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# COMPARISONS OF FINNISH AND CHINESE BUSINESS CULTURES

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Business Management


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## DESCRIPTION

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Name of the bachelor's thesis  Comparison of the Chinese and Finnish business cultures			
<b>Abstract</b>  <p>Culture is a key to explore the identify of a business. From cultural comparisons we can know more things in detail. It will give people more ideas and help to start business between two countries. Most of Chinese people like to do business with a country they are familiar with. In recent years, China began to deal with Finland in trade and business to establish cooperation between the two countries. To China Finland is a new country, so it is necessary to introduce the Finnish business culture to Chinese people to let them know more about Finland. Conversely, the Chinese business culture also needs to be introduced to Finnish people. In this way, both sides can know more about the other party. I will introduce some facts and figures about the two countries, and compare the Finnish and Chinese business cultures. The business culture comparison can be divided two parts. One part is the academic one, the other part is practical. The academic part includes the theory of business culture and facts and figures of the two countries. The practical part includes the research process, findings and conclusions.</p> <p>I made my interview questions based on the theory part. In order to choose a good company for my practical part I listed some famous companies in Finland and in China. Finally I chose two business women who are working in big companies. They have both been working in business for a long time. In order to make the comparison, the interview question list should be same. It included questions about the working culture and value differences, management and leadership styles, communication style, and the equality between the sexes.</p> <p>Following the interview part we can find out that the similarities and differences between the Chinese and Finnish business cultures. Differences of the findings include communication style, leadership status, management, meetings and negotiations, and equality between sexes. Similarities of the findings include punctuality, first contacts, addressing people, business dress, and introductions.</p> <p>Business culture is an invaluable tool for many of entrepreneurs, seeking to develop lasting business relationships in China or in Finland. The business comparison provides a fast, easy way to become acquainted with business practices and protocol to help to be successful in China or in Finland.</p>			
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## 1 INTRODUCTION

Most Chinese people like to do business with a country they are familiar with. In recent years, China began to deal with Finland in trade and business to establish the cooperation between two countries. To China, Finland is a new country. Therefore, it is necessary to introduce Finnish business culture to Chinese people to let them know more about Finland. Conversely, also need to be introduced Chinese business culture to Finnish people. In this way, both sides could know more about the other party. This will provide the opportunity for them to do well in trade and business cooperation. Nowadays many Finnish companies come to China because Finland is a totally new country for Chinese people, not many people know this country well. Nokia is also famous in china. However some people consider this Mobile phone is belonging to Japanese made. Form these years' china and Finland successfully signs many trades between two countries. More and more Chinese products come to Finland. Also we can find Finish product in Chinese market. Commercial intercourse has gradually prosperous between two countries. There would be more business opportunities for people to find. In order to expand more trade or business and let more people know Chinese and Finish business cultures. I would like to compare them.

Finland is a really beautiful country with a small population of 5.2 million. There are many forests and lakes. In this magical land people have happiness life. In this area technology and information industry quiet developed. Between China and Finland there is not as much trade and business as China has with USA or Japan. I hope through my thesis more people become aware of these two countries and business cultures in detail. So people can establish more trade and business operation. I would like to introduce some facts and figures about the two countries and compare Finish and Chinese these two businesses cultures and give people more ideas. Form this comparison we can know these countries business cultures in detail and it will be easier to start a business.

The business culture comparison is divided two parts. One part is the academic, another part is practical. These two parts link all the information of business cultures. The theory part comprises the introduction, cultural differences between China and Finland. This part describes culture's concept, and the facts and figures about China

and Finland. There is also general information of Finnish and Chinese business cultures. The following part is a research process describing the study and what I have done in practice. Purpose of the study demonstrates why I do the study. Research method is about how I do the study. These two parts put the theory into practice. The next part is findings. This part tells about the results of the study. Finding out the similarities and differences between the Chinese business culture and Finnish business culture is based on an interview. This part gives a careful comparison of the business culture. It shows to people what one should pay attention to and what you should keep it.

## **2 SUBJECT OF CULTURAL DIFFERENCES BETWEEN CHINA AND FINLAND**

There are some main factors which should be taken into consideration in doing business in China and in Finland. Such as: what are differences and similarities of marketing process in Finland or china? What are differences and similarities of the commercial thought? What are difference and similarities of the keep the business relationships what are differences and similarities of the finish and Chinese working situations? How is business conducted between the Finns and Chinese, what is communication style of China and Finland? What are differences Leadership status in China and in Finland?

### **2.1 A concept of culture**

Culture is a metaphor which can be used to explore identify of a business. It is about how Chinese and Finish people see the business, but also how the individuals who work there understand it. Culture offers us a powerful insight into the business and what it is like to work within it. Business is a culture, a type of micro-society where people work and “live” together on a daily basis, with certain rules and understandings about what is acceptable and what is not. The idea of a business having a culture was developed from the work of Hofstede on national cultures (1980) a research focused on ways of measuring national cultures and how these “measures” might work differently in different contexts. Cultural values that are important in a national culture. (Ferraro 1994,14).

In everyday usage, the term culture refers to finer things in people's life. Such as the fine arts literature, and philosophy. For the anthropologist, however the term culture has a much broader meaning that goes far beyond mere personal refinements. The only requirement for being cultured is to be human. Thus all people have a culture. For the anthropologist, cooking pots, spears, and mud huts are as legitimate items of culture as symphonies, oil paintings, and great works of literature. So culture has been defined in a variety of ways. Even among anthropologists, who claim culture as their guiding conceptual principle, there is no agreement on a single definition of the culture. In fact many professors identified over 160 different definitions of culture. One of the earliest widely cited definitions, offered by E.B. Tylor (1871) over a century ago, defined culture as that complex whole which includes knowledge, belief, art, moral, law, custom, and any other capabilities and habits acquired by a man as a member of society. (Ferraro 1994,16).

Culture is transmitted or communication through the process of learning and interaction with one's environment rather than through the genetic process. Culture can be thought of as a storehouse of all the knowledge of a society. The child who is born into any society finds that the problems that confront all people have already been solved by those who have lived before. For example, material objects, methods for acquiring food, language, rules of government, forms of marriage, and systems of religion have already been discovered and are functioning within the culture when a child is born. (Ferraro 1994,18).

## **2.2 Facts and figure about China**

Located in Eastern Asia, the People's Republic of China is the third largest country in the world, enjoying about one-fifteenth of the earth's land mass and about one-fifth of population over the world. Russia and Mongolia are the neighbour countries in the north and the Pacific Ocean in the east. China has twenty-two provinces and more than 6,500 Islands, with the largest grouping located in the South China Sea. It has more than 1.2 billion population and more than 500 million people live in and around cities in China. It is found that there are more urban dwellers in China than in either USA or Russia. Some of the cities in China are quite large For example Shanghai has more

than 7 million people; Beijing has more than 6 million people, and Tianjin has more than 5 million people. The Chinese nationality is divided into 56, with the Han clan forming the vast majority, and the remainder being taken up by 55 other ethnic minorities. (Sabath 1999, 30).

As the capital of China, Beijing is the political, industrial, publishing and educational centre. Beijing University, Forbidden City; Summer Palace; Temple of Heaven; People's Cultural Park; Museum of the Chinese Revolution and Beijing planetarium are located in Beijing. Other cities of importance include Shanghai, Tianjin and Guangzhou. Shanghai is one of the world's leading ports, Chinese chief industrial city, and the educational, commercial and transportation centre. The country is one of the oldest civilizations in the world with more than 4,000 years of history. China enjoys a rich and diversified culture and is known for its great historical achievements such as the engineering feats of the Great Wall of China, the Grand Canal and the Kares irrigation system as well as being the birthplace of paper-making and printing, gunpowder, and the compass. (Sabath 1999, 31).

According to a recent estimation, the population of China is 1.2 billion and a per capita GDP of approximately \$5,600 (purchasing power parity) (CIA, 2005). In December 2001, China was inducted as a member of the World Trade Organization or WTO. Theoretically, WTO membership should allow unprecedented access and international comparability to China's markets. Although many critics still argue about the positive or negative effects that will come from participation in the organization, both optimists and pessimists agree that change is eminent ("A Dragon out of Puff," 2002, par. 2). Beijing officials claim that China's economy has been growing at 7%-8% in recent years. China's large population and relatively strong purchasing power parity helped it to become the world's second biggest economy in 2002, with no immediate signs of slowing down. (Murray 1994, 70).

### **2.2.1 Chinese economy**

In the year 2004, China attracted estimated US\$60 billion dollars in direct foreign investment. According to CIA report on China in 2005, "Foreign investment remains a strong element in China's remarkable economic growth". In 2001, nearly 400 of the



top 500 multinational companies had already invested in Chinese operations. The fastest growing economy in the world is brought by two decades of incredible growth. China dominates the world in terms of production and growth with the fact of a labour force of over 761 million and a current industrial production growth rate of 17.1%. (Murray 1994, 70).

Business and the government political situation can not be separate. Although in recent decades many private firms of its own-state have begun to be established in China, many industry managers or company representatives of businesses are still going to confront the power of Chinese political situation. For example, the United States-China Business Council conducted a survey in 1998, showing that government interference to business was a main problem for foreign investment firms. A primary criticism of foreign investment policy lies on government interference. (Li 1994, 32).

The mixture of political situation and business should not be thought as a prevention. Rather it is an integral part of Chinese business. A foreign private consultant to the Chinese government, Mr. Shawn Hu, offered his advice about doing business in China when he said, "Many Western companies think they can come into China and do only business—they are wrong. You must work with both government and business if you want your company to be successful". However the government is still actively encouraging foreign investment. The continued inflow of foreign money and competition has led some Chinese companies and government agencies to debate whether too much investment is coming in. It is needless to say that foreign investment will continue to come into China in a strong way. (Murray 1994, 325).

