that they have a lot of creativity and are very emotional, which is a difference that could be seen as an advantage instead of an obstacle (Plum, 2013); these should perhaps even be emphasized more among the organizational members of the HQ in Denmark? Danish people are less emotional and keep their feeling at bay, whereas the Ukrainians express their emotions more clearly (Appendix 6, q. 4). Altogether, JYSK Nordic puts a lot of effort into learning about other cultures, and that will only benefit them in the end. It could be argued that JYSK Ukraine want to implement the Scandinavian management style. They might want to take on some elements from The Scandinavian Model, as they have already done, e.g. speaking up to management (*Appendix 3, 7:40*). The Ukrainians have a historical past that has shaped them into what they are today, and this might also create some barriers when trying to change some of the organizational values in JYSK Ukraine, which could be argued to be a significant part of them. The advice from the western model may be helpful but only when taking the cultural and historical factors into consideration (Spender, 1992:409-410). The change will not happen overnight, it takes time to change such radical things as an organization's management style and belief systems, but with positivity and drive they will come a long way.

In the end it is hard to determine how Ukraine as a country will develop; we agree with Spender (1992) and Brewster and Bennett (2010) that the most likely outcome will be that Ukraine will create their own model and management style. They will likely take elements from the western and European models and interpret them so it will fit to their particular situation. They cannot take on a model such as the western or Anglo-Saxon, as it will not fit into a society that is as turbulent as the one in Ukraine, along with an unsteady economy and government (Brewster & Bennett, 2010:2569). They will need to approach the change in a slow pace and the implementation will take time; it is the minds of people that will need to change, and such changes cannot happen overnight (Inglehart, 1997).

Chapter 5: Conclusion

For businesses to acknowledge today's complex globalized world, past emphasis on national differences must be challenged and revised. This thesis seeks to shed light on the complexity of culture as a phenomenon and has accordingly drawn attention to a contemporary case study. As a successful multinational corporation, JYSK Nordic has taken much consideration to its organizational values, which manifests themselves in the organization's strong corporate culture. JYSK Nordic has since its very establishment in 1979 by founder and owner, Lars Larsen, been true to its Scandinavian roots. Our empirical findings show a clear tendency that the managers of JYSK Nordic feel proud to be part of an organization that has marked itself in the Danish retail history. Whether an internal player or an outsider one cannot fail to notice the company's distinct Scandinavian roots, as they are on display on various public digital platforms to wall-posters in every single office at JYSK Nordic's headquarters in Brabrand, Denmark. JYSK Nordic's thorough distribution of its core values is to the advantage of its corporate culture, as they accordingly prove to be more easily embedded in its sub-units abroad. Yet, there is more than what meets the eye in terms of the company's corporate values; JYSK Nordic has made a virtue of creating a clear connection to the Jutlandish values of its founder, Lars Larsen with regards to its corporate culture. These are reflected in the company's strong emphasis on trustworthiness, reliability, and being responsible tradesmen, which brings about the next significant findings of this thesis.

This research project's empirical findings discovered a clear trend that the Scandinavian/Jutlandish core values of JYSK Nordic have a significant impact on its employees in the company's sub-unit in Kiev, Ukraine. A collection of subjective and individual views on JYSK Nordic indicated a coherence in the interviewees' responses with reference to the management style being inclusive and participative. JYSK Ukraine's overall admiration and inspiration of JYSK Nordic's management style seems to be repeatedly reflected in keywords such as trust, honesty, delegation, professionalism, and transparency; keywords that are well-represented in JYSK Nordic's core values and accordingly way of doing business.

With the above in mind, we have asked ourselves as researchers: what might then be the challenges for JYSK Ukraine to transition into a new management model? Due to our pre-understandings as students within multicultural communication in organizations, we find it necessary to consider and acknowledge our prejudices toward this inquiry.

As this thesis takes the stand that there is a continual interaction between objective and subjective factors, i.e. between culture and environment, we accordingly find it essential to account for Ukraine's seemingly turbulent and complex historical heritage, which has inevitably formed the Ukrainians' life experiences as well as their norms, values and beliefs, over time. Both during and after being part of the Soviet Union, Ukraine has experienced significant political and economic tumults, which have shaped the population's belief systems with reference to its high level in survival values as measured in the World Values Survey. In comparison to Denmark, Ukraine has a considerably low level of trust to the government due to its history of political and economic instability, which has consequently resulted in a high level of corruption. In contrast to Denmark, being one of the most postmodern societies in the world together with the other Nordic countries, Ukraine is far from moving toward this type of trajectory. Due to Denmark's modern and liberal market economy and a high trust placed in the hands of the government, the country scores high in self-expression and secular-rational values. These scores can be traced back to the country's many law enforcements, a continuously stable economic development, its well-established democracy, its peaceful political scene, and the high number of jobs within the service industry; all factors in which Ukraine does not measure itself equally on any levels.

JYSK Nordic's management seems to take much consideration to the fact that they operate in a country with a high level of corruption and ambiguous law enforcements; in our empirical findings we discovered a high level of responsibility from JYSK Nordic's side as to meeting OECD's guidelines on how to fight corruption and bribery when doing business abroad. JYSK Ukraine's employees express a great level of positivity toward the transparency of the headquarters and its management of unlawful situations. Together with JYSK Nordic's core values and its egalitarian management style, the Ukrainians seem particularly proud of working for a company that follows the rules and regulations; something that the Ukrainian employees do not see as a matter of course.

Yet, despite JYSK Ukraine's admiration of the Scandinavian management style, change does not happen overnight; while this thesis views change as a dynamic concept it takes time for a society to move from one trajectory to another. Changing the course of a country like Ukraine, with its complex external environment, would require to diminish the country's level of corruption entirely - at least if the next trajectory should be within the postmodern sphere. A significant economic upturn that would help generate higher levels of income combined with increasing the level of interpersonal trust could be argued as being the key solution to overcoming the obstacles associated with corruption. Still, despite JYSK Ukraine's employees' willingness and readiness to take on a new management approach, the country's unfriendly business circumstances seem to continuously get in the way of a complete transition. The country in general seems to miss business opportunities and consequently economic growth as a result of the country's high level of corruption, which could be argued to reflect back on JYSK Ukraine's difficulties in fully taking on the Scandinavian management approach.

With the above empirical findings and subsequent relevant theories we have seen it as a necessary and important part of this thesis to further challenge the traditional culture paradigm by reconceptualizing its original understanding that focuses merely on national differences by applying a group-oriented approach. Instead this thesis offers a new view on how managers, particularly, should seek to incorporate three very different cultural paradigms into a whole when discussing cultural differences through, for example, culture courses. The three components include: national differences; external environmental factors; and unique individual differences, each represented by one of the three primary theorists of this thesis, i.e. Trompenaars (2012), Inglehart (1997), and Plum (2013), respectively. We agree with several theorists on the claim that culture is not merely something that exists within one's national identity; it is furthermore found in a person's multidimensional persona, i.e. job function, educational background, age, life experience, professional experience, among other things. Accordingly, nationality should not be superimposed an exaggerated significance; neither should the traditional culture paradigm's claim that intercultural management should concentrate its focus on learning to manage the differences to hinder potential conflicts to arise. Instead we propose this view to be turned upside down; we suggest that managers should view

cultural differences as advantages and opportunities to learn. This involves moving from an 'understanding the others' approach to 'create results within the cultural complexity' approach. In the case of JYSK Nordic, this thesis seeks to guide them in a new direction of viewing culture as something more complex and nuanced, as people as well as organizations have a tendency to overrely on generalizations about cultural categories that often leads to unfair stereotyping. During our interviews with the Ukrainians we quickly found that our own prejudices and pre-understandings about their culture needed questioning and reconsiderations. Categorizations within national differences do not fully embrace the complexity of Ukraine's culture-historical development. Instead they leave out vital aspects of the population's life experiences that form a common belief system through economic, political and cultural change; while simultaneously each and every one of them develop multifaceted dimensions on the side of what goes on in their country; i.e. individual traits. Accordingly, we propose a new approach for JYSK Nordic's management to apply to their current intercultural introduction courses. This involves increasing their cultural intelligence by including all three cultural components in future time while learning when to switch from cultural autopilot and instead turn to manual control. This will indicate a high level of interest in the other person and it could also help ensure a more profound cultural understanding.

Finally, this thesis discusses the possible future course of Ukraine, while we acknowledge this is merely rooted in trends, not ultimate truths, as it would be impossible to predict the country's specific future direction. Yet, we find that the most likely outcome for Ukraine will be to create their own model and management style; i.e. they might take on parts of the western and European models and interpret them so to fit the country's particular situation. Despite JYSK Ukraine's employees' admiration of the Scandinavian management style, the external environment of their country prevents them from a complete transition. Until Ukraine has more political and economic stability, the country will most likely continue in its current trajectory characterized by corruption and lack of trust. However, JYSK Ukraine are, however influenced by its external environment and distinct national culture, highly affected and continuously inspired by JYSK Nordic's culture and responsible management style. Although change does not occur overnight, with positivity and drive they might come a long way.

Chapter 6: Recommendations

With regards to JYSK Nordic's well-thought initiatives within intercultural management, we have in the following proposed a few suggestions for future consideration.

A first suggestion to JYSK Nordic involves paying more attention to unique individual differences such as age, job function, gender, and educational background when comparing cultures. This would provide JYSK Nordic's employees with a more nuanced and in-depth approach to cultural differences. National differences are significant when making a comparison but when people overrely on generalizations about cultural categories it often leads to unfair stereotyping. Accordingly, we encourage JYSK Nordic's management to embrace a more nuanced look on culture, which includes consideration to the following three components from our own model presented in section 4.3: national differences; external environmental factors; and unique individual differences.

Consequently, JYSK Nordic should take into consideration that national differences are not the ultimate factor when looking into cultural differences; the political and historical circumstances of a country like Ukraine are equally important as well as the already above-mentioned individual personality traits of the individuals. JYSK Nordic could accordingly take this into account when preparing future intercultural training programs. We find that it will create significant advantages for JYSK Nordic's cooperation with its department in Ukraine if an increasing effort was made as to profoundly understand each other, both as individuals but also by seeking a deeper understanding of the external environment the Ukrainians work and live in.

With reference to the above, we suggest a more practical approach to JYSK Nordic that includes implementing Plum's concept cultural intelligence into the general framework presented through already existing intercultural introduction courses. This would involve teaching JYSK Nordic's employees to acknowledge in which situations, depending on the culture meeting and the people present, to turn off their autopilot and instead take manual control of the situation. This would ensure a release of their prior generalizations and instead they would be able to approach the other multidimensional individual with a greater level of open-mindedness and a high level of engagement.

Chapter 7: Suggestions for further research

This chapter's purpose will be to give new perspectives to this thesis and reflect on what other directions this thesis could have taken. This chapter will also voice how the thesis could have looked if taking a different point of departure in the research question.

7.1 A different angle of the research question

Our thesis could have taken a completely different direction had we chosen to look at other topics. As we in this thesis talk a lot about corporate culture and how much core values affect the organization, we could have chosen to look even further into this area of culture. If done so, the research question might have been formulated accordingly: *“Does a strong corporate culture superimpose the national differences that exist between JYSK Nordic and JYSK Ukraine?”*. JYSK Nordic has not faced many problems with the collaboration with the Ukrainian office, but as JYSK Nordic focuses so much on their values and getting them incorporated in the organization, a downgrading of the look on national differences might occur. Due to globalization and many organizations' wish to have a mainstreamed and universal organization, national differences and differences between the units may at some levels be seen as less significant. This represents another potential issue within the complexity of culture that could have been interesting to have had a closer look at if we had aimed for a different angle on our thesis.

7.2 A different perspective

In our thesis we have made use of social constructivism and philosophical hermeneutics; had we instead applied the opponent to these scientific theoretical standpoints; i.e. positivism, our thesis would have had a completely different look on culture. With a positivistic stance, we would in contrast of aiming at reaching a deeper understanding of the organization, instead try to develop the most effective organization. The thesis would accordingly develop a more project-oriented approach to enhance efficiency and adjust the economic situation to the better. It would be a more economic and strategic thesis with emphasis on quantitative research of the economic situation along with studies of the work processes (Nygaard, 2012:39).

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Appendices

Appendix 1: Outline of the interviewees in the oral and written interviews

Name	Iuliia Shevchuk	Kateryna Babenko	Lars Dahl Chrisensen	Oleksandr Karachunskyi	Rune Pedersen	Vladimir Movchan
Nationality	Ukrainian	Ukrainian	Danish	Ukrainian	Danish	Ukrainian
Job function	Customer Service Team Leader	HR Manager	Head of HR Countries and Logistics	Expansion Coordinator	Head of Communication and CSR	Finance Manager
Time of employment	2.5 years	3.8 years	3.5 years, then took a break and returned for the past 8 years	10 years	1.5 years	6 years
Interview form	Written interview	Oral and written interview	Oral interview	Written Interview	Oral interview	Written interview
Appendix	Appendix 5	Appendix 2 and appendix 6	Appendix 3	Appendix 7	Appendix 4	Appendix 8

Appendix 2: Interview w/ HR manager in Ukraine, Kateryna Babenko

(00.05) L: Hi Kateryna

K: Hi, Hope you are well.

L: Now I can hear you.

K: Okay, great.

L: That's perfect. How are you?

K: Great, I'm right now actually preparing a business trip to Denmark soon, so I will also be in Denmark,

L: Oh really, that's really nice, so you are going to Brabrand, the headquarters?

K: Yes, and then to Copenhagen for two days, so I will travel a bit around.

L: Oh, that sound really great, let us know if you want a tour around Copenhagen.

K: Okay, thank you.

L: You are welcome.

K: How is everything going with your thesis?

L: It's going really well actually, we have just been to Brabrand, the office in Denmark, and we spoke to Lars about the whole process and also the questions we received or the answers received from you, so that was really great. And now, well we are beginning the writing phase, so we are starting to write down the theory and the analysis soon, so everything is good.

K: Okay, okay, that's good.

L: So pretty much, we just have five questions or so, if that's okay with you.

K: Yes, yes, sure.

L: Mostly it is actually for your answers to the questions, and also a few answers from Vladimir, the Finance Manager, and first there was in question 5, we discussed a bit, you said: "There is distance between the offices between Ukraine and Denmark and there is some kind of frustration that can appear when we face these cultural differences."

L: (02:06) Could you maybe elaborate more on the cultural challenges that you face between the Danish office and the Ukrainian office?

K: Just a moment, I will find my answers so I can see it, just a moment. Yes yes yes. You said this is answer 5, right?

L: Yes yes, exactly, and you also mention that there is... there can be some jokes and humor that people do not understand because of their different mentality.

L: (02:57) I was wondering if you could elaborate more on any other cultural challenges that you face here – in this aspect?

K: Yes, actually I think its very visible when we have some meeting for an example, when somebody from head office from Denmark comes to visit us and its a part of our of our Ukrainian meeting, it can be like country management team meeting, I think that they are a little bit surprised because they are not used to that kind of emotional discussion. We are very open and emotional here in Ukraine, most of us, so we can spend a lot of time just in discussion and it's emotional and it can be seen that it is not like a habit for Danish people to have that kind of emotional meeting.

L: Yeah, I think you are right about that.

K: It's not like we are not screaming at each other its not like that, but actually we love to discuss love to speak, and sometimes it can be even talking just for talking, so there is a kind of difference here because Danish people they are much more structured and systematic and reserved so sometimes we confuse it, as there is this kind of cultural difference when actually we are making some kind of meeting.

L: Yeah, I can imagine that there must be some differences in that way.

L: (04:27) Also, actually when you mention the emotional and, you know, you also mention that you are more creative in your way of thinking business – Can you explain a bit more about that?

K: Yes, I think it also comes to the structure and systemizing, the Danish people are much more structured and systematic, if we have a business plan and actions, we stick to that, great actions to that business plan, we in Ukraine manages the plan very fast, that's because we have a very very nice idea. Probably it will break something from our business plan, but probably it will bring a lot more, probably not but we try. So I think we are more flexible in sometimes in breaking our great plans and actions in order to launch some new ideas that we think is a really great idea. Sometimes it can work well and even better and even bring us a lot of good result, sometimes it can be not so good. But anyway I think we are much more flexible and open to try.

L: That's really good, it's nice to have these answers a bit elaborated, and also hear from you specifically, so that's really great.

L: Actually, I was thinking about this sort of hierarchy we have, here in Denmark we have a very flat structure, I don't think we had a question in the interview per see that was mainly about this.

L: (06:05) But how do you see the structure in Ukraine in general, in organizations, how is the hierarchy in organizations?

K: Yes, I think it can be a lot more different, and also comes from difference in doing business, actually in Ukraine people are used to having higher hierarchy in the companies, and it's very visible and also if you are a boss you are a big guy, and your choice of clothes, and people will surely be afraid of you and will respect you and will not speak up their mind, that's because you are the boss. That is a kind of a culture we have in Ukraine and it comes from the Soviet Union. When you could not speak up your mind to your boss, that is because your boss is always right. And if you think your boss is not right, just look on the first two points that your boss is always right. But what we have in Denmark is flat structure and democracy and the ability to speak up. I think its really great that we bring this difference to Ukraine, because if you compare JYSK Ukraine company with other retailers on the market, you will see this very high difference between this culture, because we are much more flat, much more democratic and our people are much easier to speak up and to be at the same level with their bosses. If you compare JYSK Ukraine with other companies that are here on the Ukrainian market of retailers, so I think, yeah, here in Ukraine we have done a really good job, it was not so easy because its pretty difficult to break that minds in people who are used not to speaking up, who are afraid of their bosses, who are afraid to talk to them, it was really a big job, and I think it took us about 2-3 years to break through, and to make people believe that we are flat and democratic and you need and must speak up,

that you need to approach your boss and you need to be on the same level and if you don't do it, then you are not our kind of person. I think it's also very important cultural difference we have with Danish people and I think it's a really good one we brought to our company here in JYSK Ukraine.

L: (08:38) That's really interesting, and it's also interesting because you have a history that also, obviously, affect your culture so much, and I think that was very evident in the answers to our questions in the interview. For instance, Vladimir mentions that many post-Soviet controls and regulations look strange to Western countries due to different local requirements.

L: (09:08) Could you comment a bit on that, how is it that they look strange perhaps to us – in what way?

K: Yes, sure I can just show you a few very simple examples: If you go on a business trip in Ukraine, you need to make the reports afterwards and you have to fill in five different papers, and it's real papers, it not electronically documents, it's papers that you need to fill in and sign, and then give to the accountant department together with all the receipts and tickets, and this is how the legislation is, so if I right now go to Denmark, and if after my business trip I don't do this kind of report, there will be a big crime for my company because it is that they paid me some money and I was not on a business trip. So, I need to, not to explain, but I need to confirm my business trip by tickets, by different kind of receipts, it can be hotels, it can be taxis, and also by filling in some useless papers, it's one example.

Another example is that you know if you have never been to Ukraine, and also if you never have been to accountant procedures in Ukraine, it would be very difficult to understand. But actually, all the invoices that come to our company, all the confirmations that we do that service for the company, they also go in paper, so there is a lot of papers that we have received for 15-20 years. We have actually a separate room for saving all the documents, a kind of archive. And it is by our laws that we have to save these documents, if we do not do it, then the governmental establishment will come and we will have some mind of fine.

L: Wow, that were really good examples, because it might be difficult for us to understand all these regulations and what actually follows with them and in what kind of situations that can be, and it sound very bureaucratic to me, I mean we obviously have these bureaucratic rules in Denmark as well and formalities that needs to be considered, but it seems very bureaucratic.

L: (11:35) In question 5, Vladimir says that "Ukraine went through a very tough social experiment during the last 100 years and that it had a big impact on the way of doing business in Ukraine".

Could you tell us a bit a more about that? Obviously this is Vladimir saying it, so we are not sure if, but maybe you have an idea of what he means about this social experiment?

K: Yes, I work very closely with Vladimir, he is my close colleague, so yes I know what he means. This Social experiment means that we many times taking by Russian and many times attacked by Russia, and we have different experiments in our government where there were very different people working there, and lately, I think it's in the last 10 years

we have had two revolutions in Ukraine, the last one happened two years ago and it was a big revolution, where many people died, we are still in the process of the war conflict in these parts of our country, where we have some rebellions and we have some Russian soldiers on our border and it cannot affect our economy in the way we do business. That is because of all the things that has happened in the country, it surely affects everything that we do, for an example actually it can be also a good example: If I talk about JYSK when I came to JYSK it was 2013 and I decided to working in this company we had really big plans for expansion, and we really had very, we were very promising country because we are very big, we have big population, and JYSK can open hundreds of stores here in Ukraine, and we were expanding very fast during the first year of my work, we were opening 12 new stores I guess. This was a big number, we were opening one store a month, sometimes it was even two stores a months but then there was a collapse, and there was a revolution and then there was a big inflation. We are very much connected to this inflation and dollar changes, so the dollar during this times changed from costing 8 grons to 28 grons, and it affected all the prices and it affected our business and it affected all the ways that could help with our landlords when we are renting some kind of, I don't know, JYSK store in some trade center, so it affected all actually. Now, we cannot expand as fast as we could three years ago, that is because of our economy – it's not so stable, and the government and politics and everything. So we are expanding, we are opening about six or seven months but we do not have that fast and broad expansion as we could have at that, because of all the problems we have in our country.

