Impact of Cultural Differences on Business Partnership Creation - Case Indo-Finnish Partnership

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Futures Studies and Customer-Oriented Services
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The purpose of this thesis was to recognize cultural differences between Finland and India. The aim was to find out how they impact on linkages of partnership. The objective was to improve the interaction with an Indian service provider on operational level in the case organization. Information provided by this thesis can benefit also other organizations in their co-operation with Indian companies.

The theoretical framework consists of networking, partnership linkages, communication, cultural intelligence and cultural differences between Finland and India. An important theoretical aspect was the framework of partnership linkages by Jukka Vesalainen. It was used as a basis for qualitative research and for analyzing its results.

The case organization of the thesis belongs to the Finnair Finance organization. A qualitative method was used with the team members. Three subject interviews were organized with them. The purpose of the subject interviews was to find out how cultural differences impact on the partnership linkages. The challenges and the successes in co-operation with the Indian company were also studied. The case organization has a service provider in India. A quantitative method was used with the service provider by executing a questionnaire survey. The purpose of the questionnaire was to find out how communication with Finnish people is experienced and what kinds of methods are preferred for the feedback process.

The results revealed that cultural differences impact on all partnership linkages. It was also exposed that there are always both advantages and disadvantages caused by the same cultural differences. It was experienced that relations with Indians are easy to establish. Challenges in interaction occurred in communication as well as in feedback methods. From the questionnaire results it was verified that supervisors have a strong parental role in India. Indians wished positive feedback to be given publicly. It reflects the collectivistic and competitive society in India.

Proposals to improve interaction were given based on these findings. The conclusion is that constructive feedback should be shared also with the supervisors. It is also recommended that constructive feedback is given in a positive spirit, in order to improve future performance. To balance the constructive feedback, proposal is to consciously increase positive feedback. In addition to proposals, general advice was presented to be considered when co-operating with Indian companies. It is necessary to reserve time and resources to guarantee high quality of working processes in the service provider company. Some impacts on partnership linkages, like high turnover of employees in an Indian company, have a big influence on the operation. It is reasonable to take them into consideration already on the contract level.

Keywords: cultural differences, cultural intelligence, interaction, partnership, networking, communication

Laurea-ammattikorkeakoulu **Tiivistelmä**
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Sari Hiltunen

Kulttuurierojen vaikutus kumppanuussuhteen luomiseen - Case intialais-suomalainen kumppanuussuhde

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Opinnäytetyön tarkoituksena oli tunnistaa Suomen ja Intian välisiä kulttuurieroja ja selvittää, miten ne vaikuttavat kumppanuussuhteen sidoksiin. Tavoitteena oli kehittää vuorovaikutusta intialaisen palvelutoimittajan kanssa operationaalisella tasolla kohdeorganisaatiossa. Opinnäytetyö on yleisesti hyödynnettävissä myös muissa organisaatioissa, joissa on yhteistyötä intialaisten yritysten kanssa.

Opinnäytetyön teoreettinen viitekehys koostuu seuraavista asioista: verkostointi, kumppanuussuhteen elementit, kommunikaatio, kulttuuriälykkyys ja kulttuuriset erot Suomen ja Intian välillä. Opinnäytetyössä on käytetty teoreettisena näkökulmana Jukka Vesalaisen viitekehystä kumppanuussuhteen elementeistä. Sitä on käytetty myös kvalitatiivisen tutkimuksen analysoinnin perustana.

Opinnäytetyön kohdeorganisaatio kuuluu Finnairin talousorganisaatioon. Kohdeorganisaatiolla on palvelutoimittaja Intiassa. Tiimin jäsenet osallistuivat kvalitatiiviseen tutkimukseen, joka toteutettiin kolmena teemahaastatteluna. Niiden tavoitteena oli selvittää, miten kulttuurierot vaikuttavat kumppanuussuhteen sidoksiin. Haastatteluissa selvitettiin myös, minkälaisia haasteita ja onnistumisia esiintyy yhteistyössä intialaisen yrityksen kanssa. Intialaiselle palvelutoimittajalle tehtiin kvantitatiivinen tutkimus kyselytutkimuksen muodossa. Sen tavoitteena oli selvittää, miten intialaiset kokevat kommunikoinnin suomalaisten kanssa ja minkälaiset tavat palautteenantoon olisivat parhaita intialaisten kanssa.