Since the late 1970s and early 1980s, China began to carry into execution of economic reforms. The most obvious thing of the reform is change from farming into household responsible and gradually liberalism and fiscal decentralization. The authority of local government officials and company managers in industry experienced increased with the development of autonomy for state enterprises. The goal of Chinese economic reform was to make more value. This can finance the modernization of the mainland economy. The initial challenge of economic reform was to solve the problems of motivating workers and farmers to produce a large surplus as well as to eliminate economic imbalances. This is common in command economies. (Kenna 1994, 8).

Thereby, it is to permit the following variety of private enterprise to increase foreign trade and foreign investment, including services and light manufacturing; the foundation of a diversified banking system; the development of stock markets; the rapid growth of the non-state sector, and the opening of the economy. China has generally implemented reforms in a gradualist fashion. These reforms include the sale of equity in China's largest state banks to foreign investor and refinements in foreign exchange and bond markets in mid-2000s. As its role in world trade has steadily grown, its importance to the international economy has also increased at the same time. You may see the smooth development of Chinese in the world in international economy. (Kenna 1994, 10).

In order to increase productivity, China stresses on raising personal income and consumption and introducing new management systems. In addition to that, the government has also concentrated on making foreign trade as a major vehicle for economic growth. With the development of economic reforms including liberalization of their economy, China's GDP has increased ten times since 1978. Although there is a significant amount of private economic activity, state owned enterprises account for a large proportion of Chinese style socialism. This means that private economic activity numbers are great, but state owned enterprises also a large amount of Chinese style socialism. Little movement towards privatization allowed the firms to sink or swim at the dictates of the market. The Chinese government makes efforts on reviving the vitality and profitability of the public sector, separating the relationship between ownership and management of enterprises. This gives them more autonomy in the day-to-day running of their business operations. They have more autonomy in daily business operations. (Murry 1994, 28).

Traditionally, the two most important sectors of the Chinese economy are agriculture and industry, which together employ more than 70 percent of the labor force and produce more than 60 percent of GDP. The two sectors are different in many respects. For instance, technology, labor productivity, and incomes have advanced much more rapidly in industry than in agriculture. Agricultural output has been influenced easily by weather, while industry more directly by the government. The economic-cultural-

social gap between the rural and urban areas has been combined by the disparities between the two sectors. It is a major division in Chinese society. (Li 2006, 2-3).

China is the largest producer of rice. It is also among the principal sources of wheat, corn (maize), tobacco, soybeans, peanuts (groundnuts), and cotton over the world. It is one of the world's largest producers of a number of industrial and mineral products, including cotton cloth, tungsten, and antimony. On the other hand, China is an important producer of cotton yarn, coal, crude oil, and a number of other products. Though only partially developed, the mineral resources in China are probably among the richest in the world. Trade made the realization of highly sophisticated production facilities. Furthermore, a number of advanced engineering plants have been built. The plants are able to manufacture an increasing range of sophisticated equipment, including nuclear weapons and satellites. (Li 2006, 2-3).

### **2.2.2 Foreign investment and foreign trade**

Chinese foreign trade was traceable to Western Han Dynasty. Chinese envoys exploited the famous "Silk Route" during later dynasties. This route was going through Central Asia. Trade was made by Chinese ships throughout maritime Asia. The farthest area it reached was African coast. Foreign trade never played a major role in the economic activity; Because Chinese emperors thought that the country was completely autarky. During parts of the Ming (1368-1644) and QING (1644-1911) dynasties, trade was blocked by the government. For the first thirty years since the foundation of the People's Republic of China, foreign trade only accounted for a small proportion of its economy. As a continental country, commerce with other nations remained small relative to domestic economic activity. Commerce at that time was minor. During the 1950s and 1960s, the total value of foreign trade was only about 2 percent of the gross national product (GNP). In the 1970s, trade experienced advancement. But in 1979, it still only accounted for about 6 percent of GNP. However, in this period, the importance of foreign trade surpassed much more trade volume. The amount of foreign imports for the moment reduced. Food, cotton and other agricultural products were critically short. on the other hand, the shortage was seen in essential items. The items included raw materials and manufactured goods, which refer to chome, chemical fertilizers and finished steel products. More advanced technology from developed countries

had been used. The import of foreign plants and equipment developed the growth of Chinese technology. Chinese foreign trade has a long history. (Lacy 1999, 24).

The performance of foreign-invested enterprises is further improved: for the first quarter in 1983, foreign-invested enterprises realized industrial added value of 314.268 billion Yuan, up 21.10%, accounting for 27.77% of the nation's total and 3.4 percentage points higher than the nation-wide increase of 17.70%. (Li 2006, 3).

Import and export volume increased significantly in 2000. The foreign dependency rate is further increasing accordingly. From January to May of this year, total export and import value reach euro 240.642 billion, increase by 43.73%. This number exceeds the growth margin of the whole nation. In the relevant period, the growth margin was 37.17%. It accounts for 56.78 of the total import and export value of China. Import value reached euro 121.6 billion, increase by 45.68%. This number also exceeds the growth margin of the whole nation. In the relevant period, the growth margin was 41%. It accounts for 56.23% of the total import and export value of China. Export value reached by 119.041 billion euro, increase by 41.78%. It surpasses the growth margin of the whole nation. It accounts for 57.34% of the total import and export value of China.

(Li 2006, 5).

China is the fourth largest country in the world. It also has a great population. China is strong in many aspects such as manufacturing. It exports products to other countries. the products of machinery, equipment, textiles, tea and steel are exported to foreign countries. To learn more about Chinese products, please see the following table. (Li 2006, 6).

**Table 1. Percentage of the exports of Chinese products**

Country	13.4%
US	10.6%
Japan	9.9%
Germany	7.5%
France	7.2%
Russia	6.6%
Canada	5.6%
Italy	4.4%
Netherlands	4.2%
Belguim	3.6%
Australia	2.6%
Finland	1.8%
UK	1.5%

**Importation:**

China importation products form other countries mainly electronic products, mechanical fittings, machine. (Li 2006, 7).

**Table 2. Percentage of the imports of Chinese products**

US	12.4%
Japan	11.9%
France	9.5%
Russia	8.4%
Canada	6.6%
UK	5.4%
Belgium	5.2%
Estonia	4.6%
Finland	3.6%
Sweden	2.2%

### **2.3 Chinese business culture**

“Guanxi” literally means "relationships" it generally stands for any kind of relationship. In the Chinese business world, however, it is also understood as the network of relationships among various parties or organization that cooperate together and support one another. It means that in china business should depend on several kinds of organization. Sometimes they support each other and make a network. Chinese business men sometimes not only concentrate on profits. They would like to establish some relationships with those parties which can support to his company. The Chinese businessmen’s mentality is very much one of "You scratch my back, I’ll scratch yours." In essence, this means exchanging favours, which are expected to be done regularly and voluntarily. Therefore, it is an important concept to understand if one is to function effectively in Chinese society. (Lacy 1999, 44).

Chinese business culture relationship take an important role in business world, In China establishing the right relationships makes all the difference in making sure that business will be successful. By getting the right relationships, the organization can minimize the risks, frustrations, and disappointments when doing business in China. Often one needs the right relationships with the relevant authorities that can help companies or organizations in the competitive life have a high position. Moreover, the

inevitable risks, barriers, and set-ups in China will be minimized when you have the right relationships network. That is why the correct relationship are so vital to any successful business strategy in China.

(Murray 1999, 49).

In order to establish a good network, time and resources are necessary. They are well worth for investing. It means your company reaches relevant authorities faster than others companies. But sometimes time can be understand by information. The people know more information is easier to management than the people who know less. Resources it means you support your partner right favors in right time and right way. Of course it's voluntarily. What your business could get in return from the favors of your partners is often much more valuable, Even domestic businesses in China establish wide networks with their suppliers, retailers, banks, and local government officials. It is very common for individuals of an organization to visit the residence of their acquaintances from other organizations, bringing gift (such as wine, cigarettes, etc.). While this practice may seem common, as you spend more time learning the Chinese culture, it will become easier to understand and take part in this practice that is so central to successful Chinese commercial activity. To start, pay close attention to your immediate Chinese network, and try to establish good "Guanxi" with them. They can indirectly link you to new acquaintances and information resources, thus helping you to develop other right "Guanxi" you need. (Murray 1999, 48).

The Chinese culture is distinguished from the Western culture in many ways, including how business is conducted. For example, the Chinese prefer to deal with people they know and trust. On the surface, this does not seem to be much different from doing business in the Western world. But in reality, the heavy reliance on relationship means that western companies have to make themselves known to the Chinese before any business can take place. Furthermore, this relationship is not simply between companies but also between individuals at a personal level. The relationship is not just before sales take place but it is an ongoing process. The company has to maintain the relationship if it wants to do more business with the Chinese. (Zhang 2002, 2).

Good relationship is established on a good network. So how good a network established. It does not have to be based on money. the right attitude is important to keep a good relationship. Treating someone with decency while others treat him/her unfairly could result in a good relationship. Second, it starts with and builds on the trustworthiness of the individual or the company. If a company promises certain things and delivers as promised, the company is showing trustworthiness and the Chinese would be more inclined to deal with them again. Third, being dependable and reliable definitely strengthens the relationship. It is like being friends, and friends can count on each other in good and tough times. A good example is related to the 1989 political instability in China. Companies that stayed found their relationship with the Chinese strengthened as they were viewed by the Chinese as friends who did not abandon the Chinese when they needed friends. Fourth, frequent contacts with each other foster understanding and emotional bonds and the Chinese often feel obligated to do business with their friends first. (Zhang 2002, 5).

