

Intercultural Intelligence in the Start-Up of a Life-Sciences Institute

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ABSTRACT

This thesis topic was chosen because of the gap of research conducted in the field of Intercultural Intelligence in the Start-Up of a Life-Sciences Institute. Intercultural Intelligence itself is not a new field of study though it has many other names such as Intercultural competence. The author, coming from Northern Europe, a very direct and open culture uses an Indonesian Life-Sciences Institute as a case company where management comes from both Western and Asian cultures and observes the implications of such combination.

This paper's purpose is to give an answer to what is intercultural intelligence in the start-up of a life sciences institute. The research was interested in the role of intercultural intelligence in leading life-sciences start-ups and that also became the primary research question. It takes a look into what is leadership, inter- and intra-culture, what are life-sciences and how they differ from medical studies and what is start-up and how to combine the theory into practice. Methodology used in this paper was conveyed by interviews, research by journal articles and observation in the case

The case company Indonesia International Institute for Life-Sciences was founded 12.09.2012 with close collaboration with Karolinska Institutet in Sweden. Indonesia is a developing country where the culture differs a lot from Sweden and the Scandinavian region and in order to form a strong relationship between the institutions many factors need to be taken into consideration. Indonesia Institute for Life-Sciences is founded by an Indonesian company called Kalbe Corporation

The findings of this paper were that Intercultural Intelligence is a very important part to take into consideration when dealing with different cultures and some cultures are more sensitive than the others. In order to secure smooth collaboration home and host country members have to be aware of the possibility of conflicts in order to be able to avoid them and make the most out of the collaboration.

This paper serves people in the Life-Sciences field who are in touch with intercultural issues and work with newly founded projects. In depth research is needed since the scope and time restrictions of this research were present and further studies are required.

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1 INTRODUCTION

Indonesia International Institute for Life-Sciences was founded 12.09.2012 with close collaboration with Karolinska Institutet in Sweden. Indonesia is a developing country where the culture differs a lot from Sweden and the Scandinavian region and in order to form a strong relationship between the institutions many factors need to be taken into consideration. Indonesia Institute for Life-Sciences is founded by an Indonesian company called Kalbe Corporation and the Institute is being built from the very beginning including fully new campus and laboratories with newest technology.

Intercultural Intelligence in the Start-Up of a Life-Sciences Institute has many aspects to take into consideration. Already the term Intercultural Intelligence has many forms and definitions and depending the situation the meaning can vary a lot. The definition should be cleared to best suit the purpose at hand to avoid misunderstandings. At the moment it is not clearly defined and depending of the context the usage and definition varies and specialists and researchers have not been able to define one single line what to follow.

World-wide importance of trade and the growing emphasis on creating a number of requirements for management of international operations is done. Requirements will be obvious in cooperation with the people of other countries, the future of cultural differences and different approaches work tasks. Organizational behaviour is thus a major role in the different countries and intercultural. It is very important to understand the different countries and cultures, ways of communication, and behaviour, leading to a multi-cultural environment to be successful as much as possible and without problems. (Adler, 1986, pp. 4-5)

The main instruments of modern leadership effective communication within companies and the active partners on the internal as well as at the international level. There is a need to sense the nuances of the atmosphere and the views expressed by various parties. In addition, there is also a need to be able to express oneself in a convincing manner and be able to give good reasons for the decisions on submissions and choices made. Communication among the companies is not just a buzzword, but effective way to gather information. Based on this information can be designed to improve and to change their own activities for the better. (Karlöf, 1994, pp. 114-115)

1.1 Purpose Of This Paper

This paper is about the process of founding an international higher education institution in the field of life-sciences and how intercultural intelligence can be applied to smoothen the journey, what has to be taken into consideration before and meanwhile commencing the journey. This paper will make clear definitions and practices that can be used in other similar situations and connects the gaps that the research of Intercultural Intelligence has in the field of Life-Sciences in the set-up of an educational research institution.

1.2 Research Questions

What is Intercultural Intelligence and how and what aspects of Intercultural Intelligence need to be practiced in the process of setting up a higher education institute in collaboration of a foreign school?

2 LITERATURE REVIEW

The main concepts occurring in this study are culture, intercultural communication, leadership, and management of multi-cultural organizations, intercultural intelligence, life sciences and start-up.

2.1 Intercultural Intelligence

The term Intercultural Intelligence has many definitions and many other forms which are often used parallel and as synonyms to each other. The topic itself is not a new phenomenon and many researchers have taken a deeper look into this matter. Christopher Early has come up with the phrase "Cultural Quotient" (CQ) in his hypothesis of management and organizational psychology where the awareness the contact of a persons cultural setting on their behaviour is important for successful business, and determining an individual's capability to connect fruitfully in any situation or social setting. Cultural Quotient prepares a strategy to develop cultural awareness repeatedly to distinguish behaviours motivated by culture from those defined to an individual. Understanding and accepting cultural differences is healthier for businesses, than forcing different cultural behaviours on someone. The suggestion is that agreeing to understanding and appreciation of the differences to guide answer results in better business practice. (Earley, 2003)

Ricard Zapata-Barrero and Gemma Pinyol Jimenez say that Intercultural Intelligence is the ability to take information and signals to a practical level where interculturalism is embraced and welcomed. Mendenhall and Oddou (1985) on the other hand have taken a more pragmatic manner of an approach and have put together attributes and features of what make people be more successful in intercultural situations and in understanding the manners of when dealing with foreigners. (Hosni & Elmadssia, 2012) (Manual Para el Diseño de Políticas Interculturales, 2013) (Mendenhall & Oddou, 1985)

Hosni and Elmadssia also talk about interaction and that it is mostly acquired in intercultural interaction and that the process requires experiments, observation, analysis and evaluation of the results. The process entails a combination of emotional and cognitive aspects at the same time. They say that Intercultural competence is ac-

quired mostly by interaction and experience applied into practice. The process of this learning is visualized in Figure 2 below. (Hosni & Elmadssia, 2012)

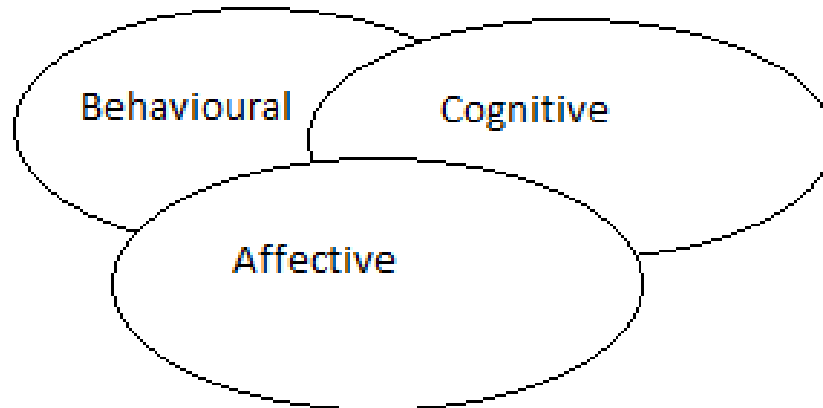


Figure 1 The three dimensions of the intercultural competence (Rakotomena, 2005)