L: (14:57) I see, actually that is very connected, I think, with the next question as well because he also says, Vladimir, In question 6 that “Ukrainians operate in a very extremely unfriendly business environment”, and **I wanted to ask you why is that? - Or if you could explain about this unfriendly business environment? - And I think you already mentioned a bit.**

K: Yeah, actually we have a lot of corruption here in Ukraine, and this corruption it also is connected to over government, and it's no secret, actually I can also show you a good example from JYSK life, in my company I am responsible for fire and security, and in Ukraine we have some governmental establishments that is responsible for fire and security in the country. Once a year we have some kind of checks or audits from that governmental establishment. And about one or two years ago, the guy who did the audit asked for a bribe and he just told me, okay you have some, it's not problems, but you have some collations (?) here that can be improved, but actually you can just give me some money and everything will be okay, and I will give you a good report. So I answered to him, that I will not, and my company does not give any bribes, if he see some problems in our JYSK store just write them down and we will correct them, because actually we are following the legislation we are caring about our employees and our work environment is good in our stores, so I am sure you will not be able to make some bad to us, but if you see some problems, please write them in the report and we will correct them. And if we need to pay some fine to the government, we will do it. But we want to do it according to our legislation and we will not go the other way. He tried to, I don't know, I spent about 20 minutes talking to him, he tried several times and in the end he didn't give any report he just escaped and that's all.

L: Wow

K: So that's an example of what can happen in Ukraine.

L: So he attempted to get some money through bribing?

K: Yes.

L: (17:29) We talked about it with Lars the other day, obviously we know that it's going on in some countries and it is a problem But in Denmark, it is very far from what we experience in business life and everything, so it's interesting to hear these examples as well that it obviously happens. That was another of our questions actually, that if you have experienced any corruption in your time with JYSK, so this is a good example.

L: (18:01) Have you ever experienced any other examples of corruption before you worked for JYSK as well?

K: Yeah actually not so close, I just not recall any example but I know that a lot of this is happening in Ukraine. Also a lot of different people from governmental establishments that try to get some money from JYSK but actually we here as a country management team we are proud that we do not give any bribes and we talk about it everywhere in all medias and to all people. We are very very proud being a company that really follows the legislation. Yes, I have one more example actually, it is very common in Ukraine to work without any contract, so if I am a small private entrepreneur I just go and get some people to work for me, I give them some cash for working for me, and since they don't have any contract, if I'm in a bad mood, I can just tell them they are fired and I can even not give them the money they deserve for that work, so they can just go away and that's all. They will not be able to go to the court and prove anything because they do not have any contract to examine. So that is very very popular in Ukraine to have these people who work for entrepreneurs, businessmen and for some companies without any contract. Actually when we are advertising our employer brand to our future employees and our candidates, one of the benefits is that we can speak loudly about is that we are officially employed. If you go to JYSK you are officially employed from the very first day, and you are forbidden to work without this official employment. So that is also the benefit from our company. That also not so often happen in Ukraine, unfortunately.

L: Yeah, that's unfortunate, It sounds that it is very insecure, an insecure way of living and depending on someone to give you the money.

L: (20:30) I was also going to ask you a bit about... Actually going back to some of the cultural differences – in question 6 you say that having a structured meeting is a problem because of too much discussion, and I think we actually we talked a bit about this in the beginning, you say that “delegating is not easy as you do not trust people so much” – **in your opinion, how do you feel you could solve the problem with too much discussion, or even if you find that the discussion is better than having no discussion? - If you know what I mean...**

K: Yes, actually what we are doing, we are looking at our Danish colleagues and we are learning a lot from that and we are just making some kind of agreement between us, yes we still have discussions, we can still be creative and still sometimes we can break our plans with great ideas, but we still know the structure helps a lot, so we become more and more structures if you compare our company three years ago and now we have really huge progress in being more structured, we are still Ukrainians with our mentality, open and emotional, but we make ourselves being more structured especially that right now we have 34 stores but we are going to open more and more, and if you

don't have the structure you will not be able to manage the stores.

L: (22:05) That's also interesting, and finally we were actually thinking about, because we are moving our thesis to a direction... We looked at all your answers from this interview, the written interview, and it seems that you kind of admire the Scandinavian way of doing business also because it might be more secure, there is no corruption, it's very regulated...

L: (22:38) Do you think that the Ukrainians are moving towards, or want to move towards a more Scandinavian way of doing business in the future?

K: I would tell that Ukrainians in general want to move into the direction of Western companies, and by Western we mean not only Scandinavian, but also other European and also American companies, so yes we are admiring how people work there, how documents flow, working there, how business processes are there. And yes we would like it, and we actually here in head offices in the country, head offices in Ukraine. Most international companies are going very well into the direction of the company's the working ways – for an example we in JYSK Ukraine for sure we are, we love the ways that Scandinavian countries work and we are surely moving in the direction that they do, because this direction helps us a lot to be successful and to be unique here in the Ukrainian market.

L: That's really interesting, and very last question Kateryna, I'm sorry we are taking a lot of your time.

K: It's okay, don't worry.

L: (23:59) Thank you. I was wondering in your opinion, what could we learn from the Ukrainian way of doing things: your culture – it seems very creative and very emotional, and that is a very good thing in my view. What could we learn from you?

K: I think probably, we are more open and I think we are also, and that is a difference between us and the Danish culture, we are, you know we get friends much more easier. We let people also from work be a part of our life, not only at work, so for an example if you someday decide to go and work in JYSK Ukraine you would feel very easy here in Ukraine because you would easily find the friends here at work also who would invite you for the parties, who would invite you to go to the movies – to the cinema, so we are very much open to each other, and we let other people go into our lives very easily. Actually it's a big... When someone are looking for a job, in Ukraine, he or she actually looking for some friends, and by friends I mean that we don't only are friends at work but also after work, so it is very usual for Ukrainian people to be good friends not only at work but also after work. Something that I think is about our culture.

L: Exactly, and I think Danes could definitely learn, especially to be more open and be more social at work and after work as well. We are a bit closed in that way if you could say it, so there are always things that we can learn from each other right?

K: Yes.

L: Okay, but Kateryna, thank you very much, this was really really helpful, and we can definitely use this for our assignment, so that was really good.

K: Yes, that was my pleasure, thank you.

L: (26:08) We just wanted to ask about this questionnaire, maybe we could send you the questions or send you the survey, for you to have a look at and maybe you can see who in your department or who in Ukraine, in the stores etc. - Who could be relevant to send this to, because I think Lars mentioned that some of the Ukrainian employees are not very good at English, so maybe it can only be sent to some specific employees in Ukraine?

K: Yes yes, so please just send it to me, I will have a look at it and I would let you know.

L: That would be great, thank you so much.

K: Okay, thank you a lot.

L: Thank you so much Kateryna, have a lovely day and thank you for your help.

L: Yes, thank you, yes. Bye bye.

L: (00:13) Hvor længe har du arbejdet i JYSK?

Lars: Jeg startede i 2008, så var jeg der i 3,5 år, så prøvede jeg at tage et andet sted i et års tid, men fandt ud af at det ikke var lykken, så kom jeg tilbage, det er nu ved at være 8 år.

L: (00:31) Hvad er din rolle i JYSK, hvad er det lige præcis mere du laver?

La: (Lars starter Power Point præsentation med præsentation af organisationen).
Jeg vil vise hvordan det hele hænger sammen. Det er så vores HR afdeling og de øverste er ude i landene, så er der Jan som er min chef, nedenunder er så at sige den corporate HR funktion eller HR Nordic som vi kalder os, Jan og Karoline som egentlig sidder i Tjekkiet, men hører til i denne afdeling. Så er der Ivana og Karma, som sidder i Zagreb og laver vores træning og uddannelse, og så har Ivana lige en reference til Momo i Kina, der har vi ikke så mange butikker, så er der Peter der har med hovedkontoret at gøre, Louise er på barsel og så er der Lin, som er HR konsulent i barselsvikariat, så de er egentlig dem der tager sig af hovedkontoret her, og er ikke sådan egentlig udadgående at gøre. Så er der mig selv og så er der Kateryna, som sidder i Kiev og hun er lige startet her d. 1/3.

L: Kateryna - er det en anden Kateryna end hende, vi har haft kontakt med?

La: Nej, det er hende, fordi hun har været hoved ? (1.59 min) i Ukraine indtil 1/3 og nu er hun kommet i denne funktion, men sidder stadig med Ukraine. Så er der det jeg har med at gøre, lidt det samme som Jan, bare ikke så mange lande, jeg har Norge, Ungarn, Rumænien og Bulgarien pr. 1/3, fordi indtil da havde jeg så lige de lande som Kateryna har fået, og så har jeg logistik som er i Uldum i Danmark, Læsø i Sverige og Rad. i Polen og lige om lidt er vi ved at åbne i Bulgarien, så vi starter sådan forfra med at starte noget nyt. Så har Kateryna Tjekkioslovakiet, som hun har fået fra Jan, så har hun Grækenland, England og Ukraine som hun har fået fra mig.

L: Så der er blevet rokeret lidt rundt?

La: Ja, der er blevet rokeret lidt rundt.

La: Det er så os, som er matrixleder for dem ude i landene på HR, eller ude på distributionscenter. Der er så os for vores logistik afdeling, som ligger i Uldum, der er jeg så også deres HR person inde i ledelsesgrupper dér. Der er to strenge der.

L: Det er spændende, også at have så meget med udlandet at gøre.

La: Det er det helt sikkert.

L: Der sker ting og sager kunne man forestille sig, og det er også det du har sendt os, de dokumenter og power point slides, det er også ret interessant, og det kommer vi nok også ind på her i forhold til, hvad det er for nogle tanker bag det.

L: (03:36) Til at starte med vil vi høre om du kan fortælle os lidt om måden, dit syn på, hvordan I arbejder her på det danske kontor ligesom for at få den kontrast til,

at vi kigger på Ukraine og Rumænien?

La: Der er nu ikke noget specifikt i forhold til Ukraine og Rumænien, det er mere, hvordan gør vi med det her kultur, det materiale jeg har sendt til jer, er noget af det der typisk bliver brugt på international introduction course, og det har vi altid, eller, længe kørt for at få dem til at forstå, hvem er vi, men også for at forstå, hvem er de – ikke fordi man lige klarer det på fire timer, men ligesom prøver at sige hov, hvis vi skal mødes et eller andet sted så er man nødt til at prøve at forstå, anerkende hvem er de andre. Det har altid været et element som at sige hov, hvordan gør vi lige det. Så her på kontoret arbejder vi med kultur, alle dem der arbejder her kan blive trænet i det, og det er egentlig med udgangspunkt i det materiale, hvor man går lidt dybere, hvordan spotter du måske en eller anden ting i et andet land. Der er regler, autoriteter, hvordan møder man lige det, hvordan ser man det, fordi hvis man står i lufthavnen, så ser man det nødvendigvis ikke, men hvordan ser man det i arbejdsdagen eller i hverdagen, så prøver vi at gøre folk lidt nysgerrige i at forstå de andre og så ind imellem sige, hvad er det egentlig, vi skal tænke på, når jeg skal kommunikere med dem, så det bruger vi noget tid på at lære dem det, og det lavede vi, da jeg startede, der begyndte vi at udbyde de her kurser, så det er 8-9 år siden.

L: Det er ret interessant for os som kommunikationsstuderende eller især multikulturelle kommunikationsstuderende, at det er måske blevet mere og mere en tilgang, virksomheder har og som forholder sig til det her kulturelle aspekt især, når man er så global en virksomhed, i går meget i dybden med, virker det som om med de her slides – man går ikke bare igennem det generelle framework, men I sætter det også op imod de lande, som I arbejder med.

La: (05:42) Vi har fået lavet det her framework specielt med de lande, som vi arbejder med, der er nogle, som er så stereotype, så dem har vi valgt at bibeholde. Det er godt at have USA og forstå dem, ellers så sige de lande vi har med at gøre for ellers så er der ret mange lande at forholde sig til, som ikke giver mening. Vi prøver at få det opdateret, når vi får et nyt land på, så ligesom om lidt kommer Belgien på, så skal vi have det revurderet, så nu kommer vi ud i version 11 – det udvikler sig. Man kan godt være sådan: Holland det er det samme som Belgien, men det er det ikke. Det er det samme som at sige, at Sverige er det samme som os, og det er det ikke.

L: Det er en fantastisk mentalitet at have, fordi jeg tror der er mange, som synes det er nemmere at skære dem alle over med en kam, som at sige Holland/Belgien og Danmark/Sverige er det samme.

Li: Som Sydeuropa, Nordeuropa.

La: Og vi har så med øst at gøre, og de bliver så puttet ind i en stor kasse, som hedder Østeuropa, og det bryder de sig ikke om.

L: Der er også noget historisk, som også er noget af det, vi har kigget på, vi har i hvert fald taget den tilgang med det her speciale, at vi kigger på den økonomiske vækst, og hvordan det har udviklet sig også historisk set i Østeuropa, det synes vi er ret spændende.

Li: Det hele har indflydelse på, hvordan selve kulturen er, og hvilken mentalitet de har til tingene, hvis ens land har været på en måde tidligere og ændrer sig. Det synes vi er utrolig spændende at komme ind og have den baggrundsforståelse af det hele, så man får et bedre indblik at det hele.

L: Noget at det vi også lagde mærke til i de her interviews med ukrainerne er, at de alle sammen har det her positive syn på JYSK, den her danske måde, eller jeres måde at arbejde på, den her arbejdsgang.

La: Det var da dejligt.

L: Ja det er jo altid dejligt at få at vide – det bed vi mærke i og blev nysgerrige på, og hvad du måske mener.

L: (07:40) Hvad reflekterer denne her daglige arbejdsgang her i JYSK? - Hvad tror du I gør rigtigt, eller hvad er jeres strategi?

La: Ukraine er lidt speciel i historien, fordi det startede som et franchise land, det vil sige, det ikke var JYSK Nordic, det var en dansker og en ukrainer, som gik sammen, og så for 6 eller 7 år siden skulle det til at være en del af JYSK. De havde så været JYSK på en måde og nu skulle de lære at være JYSK på en anden måde. Der er faktisk en del lande, der har været med i mange år, så de har prøvet begge dele. Så det er lidt som at sige hov, hvad er det for nogle værdier vi har. (Lars peger på nogle plancher i lokalet). Og nu hænger de heroppe. Vi vil gerne have at de her plancher kommer til at leve, så de hænger ude i alle butikkerne, så de ved hvad det er for nogle værdier de bliver målt på, medarbejderne, jeg bliver målt på, alle bliver målt på, vores medarbejder samtaler. Og på leadership bliver vi også målt på, så det vil sige, hvor er det jeg matcher, hvor er det jeg ikke gør, sådan er det hele vejen rundt. Når man starter et nyt land, så er det ud og starte med, hvad betyder det her. Som at være åben og ærlig, det kan være svært i Ukraine, så det er noget af det man siger – hvad er det det betyder? Det betyder, at vi gerne vil have de skal være åbne og ærlige, der har vi prøvet at træne dem i og sige, at vi synes det er væsentligt, I skal ikke gå og brænde inde med noget og holde igen med noget. Vi vil faktisk gerne vide sandheden. Fortælle dem, men også vise dem, at det faktisk er sådan det er. Prøve at forstå, hvad det er der foregår, nu ved jeg ikke hvor meget de har fortalt, men vi har lukket butikkerne på Krim, pga. krigen og Putin, der blev de medarbejdere spurgt om de ville med, lidt væk og over mod vest, der var nogle der sagde ja men også nogle som sagde nej. Men det er der ikke så mange virksomheder der gør, at sige at vi gerne vil betale for at flytte jer, fordi vi er glade for jer, det tror jeg også er en af grundene til at de er glade for os, men det er også at forstå dem. Så det er noget med at prøve forstå dem, men også at det går den anden vej. Så har vi jo været der mange gange, som at sige, at vi er der, vi ser hinanden løbende, vi holder telefonmøder, vi er sammen, selvom det har været en lang dag, så tit og ofte ude og spise om aftenen, sidder og snakker sammen, ikke om arbejde nødvendigvis, men om alt muligt andet, Så hvis man siger man har været af sted fra kl. 4 om morgenen, og man sidder ude kl. 8 om aftenen, er det så lige det man har lyst til? - Det er det måske ikke. Men det er vigtigt, at det er en investering i, at man har en relation, det samme gør vi så, når de kommer her.

L: (10:28) Fornemmer du, at det er vigtigere for ukrainerne at have en relation/at have det sociale?

La: De skal kende folk, det er vigtigt for dem, for ellers ville de ikke åbne op.

Li: Det er også lidt det vi har fået ud af de svar, vi har fået tilbage, at de tænker meget på de sociale relation og at kunne være sociale sammen med sine kollegaer osv., at have denne her samhørighed.

La: Hvis I kigger i det materiale I har fået, kan I se, hvordan de ligger. Det giver mening i forhold til det, og det kan man ikke skabe på en e-mail, det kræver, at man er der mange gange og lærer hinanden at kende. Nogle af dem har jeg selv været med til at ansætte, så har man mødt dem første gang til samtaler, de er der stadigvæk, det giver selvfølgelig en relation. Men det er ikke kun i Ukraine, vi gør det i – vi gør det med alle. Nu har jeg kørt noget træning indenfor alle EU lande i denne uge, så er det ude at spise to aftener med dem, for at sige hov, det er også en form for at lære hinanden at kende.

L: (11:40) Det er vel også en form for forretningsstrategi?

La: Ja ja, det er, som jeg siger til folk, vi har en vis forventning til, hvordan man gør det, og hvordan vi gør, så starter vi med en selv, det nytter ikke at sige I skal gøre det, når man ikke selv gør det.

L: Det virker til, at de i hvert fald føler den der tillid fylder meget, og det giver også respekt den anden vej, de ser meget op til den danske måde og jeres måde at gøre det på. De har måske ikke været vant til et system, der har været præget så meget af tillid, troværdighed og pålidelighed.

La: De er et sted der er præget meget af korrupsion, og der er noget, der hedder sort økonomi og hvid økonomi – det kan være lidt svært for os at forstå, men det er det. Hvordan håndterer man det? - Da jeg skulle rekruttere en finance manager – ”hvordan har du arbejdet med det tidligere?” Fordi vi er jo nødt til at snakke om det. Han sagde, ”jeg ved begge ting er der, men jeg foretrækker, at der er styr på tingene, og det er hvid.” Hvis vi ansætter én, der er mere til det andet, så har vi egentlig godkendt det, så det sender et signal om det.

Li: Det sender et signal om, at I synes, at det er okay.

La: Og det er det ikke.

L: (13:15) Hvis vi skulle komme lidt mere ind på det danske kontor, hvordan vil du beskrive organisationskulturen i JYSK? – De her grundværdier med at være åbne og fleksible?

La: Vi bliver målt på det, ikke alene at jeg bliver målt på det hvert år, vi måler virksomheden to gange om året. Hvert andet år der laver vi en klimaundersøgelse i alle landende, der måler vi på det enkelte land, butik, distrikt, hovedkontor, ned til den enkelte afdeling, så lever vi op til de her ting eller gør vi ikke. så det er jo noget der er levende, de er noget man skal arbejde med, så det er ikke kun at lave en måling og sige fint, men hvordan arbejder jeg så med det hvis det er noget man skal arbejde med og det er ikke alle afdelinger, der ligger lige højt, men generelt ligger vi super højt og flot, men der er altid nogle steder, hvor man kan arbejde på det. Vi bliver målt på det, vi taler om

det, og vi arbejder med det. Der sidder folk fra forskellige kulturer rundt omkring, så det er bare sådan. Men stadig er vi JYSK, så det er startet et eller andet sted fra, men det ved vi godt, hvad det er i Danmark, men det ved de ikke i Ukraine eller Ungarn.

L: Det snakkede vi en smule med Rune om, alle kender Lars Larsen, vi kender reklamerne, vi kender lidt til historien, vi har set dokumentarerne om det eller noget i fjernsynet.

L: (14:50) Men hvordan får man navnet ud globalt til de her lande?