"Guanxi" or relationship with high rank officials are still important for doing business in China, though declining to some extent. Political and administrative interference in business have declined. More and more companies have found themselves on their own surviving without government subsidiaries. If they are not getting any help from the government they are more reluctant to be influenced by government officials. So government "Guanxi" may have less influence with these companies. Since "Guanxi" and relationship could function as an information network, companies with wide "Guanxi" and relationship networks often have much higher performance than companies with little or no relationship with the Chinese. (Zhang 2002, 5).

Keep in mind that "Guanxi" can take on many forms. It does not have to be based on money. It is completely legal in their culture and not regarded as bribery in any way. So, there is no need to feel uncomfortable about it. Trustworthiness of both the company and individual is an important component. Following through on promises is a good indication of this. Treating someone with courtesy while others treat him or her unfairly is another aspect. Frequent contact fosters friendship as well. Chinese feel obligated to do business with their friends first. There are risks with this system, as well. When something goes wrong, the relationships are challenged, and friendships quickly disappear. "Guanxi" can also be very one-sided. When "Guanxi" is involved,



there is a risk of obtaining an invoice of twice the amount that you bargained for. (Zhang 2002, 8).

### **2.3.1 Business attire**

Business professional attire should be worn when interacting with the Chinese. That includes a shirt, tie, trousers, and a jacket for men and for women, a suit consisting of a jacket, blouse, and skirt, or a business dress. What westerners consider business casual attire should not be worn, because this type of dress is not common at Chinese business gatherings. (Marie 1999, 34).

### **2.3.2 Business dining**

In China, dining is a key part of establishing business relationships. Entertaining is more common as a lunch or dinner activity, rather than breakfast. Seating etiquette refers to that it is best to wait for the person who has invited you to gesture where you should sit, rather than taking a seat yourself. It's considered good manners for the host to invite you to begin each course. Until that time, your food and beverage should be left untouched. Be sure to follow appropriate chopstick etiquette. Your host will probably serve you food with longer chopsticks that have been placed on the table for this purpose. Beside, the host may also use the opposite side of his or her own personal chopsticks to serve you. During the Chinese meals, you may be served one dish for every person at the table. These dishes will be placed on a revolving tray in the center of the table. One of the good manners for the guest is to eat a little of each dish, even if you don't care for it. Another ritual is called "pin cha" which means "drinking tea." The tea is used to establish rapport prior to a meeting or during meals, and also to assist digestion after meals. If you have been served a food that requires you to use your hands rather than chopsticks (meat on a bone, for example), you may be served a second cup of tea to be used for dipping your fingers. Some westerners mistakenly think that this cup of tea is for drinking. When in doubt, just follow your hosts. Slurping soup and belching are considered good manners during meals. These behaviors indicate the expressions of how much you are enjoying the food. If you are hosting the meal and it is nearing an end, be sure to ask for the bill (rather than the check). The offer of fruit and hot towels means the ending of a meal. Guests should prepare to leave. Note that a host will not initiate the end to a gathering until guests have prepared to depart.

(Zhang 2002, 12)

### **2.3.3 Business card**

One of the things you should do before going to China is to take a look at the way your business card (also called Name Card or Ming Pian in Chinese language) is laid out. If your company is a well-known one, for example, an oldest or largest one in your country, you should state this on your business card. Titles help the Chinese people determine your decision-making authority. So it is also important to emphasize your title on the card, especially if you are in a senior position. Be sure to take plenty of business cards, because they will be exchanged with virtually everyone you meet. You should not forget to do the first thing when arriving in China is to ask the hotel concierge to have your business cards translated into Chinese on the reverse side. As in other Asian countries, your card should be presented with both hands because that the person who receive your card need not to turn it to read it. (Marie 1999, 34).

### **2.3.4 Meeting**

The important thing prior to a meeting is small talk, helping you to know topics that are considered appropriate. The topics may include the weather, what you've enjoyed about your visit to China, your other travel experiences, and so on. Some questions are considered forward and even inappropriate by westerners are acceptable by the Chinese. These questions may include your salary, your marital status, and the number of children you have. If you have no mind to disclose such information, be indirect with your response is ok. Be sure not to openly shun the questioner. This will not harm him or her and also those around you from losing face. (Li 1999, 36).

“Go with the flow” is the best advice for successfully getting through a Chinese business meeting. The Chinese business culture may appear regimented, dictatorial, and rather slow-moving culture to westerners. You should be sure to allow your Chinese hosts to set the tone by allowing them to initiate greetings, seating suggestions, and negotiations. (Marie 1999, 38).

For a meeting or function, the most important thing is respecting the time. In fact, whether you are hosting or attending a function, it is even appropriate to arrive fifteen minutes earlier than the appointed time, because the Chinese counterpart may also arrive early. The typical way for the Chinese to greet each other is bow or nod, and the handshake is commonly extended to westerners as a greeting. Concealing emotion, a

part of the Chinese culture, should be noted by westerners. When addressing Chinese individuals, be sure to acknowledge the most senior person first. China has different custom in name that the first name you hear is the family name and the second name is the given name. While tipping is not expected from other locals, it is expected by individuals travelling to China. In many situations, leaving a handful of change is considered acceptable rather than leaving a percentage of the bill. (Marie 1999, 39).

### **2.3.5 Equality**

Over the past years, conditions have greatly improved, but women are still on the climb towards equality in China. As a matter of fact, gender equality was made as one of the goals by the Chinese government. Many Chinese women are working, yet few hold leadership positions. Women should realize that they may have to work harder to be accepted by their Chinese associates; however, it will happen. Western women visiting China should not expect any special attention because they are women. (Zhang 2002, 10).

### **2.3.6 Being guest and reason do business in China**

The Chinese prefer to meet visitors in their homes and often centre an invitation on a meal. You should not arrive too early but to on time. You should prepare to be asked to remove your shoes because that Chinese homes are beautiful decorated with mirrors, statues, and the like. Most of the “knickknacks” in the home enjoy significant religious meaning, so it is best to just look at them without touching. You should wait until you are invited by your host before sitting down. Sitting to the left of the host is one of the honour customarily of the guests. As a guest of honour for any occasion, business or personal, you are expected to be offered the seat in the middle of the table, facing the door. Your host will sit directly across from you. All others should be seated in descending order, based on hierarchy. Be sure to offer the centre seat to your most senior guest if you are hosting a meal. (Marie1999, 40).

**Table 3 10 reasons why people do business in China**

<b>1</b>	The Chinese government provides incentives for business that are export-oriented
<b>2</b>	Labour is very low cost.(sometimes production is also low)
<b>3</b>	China is a top producer of grain and other crops, including silk, cotton, tea, sugar cane, and tobacco.
<b>4</b>	China is wealthy in mineral and energy resources.
<b>5</b>	It is the world's largest coal producer
<b>6</b>	Machine building and armaments are an important part of China's economy.
<b>7</b>	Major industries are textiles and apparel.
<b>8</b>	The Chinese welcome and encourage new challenges.
<b>9</b>	The Chinese have infinite patience and stamina-qualities that are necessary to establish business relationships in their country.
<b>10</b>	It takes a lot of banquets and entertaining before any business transaction takes place

## **2.4 Facts and figures about Finland**

Since joining the European Union in 1995, Finland used to be a remote northern outpost. It has a population of 5.3 million. It has become a strong pole of attraction for international business. As a Nordic country, the country is an EU member state and shares a long border with Russia. It possesses a unique position as the centre of a rapidly developing marketplace formed by north-western Russia, Scandinavia, and the Baltic republics, with over 80 million prospective consumers. Being the first Nordic EU chairman country in 1999, Finland was the only Nordic country to replace its national currency Finn mark with euro in the beginning of 2002. The thing that we should not neglect is that nearly everyone has probably heard something about the mobile revolution in Finland. According to latest studies, Nokia-one of the world's most valuable and prominent mobile communications standard bearer- has also been an important factor in driving the impressive growth in Finland's GDP typical of recent years. A global competitiveness report shows that Finland is the most competitive economy in the world, besides holding a leading position in information technology. Finland is strong in paper and shipbuilding industry. It is said that every fourth cruise line ship in the world is made in Finland. Finland is also famous for its technology. (Mckke 2000, 9).

### 2.4.1 Early history

From early time stone, people were inhabited in Finland. This is the reason of Finland's well-known. The inhabitants' people were called Finns. It is believed that Finns are offspring of nomadic tribes. The tribes were from the land near the Ural Mountain and the Volga River. It is said that they migrated through northern Russia into Karelia and the Baltic shoreline. The early Finns lived in forests. They lived on fur trade. (Haigh 2003, 13)

Swedish settlement marked Finland's early history. Turku, located on the southwestern coastline, became the capital of Finland's. The upper layers of Finnish society were making up of Swedish nobility and clergy. Swedish settlement of Finland was offered by incentives of grants of land and generous tax concessions. (Haigh 2003,13).

The first postal stamps of Finland were issued in 1865 and its own currency, Markka, in 1860. Accompanied by the development of a Finnish language literary culture with works by Aleksis Kivi, the national identity was shaped during the latter part of the 19<sup>th</sup> century. In 1905, Finland became the first country in Europe to grant voting rights for women due to the introducing of the new parliament, the Eduskunta. (Davidsson 2003, 14).

Finnish became independent in December 1917. The downfall of the tsar was led by the communist revolution of October 1917 which enabled Finland to declare independence on 6 December 1917. Later, a bloody civil war rapidly followed by the independence. Known as the "whites" , it was between the Russian-backed "reds" and the Finnish government troops. CGE Mannerheim led it. With the German help, the whites eventually succeeded in May 1918. On 9 October 1918, the Eduskunta elected the prince of Hessen as King of Finland. However the elected king never arrived in Finland because the German monarchy collapsed one month later, following German's defeat in the world war. (Davidsson 2000,14).