According to Hosni and Elmadssia Intercultural Competence is an individual's acceptance of others without having to fear for reduction in expecting appreciation. Intercultural competence is foremost a social competence. In social competence personality plays an important role and the amount of interested invested in other people around. An intercultural competent person is able to put himself in the role of the other person and seeing things in their point of view and the competence comes from the interaction between the dimensions shown in Figure 1. (Hosni & Elmadssia, 2012)

When we talk about intercultural competency it refers to a variety of capacities and capabilities which are required from the people in order to be successful in intercultural situations. These capabilities are essential and important things to get along well in different cultural background, and avoid major problems and adversity. (Salo-Lee, et al., 1996)

Intercultural competence is always based on the interaction within the ongoing situation. It is essential to remember that the interaction between persons in a situation never directly represent a pure culture and are rarely all one culture of the typical traits and characteristics. Therefore, slavish cultural learning can create embarrassing situations in common interaction in different cultural encounters, when the opposite culture is now understood well enough . Thus, it is important to note that no other

culture can be mastered as well as the culture the person is born and raised in. (Huovila, 2006)

Complete control of cross-cultural competence or even the lack of it is seen as four-level progress scale. These four levels of development are unconscious incompetence, awareness of incompetence, conscious competence and unconscious competence. In the first stage, a person is not conscious of what the other or their behaviour is culture-specific. At this point, it is common that during the interaction the other party feels they have been misunderstood or even insulted. Only then when the person has become aware of the lack of intercultural competence, they may realize that certain embarrassing or uncertainty created by the circumstances can only be due to culturally different perceptions of things, such as confidence, eye contact or body language. Conscious competence, in turn, is lessons learned regarding intercultural competence. At this stage, the individual is able to adapt proper behaviour required by the culture. The unconscious competency is the ability to adapt to situations without realizing it by editing his own behaviour as the situation requires. In general, this step is difficult to achieve and in some people such ability is naturally valued. (Huovila, 2006)

As a result of numerous studies, there can be found a wide range of instances, which are considered to be related to intercultural competence. Learning the local language and local history, politics and economy are essential while getting acquainted with a foreign culture. Expressions of Interests and respect for local colleagues is very important and polite in the phase of integrating into the culture. It is essential to achieve local colleagues respect and trust. Sociality is also considered to be a great advantage and helps to create a large-scale social network. One important feature of the lack of sociality is that it can be appeal idle and not relaxed even if the work of a foreign culture would be difficult and unpleasant. In addition to these important skills is the ability to express their professional satisfaction and a commitment to continuous self-development. (Salo-Lee, 2003).

Intercultural competence is not just a long list of skills that individuals should be, and that could be transferred to any situation. Intercultural effective a person is able to adapt to many different situations, and also to become successful in a very wide

range of human activities and environments. Encounters between different cultures, the essential characteristics have been taken into account, second, behavioural flexibility, and communication and cultural sensitivity. Multilingual and multicultural working in challenging situations has become an important participatory competence (participative competence). This refers to the ability to participate productively joint projects and activities by communicating, sharing knowledge and stimulating group learning. (Salo-Lee, 2003).

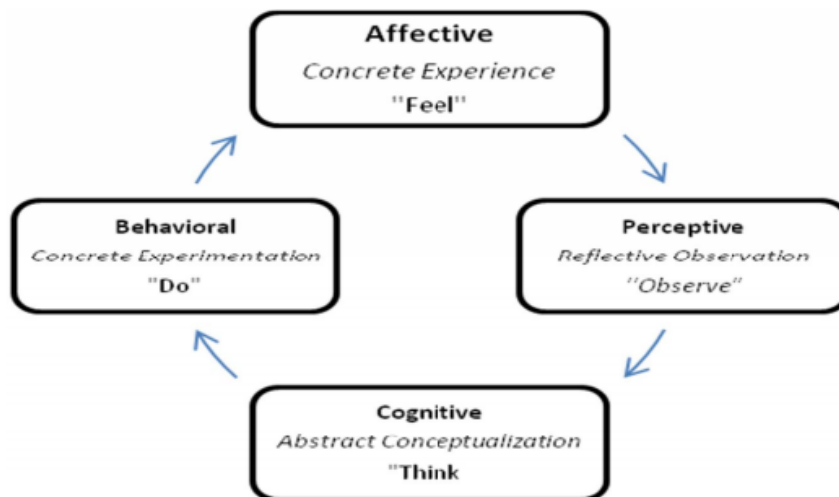


Figure 2 The individual learning of the intercultural skills (Barmeyer, 2007)

2.2 Leadership

Richards & Engle, have studied, collected and listed some of the different theories involving trait theories, where leaders are born not made, to situational interaction, function, behaviour, power, values and vision, charisma and intelligence. According to Martin M. Chemers, Leadership is about social influence where the leader recruits the help and assistance of his followers to carry out a mission of shared interest. His theory agrees with Locke et al. 1991 that leadership is about arranging a group of people to work for their mutual goals. (Chemers, 1997) Common for all leadership theories is that in order to be a leader one needs followers. Without followers there is no leader. (Kirkpatrick & Locke, 1991) (Richards & Engle, 1986)

Jordan et al. 2011 draw attention to the importance of ethical leadership. They found a straight positive connection among leader cognitive moral development (CDM) and

awareness of ethical leadership. According to them leaders who are higher developed ethical reasoners in comparison to their supporters are likely to stand out as prominent ethical role models whose ethics-related communication and behaviour attract followers' attention. (Jordan, et al., 2013)

Alma Harris reverses the concept of great leadership being the product of the efforts of a particular individual. She tries to identify other means of leadership in educational circumstances and how it could be implemented to improve contemporary education. She argues that the leaders of tomorrow will have to be capable of delegating responsibilities, build high-quality encouraging and constructive relationships and to offer their stakeholders the chance to partake in the action of improving their educational institution. She focuses on four main topics: the changing context of leadership, leadership and school improvement, building leadership capacity, and future direction and implications. She goes through different theories and matters and focuses on new viewpoints and alternative ideas when improving the contemporary education methods. (Harris, 2003)