La: I England f.eks. bøvler de lidt med ordet JYSK, de har svært ved at sige det. De laver lidt sjov med det, fordi de ikke kan sige det og siger "jiisk"

(15:04-20:13) Opsummering:

Lars prøver at finde en video på deres Facebook side, men kan ikke finde det. Videoen finder vi ud af drejer sig om den samme, som Rune har vist os i vores interview tidligere på dagen.

La: (20:13) Om de kender JYSK? Nej det gør de ikke på samme måde. Om de kender Lars Larsen? Nej det gør de ikke.

La: (20:37) Ude i verden tror de faktisk at det JYSKs logo er en pingvin. De mener, at det har for kort en hals til, at det kan være en gås. Så i udlandet er det en pingvin, men de ansatte ved godt, hvad det er.

L (21:10) Hvad mener du, er nogle af de udfordringer ved at have det her meget tværkulturelle samarbejde med mennesker fra forskellige kulturer og specifikt i forhold til Ukraine og Rumænien?

La: Det er, hvis man ikke forstå dem, hvis man ikke forstå, at vi er forskellige, så kan det crashe lidt. Da vi startede at arbejde med Rumænien, det var også et gammelt franchise land, da vi skulle til at arbejde med dem, så går vi ind og kigger på medarbejdere og ser, hvem der kan lave hvad. Der havde country manageren en holdning til nogle ting, og det måtte vi respektere, men det passede måske ikke alle, da vi synes, eller jeg synes, nu har vi prøvet at tage en dialog, med plusser og minusser, hvorfor og hvad, og det der kommer igen er relationen. F.eks. Hun har været der længe, hun er dygtig, hun siger aldrig nej, men i min verden er det jo ikke sikkert, at det så er den rigtige person til et specifikt job, så det er at sige hvad er det du leder efter i dette her job og stille det op, er hun så stadig den rigtige. Jamen hun har gjort det godt, skæbnen ville sig at hun blev butikschef på stedet og det fungerede så slet ikke. Og det var så øv, men han havde så gjort det han skulle jævnført relationerne og jeg havde prøvet at overbevise ham den anden, at vi kigger på hvilke resultater hun laver og hvad er det så vi skal. Vi skal forstå og respektere hinanden.

L: Og lære af hinanden, hvad fungerer og ikke fungerer her.

La: Ja, lige præcis. Det går to veje, og der er det igen så må man ud og møde dem, og ud i butikkerne og hilse på folk. Jeg har været med til julefrokost med Rumænien, vi var på natklub på en hverdagsaften, med musik og de danser alle sammen, sådan er det ikke hjemme i Danmark, men det er meget sjovt at opleve.

L: (23:29) Kan du sætte nogle ord på fordelene? - Hvad synes du er de primære fordele ved at have det her kulturelle samarbejde?

La: Jeg synes bare der kommer mange flere facetter på, det bliver meget mere nuanceret i stedet for, at man tænker, at sådan er vi alle sammen – ja det er vi, men vi er også meget forskellige. Og så også at prøve at forstå, at selv inden for et land er man også forskellige, en person fra Bukarest er ikke som en, der kommer fra **Arad (?)** eller hvor de kommer fra – det ved de udmærket godt selv, men hvis vi sætter dem ind i en stor kasse alle sammen og siger, at de er de samme alle sammen – det er de ikke.

L: (24:09) Har du også oplevet, hvor du har tænkt, at det har haft en eller anden form for "de er nok på denne måde" hvor du måske er blevet overrasket over personlighederne, altså individerne har overrasket dig?

La: Nej, egentlig ikke individerne, dem arbejder jeg med til hverdag, så det overraskede mig som sådan ikke. Men det er også at kigge på hvor gamle er det data, nogle er så gamle, at de ikke passer mere, der sker meget, i Ukraine og Rumænien er der sket så mange ting i deres historie, Eugene som var country manager i Ukraine, han har faktisk været ude for at hans far var i flyvevåbnet, da det nærmest hed Rusland eller Sovjet, så var de udstationeret i Estland eller Letland, så var han pludselig russer og ikke ukrainer, så røg muren og så kom han tilbage og var ukrainer igen. De er nogle historier om, at de har gået på universitet nummer det her eller gymnasium nummer det her, det er ikke et navn. Jeg har gået på gymnasium 12, det er sådan, hvor man får hele historien med, han og hans familie er blevet set som besættere i et andet land, hvor de egentlig selv var besat af et tredje land. Det giver lidt når man taler om det og prøver at forstå, hvad der er sket i Rumænien under Tjavarhecsko og ser hans sindssyge store palads, som har kostet, jeg ved ikke, hvor milliarder at bygge og slået mange mennesker ihjel, det er fuldstændig forfærdeligt, det er de jo også en del af, nogle af dem var bare yngre og har ikke oplevet det, de ved det godt, men de har ikke oplevet det, så det kommer an på hvor gamle folk er.

L: Vi tænker ikke kun på nationalitet, men alder; baggrund; har de fået en universitetsuddannelse?; hvad har de lavet?; hvad for en familie kommer de fra?; der er rigtig mange facetter på det ud over national kultur.

La: Så er der igen, nogle universiteter er ikke ligeså gode, som andre synes de, men sådan er det jo også i Danmark.

L: (26:44)) I forhold til de interviews med ukrainerne, svarede de igen meget positivt om dansk ledelse, men kan du komme med et konkret bud på, hvorfor de ser så meget op til, vi tænker lidt, at de er på vej imod det – vil de gerne transformere deres strategi imod den danske eller skandinaviske? Hvad er det I gør rigtigt?

La: Jeg tror bare, at de har følt, at det er befriende, at der er et sted, hvor man egentlig gør det og sætter pris på, at de er det, f.eks. jeg var i Ukraine og skulle ud og køre med Kateryna, og så fortalte hun mig, at hun ikke havde håndfri til sin telefon, og så siger jeg hvorfor har du ikke det? Kateryna: "Jamen det var ikke vigtigt dengang, jeg skulle have det." Så siger jeg: "Jamen hør her engang, jeg er sådan set lidt ligeglad om, det er en finance mand, der ikke synes, det er vigtigt, men jeg synes, det er vigtigt for deres egen

sikkerheds skyld." Det kan godt være at loven ikke er til, at man ikke må, eller man har, og det ikke betyder så meget, men så siger jeg, at det skal man altså have med. Kateryna: "Jamen det har jeg også snakket om, at det vil vi gerne." (Lars fortætter), "men så må du sige til, hvis du mangler opbakning næste gang", og hvis man ikke kan ændre det, så må de jo få noget, så de kan få det lavet, så næste gang de køber ny bil, så bliver der sørget for, at det fungerer. Lille eksempel da jeg bakker op om det, og sige "få det nu gjort", for det skal slet ikke diskuteres.

(28:05-28:28) Opsummering:

Snak om vejene i Ukraine.

L: Der er vi måske meget pragmatiske at være på.

La: Men også at sige, at vi gør en forskel, og sige prøv at hør her, vi giver dig en telefon.

L: Det viser for dem, at de bekymrer sig eller tænker på, at det gælder ligeså meget for jer, som det gør for os.

La: Ja og det samme arbejdsmiljø, tingene skal være i orden, orden i hjælpemidler, og hvis de ikke er der, så prøver vi at skaffe det, også selvom loven ikke siger, vi skal. Det er igen en dialog, de vil gerne leve op til det er være god købmand, men jeg synes ikke det nødvendigvis er at være en god købmand, for det er måske dumt ikke at bruge pengene, og det er måske en god måde at brande os på for kommende medarbejdere, og det er igen meget forskelligt. I Ungarn har de fået Levis cowboybukser, og det er kæmpe stort og for dem er det stort, det virker i Ungarn, men det vil ikke virke i Danmark.

L: (30:28) Hvilke udfordringer tror du, der kunne være ved at prøve at have den skandinaviske tilgang?

La: Det er, hvis de ikke køber det, hvis de så siger "okay det er fint nok, men det er ikke det vi gør". Så vil det skabe en kløft. Så er udfordringen og opgaven at være forholdsvis tæt på dem, vi sidder ikke bare her og tror, at de gør det, vi er derude, og hvis jeg ser et eller andet, f.eks. med mobiltelefonen. Så siger jeg, at det ikke dur, så må vi gøre et eller andet ved. Der er en lille smule med det der påtale og pligt, så hvis de siger et eller andet eller et eller andet der mangler opbakning, så skal de sige til eller hvis jeg ser noget så siger jeg til. Jeg er ikke den eneste, der er derude, der er rigtig mange, der er på besøg i Ukraine, Rumænien eller Bulgarien, eller hvor det nu er. Så lidt hen af vejen, så nærmer vi os. I Rumænien kan man se at brandudstyret ikke er tilsluttet ude i butikkerne, brandmanden havde godkendt det, og det var så fint, men det er det så bare ikke i vores øjne eller mine øjne. Der har lige været denne her brand, hvor der døde over 200 mennesker i en natklub, hvor de finder ud af, at der er et problem. Så skal vi som virksomhed med det mindste, stille flere krav. De sagde selv, at det var paradoksalt, at alle skoler var godkendt, men 80 eller 85 procent var ikke rigtig godkendt. Så de sender børnene hen på en skole, hvor bygningen ikke er godkendt, men det vidste de heller ikke selv. Så vi tænker på som arbejdsplads, at vi gør noget. Vi tror, at vi er mere sikre, end vi tror, men de går også og siger hva' hvordan gør i det her, det er meget lavpraktisk, som at vide, hvor nøglen er til skabet.

L: Vi spurgte i interviewene til de ukrainske medarbejdere, hvad I de kunne bidrage med, og de svarede, at de var meget kreative i deres arbejdstilgang – de kom måske med

nogle ideer eller inputs, hvor vi også er innovative i Danmark, men hvor der måske kunne tilføjes denne mere kreative tankegang, og i forhold til strukturen at de er vant til denne 'top down' struktur, hvor I hos JYSK har denne meget flade struktur og 'open-door policy' (Lars nikker).

L: (34:25) Har du et bud på, hvordan korruption påvirker deres forretning?

La: Det påvirker på den måde, at vi ikke vil betale nogen noget. Så det vil sige, at hvis der står nogle ved grænsen og stopper vores bil og siger vi vil have nogle penge, så siger vi det får i ikke. Så sommetider har vi ikke fået vores varer. Det er sådan det er, men vi vil ikke, for hvis vi gør det, så har vi sagt ja. Så nu når vi skal bygge et nyt lager i Bulgarien, så er der nok nogle ting og der var nogle ting der ville have gået nemmere. Hvis man nu, og hvis nu, så ville der være nogle ting, der ville være gået nemmere. Men det vil vi ikke. Det tager så noget tid, det tror jeg faktisk er noget af det som vores medarbejdere påskønner, at det gør vi ikke, det virker faktisk ikke. Men om der er nogle som kan lade sig friste et eller andet sted, det bør der ikke jævnfør det vi taler om, men man kan aldrig vide. Igen, når vi er ude i relationerne, kan vi godt have en politik, der hedder, at man ikke ansætter ægtefæller eller venner eller noget familie i samme butik, som man selv er, eller hvor man er chef, om det sker, ja det gør det måske, men vi har en tro på, at de også håndhæver det selv, der er nogle andre der skal bedømme det eller de må adskille det efter arbejde. Vi kan jo ikke sige, at det aldrig vil ske.

L: Man kan heller ikke være der hele tiden og overvåge alt der sker.

La: Nej, det er lidt svært med 1150 butikker, hvor man tænker på hvor mange der går og hvordan de relationer er med hinanden. Det kan vi ikke og det vil vi i bund og grund ikke. Det handler om at have tillid med dem der går derude. Et eller andet sted så er der en gennemgående, at de skal følge de regler og politikker der er, og det følger vi op på, når vi er derude. Så når jeg har været i Ukraine, så ser jeg på, hvordan de laver HR, hvordan laver de det ude i butikkerne, gør de det som er aftalt eller har de været kreative med konceptet. De må godt være kreative, men ikke med konceptet, men inden for konceptet og de må gerne udfordre konceptet og prøve at gøre det bedre, super, men det skal bare gøres på samme måde i alle butikkerne. Ja der er plads til det, lytter vi på dem, ja det gør vi, men vi skal lige se om det giver mening, fordi det virker i Kiev er det ikke sikkert, at det virker i resten af butikkerne.

L: (37:03) Tænker du også på effektivisering, LEAN management er noget vi bruger meget i vestlige lande – tænker du om det ville være sværere for dem at implementere LEAN strategi i forhold til den måde de arbejder på?

La: Der er bare nogle ting der er anderledes indrettet, i Ukraine er der en nede på kontoret der ikke laver andet en at køre bil, sørger for at flytte papir, det er fordi sådan har han altid gjort sådan en har vi jo ikke i andre lande. Men han er der og laver nogle ting, det er ham som henter mig i lufthavnene, jeg tror han kan 2-3 ord på engelsk, så nikker han og så kører vi, så er alt fint.

L: (37:52) Har der været nogle sprogbarrierer?

La: Det er der løbende – vi prøver at sige, at butikschefer kan vi ikke forvente snakker engelsk, men derfra og opefter så har vi en formodning og vil meget gerne have at de kan engelsk, for ellers så er det meget svært at kommunikere med dem. Der kan det med

distriktschefer også være svært med sproget. Når jeg kører undervisning i denne uge, så kommer vi fra Norge til Grækenland, så nytter det ikke noget hvis vi ikke kan tale engelsk. Fordi jeg kan ikke græsk, og han kan ikke norsk eller dansk. Der skal dem på hovedkontoret vende sig til, at når man sender en mail eller noget andre skal se, så starter man med at skrive på engelsk, medmindre man ved, det er noget, der holdes på dansk.

L: Der tænker jeg også på mails, der kan der oftere måske opstå nogle misforståelser, frem for når man står foran en person og når man snakker sammen kan man bedre se på body language, men med mails kan der tit tænker jeg, være nogle ting med det engelske, nogle stavfejl.

La: Det lærer vi så, det er det jeg har undervist i, i denne uge, hvordan leder man på distance og hvordan bliver man ledt på distance. Det bedste er at sidde overfor hinanden, men det kan man ikke gøre altid, det er tid og penge, så er der Skype eller Webex, som vi bruger, der er bedre, eller så er der tlf. og mail, så er der JYSK net vores intranet, det er jo dejligt til at informere til en hel masse mennesker, men jeg ved ikke lige, hvor mange der har læst det, hvornår og om de har forstået det. Så er det lige, hvad det er for en kommunikationskanal man vælge.

Li: (39:43) Har i oplevet mange sproglige misforståelser løbende?

La: Nej, det synes jeg ikke. Lige med nogle af de har lande, så kan det godt være at man skal være meget specifik, så det der med, at man skriver, at nu skal du se at få styr på det og en smiley, er du sur eller er du glad, jeg forstår dig ikke. Det går ikke. Man skal være meget specifik – hvad er det jeg have dig til at gøre, hvornår skal det være? Men så gør de det også. Med nogle skal det pensles lidt ud, ikke med alle, men med nogle. Nogle er mere pligttopfyldende end andre. På et tidspunkt nede i Rumænien, spurgte de om de måtte komme med noget forslag til at lave noget rekruttering for det virker ikke det vi gør, det sagde jeg jo, det er da fint. Så lige pludselig havde de lavet noget web-baseret noget, jeg mente ikke helt det var det jeg havde sagt ja til, men det var faktisk en god ide, og vi kørte videre med det, og det er faktisk ikke for dyrt, men det kunne godt have været gået galt. Der sidder en HR manager, Simone, som er meget kreativ og country manager Alex er meget kreativ, vi skal finde på noget nyt, hvordan kunne vi gøre det, så gør de det på en helt anden måde. Det virkede super godt, men det var da lidt en surprise.

L: Det er da dejligt, at de er så initiativrige.

La: Ja, det kan jeg love dig.

L: Det hjælper også en selv at skabe det her...

La: Så bliver de også glade, så får de lov at vise det til nogle andre, og prøv at hør her det var en god ide. Så nu sidder Simone i vores employer branding, som vi også arbejder med, fordi hvis hun har de ideer, så må vi hellere få hende med.

L: Det skaber vel igen noget tillid og noget sammenhold.

La: Og det var Kateryna for øvrigt også med. Så der er også plads til nogle af dem, der måske ser verden lidt anderledes end den ser ud i skandinavien.

L: Jeg tror, vi har et enkelt spørgsmål tilbage. Vi har kigget lidt på noget teori i forhold til, hvordan Ukraine har udviklet sig gennem tiden.

L: (42:08) Havde finanskrisen i 2008 indflydelse på JYSK, både her i Danmark men også i udlandet ? (Ikke nødvendigvis om I mistede på det – alle har jo lidt været påvirket).

La: Ikke rigtigt, altså vi skar til, der var et år, hvor det ikke gik så godt. År for år har vi leveret et bedre resultat, krisen blev mere set som en mulighed for måske hvor andre stoppede, hvor vi ikke stoppede. Ekspansionen og ønsket om at åbne flere butikker har egentlig kørt på, på samme måde som før, men nej det vil jeg ikke sige.

L: (43:37) Har du bemærket om Ukraine eller Rumænien har været påvirket af finanskrisen?

La: Dengang var de ikke en del af os, men da revolutionen var dernede for 3 år siden, der kunne man godt mærke noget, hvad sker der nu lige for vores land, hvor ryger det hen, også for os, hvad sker der. Jeg var dernede på 3-års dagen for nylig og der var de lige pludselig bange, hvorfor var der så meget politi, indtil at der står sikkerhed, lige pludselig stod der folk med store maskinpistoler, skudsikkervest og hjelme inde i lufthavnen, det plejer de trods alt ikke at gøre, det var så 3-års dagen, de var bange for, at der kunne ske et eller andet. Nogle af dem der er ansat har stået nede på Meidan pladsen om natten under revolutionen og blevet skudt på, så det er lidt tæt på, betyder det noget for dem, ja det gør det, er der øget nationalisme, ja det er der, de må jo ikke sende varer ud af landet stort set, der er embargo ind og ud, så de er meget stolte med noget, der har med Ukraine at gøre – som i super stolte. Det kan man da godt forstå, men nej, det synes jeg ikke, vi kan. Men igen, landene er meget forskellige. Vi har dem, der skal arbejde i JYSK, skal kunne arbejde med alle, fra det tidligere land eller de lande, så vi kan ikke have nogle fra det, vi kalder Vestbalkan, det gamle Jugoslavien, der siger, jeg kan arbejde med alle på nær dem fra Serbien, det dur ikke, der kan være en god grund, fordi et familiemedlem er blevet slået ihjel af serbere. Men der er vi nødt til at sige at vi er et firma, og vi arbejder sammen alle sammen. Men vi må så også respektere det, fordi vi her holder vi julefest for JYSK, det er en stor fest, en kæmpe fest, men dernede hedder det bare noget andet, for du kan ikke sige du holder en julefest for det er en kristen højtidelighed, det dur jo ikke, hvis du har muslimske ansatte, så hedder det JYSK fest, årsfest eller et eller andet, så finder de på noget. Men det bliver vi nødt til, så vi ikke træder nogle over tæerne, for det vil vi ikke.

La: Med hensyn til teorien så nu er vi faldet over det her, det er det vi har valgt, for det var en ramme, vi synes der var fornuftig at gå til og forholdsvis kan tage et udpluk, der giver folk en ramme at forstå kulturen udefra. Velvidende at de ikke får det hele med.

L: (47:14) I forhold til det her power point show vi har fået, stod der People & Performance? - Er det et konsulentfirma?

La: Ja det er det. Det er nogle, jeg har lavet en aftale med i sin tid, med nogle jeg arbejdede sammen med tidligere, fordi vi alle sammen havde været i Dansk Supermarked, hvor de også var begyndt at snakke med kultur, så vi har faktisk hilst på en af dem bag ved, Fons Trompenaars. Ham havde vi oppe og havde et 2-dages indlæg

med, så til at sige, at vi starter med det, og så har vi egentlig arbejdet derfra.

L: Det bed vi mærke i, da vi kiggede på det, og det er meget interessant at vide, hvor virksomheder også har det fra.

La: Det vi gør det er ligesom, at hvis vi kan gøre det indenhavns, så hyrer vi nogle udefra og det har været de samme hele vejen igennem, fordi vi tror på, at hvis det er nogle vi arbejder godt sammen med, så skal vi blive ved med at arbejde sammen. Så de har leveret de kurser for os med den aftale, at hvis vi selv blev undervist, så kunne vi selv gøre det selv på et tidspunkt. Når det er international introduction course, så er det enten Jan, min chef, eller jeg der er der og underviser i det sammen med nogle fra retails-organisationen. Det vil sige, hvordan virker kultur holdt op mod vores værdier? Og ligesom sige, hvad betyder det egentlig i jeres land, så vi ikke går på kompromis med noget, der betyder noget for deres respekt, eller hvad det nu er. Så der gør vi det sådan: JYSK og kultur på én gang.