Finland adopted a republican state model after the defeat of Germany. The first president was KJ Stahlberg. Finland established close ties with Nazi Germany during the

1930s in order to respond to the threat posed by the Soviet Union. In view of a secret protocol to the non-aggression pact concluded between Germany and the Soviet Union on 23 August 1939, it was agreed that any future rearrangement would make Poland being divided between Germany and the Soviet Union; Germany would have a free hand in Lithuania, and the Soviet Union in Finland, Estonia, Latvia and Bessarabia. (Davidsson 2000,15).

The opposition of Finland to the Soviet Union's territorial demands resulted in a conflict in November 1939 during the Second World War. Known as the Winter War, Finland valiantly stood out against an aggressor for 100 days. The signing of the Treaty of Moscow ended the conflict, stating that Finland should cede a large part of Karelia to the Soviet Union. (Holopainen 2005,15).

In the next months, Finland was compelled by the Soviets to cede more territories, and turned to Germany for assistance. Sequentially, when war broke out between Germany and the Soviet Union in June 1941, Finland and the Soviet Union even settled some areas which had been in Russian possession since the 18<sup>th</sup> century. (Holopainen 2005,15).

In 1944, a huge fight back staged by Soviet forces led to the resignation of Finnish president Risto Ryti. The marshal Mannerheim took his place to negotiate an armistice with the Soviet Union. He ordered the evacuation of German troops during the last stage of the war. Finland turned on its erstwhile German allies and ousted them from Lapland. Finally, Finland kept its independence but was forced to cede parts of Karelia to the Soviet Union and make heavy war reparations- which it paid in full. (Haigh 2003,15).

#### **2.4.2 Modern Finland and key date**

During the early 1990s, Finland, in common with other European countries, entered a period of severe recession. It was exacerbated by the disappearance of the Soviet Union leaving debts unpaid. By the issuing of a referendum in 1994, Finland acceded to membership of the EU in January 1995. Since then, Finland has received considerable assistance from the EU. The global IT boom and the growth of the telecommunica-

tions industry, particularly as represented by Nokia, have boosted its fortunes. (Davidsson 2003,14).

**Table 4. Key dates in Finland**

1155	First crusade to Finland by the Swedes. Finland becomes part of the Swedish realm.
1323	First attempt to delineate border between Sweden and Russia, at the conference of noteborg
1550	Helsinki founded
1527	Adoption of the Lutheran faith
1714-1721	First occupation by Russia( the great wrath)
1809	Finland becomes a semi-autonomous grand duchy under the Russian emperor
1812	Capital moved form Turku to Helsinki
1917	Finland declares its independence on 6 December
1918	Civil war
1919	Present constitution is adopted and Finland becomes a republic
1939-1940	Winter war
1941-1944	Continuation war
1948	Treaty of friendship, Cooperation and Mutual Assistance between Finland and the Soviet Union.
1952	Olympic Games held in Helsinki
1955	Finland joins the United Nations
1995	Finland becomes a member of the EU

Finland covers 338,145 square kilometres. Water, comprising marshes, bogs and 187,888 lakes cover 10% of the country's area. 70% of the land is covered by forest—the largest proportion in the world. Forestry is an important economic activity in Finland. The majority of Finland is relatively low-lying, with the most typical skyline being gently undulating forested land. No real mountains exist in Finland, although Lapland contains fells bordering the mountainous areas of northern Norway and Sweden. Haltitunturi is the highest one, rises 1328 metres above sea level. Finland has a population of 5.2 million. This population density is one of the lowest in Europe, around 17 inhabitants per square kilometre. 67% of Finland's population resides in urban areas and 33% in rural areas. The population of Finland grew by 1.2% during 1997 to 2002. Helsinki is the capital city, which has a population of 560,000. With one

million people, the Greater Helsinki Area includes Helsinki, Espoo, Vantaa and several other municipalities. Over half the population of Finland resides in the following three south-western provinces around Helsinki, Turku and Tampere, where comprises 15% of the total land area. (Haigh 2003, 20).

Finnish and Swedish are the official languages of Finland, and all legislation and other official information is published in both languages, Finnish is spoken by 92,1 % of Finns and Swedish by 5.6%. Sami is the mother tongue of about 1,700 people. Swedish is taught at schools for all Finns, and a good knowledge of Swedish is a necessary qualification for most public posts. (Haigh 2003, 20).

### **2.4.3 Finnish character**

Additionally, Finland is a country with a high degree of national self-consciousness. It is remarked that this character is by and large short of any degree of chauvinism or arrogance. Finns have great interest in realizing the think of other nationalities to them. The frequent asked question by the Finns to a foreign visitor is “what do you think of Finland?”. If you know something of Finnish achievements and culture, you may obtain a favourable impression with Finns. (Davidsson 2003, 113).

Finns, valuing conscientious work, initiative and enterprise, regard themselves as a highly independent people who live in a state of social equality and in close harmony with nature. They are practical, self-reliant and they strongly respect private property, laws and contracts. In addition to that, Finns are scrupulously honest and reliable, and are very loyal both as friends and as business partners. Bills are punctiliously paid. They hate to be in debt, enjoying one of the lowest levels of personal debt in Europe. They are not natural risk-takers. They value personal relationship more than material success. They are warm-hearted people. (Haigh 2003, 114) .

Finns are home-loving. The popular Finnish magazine Seura made a survey in 1999 on “what made Finnish people happy” which stated that most of Finns felt that having a home of one’s own is good. A pronounced Finnish characteristic is cleanliness. Seura survey also indicated that Finns like to have a freshly cleaned home. (Haigh 2003, 114).



Finns incline to be modest and shy. They do not like excessive talkativeness in others, and regard boasting as taboo. They do not speak much, but what they say is direct and to the point. They usually value words. They have little time for small talk, but they can talk with you conscientiously. It is believed that this is what foreigners expect and require. If you ask a Finn what he or she thinks, you are unlikely to get off-the-cuff response. Your Finnish colleague will first actually think and give you a considered response for this reason. It best way is not to ask a Finn how he or she feels. (Sarkki 2000, 15).

Finns have a quality know. They are ready to persevere with tasks until the end, no matter how difficult or impracticable they might appear. Quality knows should not be translated literally but implies guts, dogged persistence, endurance, and inner strength. In other words, it also implies certain inflexibility. This inflexibility leads to the following stubbornness. (Sarkki 2000, 15).

A key character in the Finnish is self-reliance. Finns enjoy a strong sense of personal independence and a feeling of national solidarity. In daily life, they like to do things by themselves but not to call in others for help. Building their own house by themselves is not uncommon even today. This character makes a Finn an excellent employee but reluctant to purchase. As a result, service industries in Finland remain comparatively under-developed. (Sarkki 2000, 15).

Certain excellent original Finnish achievements in the field of architecture, design, music and electronic technology have undoubtedly contributed by the independent outlook of the Finnish people. The most striking example of this is that Finland is becoming a telecommunications superpower. The underlying reasons for these successes are hard to pinpoint, but the contributing factors lie on high levels of spending on education, research and development, together with a flexible approach. Finns are unusually honest and sincere. They tend to speak plainly and say what they mean. They pay their bills on time. Honesty is absolute rather than relative. (Davidsson 2003, 97).

#### **2.4.4 Finnish weakness**

Lack of self-confidence is a weakness of the Finnish, presenting basically shy when Finns are in some ways highly tenacious and determined people. They never push themselves forward in an aggressive manner, and often lack self-confidence in social situations, which of course can be a drawback in business negotiations. Inner assurance and termination are not reflected by external signs is one of the problems associated with the rather introverted self presentation of many Finns. Foreigners are unaccustomed to reading their subtle body language and self presentation. It may summarize that Finnish colleague's self presentation are absent from force and may enhance a sense of alienation from other countries. (Davidsson 2003, 97).

#### **2.4.5 Communication**

Reluctance to communicate is another weakness. Finnish people are silent and use words sparingly. This weakness can cause problems when dealing with talkative people. Finns themselves are well aware of this, but have difficulty in shaking off it. On the other hand, Finns are interested in using email. You may find that your Finnish colleague will take a long time in answering your emails or letters. You should not regard it as rudeness behaviour when your Finns colleague has something important to tell you. It is generally not difficult to empathise with Finns. There are not complex social rituals to be followed in Finland and Finns are not demanding companions. This is the key points to remember. (Sarkki 2000, 15).

**Table 5. key points of communication**

Point 1	Demonstrate solidity.
Point 2	Demonstrate fair-mindedness in discussions.
Point 3	Be straight forward and sincere. Finns have little time for superficial niceties.
Point 4	Use words carefully.
Point 5	Be prepared for periods of silence.
Point 6	Use humour where possible.

## **2.5 Finnish business culture**

Finland is a homogenous, to a great extent, mono-culture society. There has been little immigration into Finland throughout its history, and immigrant numbers remained very low today. If you contact with Finnish, you will note that they are similar both in behavior and belief structures and values. (Sarkki 2000, 15).

### **2.5.1 Business meetings**

Finns generally remain calm, especially during business meetings. They are ready not to shout and scream when under pressure, and have little respect for those who do. They seldom raise their voices. Generally speaking, Finns behave calmly in Finnish society. The crime rates are relatively low. They have more respect for authorities than in many other countries. Finns believe that they live in a classless society. Finnish people regard the principle of social equality as the highest of faith. There exists division in the Finnish society, but the welfare state ensures that everyone has the right to experience good education and the same chances in life. It also ensures that the unemployed may still enjoy a reasonable standard of living. On the contrary, high earners do not mean the earning of more money. These factors also promote the maintaining of a highly developed national solidarity. People are not unduly discriminated against on account of manners, presentation or other superficial indicators. (Davidsson 2003, 98).