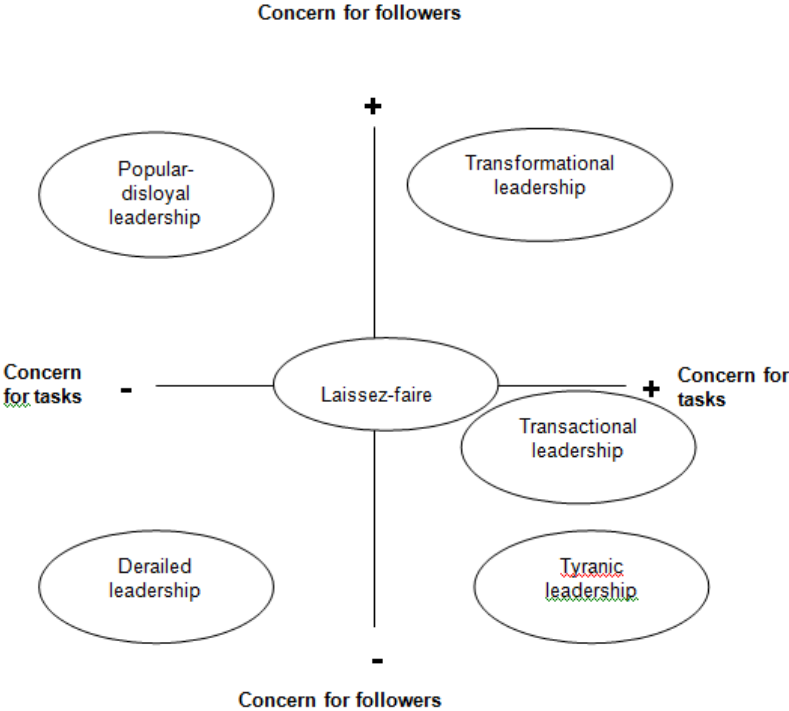


Figure 3 A model of Leadership Styles

Leadership is consistently described as a few made a field or category to. Various critics emphasize different things, so leadership is a lot of different concepts. Management has issues, and content management. Director's most important task is to ensure that the organization's or team's mission is realized. Management is also the management of persons, when people are doing the results. Motivated, aware of the role, the welfare of a group meets the organization's basic task better than the bad condition number of. Management is said to be in communication. Communication is an essential part of management and good execution. Management is said to be the co-construction. The group will work even when the leader is not present. The working community needs certain rules of the game, the forms and the ability to do things together. (Aaltonen, et al., 2008)

2.3 Culture

One of the pioneers in culture research is Geert Hofstede (1965) who developed the 4 original dimensions of national cultures. According to him culture refers to the way "people think, feel, and act". (Hofstede, 2013) These are: Power distance index, Individualism vs. Collectivism, Uncertainty Avoidance Index and Masculinity vs. Femininity. Independent study in Hong Kong directed Hofstede to develop a fifth dimension, long-term orientation, to face features of principles not studied in the original theory Hofstede added a sixth dimension in the 2010 edition of *Cultures and Organizations: Software of the Mind*, indulgence versus self-restraint, as an outcome of co-author Michael Minkov's analysis of data from the World Values Survey. This model of cultural differences has been used by many to study the characteristics of culture. (Hofstede, 2013)

Across national borders, individuals are also parts of different organizations for example businesses. On the contrary to national cultures, which are set in values, organizational cultures are embedded in implementation and execution. Six dissimilar dimensions of practices, or communities of practice have been recognized:

- Process-Oriented vs. Results-Oriented
- Employee-Oriented vs. Job-Oriented
- Parochial vs. Professional
- Open System vs. Closed System

- Loose Control vs. Tight Control
- Pragmatic vs. Normative

Being involved in international organization an understanding for both national and organizational cultures help everyday functions and enables smooth interaction. Communities of practice are significant for multinationals all over the world in order to hold the company together. (Hofstede, 2013)

Hofstede has been widely criticized for its limitations and oversimplifications of cultural differences. A clear contradiction can be detected in his classifications and many pass judgment on the shortage of empirical data in educational situations. (Signorini, et al., 2009)

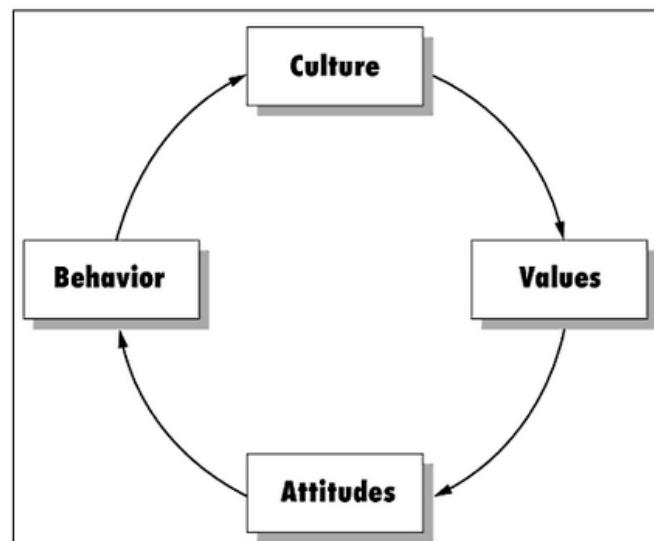


Figure 4 Influence of Culture on Behaviour and Behaviour on Culture (Adler, 2008)

Trompenaars concluded four cultural dimensions that relate to the question of interpersonal relationships and work-related values

- Universalism vs. Particularism
- Communitarism vs. Individualism:
- Specific vs. diffuse
- Achievement vs. ascription

Later after a fruitful collaboration with Charles Hampden-Turner Trompenaars added 3 dimensions to the list

- Neutral versus emotional
- Sequential time versus synchronous time
- Internal direction versus outer direction

(Trompenaars & Hampden-Turner, 2011)

Trompenaars has placed special emphasis on cross-cultural differences in understanding of the business world and the management of people. According to him, these seven value-orientations have a major impact on the way people work in business and management (Trompenaars 1993, 29) Trompenaars dimensions and publications have been criticized for, among other things because of their commercialist nature (Hofstede 1996, 198). However, it is good to be aware that Hofstede's views are not the only one out there but rather that there are several ways to look at cultural differences in the expression of the work environment. (Trompenaars & Hampden-Turner, 2011)

2.4 Life-Sciences

Life-Sciences as a term is a vast concept. Life-Sciences include everything from living organisms, including biology, microbiology, biochemistry, botany, physiology, and zoology, Life-Sciences is different from medical studies by trying to educate its audience and preventing diseases and harmful effects rather than only concentrating on treating them.