L: (48:42) Det giver jo også god mening. Så det er jer, der underviser i deres materiale.

L: (48:49) Hvor ofte har I holdt disse kurser?

La: Det er løbende. Vi spørger en gang om året – her på adressen – ”hvad er det I måtte mangle?” Ud fra et katalog vi har, og så kan man byde ind. Og så er der jo kommet nogle nye mennesker. Der er kommet nogle nye mennesker på. Så kan det godt være vi har en genopfriskning. Jeg er ikke sikker på, vi laver en genopfriskning bare for Belgien. Men da vi fik Kina på – det var så forskelligt – hvordan er det lige, vi skal håndtere det her? Der blev lige sat ekstra fokus på Kina. Men ellers kun en gang om året og ellers kører vi sådan et introduction course 2 gange om året for de nye kollegaer fra udlandet. Så det er tilbagevendende.

(50:02-55:20) Opsummering:

Vi spørger Lars om det er muligt at få et interview med Ruxandra, som er fra Rumænien, og det var fint for Lars. Desuden får vi lov til at kontakte JYSKs HR manager i Rumænien. Afsluttende tilbyder vi at udarbejder en fortrolighedsaftale, men Lars siger, at det ikke behøves. Vi runder interviewet af med Lars ved at fortælle lidt mere om vores speciale og vores deadline og takker for hans tid.

L: (00:05) Vi vil lige starte med at høre, hvad er din rolle i JYSK? Hvad indebærer din titel?

R: Jamen altså, den indebærer to ting i og med, vi både har CSR og kommunikation i min afdeling, altså det er jo det, der hedder intern og ekstern kommunikation - på Nordic plan, så det vil sige, at der er jo også assistance til alle landene, så det er nogen gange den største udfordring - det er jo faktisk i forhold til den eksterne kommunikation og i forhold til den kulturforståelse, så man kan sige, at vi skaber jo - det er jo formentlig også det, I har snakket med Lars om og med andre - vi gør jo meget for at skabe et internt sprog i JYSK. Problemet kan nogle gange være at få folk til at forstå, at det interne sprog, vi bruger i JYSK det er ikke kun et udenlandsk problem, men at det ikke er særlig velegnet til ekstern kommunikation. Det er en stor udfordring. Bare det at lære folk - altså hvis man render rundt og siger "CM" og "RM" er værre næsten, altså. Det giver ikke mening for folk.

(01:07-03:22) Opsummering:

Store virksomheder har ofte mange forkortelser, og det gør det svært at være ny i virksomheden. Det gør det også svære at kommunikere eksternt. Måske det giver en form for sammenhold, men det er ikke smart. Brug af økonomiske termer er også almindeligt i virksomheder, men det er 'dum vane'.

R: (...) man er nødt til at huske, at man skal kommunikere til alle. Der er jo også meget med brancher. Igen også, butiksarbejde er igen et lavtlønsområde i mange lande og det har selvfølgelig også noget at gøre med, hvordan du så kan rekruttere i forhold til hvem, man skal kommunikere til. Og det jo noget af det, der er rigtig interessant - også i forhold til sprog. Og igen, hvis jeg skal komme med et eksempel fra mit tidligere arbejdsliv, hvor jeg var i Danish Crown - der havde vi også et medarbejderblad. Det er bare 20 procent af slagtere i Danmark, de er funktionelle analfabeter. Og det er ikke noget, jeg siger for at genere dem, altså fordi, men det er de! Og det er jo ret vigtigt at huske, når man skal kommunikere til dem. Det der med at skrive en fristil altså, det hjælper dem bare ikke, vel? For de læser det ikke, vel? Og dem der ikke er analfabeter, de var polakker, altså. Så der skal man bare huske det der med at sige, hvordan er det, man skal kommunikere? Der tror jeg også, at man skal se meget på. Jeg tror, lyd og billede kommer til at fylde meget meget mere end, det har gjort. Også i intern kommunikation. Fordi der har bare været en tendens til, at det har været skriftligt. Og det tror jeg, at man kommer til at gøre op med.

(04:26-05:46) Opsummering:

Grundlæggende kan det være svært at kommunikere eksternt, fordi der er en enormt stor kulturforskel også, som vi arbejder med pressemæssigt, så man kan sige, det kan godt være, at vi internt godt kan opdrage folk til at sige: hvordan er vi i JYSK? Men der er bare stor forskel.

(05:46-06:58) Opsummering:

Rune giver et eksempel på en medarbejder i Zagreb, som arbejder på en

pressemeddelelse med hjælp fra et bureau. De gør det helt modsat af, hvordan vi ville have lavet herhjemme. Hvordan man tilpasset det til en kroatisk tilgang?

R: Men det der egentlig ligger i det, det der er vigtigt i forhold til kulturforståelse, det er det der med at sige, at det kan godt være, at man kan lave en intern kultur i en virksomhed, men vores medarbejdere skal jo stadigvæk agere i forhold til den kultur, som er i det land, hvor de nu opererer. Og det betyder i hvert fald rigtig meget i forhold til mediarbejdet, at der er stor forskel på - altså bare en dansk og en svensk avis for eksempel skal tackles rimelig forskelligt. I den samme sag. Og det bliver jo endnu værre, når man kommer længere væk, kan man sige. Så det I snakker meget med Lars om, det er jo helt sikkert den der interne del, men det giver jo så bare en ny udfordring, når man så skal forstå de eksterne nogle gange.

L: (07:36) Helt bestemt. Og det er også det, vi har skrevet ned her. Nu har vi været inde på den interne kommunikation - det har vi ville spørge dig om netop omkring den interne kommunikation i JYSK medarbejdere imellem også, men så også lidt mere i forhold til om, du kan fortælle os lidt om den måde, I arbejder på - altså mere sådan, omgangstonen, hvordan I ligesom, hvad er jeres arbejdsrutiner i JYSK i forhold til sådan, hvis du tænker udland, **hvad er den meget sådan skandinaviske måde, i dit syn, at gøre tingene på?**

R: Det er jo en blanding. Vi gør jo meget, altså vi har jo alle de der, (peger på plancherne på væggen), som vi har hængende alle mulige steder med, hvordan vi gør tingene her og der er jo ikke nogen tvivl om, at vi kommer med nogle danske ting. Man skal så bare også nogle gange, altså det er jo igen den der med, det skal bare blandes med, altså i virkeligheden tage det bedste fra de forskellige kulturer, som man nu arbejder med for, hvis man nu trækker et dansk mindset ned over hovedet på en fra Kroatien... Altså, så rammer du bare ikke det rigtige, fordi de kan ikke nødvendigvis finde ud af, at...

Li: (08:41) Nej, hvis de også har været vant til at arbejde på en anden måde?

R: Nå men, et godt eksempel er, der er jo mange lande, som... bare Tyskland for eksempel, ikke? Der råber man jo nærmest af folk, ikke? Hvis man bare beder dem om, at "det finder du selv ud af", så kommer der jo ikke til at ske noget, altså. Hvis du så kommer tilbage igen to timer efter, så sidder de der jo stadigvæk. For de kan ikke finde ud af, for der er ikke nogen, der har fortalt dem, hvad de skal gøre, ikke også? Og hvis du siger til en svensker, "du skal gøre det der..", så sker der jo det samme, som hvis du sagde det til tyskeren - at han selv skulle finde ud af det, ikke også? For så bliver han skide sur over, man ikke har sat sig ned og diskuteret det.

L: (09:16) Ja, det er også sjovt: det snakkede vi om i telefonen med dig, kan jeg huske, at... man skal ikke så langt væk før, at det netop, at der kan være nogle store forskelle.

R: Nej nej. Overhovedet ikke. Og der er utroligt stor forskel. Og der er jo også forskelle på københavnere og jyder, skal man huske på, jamen altså, ik? For eksempel bruger københavnere lynhurtigt fornavne og går og krammer hinanden og sådan noget. Og sådan nogle som mig, der er fra Thy, altså, som har en intimsfære, der bare er herude (rækker hånden langt ud) altså der er det jo heller ikke særlig godt vel? (Griner)

L: (09:43) Der er en anden måde - også i forretning. Det spejler sig jo også der, ikke? Kan man sige.

R: Jo, lige præcis ikke? Men det er klart, kommer du så langt væk, og det er jo så en anden dansk ting, at vi så tænker, at nå men så dem der nede på Balkan, de er nok sådan. Når de ikke slår hinanden ihjel, så er de nok ens, ikke? (Griner) Og det er jo et par år siden sidst, så de er nok nogenlunde ens, ikke? Og det er jo sådan det andet issue. Det er det der med at sige, at hvert eneste land har sin egen kultur ikke? Og vi ville også blive sure, hvis man kaldte os svenskere eller nordmænd. At vi var det samme, ikke?

L: (10:20) Det er også sjovt, at man har den der nationalitetsfølelse, at man vil gerne sådan... fordi vi står for nogle ting hver især, vi har nogle grundværdier måske, men det har vi også et spørgsmål omkring – netop JYSKs grundværdier. Nu så jeg også, at de hænger derovre i forhold til "mutual respect" og vi er "flexible" og alle der her ting.

Hvad er det I gerne vil repræsentere udadtil?

R: Altså, vi siger jo, "Scandinavian sleeping and living" og vi går jo meget op i det der med, at vi ikke er så meget dansk, men skandinavisk. I virkeligheden skulle man måske endnu mere gå op i det. Det er faktisk rigtig tit, nu skal vi til at åbne nede i Belgien, og der er jo rigtig mange belgiske journalister her for nylig, som har spurgt: "Jamen, hvad er JYSK?" altså, fordi de fleste siger jo "J.Y.S.K" altså fordi, de ved jo ikke engang... Nej, de ved ikke engang... altså, hvad står det for? Og i virkeligheden kunne det godt være, at man skulle gøre mere ud af, at fortælle den historie. For det at være JYSK står jo for noget, ikke? Altså, hvis man i Danmark siger, "jamen, jeg er jyde", så tillægger man jo nogle positive eller negative alt efter, hvem man er, nogle egenskaber. Det ved man i hvert fald godt noget om, hvad betyder. Og det er klart - de ord, jeg ville putte på det er selvfølgelig nogle positive ting i forhold til, at "en aftale er en aftale" og generelt noget med "pålidelighed" og "troværdighed" og som københavnere jo slet ikke er. Men det kunne godt være, at man skulle bruge mere tid på det, ikke? For meget af det er jo også nogle jyske værdier, og jeg synes faktisk, at JYSK har en fordel i forhold til rigtig mange andre virksomheder altså, igen - hvor det der med, værdier og mission og vision, det er sådan lidt noget, man skifter hver gang, man laver en ny strategi-periode. Der er vores jo et eller andet sted lidt mere indbygget, fordi det ligesom kommer fra den mand, der grundlagde og langt hen ad vejen, er det blevet trukket ned over hovedet på... Og det er meget stærkt. Der er rigtig mange der... sådan havde jeg det også selv i starten, og jeg fik fortalt det af én af mine kollegaer, som havde en ny ansat bagefter, der sådan et par måneder efter havde trukket ham til side og spurgt om, JYSK var sådan en kult eller altså? Og sådan har man det! Fordi det er så... Enten synes man det er frygteligt eller også så lærer man, at kunne lide det. Altså det... Så på den måde er der en meget stærk ånd og det er jo selvfølgelig også den, man prøver at tage lidt med ud, kan man sige. Og det er jo tit en fordel at komme med de her danske ting, fordi det jo gør, at man er meget mere, altså, pålidelig. Hvis, bare det der med, at vi betaler vores løn.

R: (12:43) Jeg talte sidst, de var oppe alle til en konference, der talte jeg med én fra Grækenland, som... han havde jo ikke fået løn fra sit gamle job i, de tre sidste job, han havde, der havde han jo ikke fået løn eller vidste aldrig, hvornår han fik det eller, altså. Og det var jo fordi, at sådan var økonomien i Grækenland og sådan er det jo. Og det er jo sikkert meget kendetegnende. Og det er trods alt, altså, vi betaler til tiden og det der er aftalt og altså.

L: (13:09) Vores system bygger også meget på tillid, ikke?

R: Jo jo, men det er jo dér, hvor den er svær, for det har de jo ikke. Altså, det har jeg også fået at vide, fordi vi har jo – alle vores butiksansatte kan få en bonus. Det er sjovt, at når man så præsenterer den der bonus i Rumænien eller Ukraine. Altså, det er sådan noget folk siger "ja ja", for de tror ikke, at de får den. Det er sådan lidt "ja ja" - det er fint nok, ikke? Man tager stilling til sin løn, for det er den, man ved, man får. Og det der med, at der er nogen, der sidder og lover en bonus, det er ikke sikkert, vel.

L: Det er lidt sjovt, for de svar, vi har fået fra ukrainerne indtil nu - det er også derfor, vi sådan tænkte, vi ville snakke lidt med dig om det - og det er lige præcis det her med pålidelighed. Altså det vi har fået et indtryk af meget og det er også det, vi er gået videre med specialet ligesom den der, altså, de har en, de ser enormt meget op til denne her, denne her tillid, som JYSK repræsenterer. Altså, det lød meget som om - "vi kan regne med dem" og "danskerne holder, hvad de lover" og "de holder deres aftaler" og det er meget sjovt at høre danskernes syn på det - hvad er det vi repræsenterer eller hvad er det I repræsenterer, som...

R: (14:12) Jo jo, og det er også derfor, jeg siger, at det er jo noget, man godt kunne gøre endnu mere ud af i virkeligheden - "the origin of JYSK". Min engelske kollega har faktisk, vores landschef derovre har faktisk, en meget sjov – nu må jeg lige se, om jeg kan finde den. Nej, men de har faktisk lavet en video om det der. Jeg synes faktisk, den var ret... det var ret sjovt lige præcis til det her emne. Det er derfor, jeg tog computer med. Jeg kommer altid i tanke om et eller andet.

(14:45-15:44) Opsummering:

Rune finder en video om engelske kunders udtalelse af JYSK frem på computeren.

R: Det var bare det der med, hvor vigtigt det egentligt er, at folk de ved, hvem man er. Den er ikke ret lang, bare rolig. 3-4 minutter.

Li & L: Det er helt fint.

(15:50-18:45) Opsummering:

Rune viser os videoen om udtalelsen af JYSK/"Yooosk".

L: (18:45) Den er meget sød.

R: Jamen, det er bare sådan - i virkeligheden er det jo et meget godt eksempel på det der med at sige. Jeg synes faktisk, altså, han er helt ny ham der, og det er faktisk. Det er jo tit fra folk, jeg er heller ikke så gammel i forhold til, at jeg startede i november 2015, og det er stadigvæk nyt her. Men det er mere det der med, at... Jeg synes, det er nogle rigtig gode pointer, han har i forhold til at sige, hvad er det egentlig vi er og få medarbejderne til at forstå det, ikke? Og sige, kan medarbejderne overhovedet altså, kan man overhovedet udtale navnet på din virksomhed? Altså! Og det lyder lidt åndssvagt, men f.eks. så var jeg i nogle år ansvarlig for en polsk virksomhed, der hedder "Sfkrokov" eller "Sokoro", eller hvordan man nu udtaler det, men jeg lærte da heller aldrig rigtig at udtale det. Og et eller andet sted er det jo i virkeligheden, så er det jo faktisk også, altså,

det giver jo også lidt mangel på, i virkeligheden, respekt eller, altså.

L: (19:45) Ja, for så gør man også lidt sjov med det måske eller sådan, ikke?

R: Jo, men folk forventer det jo igen, altså. Så kan vi jo komme tilbage til dengang, jeg var lokaljournalist, ikke også? Det var det værste, man kunne gøre. Det var når man kom ud i et eller andet lokalområde oppe i Struer-området, hvor jeg var i praktik som journalist, og så startede med at udtale det forkert, ikke også? Altså, det er faktisk ikke ligegyldigt, om det hedder "Bremdahl" eller "Bremdal" eller... Fordi hvis du siger det forkert, så mister du jo vildt meget troværdighed - lynhurtigt ikke også? Fordi folk de sådan "Nå, han kan ikke engang udtale det". Hvorfor fan skulle det så give nogen som helst mening, ikke også? Han er jo tydeligvis bare en eller anden importeret idiot, ikke altså?

L: Ja, det betyder noget, ja.

R: Så de ting, han kommer med her det er virkelig noget af det, jeg siger, "det synes jeg er vigtigt, at vi også arbejder mere med", hvis vi skal kigge fremad, kan man sige.

Li: Det er også en vigtig del af en virksomhed - det er jo ens navn. Det er jo en del af ens identitet i virksomheden.

R: Altså det er det jo i hvert fald her. Altså man kan sige, at der jo er andre virksomheder, hvor, som skifter navn hver andet år. Plus man kan sige, vores navn er jo også vores brand.

Li & L: Ja.

R: (20:48) Dengang jeg var i Tulip f.eks. - jamen der havde vi jo, ja det var navnet, men vi lavede jo også til Steff Houlberg, Gøl og Mou - altså der var jo masser forskellige brands. Altså, her er det ligesom... Det står og falder ligesom med JYSK. Og hvis JYSK får tæsk så, altså. Så er det både brandværdi og corporate image og alt muligt andet. Du har ikke et eller andet, du sådan kan...

21:08 L: Det er jo også et eller andet med, at I har jo kun altså, i Tyskland så har I - så hedder det så Dänisches Bettenlager?

R: Tyskland og Østrig hedder det Dänisches Bettenlager.

L: (21:15) Ja, men det er det eneste andet, eller hvordan? Der hedder noget andet? Og så har I ligesom besluttet jer for, "vi hedder JYSK, og det holder vi os til"?

R: Ja. Jamen det er også rigtigt.

21:24 L: Det er jo også lidt interessant. Man kunne jo godt have tilpasset det i lande, men det giver jo god mening.

R: Det gjorde man jo oprindeligt, altså. Oprindeligt hed det jo Norsk Sengetøjslager og Svensk Sengetøjslager og alt muligt andet. Det er jo også derfor, at det stadigvæk hedder det i Tyskland for, det var fra dengang, hvor tingene... Det har man så fundet ud af ikke at

ville lave det om, da der var over 500 butikker, så det havde været en lidt pebret fornøjelse, hvis man lige sådan skulle til at... Så jeg tror også, det havde noget med det gøre. Plus så havde det brand bare fået så høj en – brandværdien var så høj så der er jo også noget økonomi i det - der er jo et kæmpe afslag, når du skal lave, hvis du lige pludselig... men jo, det er det, og man kan sige det der med, når man har noget, der er svært at udtale så er det jo også der, vi har mulighed for at sige, "hvorfor er det så, vi har det?" Det er sådan set fordi, det kommer af noget, som er forbundet med de her værdier.

L: (22:16) Og det kom jo også til udtryk i videoen - netop at han sagde, "honesty" og altså, "the way we are working" eller "the way we think" eller ligesom... Det virkede til, at de gav udtryk...

R: Men, jeg tror også... Det er sådan en typisk ting det der med, at man tror alle mennesker er som én selv, og det er jo tit der problemer kommer for så glemmer man også nogle gange at sige "men hvad er det rent faktisk jeg er god til, og hvad er det jeg kan?" Og det er jo lidt det samme her, ikke? Det er det, jeg siger til mine folk, hvis der ind gang imellem er nogle der kritiserer dem. Altså, så læs noget af det, de andre har skrevet, så kan man godt se, hvorfor det er, at de har en uddannelse i sprog, fordi det er faktisk rigtig ringe det, de andre laver.

R: Og der giver det også god nok mening en gang imellem for os at huske at sige, "hvordan er det egentlig traditionerne er nu om dage?" Specielt hvis man ser Ukraine - der er jo sindssygt meget korrupsion i Ukraine. Vi har jo flere gange haft lastbiler holdende både 6, 8 og 10 uger ved grænsen, fordi vi ikke har ville betale bestikkelse. Og det er jo et eller andet sted at sige, "ja det har kostet nogle penge", men omvendt så synes jeg jo også, at det er jo også noget at være stolt over, et eller andet sted. At man ligesom siger, "jamen, sådan er vi ikke. Vi bestikker ikke - vi betaler den pris det så koster at have de biler holdende." Og det er jo sådan nogle ting - det er jo også en vigtig del af en 'corporate story', fordi det er specielt, men i Danmark er der jo ikke nogen, der tænker over det. Og det er jo også det, der nogle gange er udfordringen ved CSR - det er det der med at sige: "I Danmark skal vi jo bare overholde lovgivningen, så er vi jo grundlæggende - så har man ikke nogen CSR-problemer, fordi alt er så gennemreguleret, men du skal jo ikke ret langt væk før, at så er det lige pludselig ikke så gennemreguleret. Så derfor er det faktisk vigtigt at have nogle politikker.