Finland invests more in education than any other nation. Learning is respected both for its own sake and for its practical utilization. In business life, Finns are willing to learn at all stages of their careers. Finnish firms are prepared to invest large sums in training, research and development. You may be surprised by your Finnish colleagues in conversation because they have deep knowledge of some comparatively abstruse subject. The thirst for knowledge is a key character of Finnish. (Haigh 2003, 117).

### **2.5.2 Etiquette**

Seating etiquette in Finland is that the host and hostess are seated at opposite ends of a rectangular table, similar to that in the United States. The difference is that guests sit on opposite sides, by gender, rather than rotating man-woman-man-woman around the table. Two arm's length distance is to be maintained when talking to Finns, as this is considered appropriate. Shaking hands is the only bodily contact. Avoid crossing your arms, because this is considered to be a haughty gesture in Finland. Finns are private people, they prefer to go their own way rather than make small talk when they are in line, on public transportation, and so on. It is important to follow suit and not try to initiate conversations with people you don't know, as well as to avoid getting too personal. Because the managing director of an organization is the person who is considered to be the highest-ranking individual, you should obey the order issued by the person. (Haigh 2003, 125).

In Finland, you may shake hands when meeting another person for the first time and when taking your leave of that person. Because many Finnish women are ranking in very high positions, it is unnecessary for men to wait for a woman to initiate a handshake. Do not call Finns by their first names unless they permit you to do this. Always use last names until you are asked to do otherwise. As in many European countries, a service charge will be included on your restaurant bill. These charges are unique in Finland. It will cost you a higher amount on Sunday bill than other days in a week. (Davidsson 2003, 101).

Etiquette is an important thing in business culture. As mentioned above, there are few complex social rituals to be followed in Finland. The important principle of social equality also means that similar etiquette should be used in dealing with Finns from all walks of life. A few points to observe, but in most cases Finns can accept minor breaches of etiquette. Do remember the following 6 points. (Sarkki 2000, 22).

**Table 6. 5 points of etiquette**

1	Greeting kisses are not generally used
2	When visiting a Finnish home, gifts of flowers are highly appreciated.
3	When entering a Finnish home, take off your shoes.
	In conversation, do not interrupt a Finn when he or she speaking .

4	
5	If you are invited to go to the sauna, accept. Think twice before refusing. Finns regard the sauna almost as a sacred place, and being invited to the family sauna is a token of esteem and friendship.

There are few taboos in Finland. However, the principle of modesty, politeness and fair-mindedness should be observed at all times. If you do some taboos to people can influence something you never know. Keeping these in your mind can help you to make business friends in the right way. (Sarkki 2000, 24).

**Table 7. Taboos**

Point 1	Do not boast
Point 2	Do not talk about money
Point 3	Equality is taken seriously in Finland.
Point 4	Avoid aggressive behaviour or words, in meetings or elsewhere. It won't help you get what you want, and you will almost certainly lose your respect.
Point 5	Avoid criticising Finland.
Point 6	Don't praise Sweden too much

### **2.5.3 Business appointment**

You may arrange appointments using the 24-hour clock when dealing with Finns in business situations. Do confirm them in writing and the best way of confirmation is by email. Prepare for your meetings and arrive on time. You may give a firm handshake on arrival and departure and make eye contact as soon as possible. (Haigh 2003, 123).

The main thing you should remember about selling to Finns is that if they have already scheduled a meeting with you. If yes, it means that they are already very interested in

what you have to offer. Such meetings are rarely arranged speculatively or purely for fact-finding purposes. You may be fairly sure that before you arrive at the meeting, your Finnish colleagues will have read all the available information at the meeting. This information is about your company and its products or services. Therefore, the main point of the meeting is likely to lie on getting information about your products or services, and the terms on which they can be purchased. Be ready to talk about the equality, price, payment and availability at an early stage in the discussions. Your Finnish colleagues will also be interested in finding out whether your firm is reliable and trustworthy- so your personal conduct at the meeting should reflect these values. They are likely to be preparing for long term arrangements in the event that early transactions are completed in success. (Sarkki 2000, 28).

Due to the characters of Finns, you will not obtain the hard-sell treatment when purchasing from Finns. They will not worry about their products and services. They will use the quietly method when persuading you to buy something. Finns will give you the detailed information of the products or services. Written quality materials will be provided to you. The materials will show in graphs and charts of the percentages, proportions, ranking and so on. Finns are in favour of statistical analyses. Reputation analyses will be frequently used by Finns. One of the selling-points of the product is the reputation of their company. (Sarkki 2000, 29).

#### **2.5.4 Business attire and other things related to business**

Finns usually dress appropriately, but they care more about high fashion. Therefore, Finns think that men should wear suits with ties. In less-formal occasions, they will wear sport coats. They only wear shirts and ties at hot days. Similarly, business women will be in chic suits or conservative clothing. They may put on slacks in casual settings outside of the business environment. Jeans are for both men and women. (Marie 1999, 94).

In Finland, it is common for you to have rest in a sauna before or after lunch in a restaurant. This is one of the most unique aspects of doing business. Finns may discuss business in the sauna except relaxing and meditating. They like to have meals in a

Finnish restaurant, but not at a home. You will notice that one of the important parts of the Finnish hospitality is food. (Marie 1999, 96).

### **2.5.5 Business dining**

You will be encouraged by Finns to eat several servings of foods. Soups and sandwiches with vegetables in the form of a salad are typical at lunch. It maybe out of your understanding that milk is the common beverage at lunch. However, Finns are like to eat the heavier or bulkier foods, such as meat and potatoes at dinner as well as salad. Salad at dinner is regarded as vegetable. Smoking at meals is common in Finland, so the host should prepare it for people. Finns used to smoke when they are taking a “breather” or are waiting for the next course to be served to them. A social gathering may serve alcoholic beverages. As a rule, a dinner may consist of the following four courses: a fish appetizer, a meat, and bread and butter. Cheese is commonly served with dessert. Coffee is served at breakfast. During the afternoon, you may be served coffee, cookies and other pastries. (Marie 1999, 98)

### **2.5.6 Business card and conversation**

One thing you should be sure is that you must take plenty of business cards with you. You need not translate your business card into Finnish on the reverse side when you travel in other countries, because most of Finns speak, understand, and read English. You should treat the business cards you received with respect. (Marie 1999, 110).

Due to their private nature, the safe topics of conversation with Finns are: sports, the city you are visiting and its history, as well as Finland’s national history. You should avoid talking about questions about their personal lives and asking what they do for a living unless they speak of it first. Finns respect time and they hope that you respect time, too. They will appreciate it if you can arrive for a meeting earlier than the appointed time. They will respect your behaviour of arriving on time. The important thing for you is that be sure to arrive on time and don’t be late for a meeting. When attending a meeting, you’d better wait to be served a seat. This will ensure you will do according to their seating protocol. You will find that Finns regard time as money. So, you should forget much small talk with Finns. They will go straight to meeting topics

at any time. So, do not waste your and their time to make small talk with them. (Davidsson 2003, 100).

### **2.5.7 Equality between sexes**

Finnish women are the most liberated in their personal and professional lives over the world. In fact, more than three quarters of Finnish women work outside the home not only stay at home. Foreign women will find it very easy to do business in Finland. Because that they are familiar with business other women in other countries. If you have a opportunity to be invited to a home, you may as well take a present with you. This is a good custom for you to visit Finns. You can take good quality chocolates, a bouquet of flowers (in odd numbers, and avoid yellow or white blossoms) or liquor. Finns may invite you to relax in the home sauna while you are visiting their home, so you should not be too surprised about this. You may wrap a towel around yourself or wear a bathing suit if you have one with you in the sauna. This is a part of the Finnish hospitality. You may follow them as do just as they do in Rome. (Marie1999, 98).

## **3 RESEARCH PROCESS**

In order to let people know the Chinese and Finnish business cultures deeply and put them into practice. I chose to do an interview and get to know how the business culture is in people's lives. First interview we can make a few distinctions. Interviews may be used for many different purposes; we have press interviews, therapeutic interviews, employment selection interviews, and information interviews. I think the last one is suitable for my practical part. First of all I made a list of my questions for the interview. I made my interview questions based on the theory part. I collected some famous companies in Finland and in China. I tried to find out about these companies background and economic situation. In order to know two cultures in detail I chose two business women who are working in big companies. They are both devoted in the business world for a long time. They know business cultures and put them into practice. For example business meetings, business negotiations, and have different business appointment they both attend often. So they can give me more explain and more examples for them.



Therefore the list of interview questions should be the same. the questions were about working culture and value differences, management and leadership styles, communication style, equality between the sexes etc. These subject were mentioned in the theory part also but it more general and wide. I would like to find out about these things in detail. Based on that can compare what is the different and what is the same. For those businessmen they can find different things in an easy way. So successful international companies should adapt to the business styles which are acceptable in other countries and by other nationalities. one should Establish suitable business style based on their knowledge and awareness of key cultural differences. These differences, if not acknowledged and addressed, can interfere in successful communication and adversely affect the success of any business attempting to expand internationally.

### **3.1 Purpose of the study**

The purpose of the study was to compare Finish and Chinese business cultures and give people more ideas. Form this comparison we can know these country's business cultures in detail and it will be easier to start business for some new companies between China and Finland. Give them a right way to start business in a different country, So culture comparison is quite clear to them.