Life sciences is the general term all fields of science concerning and maintaining human life. The definition of life sciences used here is derived from the BioPartner Network and refers to “those firms that apply the possibilities of organisms, cell cultures, parts of cells or components of organisms, in a modern way for the use of industrial production. They may also provide associated services, and hardware and software.” This definition is somewhat broader than just firms focusing solely on modern biotechnology. This is reflected by the percentage of companies that act mainly globally; three quarters of the companies have a mainly global focus, whereas only 3 percent focus primarily on the homeland. (BioPartner, 2005)

Another definition of life sciences is based on the definition used by the Dutch Ministry of Economic Affairs within the scope of the Action Plan Life Sciences 2000 - 2004. as: "Those companies that apply the possibilities of organisms, cell cultures, parts of cells or parts of organisms, in a novel approach for the function of industrial production. They can in addition provide linked services, and hardware and software." Existing fields, including biotechnology, biology, pharmacology, chemistry, physics and informatics, are integrated into this definition. The purpose of life sciences is to utilize these technologies in order to contribute to new medicines, improved treatments of diseases, a cleaner industry and environment, improved enzymes and new functional foods. (BioPartner, 2005)

2.5 Start-Up

According to Paul Graham a start-up company is a newly founded company that is designed with rapid growth potential. Only the newness of a firm does not validate the company being a start-up. Start-ups are also not necessarily in the field of only technology or rely on venture capital and the only requirement for being called a start-up is growth. Start-ups are not the easiest way to found a company. Rapid growth is hard to gain and hard to maintain but if that is accomplished many things tend to work out. Start-ups are very different from the very beginning. They differ from "just" successful companies by their original intention. (Graham, 2012)

In the Global Entrepreneurship Monitor Report from 2006 a start-up phase of a business is from 0 to 3 months. According to them, start-up companies and businesses in the next phase (from 3 months to half a year) create the new foundation from where an economy can develop and increase growth. (Maas & Herrington, 2006)

Start-up companies do not have an official definition, so the official statistics does not exist. Start-ups are typically young, rapid growth and internationalization aimed businesses, which are often developed by risk financing. Others talk about start-ups in growth companies, but most of the official agencies classify old growth companies in the business.

Along with Steve Blank, an entrepreneur and start-up specialist, a start-up can be defined by the following way:

"A startup is an organization formed to search for a repeatable and scalable business model." (Blank, 2010)

Finland's Ministry of Employment and Economy's Enterprise Growth Review 2011 defines the situation by saying that the "growth-oriented entrepreneurship and fast-growing company has hundreds of definitions." For example, the OECD / Eurostat definition of output growth in the company's employment is at least 10 people, and within three years the average annual growth of employment exceeds 20%. According to the list, there were the years 2006-2009 a total of 691 growing companies. According to the ministry's definition, Finland has about 8 000 companies, with a turnover increase by at least 10 per cent in three years in a row.

2.6 Overview

In the literature review it became very clear that many researchers have done wide and in depth research about the respective fields which concern this thesis but a noticeable gap can still be found. Intercultural Intelligence has not yet been studied in the field of a start-up of a life-sciences institute. Also the topic, what is a start-up in a life-sciences institute has not been studied according to the previous literature research. Many researchers and scientist still struggle with the precise definition of life-sciences itself and a variety of definitions can be found since it is a rather new term. Culture itself is a vast concept and understanding it requires many things. Therefore the term Intercultural Intelligence has come up with many different synonyms. Researchers have yet to talk about Intercultural Intelligence and Intercultural Interactions in the field of Life-Sciences. Especially in the set-up and beginning of such an institute. What aspects have to be taken into consideration? How is high intercultural intelligence going to help in the set-up? All these question have been unanswered and this thesis is written to connect these gaps that were found in the research.

3 METHODOLOGY

3.1 Introduction

This chapter explains the reasons behind the researchers' choice of methods for this dissertation.

According to Brewerton and Millward a legitimate research method should communicate the research objective, be able to acquire important data which relates to the research question, is in proportion with the timeframe and resources required, be effectively conducted and is ethically cogent. (Brewerton & Millward, 2001)

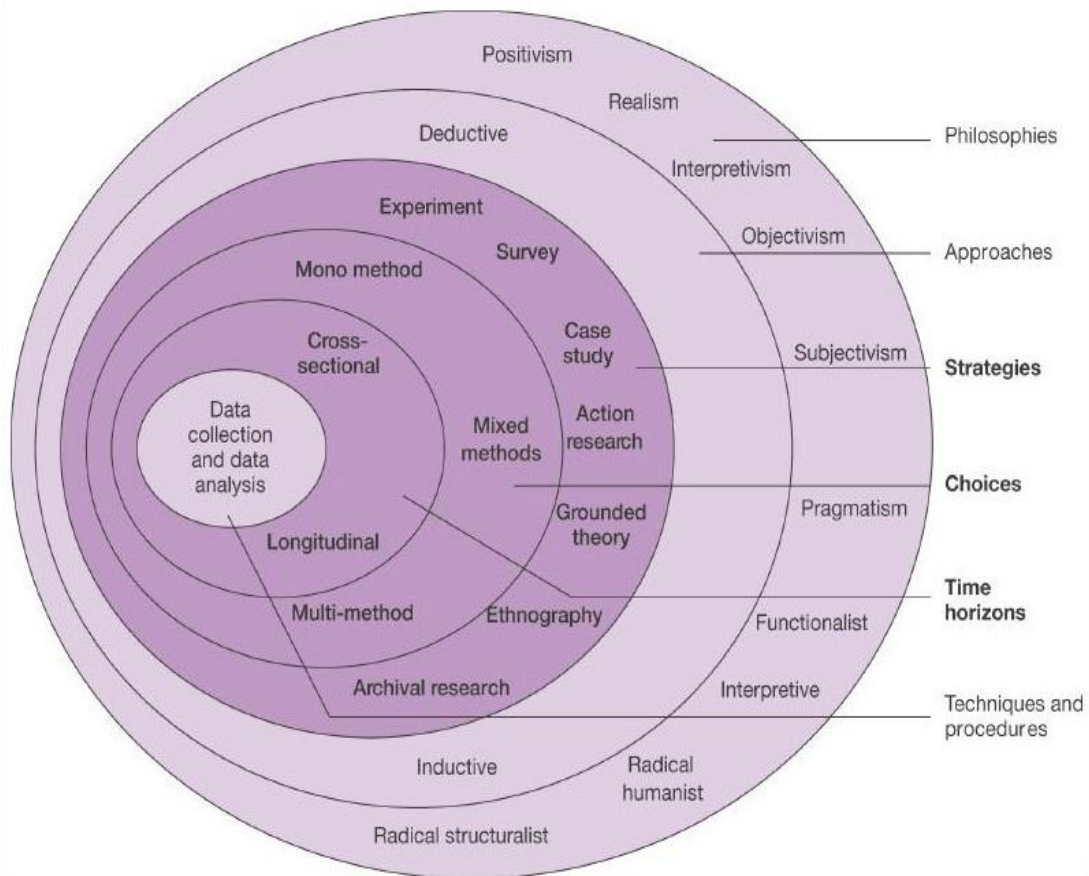


Figure 5 The Research "Onion" (Saunders, et al., 2009, p. 108)

3.2 Research Question

This paper searches the answer for what is the role of intercultural intelligence in leading life-sciences start-ups? The research question establishes where and what kind of research this paper is about and it recognize the specific objectives this paper addresses.