L: Det giver også god mening, men vi har også tænkt over... faktisk i starten, havde vi også en meget stor interesse også i korrupsion, fordi vi fokuserede på Østeuropa, men det er jo også lidt en følsomt emne, kan man sige. Det kommer an på, hvem man snakker med om det også. Hvis vi skulle snakke med ukrainerne om det, så kan det godt være man havde fået nogle andre svar.

R: Nej, det tror jeg faktisk ikke. De er faktisk meget åbne omkring det. Jeg havde faktisk Berlingske med over i tre dage her i juni,ovre og snakke med en masse af vores kollegaer. Det handlede så om det der med krig, og hvordan det er at operere i et land i krig. Nej det er de faktisk ikke. Det ved de jo godt.

L: At det foregår?

R: Jamen det er jo det! Det kan godt være, at de synes, at det er flovt og træls og sådan noget, men sådan er det jo. Og hvis ikke man snakker om det, så får man aldrig gjort noget ved det.

Li: (24:44) Nej, det er jo det. Det er fordi, da vi begyndte at kigge på, hvad vi ville fokusere på til specialet, så sad vi nemlig også - der var lige kommet denne her "transparency-liste", hvor Danmark jo ligger i top sammen med Holland. Og der kunne vi jo også se, at Ukraine lå jo så utroligt langt nede på den liste. Altså, hvad sagde de, nr. 130 ud af nogle 160-170 stykker. Det er jo altså... For os, er det jo ikke noget, man tænker så meget over - det der med korrupsion, når man bor i Danmark. Fordi, vi har jo aldrig oplevet noget lignende, så det ville jo på den måde være et kulturchok at komme til Ukraine. På den måde at se det også.

R: De fortalte, nogle af dem, jeg snakkede med sidst, jeg var derovre - det var det der med, at der andre steder, der skal du jo betale for at få et job f.eks. Altså så kommer du til jobsamtale og så hvis du har 20.000 med eller hvad nu taksten er - det er nok lige højt nok ikke, men jamen så får du jobbet.

L: Ja, det er jo helt vildt.

R: Ja, det tænker man jo, men det er jo meget normalt derovre. Man kan sige, hvis det ikke er et job, der kræver vildt mange kvalifikationer... Hvis det er et lagerarbejde, altså.

L: (25:51) Det er jo ligesom meget som i Asien, at det er, at man kender en eller anden, eller man har en far eller en onkel eller i Sydamerika - de kører jo også meget relationer. Det gør vi også til en vis grad herhjemme, men man ville jo aldrig hyre kun på basis af, at man nødvendigvis...

R: Nej nej, men du kan helt kynisk da sige, at hvis jeg sad med to ansatte, og det har jeg da prøvet flere gange, som er cirka lige gode, altså - hvis nu jeg tænkte "nå jo, men altså, hvis nu én af dem vil give mig 5.000 eller sådan et eller andet ikke?" Det er et godt job og den ene kan jo være lige så god som den anden, ikke? Det er da - "Det står mellem dig og ham der. Var det ikke noget med lige at give mig en tur til Carriibbean, så kan vi da sagtens... Og det må man da aldrig tænke på. Jeg tænker da på det nu, altså det er klart, og jeg gør det næste gang. Jeg skal faktisk ansætte på tirsdag, så skal vi se, hvad man kan få ud af det, ikke? Men sådan er det jo bare, og jeg tror også nogle gange, at man ikke snakker om det, fordi man snakker jo ikke om nogle grundvilkår, der er. Sådan er de jo bare. Og så når vi andre siger "hov hov, deeet" - så siger de: "ja, men sådan er..." ikke? Og så reflekterer de måske også mere over det.

L: (27:01) Ja, det er rigtigt. Så kan det godt være, at de lige tænker videre over det. Det er jo netop det indtryk, vi fik, da vi snakkede med dem. Altså det er jo også den vinkel, vi lidt har taget. Det virkede til, at de så meget op til netop den der, den danske, altså JYSKs måde at gøre tingene på og drive forretning på. Og så tænkte vi meget på det der med - **Hvilke udfordringer kan Ukraine eller Rumænien få ved at ligesom udvikle deres**

forretningstilgang eller sådan, til den danske eller mere skandinaviske?

R: Jamen, den helt grundlæggende udfordring, hvis du kommer og er ærlig, det er jo altid, at der er nogen, der tager røven på dig. Altså helt grundlæggende. Det er jo, at du bliver snydt. Det var før min tid i Tulip, men der sendte man jo 100 pølsevogne til Moskva, og så dagen efter så var de væk, og der er aldrig nogen, der har set dem siden. Det er jo mange år siden, men de forsvandt bare sådan ikke? Fordi dem kunne man jo nok godt stole på ikke? Og sådan er det jo også lidt her. Altså, hvis du grundlæggende har tillid til folk, så er man i fare for, at de snyder dig, og det er jo også derfor, jeg siger, du kan jo kun vise tillid til en vis grænse. Så er du ligesom også nødt til at vise, at du mener det, for det er den anden del af det. Det er det her med at sige, hvornår tager folk dig så alvorligt? Hvis ikke du sådan er lidt brysk og skræmmende.

L: Selvsikker...

R: (28:19) Nå jo, men også, folk tror at det har en konsekvens, ikke? Det er jo også meget den diskussion, vi har med fanger herhjemme. Nu skal jeg ikke begynde at lege Søren Pabe, vel? Men det jeg vil sige, det er jo grundlæggende det man står og siger, ikke? Og det kan man jo så være enig eller uenig, men det der med at sige, "jamen, der er ikke nogen, der er bange for at komme i fængsel, fordi det er jo bare skide nemt", ikke? Men ifølge nogen, så er det jo bare en... Og så bliver det mindre skræmmende og så begår folk bare kriminalitet, og det er jo det samme her. Der er jo nødt til at være - man er også nødt til at vide, at vi har nul-tolerance overfor kriminalitet i forhold til at stjæle fra virksomheder, fordi så ryger du jo ud uanset, hvilket land du er i. Om du stjæler 5 kroner eller 25.000 - det er jo princippet i det. Hvis du stjæler fra virksomheden, så ryger du ud. Og det bliver sat op på intranettet hver gang - altså ikke hvem det er, men at "nu har vi i dag bortvist en medarbejder for et eller andet", ikke?

L: Men det viser jo også, at man tager handling, ikke? Og at man gør noget ved det, og at man reflekterer det internt i organisationen, at 'det er noget, vi stadig fokuserer på' og ja.

R: Ja ja, og der er ikke altså... Det tolerer man ikke!

L: Det ville jeg faktisk, det tror jeg også vi er kommet lidt ind på, og nu er vi nærmest... Jeg tror, at vi har været rundt om de fleste spørgsmål, men bare fordi du nævnte med den interne platform.

L: (29:40) Bruger I meget intranettet eller sådan, til at kommunikere internt?

R: Altså, udfordringen ved vores intranet lige nu... Der er mange. Der er rigtig mange. Jeg overtog ansvaret for det i august og dybest set, fordi det skal lukkes ned og der skal laves noget andet. Vi har brugt det samme system i 12-14 år, så det... Grundlæggende så er det store problem lige nu, at vores medarbejdere render rundt ude i en butik og intranettet ligger på sådan én her (red. peger på sin bærbar computer), som de aldrig sidder ved. Så derfor skal det flyttes over på denne her (red. peger på sin smartphone) og det er vi i fuld gang med. Vi kommer til at starte med at køre tests i Norge på et nyt intranet i juni og så skal det rulles ud til resten af verden inden for det næste års tid derfra, forhåbentlig. Men helt grundlæggende så skal folk jo have den... Jeg havde sådan

en sjov diskussion med nogen fra Kvalitet med nogle, som var kede af det over nogle budskaber, der ikke kunne komme ud, og var i tvivl om, om folk får information nok. Og det store problem for folk i dag er jo ikke, at de ikke får information nok. Problemet er jo, at alle mennesker løbende får alt for meget information. Så det vi skal være meget bedre til det er at ligesom målrette vores kommunikation, så folk de får det, de skal vide og ikke mere. Og så er der nogen, der kommer og bliver sure, fordi de er blevet vant til at få noget, som de så ikke får mere. Og det bliver sådan set den store udfordring. Men hvis de ikke skal vide det, så...

L: Så er det for meget også, og så tænker jeg også, at folk de sorterer fra jo, altså, så tager man nemlig og ikke læser...

R: Så læser man nemlig ikke noget, vel?

L: Nej, lige præcis. Det er enten eller.

R: Og det er alligevel noget altså.

L: Ja ja, og "det springer jeg lige over, for sidst havde det ikke rigtig relevans for mig".

R: Ja, lige præcis. Så sletter man det jo bare.

L: Ja, så er det bedre, at det er målrettet og noget, der er relevant. Men det er jo mere sådan en, for at få det der indtryk af, at det interne – hvordan I også kommunikerer.

L: (31:43) Og bruger I så også, altså bruger I så kun denne her i Danmark, altså på det danske kontor eller er der også noget, hvor I kommunikerer med afdelinger i udlandet?

R: Nej nej, altså intranettet er jo det samme. Og der er alt jo oversat til alle de der sprog. Og det er jo så en anden ting, der også skal... det gør det enormt svært at lave nyheder og det er også derfor, jeg siger, man skal arbejde mere med tekster. Billeder gør jo det samme på vores medarbejderportal, der hedder globaljysk.com. Det der var vores blad (red. peger på væg med GO' Magasin). Det har jeg også nedlagt, siden jeg kom. Jeg har lavet en del destruktivt. Så Torben derovre (peger), han var jo den sidste. Men der har vi lavet sådan en medarbejderportal i stedet for - den kan I bare se.

L: (32:18) Så I udgav det blad en gang om året, eller?

R: Nej, det udkom fire gange om året. Og problemet er igen, at det er svært, altså nyheder nu om dage, 4 gange om året. Det er sådan blevet lidt håbløst. Men altså denne her, der er ekstern adgang, så den kan I bare selv gå ind på. Denne her hjemmeside, der hedder globaljysk.com, som egentlig er vores nye medarbejderunivers.

(32:44-33:01) Opsummering:

Rune fortæller om eksternt bureau, som oversætter indholdet på JYSKs hjemmesider.

R: (33:03) Men det er jo også derfor, at det er vigtigt, at man et eller andet sted prøver at arbejde med tekster og billeder og sådan noget. Og så kan man sige, at jeg tror også

meget på det der med at inddrage medarbejderne. Det er meget nemmere her. Nu skal jeg lige se, om jeg kan finde det. Jeg har sådan et andet eksempel på noget, vi faktisk har haft rigtig stor succes med, fordi vi fik... vi havde sådan en, op til jul, hvor vi fik vores medarbejdere fra samtlige lande til så at sende en lokal julehilsen og sådan noget, og der var faktisk over 1 million mennesker, der endte med at se den der video, fordi den også kom på vores Facebook-sider og LinkedIn osv.

Li: (34:02) Det er faktisk en meget fin måde at gøre det på.

R: Og det gør også folk interesserede, for det er lidt ligesom, når du har være til DHL eller et eller andet, så det eneste folk de leder efter det er jo billeder af sig.

Li: Det giver også noget sammenhold, ikke?

R: Jo, og jo flere du kan få involveret... Jeg holder den bare lige kørende for at se, om jeg kan få Kroatien med, fordi den er nemlig helt vild.

(34:28-35:09) Opsummering:

Rune viser os en video med julehilsener fra medarbejdere fra flere af JYSKS samarbejdspartnere i udlandet.

Li: Ej, den var virkelig fin.

R: (35:12) Men mere det der med at få gjort nogle af de der ting, som involverer folk, og det er meget nemmere, for det kan man sige - det kan man ikke i et blad! For der kan du ikke... Der kan du have ét billede, så det er muligt, at det er de der ting, vi skal arbejde mere på og få lavet noget af det her, som jo, altså... Som jeg tror også på giver sammenhold på tværs et eller andet sted.

L: Jo, også når man er så global en virksomhed ikke? At få den der følelse af, at de lande, der er med, og arbejder for eller med JYSK, i JYSK...

R: Lige præcis. Og her gør det jo ikke noget, at det ikke er oversat, fordi folk ved godt, hvad de siger og hele pointen er jo lige præcis, at det ikke er oversat, fordi du rent faktisk får noget lokalt, ikke? Altså, man kan sige, hvis du skulle sidde og skrive en julehilsen og så oversætte den til alle de forskellige sprog, så tager det bare lang tid og der er ikke nogen, der gider læse det, fordi det jo ikke er særlig personligt, og det har ikke nogen effekt vel? Så jeg har sendt nogle af mine folk, og jeg skal have flere af dem på videokursus, så de bliver bedre til at lave de her med iPhone og sådan noget, så man får noget hurtigt.

L: Helt klart. Og lige præcis sådan noget på mediet Facebook, det behøver jo netop ikke være professionelt lavet, altså sådan sat sammen i... det kan godt være lidt mere...

R: Det må godt være lidt mere rustikt ikke? Lige præcis. Man skal bare lige vide nok til, at det ikke bliver alt for hjemmeflækket. Og man skal også vide, at den ikke skal være 5

minutter lang og...

Li: Man skal selvfølgelig have nogle restriktioner og vide nogenlunde nogle mål osv.

R: Husk hvilken vej den skal vende, så man ikke bare får sådan en 5 minutters selfie også, det er også sådan lidt...

R: Så sådan nogle ting er jo noget af det, vi prøver at arbejde mere med. Også det der med at se hinanden som kollegaer og få den lidt anden del, som nogle gange kan være svær, ikke?

L: Også når man er langt, altså når man arbejder langt/på tværs af grænser.

R: Altså, hvis du sidder og arbejder i en butik i Holland, ikke? Og er kollega med en i Ukraine, som du aldrig kommer til møde, vel?

L: (37:13) Og interesserer man sig så nok? Altså det gør sådan noget der (videoen) det får måske skabt den interesse, der er for at sige "Okay, vi er en del af et større..."

R: Det der med at der er mennesker bag - det er jo det afgørende. Og der kan billeder og video jo bare noget, som tekst ikke kan. Og specielt når der så skal oversættes, fordi så falder kvaliteten og så, aargh, altså.

L: Og jeg tænker også, at det når også ud til flere netop end sådan et blad gør, ikke? Altså sådan 4 gange om året. Der tænker jeg også, at der er nogle rigtig fine historier, men netop hvor mange får så læst det hele også?

R: Det tror jeg ikke, der er nogen, der gør. Altså det er jo selvfølgelig – der er jo mange følelser i det. Det er jo ikke populært at gå og nedlægge folks blade. Nogle har mange år været vant til at få det sendt hjem. Der er ingen tvivl om, at der er noget ved et fysisk blad, som... der er noget "look and feel" - jeg tror bare, at for det første, de unge bruger jo ikke, læser jo ikke avis eller blade... De læser jo på den der (peger på sin smartphone).

L: Ja, det er det nye.

Og måden man får folk på, det er jo ved at lave det der link på Facebook. Og så går man ind og læser den ene ting og måske deler den, og så går man tilbage igen. Men man sætter sig jo ikke ned og læser et eller andet fra...

L: Og det er også derfor, at det skal være så kort ikke? Og præcist - det her (julehilsen-videoen) det er sådan hyggeligt og det til at... man kan overskue de der par minutter, det varer og så...

R: Jo jo, det giver god mening op til jul, ikke også? Fordi så er man alligevel sucker for alt, der har noget med julen at gøre. Det er da også vældig hyggeligt ikke? Og så er det fint nok, men der er jo alle mulige andre tidspunkter, hvor det er... Der skal jo være det der 'fælles'. Altså noget af det, som jeg tænker på og gør i år - vi har jo de der fester - det ved

jeg ikke om I har snakket med nogen om?

Li: Nej, det har vi ikke.

R: (38:51) Altså, oprindeligt. Det er jo sådan en anden meget meget speciel jysk ting. At det første år Lars Larsen han havde åbnet, der holdt han jo en stor fest for... på en eller anden kro, Tylstrup Kro, tror jeg det var, for alle dem, som havde været med til at åbne det. Og den tradition har man jo stadigvæk. Så i alle lande der er der jo hvert år en fest og en fest for alle medarbejdere i hele landet - det er der også her. Her i Danmark er det så i Odense, hvor alle bliver kørt ned og det er med overnatning for en selv og ens partner og så kommer der nogen pænt store musiknavne. I år var der Suspekt og Liga og sidste år var det Christopher og Carpark North, så det er sådan - det er sådan rimelig store... Og det gør man i alle lande. Og der havde vi faktisk i sidste...

L: Så man laver lidt samme koncept i de andre lande?

R: Ja, så havde vi f.eks. sådan noget med, at alle skal sende billeder ind fra deres fest, ikke? For at sige hvordan gør man det på forskellig... fordi selvom vi er de samme, så gør man det faktisk på nogle forskellige måder og dernede i Balkan f.eks. Der er det faktisk både, der holder både Serbien og Bosnien og Kroatien sådan en fællesfest, hvor vi tænkte... "hmm.. er det sikkert?!" Samme mennesker, der har været i krig - giv dem noget vodka og se, hvordan... men det fungerer faktisk rigtig fint, ikke? Men det er jo igen sådan noget, vi har, som alle mulige andre virksomheder ikke har. Altså der er jo ikke ret mange, der har... Så er der nogle, der holder julefrokoster hvert...

L: Et er herhjemme, at I gør det, men at I tager konceptet ud over og siger, "det synes vi/det opfordrer vi jer til også at gøre" - det giver da noget...

R: Ja ja, og i Tyskland der er de jo 7000-8000 altså, når de holder... nå jo, men der jo mange butikker, ikke? Så det er nogle kæmpestore... (red. fester).

(40:37-40:51) Opsummering:

Snak om JYSKs julefester

R: Jeg tror jo, at det er vigtigt at slå på netop de der ting. Lidt ligesom at sige det der med at sige, "Jamen hvad er JYSK?" Jamen det har nogle værdier. Og det her er jo også en værdi, som vi har, som princippet ingen andre har.

L: (41:05) Præcis. For vi kunne godt tænke os at gå i dybden med, inden vi kommer ind på alt det her med Ukraine og Rumænien, kommunikationen, men også ligesom se meget på jeres organisationskultur og se, **hvad er det, der gør JYSK til JYSK?** - eller hvad er det der gør jer så særlige eller anderledes, og hvad er det, der skaber denne her succes - og så kigger vi jo ikke på tallene, kan man sige. Det er ikke lige vores område, men hvad er alt det der, der gør jer til noget særligt, ikke? Netop de her initiativer, de her... ja.

R: Jo jo, men man kan sige, at i sidste ende er det jo også vigtigt at sige, "det skal jo måles på tal". Altså, hvis ikke det giver penge, jamen så... Så får man jo ikke noget igennem. Det er selvfølgelig en vigtig pointe også - at man skal jo tro på, at det faktisk skaber noget.

L: Selvfølgelig. Det er jo det, der er formålet også med, at man gør de her ting, tænker jeg også.

R: (41:54) Men det er en udfordring, at i mange lande, at folk ikke rigtig kender os. Altså folk i JYSK er generelt glade for at være der, men det er svært at få det der ud over 'rampen', og det er derfor jeg siger, den store udfordring for min afdeling det er det der med at skabe kulturforskel og få det oversat til at sige, hvordan får vi almindelige ukrainere og polakker og Ungarn til ligesom at sige, nej men okay, JYSK er et sted, jeg gerne vil være ansat, jeg gerne vil handle, fordi de også står for noget. Udover at jeg bare kan købe nogle billige møbler. Fordi det er jo dét, vi bliver valgt til på.

L: Det er klart ja, at det også er en stor faktor.

R: Jamen, det er **faktoren**! Altså, vi står ikke for noget udover, at man kan få nogle fine møbler til en billig pris - altså, "that's it". Og det er jo også en lidt sårbar position, et eller andet sted. Fordi hvis der kommer nogle, der har billigere møbler på en eller anden måde, altså.

Li: Så hvis man kan komme med det der 'ekstra', som kan gøre at folk vælger jer i forhold til/til fordel for andre.

R: Altså, man må jo sige, at det er grundlæggende det, der gør, at man kan få flere penge for en fuldstændig ens vare.

L: Og reklamere med at det er en god arbejdsplads og "vi har et godt sammenhold" og de her ting, så man også skaber/at man også bliver attraktiv for nye medarbejdere også, ikke? Men det må man sige. I har godt nok ekspanderet, så det virker ikke til at have været et problem.

R: (43:09) Nej nej, det har det nok heller ikke. Men man kan jo så sige, vi har jo så også ekspanderet i nogle lande, hvor der ikke har været et problem med at få arbejdskraft. Der er jo også forskel på konjukturer. Det er klart - det er nemt at ekspandere i en lavkonjunktur, fordi der er der masser af mennesker, der gerne vil have et job. Jeg tror, det bliver sværere måske de næste år, hvis nu Trump får smadret hele verdensøkonomien, så kan man sige, altså.