The global business environment today is a multicultural one. While general business considerations are essentially the same all on the world, business styles differ greatly form country to country. What is customary and appropriate in one country may be considered unusual or even offensive in another. Nowadays many businesses cooperate between China and Finland. Yet we send our employees, executives, salespeople, technicians to negotiate or carry out contracts with little or no understanding of the cultural differences in the ways people communicate and do business with each other. How many business deals have been lost because of this cultural myopia? So the comparison provides a fast, easy way for those companies to become acquainted with business practices and protocol to help those business people increase their chances for success in foreign trade. You will find or discover more things and secrets of doing business internationally while improving your interpersonal communication skills.

### 3.2 Research methods

Interview is the way I would like to use for my topic. Though the interview you can understand people are thinking directly and from that this topic deepens and intensified people's perception about this topic. I can collect the information easily and put it into practice. Sometimes if you want to research something or know something you must do it by yourself and learn it by yourself. But you can not know everything. One person's ability is limited you have to expand your view and ability to know things you are seeking so. Interview is the best way to do it. During this period other professional people give you a very good help. Through communication this tool any problem can be solved those professional people can take you to their area easily if you prepare well and know the basic knowledge about the things you want to know. You can summarize and take the important information from the conversation. Of Crouse take note and recording if necessary. (Oppenheim 1999, 66).

An informational interview is less stressful for both and the employer than a typical job interview. You are the one in control. Questions can be asked that may not be strategic during a first interview you can discuss what is done on a day to day basis and relate it to your own interests and feelings. Beyond the advantages of gaining valuable career information, the informational interview provides the opportunity to build self-confidence and to improve your ability to handle a job interview. (Oppenheim 1999, 66).

They are essentially two kinds of interviews: exploratory interviews and standized interviews. Anyway an interview is not an ordinary conversation, although the exploratory interview appears similar in some respects. In some societies the concept of a social research interview either does not exist or is vigorously resisted precisely because it is not an ordinary conversation. Until it is accepted as a socially approved phenomenon, with its attendant roles and expectations, it may well outrage potential respondents for many reasons: they resent the intrusion by a complete stranger. They do not want to be so accurate or attentive in the responses, they want to share in the control of the interview and ask questions of the interviewer. They fear the potential use to which their responses might be put. Conversely, they may feel enormously flattered at being interviewed at all, engage in elaborate displays of friendship and hospi-

tality, involve the interviewer in personal or family matters, and seek to strike up a lasting relationship. Every interviewer must realize these problems exist and that people have perfect right to feel this way, indeed the ethic of interviewer must also learn how to cope with the basic and distortions which these problem create always assuming that some kind of interview eventually takes place for many people being interviewed requires the learning of a new social role in a new social exchange setting and the interviewer, too, has to learn and adopt a social which may be quite unlike his or her normal persona.(Oppenheim 1999, 66).

You should regard each interview as a business appointment and conduct yourself in a professional manner. If you have made clear, in advance, the explicit purpose of your interview you will, in all probability, find you contact an interested and helpful person. Remember the appointment time and appear promptly for your interview. You should neither be too casually dressed nor overdressed. ( Zhang 2001, 77).

Because so much ground may be covered in the informational interview, individuals sometimes take notes during the meeting. A limited amount of note-taking is justified provided that your contact is agreeable and that you don't interrupt communication between the two of you. Sketch out a brief of the topics covered and information gained as soon as possible after the interview. This will require only a few minutes, and will insure that you remember the important points discussed. Later, working from your outline, you can construct a more detailed report of the interview. Finally write a thank you note to the people you have interviewed. Report back to them if you have followed upon any suggestions.(Zhang 2001, 80).

The job of the depth interviewer is thus not that of the data collection but ideas collection. The primary objective is to maintain spontaneity. The ideal free-style interview would consist of a continuous monologue by the respondent on the topic of the research; don't try to interrupt the person you are interviewing. the interviewers will seek to reduce their own role to an absolute minimum, to avoid leading the respondent.(Zhang 2001, 82).

If something is not clear the interviewers can use some words such as "yes" or "I see" or do "go on" or summarizing what the respondent has just said, or maintaining a

pleasantly expectant silence. Depth interviewers must, with the saying goes, listen with the third ear. It means they are not only listening what they said. Also listen by their heart. They must note not only what is being said but also what is being omitted, must pick up gaps and hesitations and explore what lies behind them. They must create an atmosphere which is not critical or let people who are you interviewing feel uncomfortable. let the respondent to come out with seemingly irrational ideas, hatreds or misconceptions. (Oppenheim 1999, 70).

In order to make the interview go well, we should make a hidden Agenda, agenda is about the main questions we want to ask. as we have seen, and the purpose of the depth interview is to collect precepts and ideas and to improve the conceptualization of the research problem. Interviews must be well briefed so that they fully understand the objectives of the research. Since there are no fixed questions, each interviewer will be equipped with a list of general topics or areas around which the interview should be conducted, These topic will be derived from the first attempts at conceptualization and will be added to form time to time during the course of the interviews.(Oppenheim 1999, 73).

The hidden agenda is only “hidden” in the sense that it should not be too obvious to the respondent. The interview should move naturally from topic to topic, maintaining the fiction of an interesting conversation. The interviewer may start with any of the topics on the agenda and proceed in any order. It is often not possible to cover all the topics in a single interview; it is better press on at a relatively superficial level in order to cover every point. ( Oppenheim 1999, 75).

Following the principle and definition of an interview above I had my interview with a Chinese business woman in her office one day. She is the marketing manager of Chinese and Finnish joint-stock Milk Company. Her name is LiuHua. Tianjin Haihe Dairy Co., Ltd. is situated in Tianjin Beichen High-tech Area, occupying an area of 200 square metres; it is a company specializing in raising milk cows, integrating the scientific & research, training, production, and selling milk and dairy products. Tianjin Haihe Dairy Products Co., Ltd. Is a key leading enterprise of the state agriculture industrialization, it is also the state designated enterprise to provide drinking milk for

the students. Haihe company enterprise has passed the ISO9001 accreditation of quality management system, the ISO 14001 accreditation of environment management system, and GB/T28001 accreditation of the vocational healthcare & security management system.. Haihe Dairy Products Enterprise has 26 green food non-pollution dairy bases, having 40,000 well-bred milk cows of on hand, the company raised the cows in completely closed environment and milked the cows with machineries. We have introduced 16 advanced production lines from the Lile in Sweden and the Electrode in Finland, capable of treating 480 tons of fresh milk every day. The trademark of “HaiHe” was originated in 1957, after forty-six years of development; it has become a famous brand name in Tianjin. The products have five major series, in over sixty products lines. Having been generally recognized as “expert products” and accredited as green food by the Green Food Development Center in China, and were warmly received by the consumers. The main topics discussed were about how Chinese business culture influences on her work.

### **3.3 Interview structure (questions)**

During the interview the first question as follows: “in your opinion how do you find business culture? Her answer as follows: business culture for me is my every day work life. I think no body can give a definition about the business culture. It is too wide and too hard to describe. People should face them every day. Some time they don’t realize what a business culture is. Actually they use it and do it. So I can say nothing about business culture, only thing I know it is my work life.

The second question was: think about the business culture in your work. What is your communication way with other business partners? Her answer is: first, I believe that it is better to talk too little than too much. If you talk too much about what your think exactly and what you want or what your profit, it means you are easily to know by other people. In this situation you will make yourself in a difficult way. In my business life I never show my thoughts directly. It is dangerous for business people in China. I don’t want other people to know me too carefully. I also think that if sometime I must say something or promise something then I must be consistent in what I say. This should be very important in the communication. Otherwise you will lose trust by oth-

ers people. Moreover listening and harmony is important or maybe I would like to say necessary. You don't have the right to disrupt the friendship between you and your partner. Even though what he says is not the exact truth I want to hear it. Instead of the absolute truth which is considered as part of hospitality. And I never say no to other business partners. I consider it as impolite way to communicate. So maybe I say something else instead of saying no, like explain the difficult situation or how my bad feeling is or what is the shortcoming. Anyway I never refuse them by directly saying no. thirdly; during communication it is better to avoid direct eye contact I think if some one gaze me it is rude for me or maybe disrespectful. So I don't like it. In my business situation I like to keep distance with others. And I don't like be too close to people. It is making me uncomfortable if someone tries to be close to me or touch me.

The third question was as follows: How can you work with your superior people? Her answer is: in generally I respect them and don't like have argument with them. Well if some one be the superior status it means he or she have ability to do something. So I can not disagree with them or against their idea. It is not good for my work or her/his work. And for them there is clearly responsibility they should care.

How are the meetings and negotiations organized in your company? what things should you do for the meetings or negotiation? Her answer was: meetings are quite often in my company because there are many things that need to be decided and informed to the stuff of the company. Meeting is a good way to spread information. During the meeting mainly is the leader is speaking and other people listen. If you have different opinion is better say it after meeting. If you say it in front of many people to him who will feel lose face. Because it means you don't respect him or her. They also feel uncomfortable. Presentations during meetings normally are very serious and formal. Usually they prepare presentations well. They don't like to prepare them in a hurry. For negotiating this is a complicated issue. We normally pay attention to the relationship. Friendship is quite important and valuable during a negotiation. Sometimes we use the feelings of friendship we have built to our advantage. We have very good tough negotiators with experience. We will expect Concessions also. We try to avoid becoming too overwhelmed. That maybe means we try to put disadvantages away. Our negotiating arranged in large teams and never individually or in small

groups. And decision making normally take the place at the upper level. But someone takes notes during the negotiations in a very careful way.