3.3 Methods of Data Collection

Data collection methods play an important part in any research. There are a variety of different methods to use and choose from, each with their own benefits and weaknesses. Determining and using proper research methods increases the value of the research to a great extent. (Sekaran & Roger, 2010, p. 185)

Data collection methods can be the following: face-to-face interviews, telephone interviews, computer assisted interviews, and interviews conducted via electronic media such as via mail sent, personally managed questionnaires or electronically controlled ones. Observation based data collection of individuals like videotaping or audio recording and multiple other motivational techniques as projective tests can also be performed and used for research purposes. (Sekaran & Roger, 2010, p. 185)

Interviewing, conducting interviews and questionnaires, and observing people and phenomena are the three key data collection methods in survey research. In some cases projective tests and other motivational techniques can be used to recon variables. These techniques involve the respondents stories, completed sentences or their reactions to for instance inkblots or unlabeled pictures. These types of data is usually used to determine respondents' own thoughts, feelings, attitudes, and expectations which can be verified by authorized psychologists. (Sekaran & Roger, 2010, p. 185)

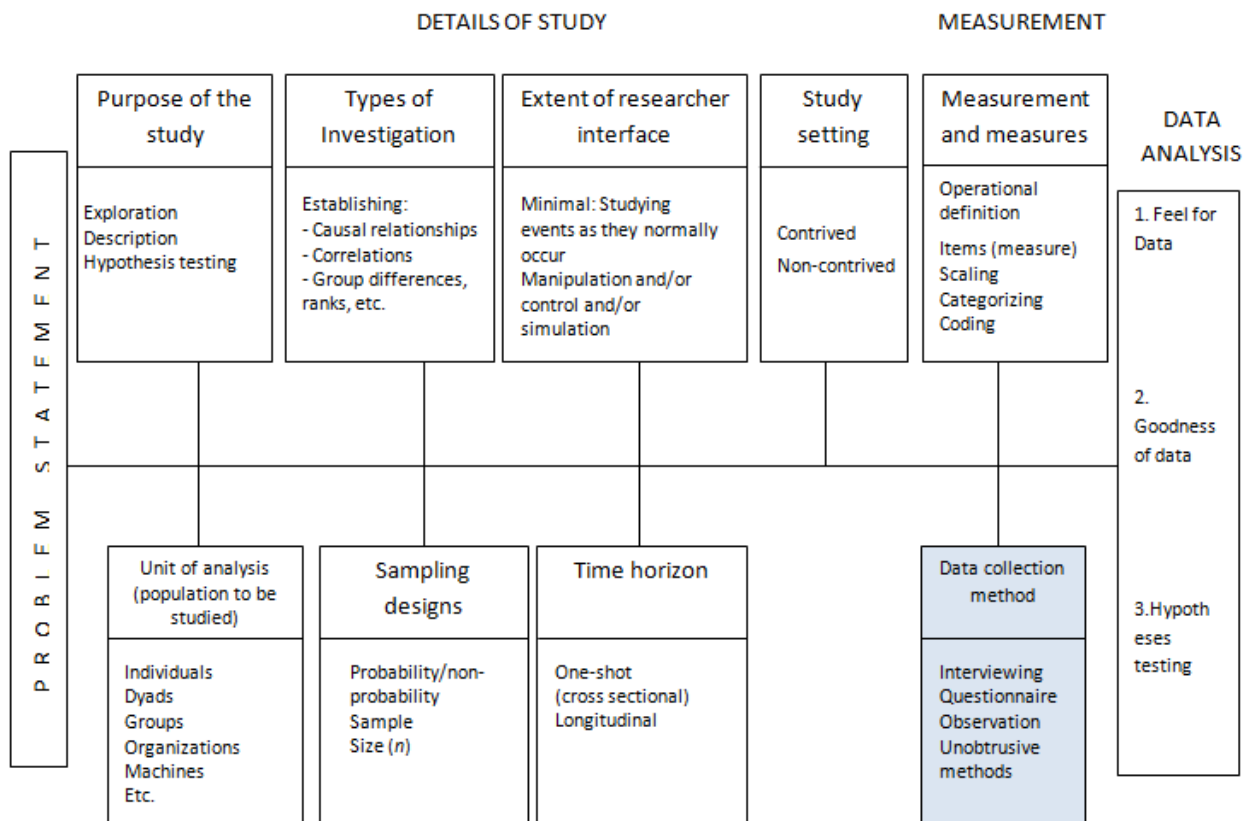


Figure 6 Research design and how data collection methods fit in (Sekaran & Roger, 2010, p. 185)

3.4 Primary Data

Primary data is acquired first-hand by the researcher and keeping in mind the nature of the research the data is gathered for the explicit intention of the study. Primary data can be obtained from different sources such as individuals or other focus groups panels of respondents specifically set up by the researcher. (Sekaran & Roger, 2010, p. 180)

Focus groups are normally formed of eight to ten participants with an interlocutor directing the conversation for approximately 2 hours on a specific topic, concept or product. Members are being chosen to the group regarding their competency in the topic at hand of which the research is conducted. Information obtained via focus groups provides fast analysis and is only qualitative but not quantitative data. Focus groups also cannot present the whole scale of opinions but rather a small, segmented views. Therefore their opinions cannot be deemed fully representative of the

whole scene. Focus groups are best when detecting reasons for low success in for example certain management styles. There group members give interlocutor and researcher valuable insight what the public might be thinking. Focus groups are mainly used for exploratory studies, when making generalizations based on the information generated by them or when conducting surveys (Sekaran & Roger, 2010, pp. 181-182)

3.5 Secondary Data

Secondary data are vitally important for the majority of organizational research. Secondary data normally refers to material that is not obtained by the researcher itself but collected from other means and sources. This kind of data is generally internal or external information of the organization including books and periodicals, government data of economic indicators, census data, statistical abstracts, databases, the media, annual report and case studies. The benefit of searching for secondary data is time and cost savings in obtaining a critical mass of information for the backbone of the research. On the other hand risks for secondary data are that it may become outdated. this may happen relatively quickly or within a longer period of time and therefore does not meet the requirements of certain settings and as a result renewing or replicating the research can be difficult. (Sekaran & Roger, 2010, p. 184)

3.6 Qualitative and Quantitative methods

A rough breakdown of the research can be made by dividing the research methods into two categories, quantitative and qualitative research methodology. Both methods are equally valid and the investigator must carefully ponder how to conduct the research and which method is chosen. The selection must be done carefully, because the quantitative and qualitative research methods differ from each other, and they provide information collected in different ways. Research is always a purpose or function, and these two research methods guided the selection process. (Hirsjärvi, et al., 2009, pp. 135, 137)

3.6.1 Ethnographic Method

Data collection methods are meant to catch the "social meanings and ordinary activities" of people (informants) in "naturally occurring settings" that are regularly referred

to as "the field." The purpose is to collect data in such a technique that the researcher affects the data collected in as small manner as possible. numerous methods of data compilation can be used to smooth the progress of a connection that agrees to a more delicate and comprehensive representation of the informants and their community. These can consist of member inspection, field notes, interviews, and assessments. Interviews are often taped and later written down, making it possible for the interview to continue unbiased of note-taking, but with all knowledge accessible afterwards for full analysis. Secondary research and document analysis are also engaged to present an outline into the research subject. Formerly graphic representations of kinship were generally used to "discover logical patterns and social structure in non-Western societies". Anthropology in the present day centres attention more on the study of urban surroundings and the use of kinship graphs is infrequently engaged. (Brewer, 2000, p. 10)