Li & L: Ja, der sker helt sikkert noget.

R: Nu må vi se, om der gør, ikke? Men hvis ikke der gør, så bliver det jo formentlig sådan, at så er der mere kamp om...

Li: Ja, kamp om pladserne.

L: (43:42) Jeg kom bare lige til at tænke på, at du nævnte også selv Lars Larsen, altså, hvor meget er han med? Altså, tager han selv ud og så besøger de her

afdelinger? Ved du det? Og hvor meget fylder hans måde at gøre tingene på? Er det noget i tænker over i dagligdagen?

R: Altså, man kan sige, Lars Larsen fylder meget i Danmark. Han fylder ikke så meget i udlandet. Han er selvfølgelig rundt en gang imellem. Nu skal vi jo til Belgien her d. 5. april. Der er han selvfølgelig også med nede og åbne, men altså det er jo ikke... Men altså, igen, det er jo også vigtigt at sige, at kommunikationsmæssigt, at alle i Danmark ved hvem Lars Larsen er. Hvis du krydser en hvilken som helst grænse, så er der jo ikke nogen, der ved hvem Lars Larsen er. Og det er også derfor, vi siger, det giver mere mening at slå på værdierne i det, der hedder JYSK. Man kan selvfølgelig godt sige, at det skyldes også, at grundlæggeren er jøde. Og hvad kan man sige, hvad er det, der ligger i det? Men det giver jo ikke mening at gå ud og slå en kampagne på Lars Larsen, fordi... man skal jo huske på, at folk er jo ligeglade. Det er jo det samme i forhold til sidste år, fordi tidligere har man været utilfreds med, at der var ikke nogen, der gad skrive om JYSK, når de kommer med regnskab. Og det er ikke så mærkeligt, fordi vi skrev bare, hvordan det var gået med JYSK, og hvis du sidder i Finland, så er du bedøvende ligeglad med, hvordan det er gået med JYSK i Danmark. Altså, JYSK Group? Det rager dig en papand. Lige så vel, at det rager os en papand, hvordan det er gået i, et eller andet, hollandsk eller spansk firma, selvom de måske har filialer i Danmark, ikke? Men i år sendte vi jo så ud for hvert land og sagde, "i Finland er det gået..." og det er klart - det vil de selvfølgelig gerne trykke, men det er jo også det der med at sige, at man skal jo huske at gøre sig selv relevant lokalt. Og der ser vi det igen. Vi får masser af medieopmærksomhed i Danmark. Der kan vi næsten selv vælge, var jeg ved at sige - i hvert fald så længe vi bare stiller med Lars Larsen, så altså...

L: Ja, altså Lars Larsen - vi ved jo, hvem er det er og kender alle sammen de der reklamer også, og har set dem mange gange.

R: Jo jo, det er jo det, jeg mener, ikke? Men der er det igen, der er det noget andet i udlandet. For i Danmark er vi Lars Larsen. På godt og ondt, skal jeg skynde mig at sige. I udlandet er vi "bare" JYSK, så hvis ikke JYSK står for noget, så står vi ikke for noget.

L: Præcis. Og det er jo igen det her med navnet og sådan noget, ikke? Og ligesom med ham i England der ikke? Hvor han var sød at sige: "det skal ligesom, vi prøver virkelig at få det integreret og få det til at... Det er dét, vi hedder".

R: Ja og hvad ligger det så i det?

(45:48-48:10) Opsummering:

Laver kort sjov med ordet 'branding', da Rune helst ikke vil blande marketing ind i samtalen. Rune har oplevet mange marketingfolk, der tror, de ved noget om kommunikation, og som har svært ved at adskille de to ting. Vi fortæller lidt om vores studie vedrørende de to linjer inden for henholdsvis marketing og multicultural communication.

R: Jo, det er bare nemmere at diskutere med nogen, der er fagligt samme sted. Det er jo lidt ligesom det der med forkortelser. Det er sådan alment.

(48:12-49:44) Opsummering:

Vigtigheden af kommunikation i dag, og hvordan det har udviklet sig fra en-vejs-kommunikation til to-vejs-kommunikation - sociale medier og diverse medier etc. Man skal reagere hurtigere i dag - nyheder deles viralt.

R: (49:44) Nå, jeg skal til møde her kl. 11.

Vi slutter mødet af.

1. What is your position/office title?

Customer Service Team Leader/ CSTL. Customer Service is responsible for online sales, customer's support (including store customer. In Ukraine we have 34 stores).

2. How many years have you worked for JYSK Nordic?

2,5 years

3. Have you worked with Scandinavian companies before you joined JYSK Nordic? If so, what companies?

JYSK is my first Scandinavian company. (I worked for a multination European company).

4. In term of doing business, how are Ukrainians and Danes different in this aspect? (Please feel free to express anything you find relevant in this matter, as it is a broad inquiry).

Ukrainian people in JYSK:

First, I would like to tell you, we learn to cooperate with HQ the best way for both. We adapt for each other to win customer loyalty. I also adapted for JYSK principle of doing business. And now I know what I have to do and how for better explanation a new task, purpose, issue to HQ. We have lots HR tools and trainings for that (Time Management, Distance training, DISC – People' profile, Feedback and other one). In everything what we do we think about our customers. We have one strategy for each Nordic country. We find out customer' needs via Customer Survey.

The second one, Ukrainians are hard working, goal – oriented, smart, flexible people. We have unstable economy situation. It influences on our character and customer's behaviors also.

In Ukraine HO we have the friendly and open atmosphere. We feel free to speak our mind with our colleagues, managers. We have a one voice in JYSK Ukraine for doing actions or rejecting them. We work with HQ very close with each department. We use the different type of communication – webex, emails, calls, Skype, matrix meeting, annual meetings, visits, face to face. We have HQ's visits for understanding our business better and supporting us.

Yes, we are different. But we have JYSK corporate culture what help us to know JYSK character, rules and so on.

The third thinks: Ukrainian people are creative J. We have lots ideas how improve our business and we need to pervade HQ in our brilliant ideas. Our ideas influence on other countries' solutions. In this case we have a challenge. We have different mentality of Ukrainian and Danish people. I am responsible for the online sales and customer's support. And our customer wants more talking with Customer Service via sms, e-mail, inbound and outbound calls than other Nordic countries. That's why I create more web/drupal tasks for improving customer's loyalty, satisfaction than Nordic countries. Ukraine is different from other countries. And we need to cooperate our force with our colleagues or manager for HQ's prioritizing some tasks. I have 20% of my tasks what have a status in progress more 1 years with High priority. In JYSK we have a matrix

scheme of managing. I have a local (line) boss – Country Manager and Nordic functional boss – Head of Customer Service. One per month I have meeting with each of them where we look through CS's results and the status of tasks and the main challenges. My Ukrainian and Danish bosses involved in meeting CS projects and goals. It is great part of cooperation with HQ via my Danish boss. She helps to set up simple clear tasks for web, drupal teams after our conversation.

General we have the next side what need to improve:

- It is challenge for us to finish a meeting on time. We are working on it.
- We like controlling everything during workdays, weekends and holidays J.
- We like communicate via sending e-mails. For example, I have 30-100 emails per day. My Nordic colleagues have 10-20 per day.
- Don't keep work-time balance.
- We can give the tasks with tight deadline.

5. Are you aware of any challenges in the communication, both written and verbal, between the Ukrainian office and the Danish office of JYSK Nordic? If so, what are the challenges?

English language is the main challenge for Ukrainian. Sometimes when I use e-mail communication is difficult to explain what I want the best way. After same e-mail I have briefly conversation to sum up Ukrainian point of you, ask additional questions. If it is the difficult task. After e-mailing we have Webex or call where we can explain in detail what have to been done.

– What is the reason behind these challenges, in your opinion?

English not popular language in Ukraine. And of course have different corporate culture.

6. Please describe, with your point of view, the differences in the way management works in Ukraine and Denmark, respectively? (Examples of this could be delegation of work, decision-making processes, business negotiations, internal communication or the like).

Danish management style is always think about people motivation and feeling, involves team members into interesting topics, asks a feedback and of course supports in steps what person needs.

Ukrainian management style oriented more on the tasks. Of course we think about people, their motivation, give a positive feedback. We have the big Scandinavia influence on JYSK Ukraine character. Ukrainian people learn fast how to work with people better way. First, we should know our self, we have to know who is who according the HR tool DISC (People behavior). These knowledges help to get success in one to one meeting with team member, with bosses, partner and colleagues. We can reach the win – win negotiation and time consuming use it JYSK tools.

We also have one more HR tool for delegating tasks - Jlip. It is a part of training Leadership. We use that on daily bases when delegate tasks and growing up our brilliants - talents. JYSK have lots tools how to grow up and develop leaders and team member. In this case we use Scandinavian vision. We work, control our natural behavior.

I am happy to have honest, open, helpful colleagues from different sides – Ukraine and Denmark. We respect each other. It doesn't matter who you are and where are you

from. In JYSK we have people who suit our Values. We are the same in this matter. Each member of JYSK has blue blood. We proud of being part of the big multination company.

7. How do you feel the cultural differences between Ukraine and Denmark have affected the business relationship, both good and bad?

Yes, we are different.

UA good: work hard, goal oriented, interesting business approach other countries – best practice, socializing, leaning agility.

UA bad: low work time balance, e-mailing a lot, work during weekends, want to manage huge list of tasks the same time, work under presser, because a lot of tasks have to been done during the work day.

DK good: simple, honest, people oriented, keep life time balance, start and finish a meeting on time, flexible, give examples.

DK bad: I don't know J.

8. In your opinion, what criteria have contributed to the success JYSK Nordic has achieved on a global scale?

- Great offers for each customer,
- Professional people,

We know customer's need via Customer Survey.

1. What is your position/office title?

HR Manger

2. How many years have you worked for JYSK Nordic?

3,8 years

3. Have you worked with Scandinavian companies before you joined JYSK Nordic? If so, what companies?

No

4. In term of doing business, how are Ukrainians and Danes different in this aspect? (Please feel free to express anything you find relevant in this matter, as it is a broad inquiry).

Ukrainians are much more open and emotional. We love to discuss things and to dispute. At work we are looking not only for a good company and job content and but also for a great team to make friends with. We are very open to let each other into our personal lives, except from jobs. We are less beliving in rules and concepts, because it our country if you do not follow the rule, sometimes that can be ok. We are very family oriented, especially women.

5. Are you aware of any challenges in the communication, both written and verbal, between the Ukrainian office and the Danish office of JYSK Nordic? If so, what are the challenges?

That is distance between offices and some kind of frustration that can appear when we face these cultural differences. Sometimes that can be also jokes and humor that we do not understand also because of different mentality. Again, we are also pretty emotional in our communication

– What is the reason behind these challenges, in your opinion?

History and DNAJ in Ukraine we had Cossacks very long ago, and they were very famous for admiring freedom. Today we are the same, and sometimes this freedom also means freedom from rules and procedures. Because of all the troubles and fights we had in our country we trust people much less, than Danes do. And we do not trust to our government.

6. Please describe, with your point of view, the differences in the way management works in Ukraine and Denmark, respectively? (Examples of this could be delegation of work, decision-making processes, business negotiations, internal communication or the like).

Having a structured meeting is a problem because of too much discussion. Delegating is not easy, as you do not trust people so much. Internal communication is bright and vivid

7. How do you feel the cultural differences between Ukraine and Denmark have affected the business relationship, both good and bad?

We complement to each other really good. We add emotions and ideas to Danish consistency and reservance

8. In your opinion, what criteria have contributed to the success JYSK Nordic has achieved on a global scale?

Scandinavian leadership – straightforward, ready and obliged to speak up and give your ideas, trust and delegation.

1. What is your position/office title?

Expansion coordinator

2. How many years have you worked for JYSK Nordic?

10

3. Have you worked with Scandinavian companies before you joined JYSK Nordic? If so, what companies?

No

4. In term of doing business, how are Ukrainians and Danes different in this aspect? (Please feel free to express anything you find relevant in this matter, as it is a broad inquiry).

Danes: process-oriented, rules and procedure focused, well-structured and pretty good in planning/reporting and time-management

Ukrainians: more goal-oriented, less formal and more free in impulses and emotions, less structured, but more creative, sometimes prioritize result above deadline

5. Are you aware of any challenges in the communication, both written and verbal, between the Ukrainian office and the Danish office of JYSK Nordic? If so, what are the challenges?

Danes complain that Ukrainians write a lot of e-mails, and too long-read. Too much to read, too long sentences, too more senses and topics in 1 e-mail.

Ukrainians complain, that Danes write often too short and quickly (in sense of words quality, grammar constructions). Sometimes it cause Re: and Re: to clarify, what he/she meant

Very time-conscious, but not very respectful and sometimes is not efficient (need to repeat and clarify)

- What is the reason behind these challenges, in your opinion?

Culture, mental differences, other style of thought expressing and writing. F.x. in case, when UA say "problem", DK say "issue"

6. Please describe, with your point of view, the differences in the way management works in Ukraine and Denmark, respectively? (Examples of this could be delegation of work, decision-making processes, business negotiations, internal communication or the like).

Delegation: UA - more un-formal, could be based on organization hierarchy. DK: more formal and based on responsibility areas

7. How do you feel the cultural differences between Ukraine and Denmark have affected the business relationship, both good and bad?

Good: UA to DK: ideas, DK to UA: forms and tools.

Bad: focus on "in-time" (DK) and "in the best way" (UA) could cause misunderstandings. Sometimes

8. In your opinion, what criteria have contributed to the success JYSK Nordic has achieved on a global scale?

Straight, clear and quite aggressive way of doing business. Simple marketing conception and communications. Scandinavian image and style. JYSK organization's values.

1. What is your position/office title?

Finance Manager

2. How many years have you worked for JYSK Nordic?

6 years

3. Have you worked with Scandinavian companies before you joined JYSK Nordic? If so, what companies?

Yes, at that time the company name was YORK International – American company with European head office in Denmark.

4. In term of doing business, how are Ukrainians and Danes different in this aspect? (Please feel free to express anything you find relevant in this matter, as it is a broad inquiry).

Danish companies is a very good example of efficient and simple way of administering business. Ukrainian way of doing business is the opposite.

5. Are you aware of any challenges in the communication, both written and verbal, between the Ukrainian office and the Danish office of JYSK Nordic? If so, what are the challenges?

The challenge is to explain the meaning of local requirements. Danish colleagues look at other countries by the eyes of normal western business people. Many post-Soviet controls and regulations look really strange to them.

What is the reason behind these challenges, in your opinion?

Ukraine went through very tough social experiment during last 100 years. It had big impact on the way of doing business.

6. Please describe, with your point of view, the differences in the way management works in Ukraine and Denmark, respectively? (Examples of this could be delegation of work, decision-making processes, business negotiations, internal communication or the like).

Again, Denmark is a role model in the management and decision-making. Ukrainian are bright and talented as well but operate in the extremely unfriendly business environment.

7. How do you feel the cultural differences between Ukraine and Denmark have affected the business relationship, both good and bad?

Normally it's not an issue especially when we have experienced people who build the business relationship on both ends.

8. In your opinion, what criteria have contributed to the success JYSK Nordic has achieved on a global scale?

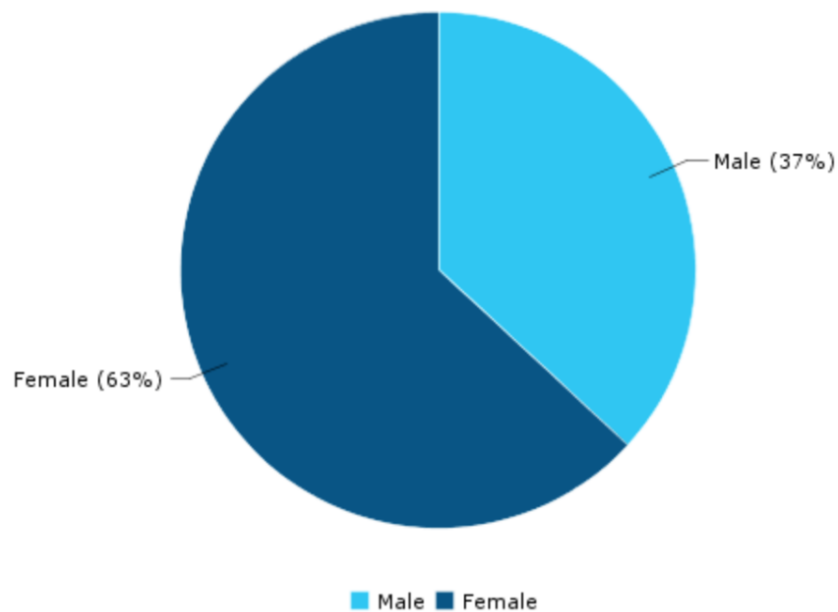
Again, the efficiency, priority to simple and standard solutions, transparency, good example of the "economy of scale".

Appendix 9: Questionnaire

1. What is your age?

- 42
- 33
- 31
- 36
- 33
- 28
- 36
- 32
- 30
- 44
- 24
- 36
- 28
- 23
- 31
- 31
- 34
- 23
- 38

2. What is your gender?



3. What is your nationality?

- Ukrainian

- Ukrainian
- Ukrainian
- Ukraine
- Ukranian
- Ukrainian
- Ukrainian
- Ukrainian
- ukrainian
- Ukrainian
- Ukraine
- Ukrainian
- Ukraine
- Ukrainian
- ukrainian
- Ukrainian
- Customer Service Supporter,Ukraine, 10 years
- ukrainian
- Urainian

4. What is your position/office title? How long have you worked in JYSK?

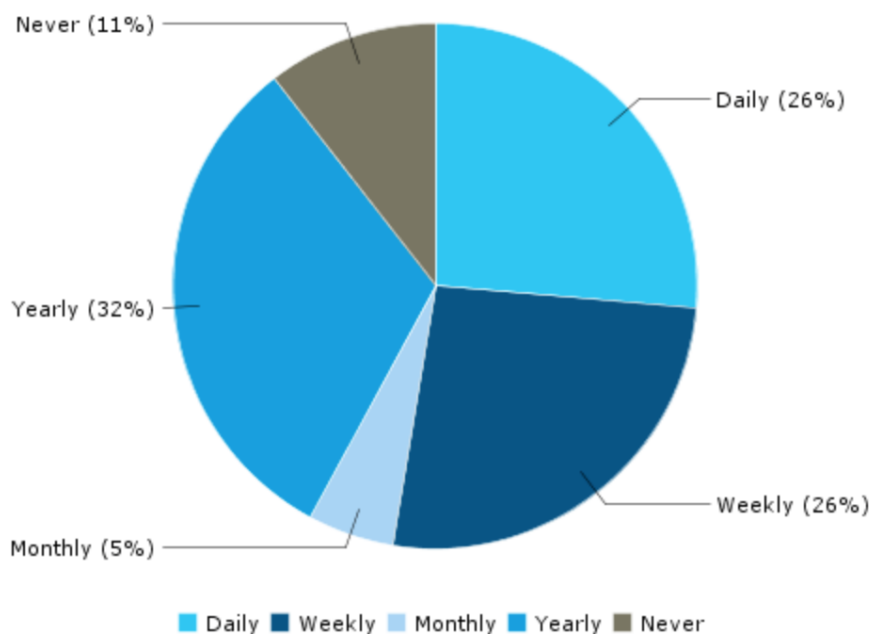
- Chief accountant, 13 years
- Deputy Chief Accountant/ 3 Year
- I am accountant and I have been working for 3 years.
- Retail Manager, 9 years
- Sales Coordinator.12 years 1/2
- Health&Safety Specialist, 1,5 year
- smas, 9 years
- Customer Service Team Leader
- SMDC/2.5 years
- 11
- Retail Store Supporter. I've worked in Jysk 2 years
- Development manager, 4 years
- Store manager. Almost 4 years
- Customer Service Supporter
- Customer Service Area Responsible Working 2 years and two month
- 2,8
- Customer Service Supporter,Kiev,
- Customer Service Supporter
- district manager.5 year.

5. What is your educational background?

- Higher education - university
- Economic/Master
- Business Economics (Bachelor's degree in Economics)
- CHERKASY STATE TECHNOLOGICAL UNIVERSITY, Faculty of Economics and Management
- Master degrees
- higher education

- master's degrees in IT-technology and accounting
- Business economics Master degree
- Higher education: zaporozhye national technical university ukraine
- Bachelor
- complete higher education in the speciality "International business"
- Master of law degree
- Bachelor
- Higher education
- Master degree
- Higher education, Master
- Higher education
- higher education
- Higher Education.Engineer.