What are other important things during the business meetings or appointments? Her answer is: in my opinion it is very important to be punctuality in the business meetings and appointments, because if you are late then somehow you lose your credibility. it will not help you if you try to explain it. People do not believe you easily. So it is hard situation if you are late. There is one agenda can be follow. I prefer to lose country then lose time. So you can see how punctuality important.

What other business etiquette do you normally pay attention to? Her answer was: For example prior appointment is common and necessary for business. It can be made by letter, telephone or email. But in general we like to use telephone. If we introduce somebody usually we address people by giving their title and introduce them also giving their full name. This can be also used on the phone speaking also. For the introduction, normally we introduce old people first and then young people, seniors first and then junior people. Before introducing people showing business cards is common. When business partners meet they usually shake hands. I think no one likes to hug to each other or kiss. That is so strange for us. But if foreigners do it we can understand but still feel uncomfortable. We dress very formally. Man is better to wear a suit and tie. Women wear dresses. Trousers can be accepted. But not jeans. We think they are not suitable for business women or men.

The second interviewee

My second interviewee was a Finnish business woman. She works for Jarvi-Suomen Portti. Sausage factory. Järvi-Suomen Portti is a food company in eastern Finland. It has nowadays two food factories; in Mikkeli and in Kouvola. The main products are meat, sausages and ready made food. The trade mark is PORTTI. Its products are sold everywhere in Finland. It has about 350 workers. Järvi-Suomen Portti (former name Karjaportti) was established in 1914 in Mikkeli. The farmers (meat producers) made it to slaughter their animals and sell the meat. The factory was very small in the beginning, but it expanded during the decades so that in 1980-1990 it had almost 1000 workers and 5-7 factories. After Finland joined to EU, the meat production in Finland

has decreased because of low prices of the meat. The producing costs in Finland are higher than in many other countries because of the cold climate. However, Järvi-Suomen Portti has good products: for instance minced meat, barbeque sausages (Ukko Pekka), cooked and smoked ham, pies, small cut pizza products also. It is still owned by the meat producers, which are nowadays about 3000. The interviewee is the product manager, Her name is Liisa Laukainen. I make the same questions for this interview.

In your opinion how do you find business culture? Her answer was: I think business culture is a way to show a nation, and also represent a nation. It is hard to understand but business culture in our life also. Business culture is a key to open business. Of course it is necessary for business people to know it. I think business culture is very important for starting a business in a new area. They have to know the business culture and learn it. If they have a misunderstanding then things will go wrong.

Think about business culture in your work. What is your communication way with other business partner? I like to tell things which I know. I tend to tell the truth. If I don't know about it I will keep silent. Sometimes if I explain my idea I would like to say it directly without hesitating because this is my right and it is important to show my idea to people. If there is a different idea I would like to listen. But if I refuse somebody's suggestion then I refuse it directly. There is nothing between "yes" and "no". I don't like make things complicated. So just make it simple. When there is a conversation with somebody quite often I remain silent. I don't know why I like being silent. Sometimes it means I am listening. I don't like somebody asking me questions like, are you listening? Or do you understand? Being salient it is means I am listening or I am interest in somebody said.

How can you work with your superiors? I think working with them is quite simple just keeping the rules we have. Management in our company has a very strong technical orientation. Our management position is controlled by engineers. Normally they are precise and systematic, And full of high value and high level.

How are the meetings and negotiations organized in your company? what things should you do for the meetings or negotiation? Meetings are very common and important in our company and important. Normally they begin on time. And sometimes with



small talk in the meetings. We prepare ourselves for the meetings and the agenda also helps us to go on the meetings. Business negotiations are normally held in offices, not like meetings. When People meet each other normally we shake hands. Negotiations normally are short and also very technical. We prepare them in a very careful way. There are details mentioned in the negotiations which are also important. Negotiations in the company are quite useful. We use direct word and honesty and to the point. Punctuality is also important, because we stick to schedules and also we expect other people to do it.

The following question was what other business etiquette do you normally pay attention to?

Business etiquette like dress, business gifts, business cards, and introductions are important. Business dress normally is formal and conservative. Men usually wear a suit. Women in business are dressed as formally as their male colleagues. Business gifts, when given, are usually rather small and have something to do with the company. Businessmen like use their titles when first introduced. They do not use names often. We use business cards often during the meetings. English language is common used on cards. We introduce somebody in an official way. Shaking hands, we state our first name and surname. The gentleman is introduced to the lady, junior to senior and younger to older people.

## **4 FINDINGS**

Following the interview we can find out what are similarities and differences between the Chinese business culture and Finnish business culture. There we summarize the main things they have mentioned. And compare them a compares ion. However business culture is a big issue and it is difficult to compare everything in detail. Below there are difference and similarities between Chinese and Finnish business cultures.

### **4.1. Differences of the findings**

Differences of the findings included subjects about communication style, management, leadership status, equality between the sexes, meetings and negotiations.

#### 4.1.1 Communication style

For Chinese business people communication style is indirectness. Chinese decide what to do on the basis of whether the action fits the existing plan; they look at a problem to see how it fits into already established, ongoing patterns. They do not debate issues on the basis of right or wrong, fair or unfair. They base their actions on circumstances, not principles. The Chinese believe that truth is relative to circumstances and human obligations. Telling another what they believe that person wants to hear instead of the absolute truth is considered part of hospitality. Nothing must be allowed to disrupt surface harmony of the individual; therefore they may give an answer just to please the listener. Chinese values are based on human feelings and not on religion. They feel it is very important to never put someone in the position of having to admit a mistake or failure and to never criticize or ridicule what they are doing to save face, a Chinese might withhold information, colour information, avoid commitments and responsibility, cover up or just do nothing. The need for revenge is common when someone loses face. It is important for a foreigner to phrase questions in a straightforward manner and to make sure the other person understands as the Chinese do not like to admit lack of understanding. Foreigners should also not admit to the Chinese when they don't know something as it will cause them to lose face with the Chinese. If a foreigner loses face, the Chinese will no longer do business with them. It takes many years to overcome the problems caused by a loss of face. Since the Chinese are afraid of losing face, they will not tell you when they don't understand. They will also tend to hedge their answers if they know the listener won't like the answer. A direct question is seen as rude. Negative answers are also avoid as they cause loss of face, disharmony are rude. The Chinese believe that politeness is more important than frankness so they will not say "no" directly. They may say something like, "I will see what I can do" or "I will do my best" , which usually means "no" but leaves thing open so you can reopen the issue at a later time. If they say something which is not so convenient, it means they need to obtain permission and this takes time. They also dislike confronting problems directly and tend to go around the issue which can be frustrating for Finns.

For Finnish people communication style is directness. For example a Finn tends to tell the truth, even though sometimes it would be much wiser not to do so. Finns tend to use direct and plain language. Yes means "yes" no means "no", do not expect formula-

tions like: “unfortunately that you won’t be possible” but rather we can’t do it. Sometimes answering “no” is avoided by remaining silent in order to maintain the harmony and avoid a conflict situation. Grammar structures like “would you mind...” may be confusing to Finns. Being silent in Finland means being polite and interested in what the speaker is saying. In conversation, for example, a Finn will wait patiently, without interruption, for his turn to speak. There will be few verbal and nonverbal signals to show that everything has been understood. This is also seen in other situations such as lectures or presentations where few, if any questions are asked or comments made during the talk. It is considered impolite to interrupt the speaker or ask any question which might lead to the speaker losing face. Foreign speakers should also avoid asking a direct question to a member of the audience.

Here are some rules about Finnish conversation. Finns accept silence in communication. The behaviour of Finns seems distant and reserved. Finns appear guarded in personal conversation. The monotonous conversation pattern may create an unenthusiastic feeling in conversation. Finns are observant, especially when confronting a new situation and people they do not know. A Finn respects another person’s privacy and is not likely to start a conversation with an unknown person except at special occasions. The Finnish people want to leave the other person in peace. Finnish people respect other people’s opinions. Opinions are regarded as part of the other person’s personality. If you disagree with their opinion or point of view, you argue with the whole person. Finnish people feel that it is his right to remain silent and just listen to another person talking. The Finnish listener is silent and does not normally indicate by verbal or nonverbal signals that the communication channel is open. For Finnish people being silent is harmonious and is not disturbing in any way. It is typical for the Finnish people to be very conscious about his or her collective self. Finnish people are concerned with how to keep face.

#### **4.1.2 Leadership status**

Leadership status for Chinese people is authority and order. The delegation of authority and areas of responsibility must be absolutely clear. The Chinese want to know exactly who is responsible for what and who has exactly what kind of authority. Those in authority can not admit lack of knowledge or mistakes as that would cause them to

“lose face”. Questioning authority figures is not acceptable. In order not to make a manager lose face, employees may not inform that manager of problems or make suggestions for improving operations. The Chinese have a large group of middle management but it is important to get to the top level as quickly as possible as that is where decisions are made. Maturity is essential. A young man automatically stands lower on the status scale. Seniority and personal connections are more important than title. One’s position in life is achieved through family and connections. Education is a status symbol, especially if obtained from a well known institution. To directly disagree with the Chinese is considered very rude. They do not separate issues from persons. It is considered polite to act humble but often this is not an indication of how they really feel. Decision is made by people in authority but responsibility for the decision is born by the entire group. It takes a long time for the Chinese to arrive at decisions. The lines of decision-making authority are far from clear. It is wise to discount no one. An ambitious Chinese strives to be an energetic and intelligent conformist. Bosses are expected to be arbitrary and act without explanation. The Chinese don’t want to stand out. Individuals are not expected to accept the thinking of those in authority. The Chinese do not want to expose themselves to criticism.