In order to make the data collection and interpretation transparent, researchers creating ethnographies often attempt to be "reflexive." Reflexivity refers to the researcher's aim "to explore the ways in which [the] researcher's involvement with a particular study influences, acts upon and informs such research". Despite these attempts of reflexivity, no researcher can be totally unbiased, which has provided a basis to criticize ethnography. (Nightingale & Cromby, 1999, p. 228)

Traditionally, the ethnographer focuses attention on a community, selecting knowledgeable informants who know the activities of the community well. These informants are typically asked to identify other informants who represent the community, often using chain sampling. This process is often effective in revealing common cultural denominators connected to the topic being studied. Ethnography relies greatly on up-close, personal experience. Participation, rather than just observation, is one of the keys to this process. (Genzuck, 2003)

Ethnographic methodology is not usually evaluated in terms of philosophical standpoint. Ethnographic studies nonetheless need to be evaluated in some manner. While there is no consensus on evaluation standards, Richardson (2000, p. 254) provides 5 criteria that ethnographers might find helpful:

- Substantive Contribution: "Does the piece contribute to our understanding of social-life?"
- Aesthetic Merit: "Does this piece succeed aesthetically?"
- Reflexivity: "How did the author come to write this text...Is there adequate self-awareness and self-exposure for the reader to make judgments about the point of view?"
- Impact: "Does this affect me? Emotionally? Intellectually?" Does it move me?
- Expresses a Reality: "Does it seem 'true'—a credible account of a cultural, social, individual, or communal sense of the 'real'?" (Richardson, 2000, p. 254)

3.6.2 Interviewing

One technique to acquire data is by interviewing respondents on the topic at hand. Interviews provide a constructive way through the investigation phases of research. There are two types of interviews: structured and unstructured. Interviews can be held face-to-face, via telephone or in the internet. Unstructured interviews' intention is to convey some opening topics into consideration of what needs to be further explored. To fully understand the situation the researcher should interview the employees in several levels That includes broad questions in the early phase, and profiled questions to each level of staff from employees to directors. (Sekaran & Roger, 2010, pp. 186-188)

Structured interviews are held when in the beginning is known what information the researcher needs. Questions in structured interviews are clear and relevant to the problem at hand. The same questions will be presented to each participant in the same way. Bias should be minimized in all situations as much as possible. The interviewer should establish a trust between themselves and the interviewees and the company where the research is conducted. Being pleasant, sincere, sensitive and non-evaluative helps in creating trust with the interviewees. (Sekaran & Roger, 2010, pp. 188-191)

Open interview refers to unstructured or free-form interview on a specific topic. This type of interview is very similar to the situation in normal conversation, in which the researcher does not impose mailbox thinking or language. Open interview requires a lot of time, and usually several meetings for the interview. Theme interview, in turn,

ranks somewhere in between from open interviews to form interviews. The interview proceeds of certain pre-designed themes relating to, without precisely of questions. Theme interview is held a more structured method than an open interview. Deep interview is largely similar to theme interview when going in depth to the underlying issues of the defendant and the purpose is to get as deep into the topic of the study. (Puusniekka & Saaranen-Kauppanen, 2006)

3.6.2.1 The survey implementation

Before the actual survey can be carried out among companies, it has to be ensured that all survey-related matters are in order. It should be remembered, among other things, to verify that the form and the questions in the questionnaire are fit, the link is active on the website, and that for the defendant it is as easy as possible to answer the survey without ambiguity.

3.6.2.2 The questionnaire design, creation and testing

The study questionnaire was started first, the Word file and then finished the questions were transferred to electronic form by e-form program the help. E-form to the answers given by the respondents is automatically saved in the program, which will greatly facilitate the analysis of responses. The study resulted in using the Internet as a form of inquiry used in e-form, as it is for defendants is an easy and fast alternative to writing the queries sent to year. This option also helped a lot of answers to the analysis phase.

3.7 Measures Procedure

The same reality of a phenomenon can be studied using different methods and different perspectives. Methods can be divided into quantitative and qualitative research. Though that comparison is tried to let go, and rather be seen as complementary trends. Researchers should always consider what the best approach is that helps to clarify the research problem and to choose the way forward on it. (Hirsjärvi, et al., 2009, p. 128) The researcher's responsibility is to select a valid approach and methodology to solve the problem.

Qualitative research is based on describing and perception of real life, and taking into account that reality should not be arbitrarily split into pieces. Qualitative research is

not aimed at the achievement of objectivity, for example, academic values shape what and how we seek to understand the phenomenon. Such qualitative research is rather a goal to find and reveal the facts, not so much to verify the claims. (Hirsjärvi, et al., 2009, p. 152)

For this thesis the data was mainly collected my e-mails, personal visits to analyse situations, questions and interviews on the spot while visiting in the company, journals and articles like Karolinska gazettes, visits to Kalbe Group, Indonesian and Swedish documents relating to life-sciences, company memos, conference calls and by perception. Most of the data was collected in English language but the presence of Swedish was also there.

3.8 Data Processing and Analysis

Qualitative research methods have a tendency to intertwine the steps of the research, such as data collection, analysis, interpretation and reporting. Data collection steered the progress of the mix analysis features. The first visits to the company spawned new issues and progress was made in the follow-up questions.

Qualitative data analysis is to bring clarity to the material and therefore provide new information on the matter. Tuomi and Sarajärvi (2002, 94), dedicate to the analysis of qualitative research from the view point of a new researcher. According to them, qualitative data often contains a lot of interesting things, but the research should still focus strictly to the limited scope and talk about it extensively. (Tuomi & Sarajärvi, 2002, p. 94) Also, in this work the analysis is restricted to research the research question determined area.

Most of the data for this thesis was gathered by perception by the author. The author analysed the situations comparing them to literature and previous research done and used the methods of constant comparison as analysing tool. Since the author has fluent qualifications in English language and good knowledge of Swedish language the data processing did not provide any difficulties in the data processing and analysis phase.

3.9 Reliability and Validity

In order to avoid errors in the creation of scientific research, often the reliability and validity vary. Interviews for the reliability of the assessment should focus attention on the data collection and the quality of treatment and reliability of the material itself. Quality of data collection depends essentially on that the interviews do not take place only in theme-related topics, but are dependent on additional questions reference as well. In addition, the quality can be increased by paying attention to taking care of that interview record devices are in good condition. Also, an interview diary helps in later stages of the investigation. (Hirsjärvi & Hurme, 2001, pp. 184-185)

Getting to know the subject increased quality of data collection. Keeping a journal was part of the data collection.