6. How frequently do you communicate with employees from Denmark?



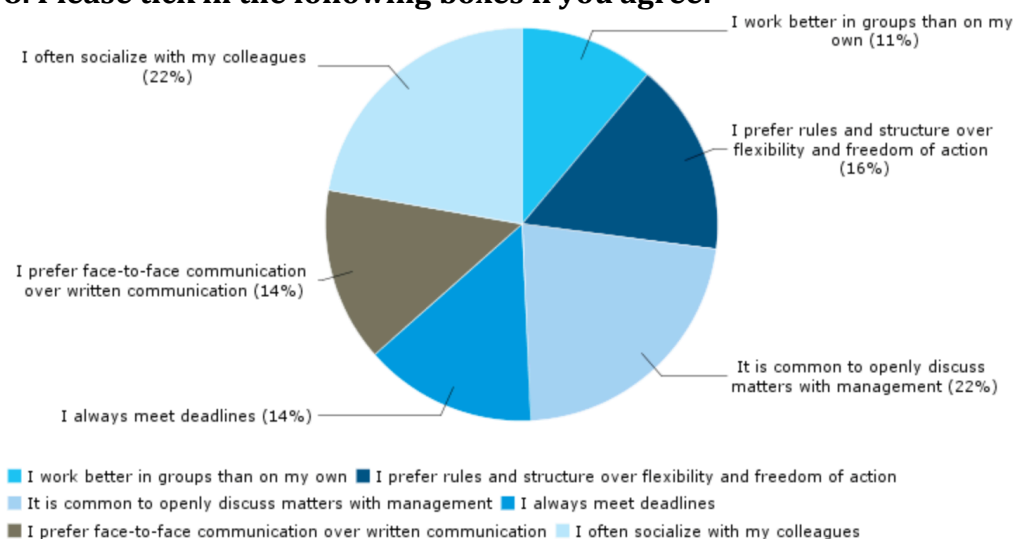
7. How would you describe the Ukrainian employees' way of working compared to other countries? Examples could be when interacting with co-workers, work routines, social life among employees, humour, written communication and so forth.

- A lot of paperwork, we have a cohesive team.
- In comparison with other countries we have a lot of paper work. In Denmark, for example, is allowed electronic document circulation but in our country everything must have paper verification. Therefore, work in Denmark is more technically progressive.
- Ukrainian employees try to be friendly, to be able one big team with the same purpose.
- I think the biggest difference is that workers from Ukraine are very committed to their work and if they want to achieve something they will work overtime until they

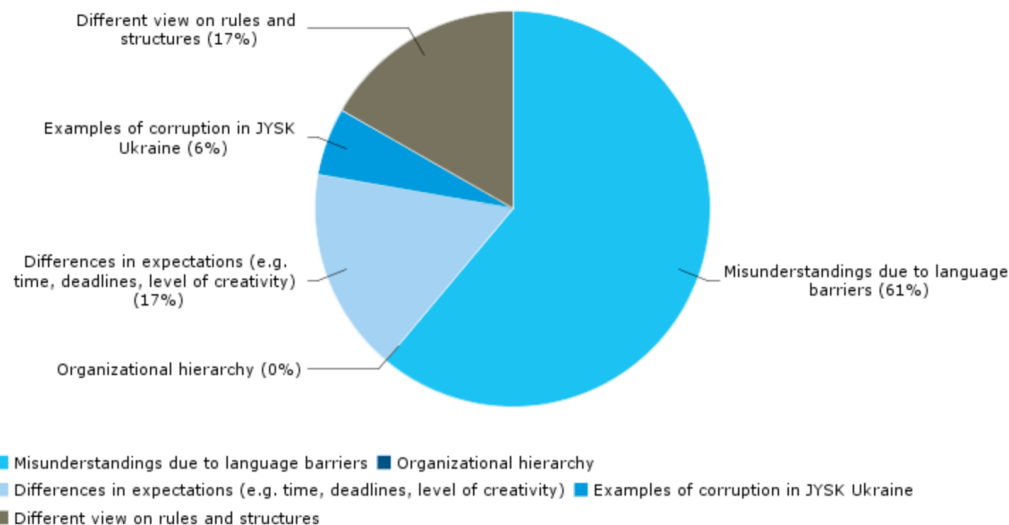
reach the result. Also, very often workers in Ukraine are not just colleagues, but friends.

- Danish colleagues manage their time more effectively due to good planning. Ukrainian employees are ready to help as Danish.
- Good interaction between departments, teamwork, focus on results
- Ukrainian employees are more open-minded. From other side danish colleagues are more structured, have strict rules and work regarding these rules, have perfect organised time-table. Nevertheless all of us are helpful, positive, friendly
- Hardworking Smart Directly Result oriented
- Ukrainian colleagues are very hardworking. We don't really communicate after the working day in our spare time, but we have a good sense of humor and that helps in everyday work routine. Ukrainian colleagues are active in social media, always encouraging and motivating!
- Polite, respectful, humorous
- hardworking
- My danish colleague will say: - I NEED "SOMETHING" from you becouse... it will bring "some results" ukrainian way - due to "the some situation" and for " getting some results" I NEED "SOMETHING" from you
- Mentality of Ukrainian people are doing all in the last day of deadline. Very strong and positive people
- We are very friendly and helpful. We love to share experiences with each other. In our department we dont have much time for communication, but ofc even while we are working we can send something funny to some of colleagues.
- Hard work with a smile on their faces ... Although probably no easy job)) In view of what is happening in our country
- Hardworker, result oriented/
- hard working, result actived
- I can not compare with colleagues from other countries .In have a different mentality, we have a lot of trouble out of work but it has a negative effect.

8. Please tick in the following boxes if you agree:



9. Have you experienced any of these challenges due to cultural differences between Ukrainian and Danish employees?



10. Please elaborate on your answers

- In accounting there is a lot of paperwork, routine work. We have mountains of paper documents. This is the specificity of our legislation.
- our legislative differences which not always understandable
- i haven't experienced before.
- Sometimes for Ukrainian employees is not easy to stick rules compared to our Danish colleagues
- Due to lack of practice of spoken English.
- I am not have a problem
- firstly, when I didn't have enough practice in english language - was hard to understand some emails, especially with misspellings.
- Sometimes difficult to explain what we want because the English
- We have cultural differences, definitely peoples reactions are not the same. In case of just translating the dutch material - it will not be interesting for Ukrainian readers. So, we need to adapt, for example, texts for blogs.
- It take a lot of time to solve some problem
- Just difficulties of translation
- Sometimes we don't understand what's Jysk nordic wants from us in conception, Or have some problems after translations.
- SOmetimes it is hard to explane to our colleagues information using just one email. But it is because of my not perfect english.
- In this country that are in authority; that has the ability to accurately and enjoys it
- Not enough knowledge of English. Because I studied English.
- Because of the difference in mentality, it's hard to explain in English
- We have a low level of English. We need to speak slowly and not always understand everything.

11. Please describe, with 3 words, what you like the most about working with Danes/for a Danish company?

- Understanding, mutual assistance, mutual relations.
- Planning, clear goals, transparency
- First of all, I love Denmark and everything which connection with this country. That's why when I receive job offer from Jysk I was very glad. Because I have opportunity to be close to Danish traditions.
- 1. Right to speak up 2. Developing 3. Professional
- time management, structured, positive
- Prospects, transparency of business conduct, attitude towards employees
- strict rules, clear responsibilities, friendly colleagues
- People Management Good and price
- positive, time management, values
- Stability, reliability, the ability of self development
- Stability Positivity Frankness
- Hear , Honest , Professional
- Process Open minded Helpful
- Interesting Prestige Stability
- Speed of response.
- Friendly Colleagues Huge assortment Corporate English
- equality, colleagues, perspective

12. Please describe, with 3 words, what you find the most challenging about working with Danes/for a Danish company?

- Only one thing is that changes are made to the settings of the programs slowly. (Slow.)
- Different mentality, different social conditions, different possibilities
- misunderstanding
- big organisation - not easy to solve local issues,
- language barrier, strict deadlines, time planning
- I'm satisfied with everything
- colloquial language
- Fast respond from HQ Specificity of Ukrainian business
- to face deadlines, to do "the same, with only translation", don't have the possibility to meet each other (communicating via internet).
- Complicated structure of communication and prioritization. Much time is spent on the implementation of changes.
- When choosing a supplier, the Danes will choose quality, Ukrainians - the price
- Language only this
- i dont have
- Distance Language Mentality
- Mentality, long correspondence in writing.
- different mentality no fast respond time-to-time I do not have the opportunity to solve problems face to face on issues that the headquarters decides
- English, time, distance

Appendix 10: Interview guide Kateryna Babenko

Subject	Purpose	Questions
Informal greetings and introduction to the interview	<p>Introduce the interview: “First of we want to thank you for taking your time to do this interview, it is very much appreciated”.</p> <ul style="list-style-type: none"> - Can we record the following interview? <p>Introduction to the interview</p>	<p>How are you?</p> <p>We just want to ask you a few questions regarding the written interviews we received back from you.</p>
Cultural challenges	<p>Give a picture of how the cultural challenges affect them at the office in Ukraine and give examples of cultural diversity.</p>	<p>In question 5 you say: There is distance between offices and some kind of frustration that can appear when we face these cultural differences. – Can you elaborate more on the cultural challenges you face here?</p>
Fusion of Horizons	<p>Updating of the knowledge and understanding that we have gotten.</p>	<p>“So I hear you say, is that correctly understood?”</p>
Ukraine	<p>Get insight into the history and problems in Ukraine and how it has had an impact on the way of doing business.</p>	<p>According to Vladimir many post-Soviet controls and regulations look strange to western countries due to different local requirements, how is that?</p> <p>In question 5, Vladimir says: Ukraine went through very tough social experiment during last 100 years. It had big impact on the way of doing business. – Can you tell us more about that? – What was the social experiment? - and how have that made an impact on the way of doing business? – do you have any examples?</p>
Fusion of Horizons	<p>Updating of the knowledge and understanding that we</p>	<p>“So I hear you say, is that correctly understood?”</p>

	have gotten.	
Office in JYSK Ukraine	Share knowledge about how they work at the office in Ukraine, give some insight into their daily work life and issues.	In question 6 you say: Having a structured meeting is a problem because of too much discussion. Delegating is not easy, as you do not trust people so much. – How do you feel you could solve this problem with too much discussion? – Have cultural differences any say here?
Fusion of Horizons	Updating of the knowledge and understanding that we have gotten.	“So I hear you say, is that correctly understood?”
Unrest and communication	Provide us with information about the instability in Ukraine and how that has affected business and JYSK in particular.	Vladimir also says in question 6 that: Ukrainians operate in the extremely unfriendly business environment. – Why is that? Have you experienced corruption in your time at Jysk?
Fusion of Horizons and round up	Updating of the knowledge and understanding that we have gotten. Round up of the interview.	“So I hear you say, is that correctly understood?” Thank you so much for taking your time to do this interview, it is highly appreciated.

Appendix 11: Interview guide Lars Christensen

Subject	Purpose	Questions
Introduction to the thesis and to the interviewee	<p>Introduce the interview and the thesis: "First of we want to thank you for taking your time to do this interview, it is very much appreciated. As you already know from our phone call and email correspondence, we are focusing on the cultural differences between Ukraine and Denmark, along with how JYSK Nordic copes with being an global company."</p> <ul style="list-style-type: none"> - Can we record the following interview? <p>Introduction to the interviewee and their work</p>	<p>Hvor længe har du arbejdet i JYSK?</p> <p>Hvad er din rolle mere præcist?</p>
JYSK Nordic in Denmark	<p>Give a picture of how the work is at the Danish office, how the management works and the work spirit.</p>	<p>Kan du fortælle os lidt om måden I arbejder på, og måden I kommunikerer med hinanden på?</p> <p>Hvordan reflekterer den daglige arbejdsgang i JYSK (DK)?</p> <p>Hvordan er organisationskulturen i JYSK? (Grundværdier I gerne vil reflektere udadtil)</p>
Fusion of Horizons	<p>Updating of the knowledge and understanding that we have gotten.</p>	<p>"Så det jeg hører dig sige, er det korrekt forstået".</p>
Lars Larsen and the corporate culture	<p>Reflect on how Lars Larsen as the head of the company has an influence on the daily life at JYSK Nordic. How his views and values is a part of company both in Denmark and abroad.</p>	<p>Hvordan påvirker Lars Larsens kerneværdier (lederskabs filosofi "Ledelsen skal også støvsuge") atmosfæren og arbejdsrutinerne for medarbejderne I JYSK Nordic?</p>
Fusion of Horizons	<p>Updating of the knowledge</p>	<p>"Så det jeg hører dig sige, er</p>

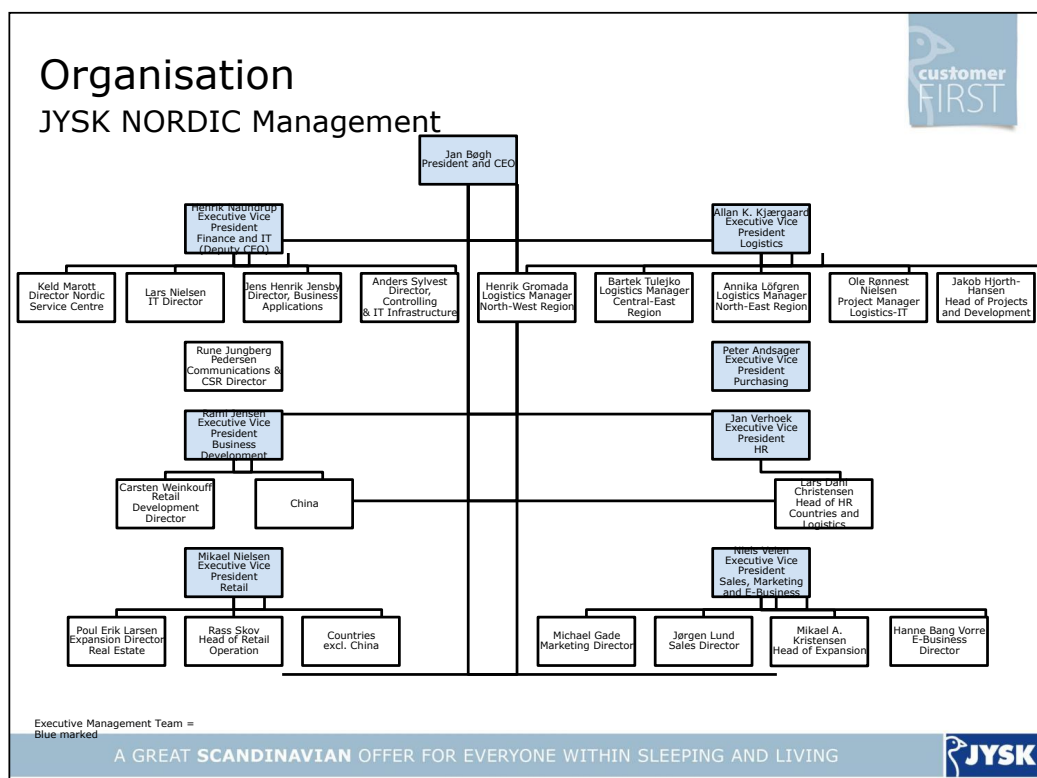
	and understanding that we have gotten.	det korrekt forstået”.
Relationship between Denmark and Ukraine	Give an insight into how the relationship between the two offices is.	Ift. Info fra interviews med Ukrainerne, svarede mange meget positivt på dansk ledelse. Kan du give et bud på, hvorfor de ukrainske medarbejdere ser op til den danske måde at arbejde på eller lede? Hvad gør I rigtigt?
Fusion of Horizons	Updating of the knowledge and understanding that we have gotten.	“Så det jeg hører dig sige, er det korrekt forstået”.
Cultural differences	Give a picture of how the cultural differences in the two countries can be an advantage or a challenge. Get some examples of cultural diversity in their cooperation.	Hvad mener du er udfordringerne ved at arbejde tværkulturelt med mennesker fra forskellige kulturer? – specifikt tænker vi på Ukraine. På samme måde, hvad mener du er fordelene? Hvilke udfordringer tror du østeuropæerne kan få/ have ved at transformere deres forretningstilgang/ledelses strategi til den mere danske/skandinaviske?
Fusion of Horizons and round up	Updating of the knowledge and understanding that we have gotten. Round up of the interview.	“Så det jeg hører dig sige, er det korrekt forstået”. Mange tak for at du har taget dig tiden til dette interview, det er en stor hjælp.

Appendix 12: Interview guide Rune Pedersen

Subject	Purpose	Questions
Introduction to the thesis and to the interviewee	<p>Introduce the interview and the thesis: "First of we want to thank you for taking your time to do this interview, it is very much appreciated. We are focusing on the cultural differences between Ukraine and Denmark, along with how JYSK Nordic copes with being an global company."</p> <ul style="list-style-type: none"> - Can we record the following interview? <p>Introduction to the interviewee and their work</p>	<p>Hvor længe har du arbejdet i JYSK Nordic?</p> <p>Hvad er din rolle mere præcist?</p>
Internal communication at JYSK Nordic	<p>Give a picture of how the work is at the Danish office and how the communication is between the employees.</p>	<p>Kan du beskrive den interne kommunikation i JYSK/medarbejderne imellem?</p> <p>Kan du fortælle os lidt om måden I arbejder på og måden I kommunikerer med hinanden?</p>
Fusion of Horizons	<p>Updating of the knowledge and understanding that we have gotten.</p>	<p>"Så det jeg hører dig sige, er det korrekt forstået".</p>
Organizational culture		<p>Hvordan er organisationskulturen i JYSK? (Grundværdier, det I gerne vil reflektere udadtil)</p>
Fusion of Horizons	<p>Updating of the knowledge and understanding that we have gotten.</p>	<p>"Så det jeg hører dig sige, er det korrekt forstået".</p>
Relationship between Denmark and Ukraine	<p>Give an insight into how the relationship between the two offices is.</p>	<p>Ift. Info fra interviews med Ukrainerne, svarede mange meget positivt på dansk ledelse. Kan du give et bud på, hvorfor de ukrainske medarbejdere ser op til den danske måde at arbejde på eller ledelsen?</p> <p>Hvad gør I rigtigt?</p>

Fusion of Horizons	Updating of the knowledge and understanding that we have gotten.	“Så det jeg hører dig sige, er det korrekt forstået”.
Cultural differences	Give a picture of how the cultural differences in the two countries can be an advantage or a challenge. Get some examples of cultural diversity in their cooperation.	Hvilke udfordringer tror du østeuropæerne kan få/ have ved at transformere deres forretningstilgang/ledelses strategi til den mere danske/skandinaviske?
Fusion of Horizons and round up	Updating of the knowledge and understanding that we have gotten. Round up of the interview.	“Så det jeg hører dig sige, er det korrekt forstået”. Mange tak for at du har taget dig tiden til dette interview, det er en stor hjælp.