#### **4.1.3 Management**

Management in Finland has a very strong technical orientation because managerial positions in industrial companies are dominated by engineers. This can be seen in a very precise and systematic approach to organisation. High value is put on efficiency and effectiveness. Punctuality is also very important. The technical level of engineering students is traditionally very high, but the content and the focus of the training program is currently being discussed. The debate is about increasing the social, interpersonal and communication skills training within the engineering studies. When Finnish people enter negotiations, they have certain limits. If the discussions go beyond these limits, there can be a process of consultation and debate among the management before an actual decision is made. The working style of Finnish people is said to be individualistic. They like to work alone and hard. The current trend of team working has been adopted by many companies. This means that new skills must be learnt by the workers, such as communication skills and the willingness to share one’s own points of view and opinions with others. Socialising among co-workers is limited to

organised functions, generally two or three times per year. Finnish people tend to keep their private life separate from their work life and their friends from their colleagues.

#### **4.1.4 Meetings and negotiations**

During a meeting only the leader speaks. All differences of opinion have been hashed out before meetings. Chinese also expect that opposing team will have only one spokesperson and that any others in the delegation will not contradict the spokesperson. Individualistic westerners often find this difficult. When entering a meeting room, the highest ranking person on the team leads the group in. The Chinese like to have foreigners do the same thing so they will know the hierarchy. The Chinese want to control every aspect of meeting from first greetings and introductions, to order of seating, to content of discussion, to how they are conducted. The Chinese also don't jump right into business. They want to begin with appropriate introductory conversation, getting to know each other.

Finnish meetings mostly begin on time and with little small talk, though they are usually preceded by coffee and other refreshments. Finnish people are well prepared for meetings and the agenda is strictly followed.

To the Chinese the human element is a dominant factor in business. They feel this element can not be removed from business. They like to create a sense of friendship and obligation. They use protocol, banquets, etc. to overwhelm. They will go to great lengths to learn food, music preferences, etc, in order to create a sense of friendship. However, in China, friendship also implies obligation. For their friendship, they will expect concessions. Favours and obligations are weighed very carefully and accounts are strictly kept. To avoid becoming too overwhelmed, it is best to perform small favours for the Chinese and thus put them in your debt. The Chinese are single-minded and highly disciplined in pursuit of their own interests. They are distrustful of impersonal or legalistic negotiations. The Chinese may withhold information and reveal as little as possible to try and put the other side at a disadvantage. The Chinese always negotiate in large teams and never individually or in small groups. Chinese negotiating position is arrived at in advance and not subject to revision. If a stalemate is reached,

they must withdraw and reach a new consensus. They must withdraw and reach a new consensus. This requires patience. There may be long periods of time when nothing seems to happen. They are determining their new position. The highest ranking member of the team should enter the room first and this same person should always be the spokesperson. Lower ranking members of the team should never interrupt the leader. Consider bringing your own interpreter along. This can lead to more accurate assessment of what is happening. It can also prevent unintentional loss of face. Know exactly what you hope to accomplish and how much technology are you willing to give away. Remember that intellectual property has no protection in the Chinese law. Remember that the huge Chinese market is still more potential than actual.

Finnish business negotiations are normally held in offices, not in restaurants. negotiations are normally short and to the point because the Finn is very task-oriented and expects honesty and directness from all parties. Finns are well prepared for negotiations. Technical details are important. Between smaller companies, many business deals are still closed with a handshake, the contract being merely a formality. It is acceptable to continue talking business at lunch, but take the lead from the host.

#### **4.1.5 Equality between the sexes**

Equality between the sexes in China for centuries, China's patriarchal society defined women as "accessories of a man". Women could be traded as commodities and a man could 'own' several wives. An old Chinese proverb advises, a woman's virtue is that she has no talent." Education for most women was limited to learning how to cook and sew. Upper-class women learned to sing, play chess, read and draw so they could better serve upper-class men. A man could divorce his spouse for being talkative, for only bearing daughters, or for being jealous. For women, however, divorce was impossible. Although in recent history, many women have made significant contributions to social change, women were almost nonexistent in civil service and business until the 1950s. Nowadays women hold up half of the sky," as Mao Zedong declared. Officially, a woman has the right to expect pay and status equal to that of a man holding the same job. It is becoming more common for women to hold executive positions in factories, companies and government offices. China's current Trade Minister, Wu Yi, is a woman. Still linger in business environments, and it's not unusual to see women play

a purely decorative role in a company. Even women who have senior positions encounter resistance to their leadership. However, most Chinese businessmen recognize that western women hold positions at the highest levels of business and government and try. Therefore, to adjust their expectation of, and behaviour toward foreign women. Foreign businesswomen coming to China are not likely to encounter overt discrimination. They may, in fact, be much admired and respected because Chinese will assume that they must be persons of exceptional competence to be given an overseas assignment. There are some things that western businesswomen can do to make their trip more successful. Negative comments or criticism on any aspect of women's rights in China must be avoided. Public discussion of anyone's sexual orientation will draw unwelcome attention and unnecessary trouble. Always of course, show equal respect and professionalism to both Chinese men and women. Before sending a female representative to china, the home company should prepare her and her delegates thoroughly. An introduction letter that clearly indicates the female leader's position, her credentials and accomplishments should be sent to China in advance. Her business card should have an authoritative title to emphasize her decision-making power.

Equality between men and women in Finland can be attributed to the history of the country and the relatively feminine values of the country. In 1906, Finnish women were the first in Europe to receive the right to vote. There is a law which guarantees that at least 40 per cent of committee and board posts in the public sector are held either by men or women. A majority of women under the age of 65, work outside the home. Day-care facilities and free hot meals provided by communities are important factors which have made this possible. The number of women in managerial positions in companies is quite high. In the public sector, there are women in high posts, e.g. the president of Finland and the speaker in parliament, but a large majority of senior posts are still held by men. Even though there are still differences in salaries, women and men are treated as equal in most working places.

#### **4.2 Similarities of the findings**

Similarities of the findings included subjects about punctuality, first contacts, addressing people, business dress, introductions.

### **4.2.1 Punctuality**

The same thing between the Finnish and Chinese business culture is punctuality. They are all very punctual and stick to schedules and also expect it from others. Visitors and guests should arrive at the time stated, whether it is a formal or an informal situation.

### **4.2.2 First contacts**

Prior appointments are necessary for all business and government visits and can be made by letter, fax or email and or preferably by phone. In general it is easy to access a company, there is no such formality on the phone as, for example, in other countries. And telephone etiquette requires the giving of your full name both when calling and answering the phone.

### **4.2.3 Addressing people**

Addressing people in both countries businessmen like to be addressed by their titles when first introduced but not normally after that. They do not use the names of their colleagues as often as the British. The use of Mr and Ms is also uncommon in the countries. Business cards are invariably used in business meetings. English is the most common used on cards.

### **4.2.4 Business dress**

Business people normally dress conservatively and traditional. Men usually wear a suit or the less formal jacket and tie depending on the field they are working in or the company. Women in business are dressed as formally as their colleagues. Women can wear trousers at the office. In winter times women often change into dress shoes when they get to work. For special occasions the type of dress (formal or informal) will be clearly stated.

### **4.2.5 Introductions**



Finnish and Chinese people mostly introduce themselves officially. As they shake hands, they state their first name and surname. The visitor should also follow suit. The conventions of precedence for introductions are classic. The gentleman is introduced to the lady, junior to senior and younger to older. But for Chinese people this point is opposite. They usually introduce senior to junior and older to younger. It means they respect old people and senior people.

## **5 DISCUSSION AND CONCLUSIONS**

The main aim of the study was to find out what the business culture of Finland and China. What is the similarities and difference things between the two countries. It is an obvious way to know business culture from two countries. Through the comparisons a business man can find out things they have known before. Business culture is a key to business. So it is important to know the business culture. But knowing these cultures is not so easy. It is hard to get in form the door. Here we provide the business culture comparisons list. From the list we can see that there are same things between the Chinese business culture and Finnish business culture and also different things between the Chinese business culture and Finnish business culture. Differences findings include: communication style, management, leadership status, meetings and negotiations, equality between the sexes. Similarities of findings include: first contacts, punctuality, addressing people, dress, introductions. Through these comparisons I found that whatever business culture there is always same things and different things. There are no totally different cultures in the world. Because we are all human beings and we create the world. Every man hath his/her weak side. These weak points are basically the same. So a business culture is also related to these weak points. Business culture is an interesting but difficult to study difference business culture. This is because both business cultures are complex and multidimensional and little is known about the relationship between these two cultures. Business culture is complex and multidimensional. It is in fact too complex to define it in simple terms. To sum up the above comparisons, business culture can be described as the collection of values, beliefs, behaviours, customs, and attitudes that distinguish a society. Business culture is learned, shared, compelling, interrelated set of statements whose meaning provides a set of orientations, taken together, provide solutions to problems that all societies must solve if they are to remain

viable. After the comparisons business culture it made up of several parts. Like people's way of thinking, society background, people's life situation, habits, beliefs. These are all determined how the business culture is.

Compare with the theory part, the practical part is more careful and also detailed. Business practices from the life. In the theories there is general information about business cultures. Summarize business information from real life. Chinese business culture and Finnish business culture in general like the working culture and values, industry and economy, business environment and etiquette. That information can lead to the right area. But the business comparisons can make you find the right place. It explains the differences in the business culture you will encounter in areas, such as business etiquette, communication style, and meeting and negotiation, leadership status etc.

Business culture is an invaluable tool for many of entrepreneurs, businesspeople, corporate executives, technicians, and salespeople seeking to develop lasting business relationships in China. The business culture comparison provides a fast, easy way for you to become acquainted with business practices and protocol to help you increase your chances for success in China or in Finland. You will discover the secrets of doing business internationally while improving your interpersonal communication skills.

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