Data processing quality control, it is also important that the lettering is done as soon as possible after the completion of the interviews. (Hirsjärvi & Hurme, 2001, p. 185) In this research the transcription was delayed which may effect on the quality and therefore be criticised. Anyhow the company staff has always been available for questions if some parts have been unclear or not in the fore front of the mind anymore. That has acted as further support in the handling of data in a later phase of analysis.

4 CASE COMPANY

4.1 Indonesia International Institute for Life-Sciences

Research International projects, outsourced research activity from Life-science companies. Clinical trials/pilot production Outsourced clinical trials and pilot production from Life-science companies Market exploration projects: Outsourced market exploration projects from Life-science companies Meetings, conventions and conferences: Organizing Life-science related activities. Attraction of investments Organizing a fund with partners to facilitate investments into international life-science projects and companies. Professional training Targeted short courses (campus, online and blended) targeting working professionals. Degree programs, Bachelor programs, Master-programs, PhD-programs.

The mission for i3L is to provide a pioneering and globally connected center for life-science innovation, research and education in Jakarta -to serve the fast growing indigenous life-science industries, accelerate talent development and provide services to international life science companies and international life-science researchers and innovators.

Indonesia is the world's fourth most populous country with a great growth potential. Indonesia's GDP grew on average 5% annually between 2000-2010 and by World Economic Forum estimations is continuing its annual growth over 6% for the next decade. According to World Bank and Standard Chartered, Indonesia is predicted to be in the Top 10 leading economies by 2020 the 6th largest economy in the world by the 2030.

Given its significance and great development potential there is an urgent need to accelerate innovation and scientific activity. There is a great opportunity to grow life-science innovation, research and education in Indonesia to support Indonesia's ongoing climbing in value-chains and taking first steps towards an innovation-driven economy to realize the ambitious vision 2025.

The fast growing Indonesian Life-science Industry needs people with the right skills and mind-set as well as infrastructure and critical mass of activity. In the same time international life-sciences companies seek new ways to make innovation and re-

search, especially clinical trials, as well as new market exploration faster and more affordable. International life-science research and education institutions seek new ways to engage with talent and to accelerate their research and innovation activities.

A great need for life-science innovation, research and education in Indonesia – supporting Indonesia's on-going climbing in value-chains and taking first steps towards an innovation-driven economy to realize the ambitious vision 2025

"Fast growing Indonesian Life-science Industry need people with the right skills and mind-set as well as infrastructure and critical mass of activity."

"European Life-sciences companies seek new ways to make innovation and research (especially clinical trials) as well as new market exploration faster and more affordable."

"European Life-science research and education institutions seek new ways to engage with talent and to accelerate their research and innovation activities."

"Untapped opportunities to ensure sustainable basic funding with >75,000 Indonesian students go abroad and pay premium to get quality education and international experience every year."

"A perfect moment in time to leverage the newly created i3L to accelerate Indonesia-Europe partnerships in Life-science innovation, science, education and business development."

4.2 Kalbe Group

Kalbe Farma is a pharmaceutical company located in North Jakarta and was established in the year 1966. The Company has expanded by strategic acquisitions of pharmaceutical companies, becoming an integrated consumer health and nutrition enterprise. The Kalbe Group has brands in the prescription pharmaceuticals, pharmaceuticals, energy and nutrition products, with a packaging and distribution arm that reaches over 1 million outlets. Company brands in healthcare and pharmaceutical segments include Promag, Mixagrip, Woods, Komix, Prenagen and Extra Joss. Kalbe is the largest publicly listed pharmaceutical company in Southeast

Asia with over US\$ 1 billion in market capitalization and revenues of over Rp 7 trillion. (Ngui, 2012)

Their vision is to be the best Indonesian healthcare company driven by innovation, strong brands and excellent management. Their mission is to improve health for a better life. Motto is the Scientific pursuit of health for a better life. (Farma, 2012)

4.3 Karolinska Insitutet

Karolinska Insitutet was founded 1810 by King Karl XIII in 1810 as an "academy for the training of skilled army surgeons" in Stockholm, Sweden. Karolinska Insitutet is currently one of the world's leading medical universities. Their mission is to contribute to the improvement of human health through research and education. Karolinska Insitutet accounts for over 40 per cent of the medical academic research conducted in Sweden and offers the country's broadest range of education in medicine and health sciences. Since 1901 the Nobel Assembly at Karolinska Insitutet has selected the Nobel laureates in Physiology or Medicine. They have a close relationship to the clinical milieu, a well established infrastructure and a stable financial situation and they have prerequisites for sustaining high quality research and education. (Helena Mayer, 2012)

5 FINDINGS, ANALYSIS AND DISCUSSION

Indonesia International Institute for Life-Sciences is a good example where implementing Intercultural Intelligence plays an important role. The whole situation is all about understanding and accepting cultural differences. When the expertise comes from Sweden and the funding from Indonesia cross-cultural considerations have to be taken seriously. Sweden and Indonesia differ culturally a lot from each other. Understanding has to be both sided in order for everything to function smoothly.

In Indonesia International Institute for Life-Sciences the founding fathers from Kalbe group have spent longer periods in western cultures so they had previous knowledge from working together with people from different backgrounds. Also Indonesia International Institute for Life-Sciences management has good knowledge of English language and previous knowledge of working with different cultures. The president and 3 vice-presidents are Swedish and the CEO is an Indonesian currently living in Singapore who studied in the US. The president has work experience from over 60 countries and travels much for his profession. Since Indonesia International Institute for Life-Science is still in the founding phase it is not yet fully staffed. Currently the staff background is from Indonesia, Northern Europe and North America. They are recruiting globally for professors and researchers. Their current work and research partners come from Singapore, Sweden, Italy and Japan and they are on the search for more partners. As the name Indonesia International Institute for Life-Sciences implies their intention is to create a very international atmosphere which is "Globally connected and locally embedded".

5.1 Multiculturalism in the Organization

The first part of the data analysis deals with the themes of importance related to the occurrence of multiculturalism in the target organization. Discussion of several themes is the basis of identifying the interviewees' understanding and definition of multiculturalism in the organization. The destination organization consists of several different cultures, so it can be considered as a multicultural organization and is therefore a suitable target for this research. As earlier stated in this research, multiculturalism is a very wide phenomenon which has multiple different dimensions. These dimensions and themes have been chosen because of repetitive occurrence.

5.1.1 Intercultural Communication

It is difficult to conduct a conversation of cultural differences or a multi-cultural organization without defining communication. In this section cross-cultural communication of issues are analysed and communication related dimensions which rose in the observation and interaction as significant issues. Communication is related to the meanings of working language, but in this section are discussed other kinds of cross-cultural communication phenomena, in which rose as significant parts in the observation and interaction.

Communication and interaction were one of the themes observed, but it became as a significant factor in the discussion of other themes selected for an interview. For example, the interaction and discussions with the building construction crew, who have little to no knowledge about other cultures, raised an important issue that the cultural and communication differences cannot be ignored.