Appendix 13: Extract from internal JYSK UK PowerPoint presentation



JYSK VALUES



TRADESMAN

- Service minded
- Cost-conscious
- Reliable
- Goal-oriented
- Professional



COLLEAGUE

- Helpful
- Mutual respect
- Flexible
- Open, honest and straightforward
- Positive



CORPORATE SPIRIT

- Committed
- Loyal
- Cooperative
- The right and duty to speak up
- JYSK ambassador

A GREAT **SCANDINAVIAN** OFFER FOR EVERYONE WITHIN SLEEPING AND LIVING



JYSK LEADERSHIP



LEADER

- Result-oriented
- Decisive
- Responsible
- Proactive

COACH

- Developing
- Involving
- Feedback
- Focusing

COMMUNICATOR

- Visible
- Motivating
- Convincing
- Informative

A GREAT **SCANDINAVIAN** OFFER FOR EVERYONE WITHIN SLEEPING AND LIVING



JYSK CUSTOMER PROMISES








YOU GET
great offers

YOU GET
reliable quality


YOU GET
easy shopping

YOU GET
competent service

A GREAT **SCANDINAVIAN** OFFER FOR EVERYONE WITHIN SLEEPING AND LIVING




Payoff & positioning statements




Et godt tilbud

DK



**Like expensive brands.
Just not expensive.**


UK/NL/S

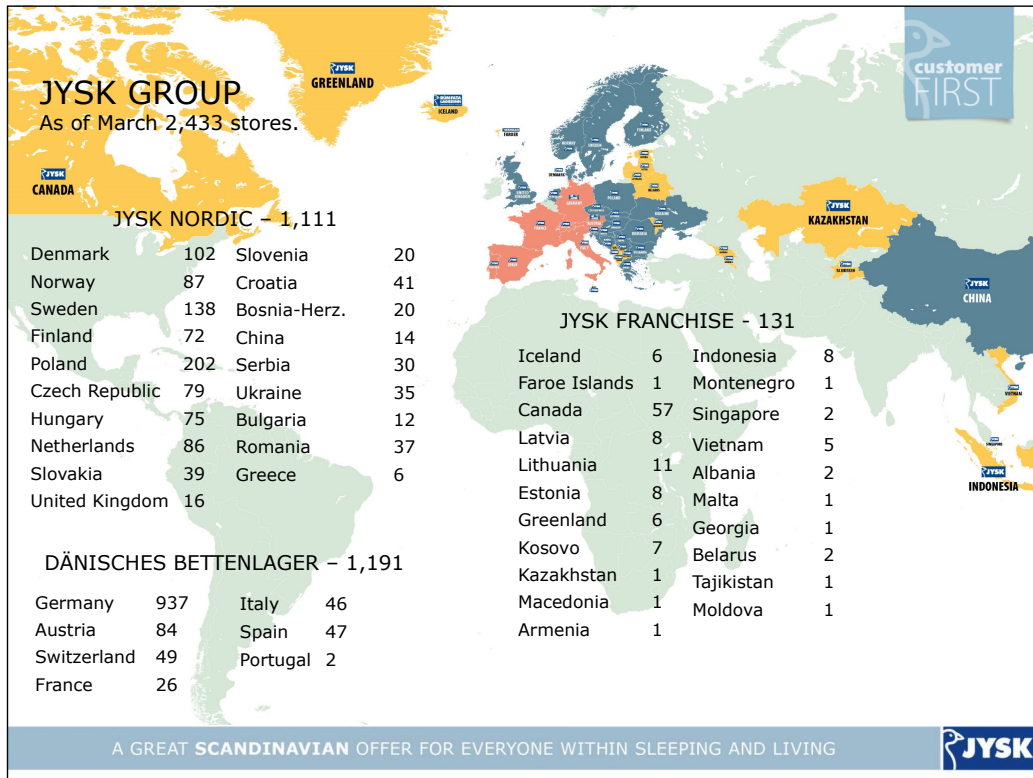


**Scandinavian
Sleeping
& Living**

All other countries

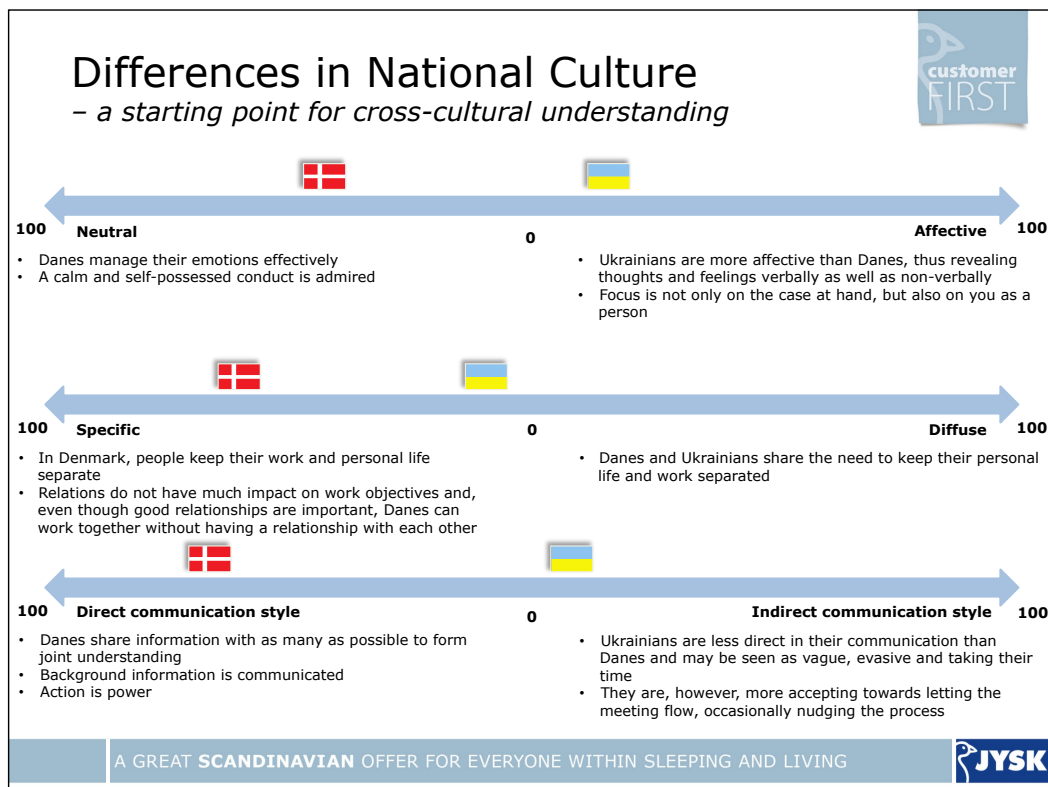
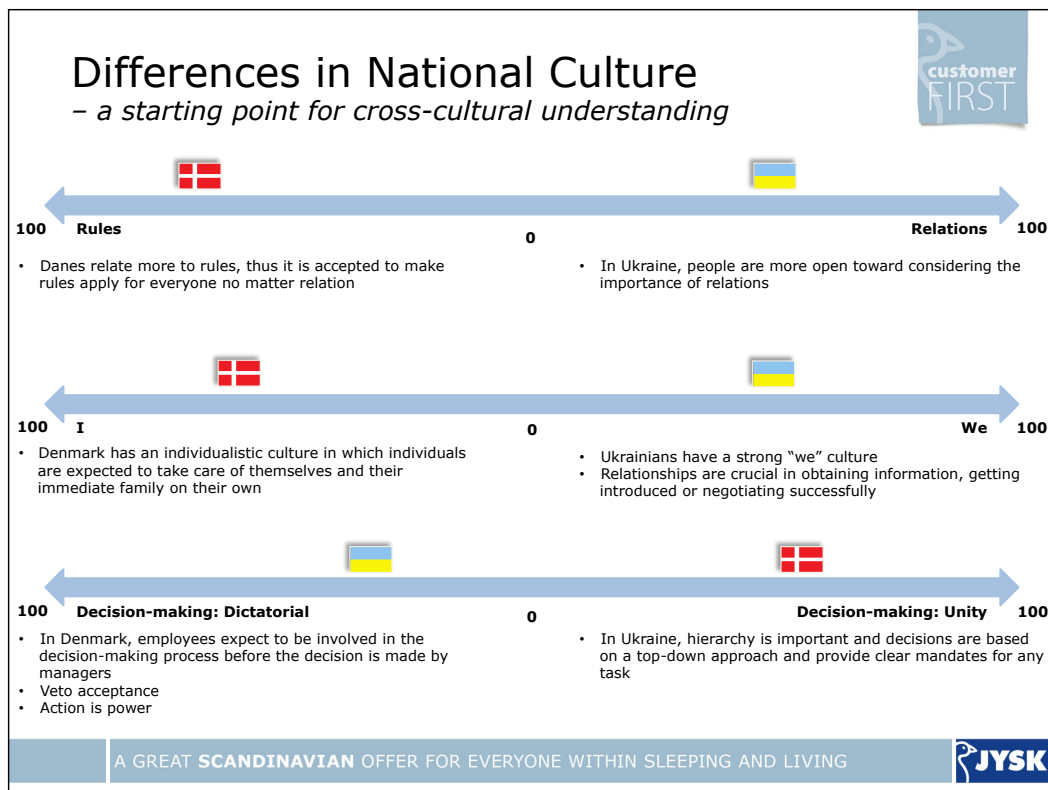
A GREAT **SCANDINAVIAN** OFFER FOR EVERYONE WITHIN SLEEPING AND LIVING

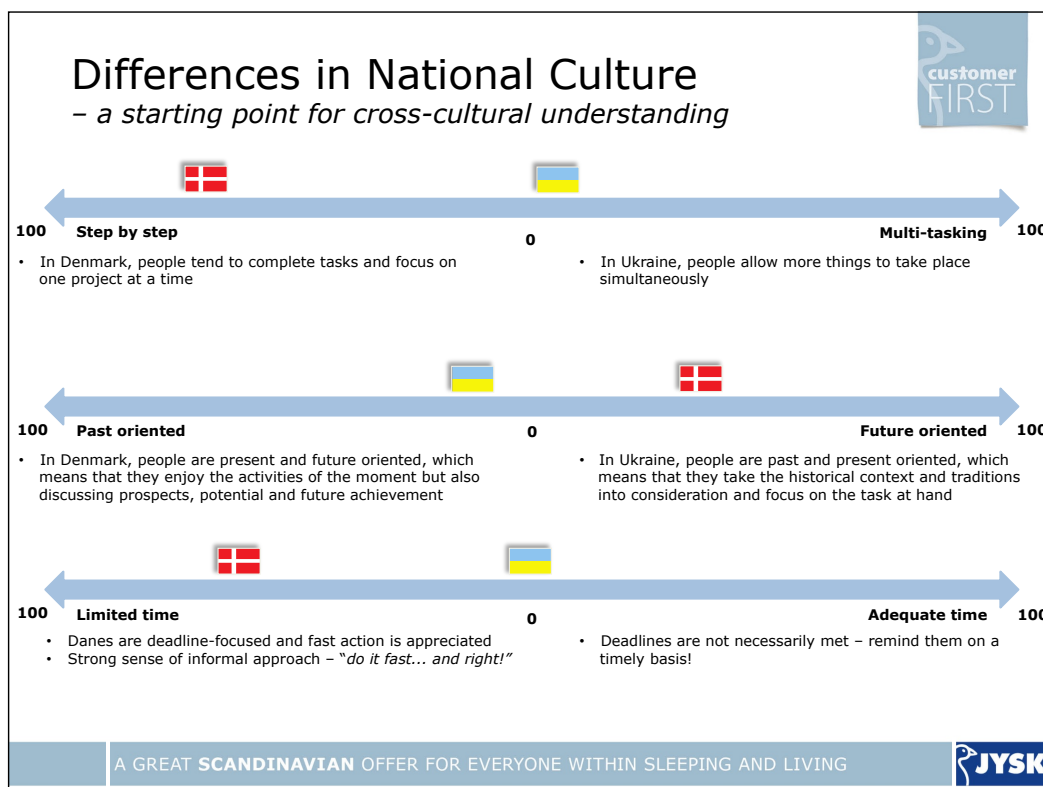
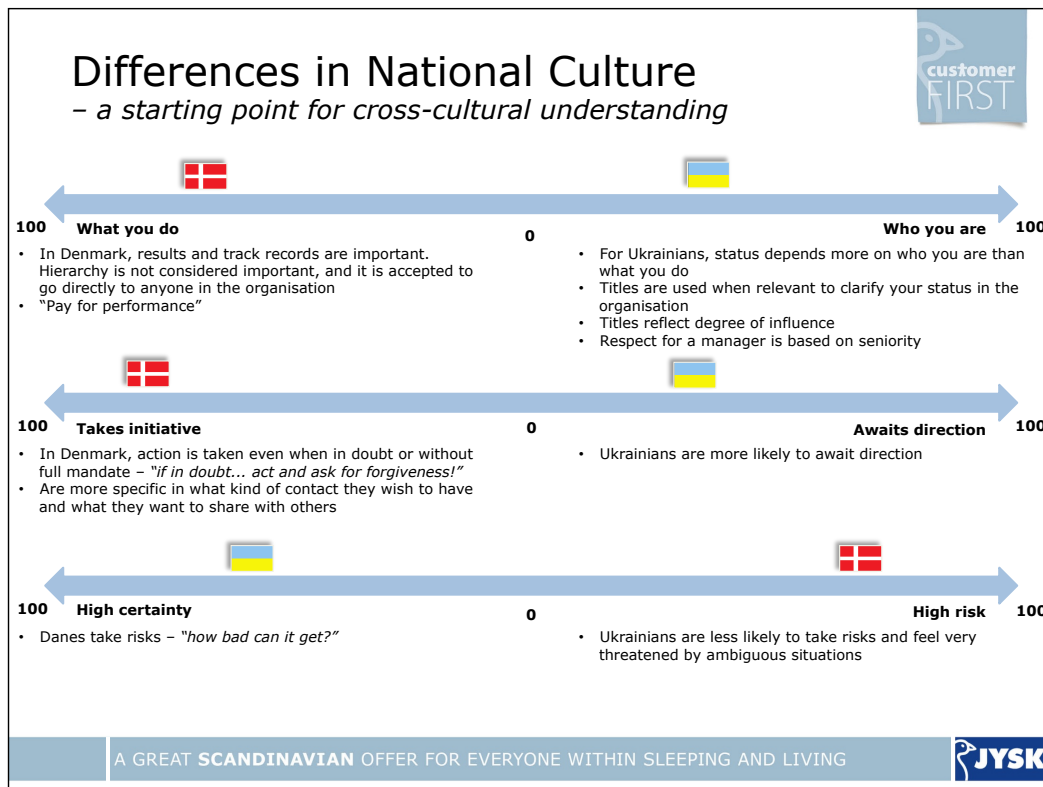




Appendix 14: Extract from internal Cross Cultural Comparison PowerPoint presentation







Appendix 15: Extract from email correspondence

Fra: Kateryna Babenko <kba@jysk.com>

Sendt: 7. marts 2017 09:43:33

Til: Laura Deichmann

Cc: Line Bohn

Emne: RE: Interview - please answer the questions.

Hi Laura,

We have about 40 people in the office and we are about 350 employees in total with stores

З повагою/Best regards,

Kateryna Babenko

Regional HR Manager

JYSK Nordic

Patrisa Lumumby str, 21

01042 Kyiv Ukraine

C: +38 073 300 47 37

E-mail: kba@JYSK.com

www.JYSK.com

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From: Laura Deichmann [<mailto:lade12ad@student.cbs.dk>]

Sent: Tuesday, March 7, 2017 10:22 AM

To: Kateryna Babenko

Cc: Line Bohn

Subject: Sv: Interview - please answer the questions.

Dear Kateryna,

Thank you for kind help.

Can I ask you - how many employees are there in total in the Ukraine office?

Thanks again!

Best regards,

Laura

Fra: Lars Dahl Christensen <ldc@jysk.com>

Sendt: 29. april 2017 18:29:30

Til: Laura Deichmann

Cc: Line Bohn

Emne: Re: Spørgsmål ifbm speciale - international introduction courses i JYSK Nordic

Hej Laura

Det er ikke korrekt, vi har ikke brugt ham direkte
Men lavet det sammen med PPHR for 8 år siden

Før det havde vi noget andet men det et nok 12 år siden vi startede

Sent from my mobile device.
Have a nice day

BR
Lars Dahl Christensen

Den 29. apr. 2017 kl. 14.21 skrev Laura Deichmann <lade12ad@student.cbs.dk>:

Kære Lars,

Håber alt er vel hos dig.

Jeg har et enkelt spørgsmål vedrørende vores interview i marts.

Du fortæller os i interviewet, at jeres brug af interkulturelle kurser startede med et besøg af Fons Trompenaars, som lavede et to-dages intensivt kursus, hvorefter I selv implementerede kurserne og havde fortsat en aftale med People & Performance.

Ved du tilfældigvis, hvornår det første kursus blev holdt? Altså, hvornår I havde Trompenaars på besøg i JYSK? Og ved du eventuelt også, hvornår I selv arrangerede første kursus om kulturforskelle?

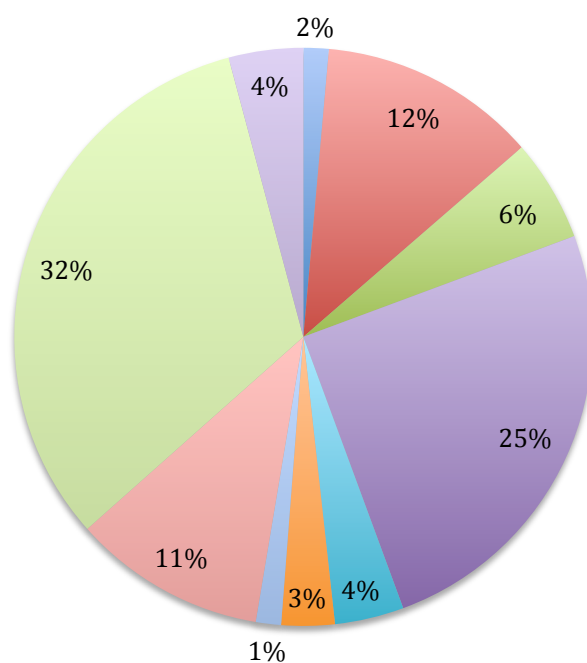
På forhånd mange tak for hjælpen!

Venlige hilsener,

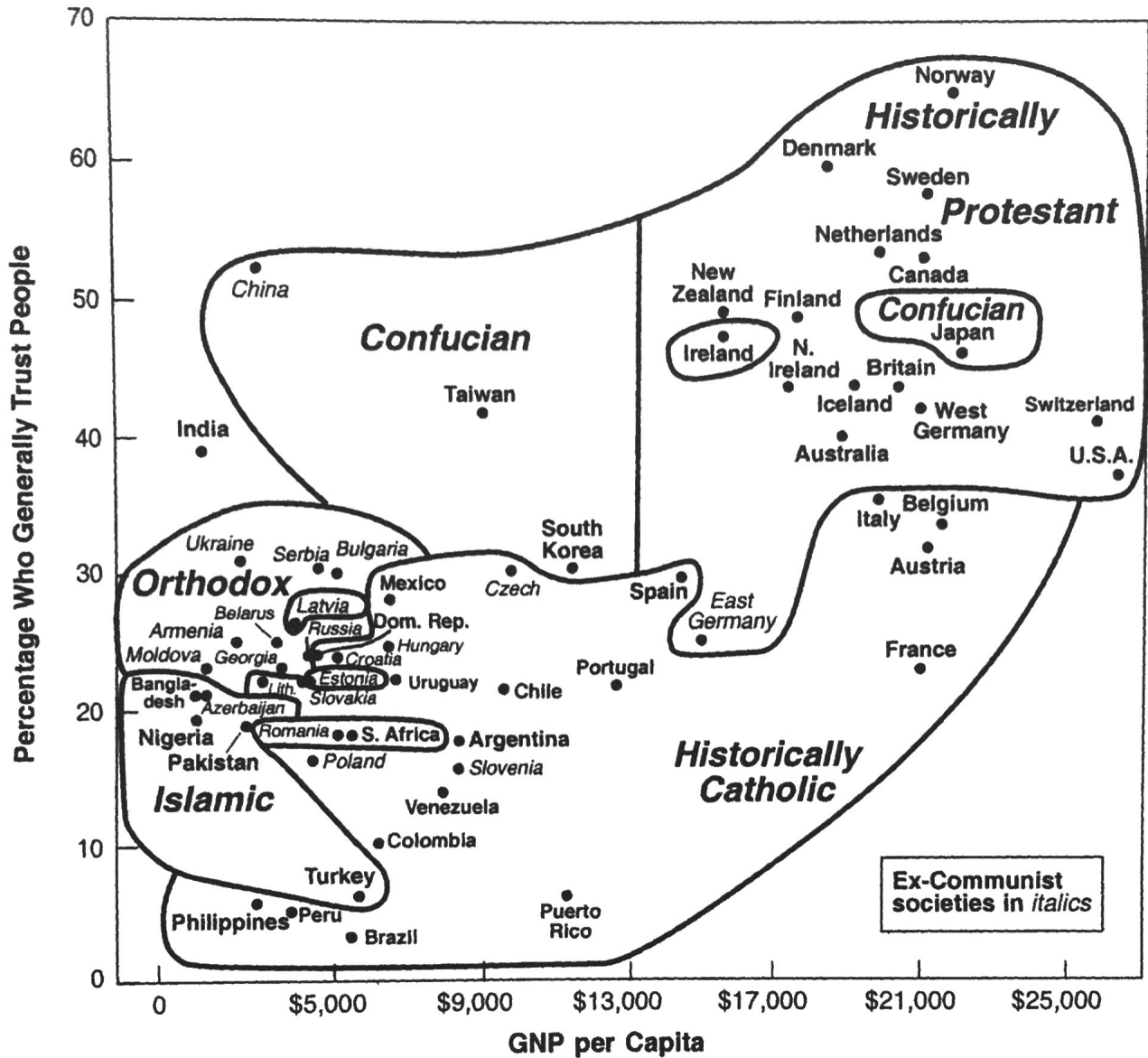
Laura

Danish workforce January 2017

- | | |
|---|---|
| 1 Agriculture, forestry and fishing | 2 Manufacturing, mining and quarrying, and utility services |
| 3 Construction | 4 Trade and transport etc. |
| 5 Information and communication | 6 Financial and insurance |
| 7 Real estate | 8 Other business services |
| 9 Public administration, education and health | 10 Arts, entertainment and recreation activities |



Appendix 17: Inglehart Cultural Map Interpersonal Trust and Economic Development



Source: Inglehart & Baker, 2000:36