When communicating with the solely Indonesian construction crew, of which only the project manager understood English it became quickly sure that Indonesian way of communication differs quite a lot from the Northern European way, which the author has been used to. Firstly, Indonesia is a very hierarchical country and mostly people speak only with people of same level. Sometimes message is hard to get to the whole group and messages have to be softened and nothing is ever said straight. This again differs much from Northern European way of communication. One great example is when the construction of the new building was standing still and no one of the management knew about this. This represents very well how Indonesians do not want to deliver bad news or if they do not know something and require more knowledge they wait until the manager provides them with the information needed. This again differs much from the way the management saw the situation because they were in the understanding that they tell what they want and then the workers can think themselves the best way to deliver the wanted results. As shown in Figure 3 the management was used to *laizzes-faire* style of managing where the worker has more freedom how to operate. The Indonesian staff was more used to strong management more like transactional leadership to tyrannical leadership style where the manager supervises and makes all decisions and the worker follows.

The bigger the difference in background of the sender and receiver of information is the greater the difference how they perceive and connect certain verbal or non-verbal communication. Intercultural communication can be considered as a failure when the culture B representative's understood message is not equivalent of the culture A representative's message. In a situation like this it is rarely about the language skills or the lack of them. Problems in intercultural communication are about the difference in perception, interpretation and assessment. Though it cannot be assumed that intercultural communication is always problematic. As a rule can be stated that when the message sender and receiver come from different cultures the probability that the message reaches the receiver in the intended manner decreases. (Adler, 2008, pp. 75-77)

5.1.2 Hierarchy

The concept of hierarchy is associated with this study, among other things, by the value of Hofstede's dimensions. According to Hofstede analysing hierarchy in intercultural scope can be connected to so called power distance. As previously described this is a reference that cultures differ from each other in how less powerful individuals expect and accept unequal distribution of power. As an assumption is the fact that in societies and organizations power is always distributed more or less uneven. In organizations, power distance is often subject to attitudes toward leaders. (Hofstede, 2013)

Since Indonesia International Institute for Life-Sciences is still in the founding phase and the organization structure is not fully in place hierarchy consists mostly of individuals in leading position and only little staff.

The concept of a hierarchy was revealed in the interviews in a number of different situations. Specifically in the fields of decision-making, teamwork and leadership-subordinate relationship. All of the interviewees mentioned the same thing, that different cultures have different views of the weight value for leaders sayings.

"Different cultures have a very different views of the fact of the weight that is given to director or the chief's words, and yes I think it shows very clearly here. If the boss says something, then it is the law."

"There are cultures where hierarchy is important, and whatever the boss says, so it must be done."

This was seen as somewhat problematic. The interviews revealed that the high experience of hierarchy also led to the fact that approaching the manager was not easy to Indonesian culture representatives. If a manager or team leader comes from a culture where the significance of hierarchy and power distance is not emphasized, he expects approaching when it is necessary. Without Intercultural Intelligence, this can be difficult to understand and take into account. In Indonesian culture to approach the manager is significantly more difficult. This creates a situation in which the expectations of the manager and the subordinate do not match. Team leaders and managers responses reflected the desire of open communication. On the other hand it was also found that these attitudes can be difficult to turn around.

5.2 Analysis

The interviews revealed a number of multicultural characteristics of the organization. Although the interviews were not in the objective to look at a multicultural organization from a problem-solving point of view, many of the things that most clearly in the interviews came out related to the multicultural challenge. The academic debate is moving from multicultural challenges and problems towards the use and benefits of multiculturalism perspective. However, the conclusion of this work is the fact that multiculturalism still talking about the challenges, and they get a lot of attention in the organizations.

The various dimensions of communication were raised in a variety of interviews. Communication challenges can be grouped into two categories: culture-and language dimensions of the question. Into the culture-specific communication challenges can be included the different ways to understand the issues and various communication styles. The difference in the understanding of the risks was recognized when the sender and the recipient come from different cultures.

When speaking of communication styles clearly Asian and western cultures differ much from each other. In particular, the direct and indirect communication cultures have attracted attention. Communication styles emerging from the dimensions can be combined in a number of earlier research in the field. The interviews showed that different communication styles were described as problematic to the extent that they can cause conflicts in a multicultural organization.

The interviews highlighted the importance of experience, when people reflected on their relationship in a multicultural work community. Experience has shown the importance to rise, even when considered a multi-cultural group work and the means to contribute to the work of a working group.

6 CONCLUSION

I started this research by asking what is Intercultural Intelligence and how and what aspects of Intercultural Intelligence need to be practiced in the process of setting up a higher education institute in collaboration of a foreign school? In my research it became clear that Intercultural Intelligence is very important when dealing in an intercultural setting with many different cultures that differ much from ones original culture. Intercultural Intelligence reduces the chances of clashes and other harmful incidences that usually affect productivity and feelings towards work.

The theoretical framework focuses on cross-cultural specificities of the organization culture, organizational behaviour dimensions and form. The definition of culture and the concept of the issues are important to note when talking about intercultural organizations. In this work the definition of culture has started in the thought that it is a form of subconscious mind programming, which in turn affects our values, and through that our actions. Culture is a social phenomenon. Therefore, it can be viewed by various groups of members and their common features. In this work culture has been limited to national cultures. Thus in this work cultural issues are presented by certain national value classifications. These classifications are those that have presented a significant matter for the study.

The main results of the study related to the cultural differences between the challenges of a multicultural organization, as well as cross-cultural management conditions.

The results showed that the most important cross-cultural management prerequisites can be considered effective communication, previous experience of different cultures, the ability to act as an arbitrator between the cultures and the ability to motivate and encourage multicultural work community.

National culture school of thought emphasized the strong childhood socialization and values, deepening of the unconscious as a separate in depth understanding are pretty sharp contrast integration of continuous-school socialization process, which allows for the deepest values, basic assumptions, deform even in adulthood in the organization.

The discipline remains unresolved national and intercontinental scientific paradigms and traditions of the impact studies, can view the concept of culture in the organization to explain the background of the researcher, and, if so, to what extent? culture in the literature on reflection, paradoxically, quite a bit of research of its own position, philosophical views of science and human perception, and the researcher's own ethnocentrism as a factor in making the observations.

Due to the limited time and scope I would recommend this topic to be studied further since this was conducted as an empirical research in Bachelor level studies. Intercultural Intelligence has its own modifications when it comes to the Life-Sciences field and especially when talking about Start-Ups. These both definitions make Intercultural Intelligence slip into a specific slot with its own jargon and things which has to be taken into consideration and in this research this was not realistic to include to the scope.

In Indonesia International Institute for Life-Sciences the managerial implications currently are all in order. Most of the people in managerial position have good knowledge of how to deal in intercultural situations and are aware of the possible clashes and understand the reasons why something went wrong. Though the more people are aware of these issues the better the organization works and the less clashes appear. The next step for the management in the field of Intercultural Intelligence would be to prepare staff to be ready for the rapid internationalization what the institute is planning.

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