Tulokset osoittivat kulttuurierojen vaikuttavan kaikkiin kumppanuussuhteen sidoksiin. Kävi myös ilmi, että samat kulttuurierot vaikuttavat sekä positiivisesti että negatiivisesti. Tutkimuksessa havaittiin, että intialaisten kanssa on helppo muodostaa sosiaalisia suhteita. Vuorovaikutuksesta löytyi haasteita kommunikoinnissa ja palautteen annossa. Kyselytutkimuksen tuloksista ilmenee, että Intiassa esimiehillä on vanhempien kaltainen rooli. Intialaiset toivoivat, että kiittävä palaute annetaan julkisesti. Tämä heijastaa Intian kollektiivista ja kilpailuhenkistä yhteiskuntaa.

Tutkimustulosten perusteella annettiin suosituksia vuorovaikutuksen parantamiseksi kohdeorganisaatiossa. Tuloksista voi päätellä, että rakentava palaute tulee jakaa myös esimiehille. On myös suositeltavaa antaa rakentava palaute positiivisessa hengessä, ohjauksena tulevan suorituksen parantamiseksi. Rakentavan palautteen vastapainoksi, suosituksena on tietoisesti lisätä kiittävää palautetta. Suositusten lisäksi annettiin neuvoja yleisellä tasolla yhteistyöhön intialaisen palvelutoimittajan kanssa. Yhteistyötä varten pitää varata aikaa ja resursseja, kun halutaan varmistaa työn korkea laatu. Joillakin kumppanuussuhteen sidoksiin vaikuttavilla asioilla, kuten henkilöstön korkealla vaihtuvuudella intialaisyrityksissä, on suuri merkitys toiminnan kannalta. On kannattavaa ottaa ne huomioon jo sopimustasolla.

Asiasanat: kulttuurierot, kulttuuriälykkyys, vuorovaikutus, kumppanuussuhde, verkostointi, kommunikointi

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1   Introduction

In September 2015 an unfortunate incident happened at Helsinki airport. An Indian passenger stumbled and fell over at stairs when leaving the aircraft from Finnair flight. She was injured and needed medical help. An ambulance was called and it took 29 minutes to arrive. There were members of crew waiting with the passenger until the ambulance arrived and took her to hospital. The incident was notified in many Indian newspapers, an article from Daijiworld is presented in appendix 1. It was generally marveled the length of waiting time for the ambulance and the matter that none of Finnair staff members escorted the passenger in ambulance to the hospital. Indian people interpreted this as irresponsibility and lack of courtesy by Finnair towards its clients.

The sensation that was raised about the incident in Indian press was confusing to Finnish people. Indian people were upset, because according to the local civil aviation guidelines in India an ambulance must arrive to assist injured person within 7-10 minutes at the airport. Finnish people agree that waiting time was too long and it was regrettable coincidence in such a stressful situation. It is difficult to understand for people in Finland why someone from Finnair staff should have joined the passenger to the ambulance. It is not common procedure in Finland and neither possible due to Finnish legislation for protection of patient's privacy. This incident is a typical example of differences between Finnish and Indian procedures, values and mindset. It describes how easily we unconsciously misunderstand other culture.

Recently Cultural Intelligence (CQ) has been raised as an important capability. Its theory is divided into four dimensions: motivational, cognitive, metacognitive and behavioral CQ. (Sivasubramanian 2016, 5.) We are living in a global environment and everyone in business world meets people coming outside of own environment (Singh 2014, 7). The world has shrunk because companies are nowadays networking globally. The reasons are fast development of information technology, increased competition, globalization of markets, necessity to regenerate and increased productivity in "new" countries. (Lipasti 2007, 21.) Also Finnair has joined to the group of companies searching for business partners abroad to rationalize and regenerate specific operations and to get cost benefits. One of the markets, where Finnair has service providers, is India. High level cultural intelligence is a benefit when managing operation in such a different cultural environment.

Indian culture has a big role in this thesis. As a country and as a research target India is very large. Their culture is very different compared to Finnish one, which makes the comparison interesting. In co-operation between Finnish and Indian people, similar misunderstandings as described in example   above can be common. It is not easy to recognize even by ourselves all the situations when we are acting strange way in opinion of our partners. Indian people are

very warm-hearted and easy to approach. On the other hand sometimes it is difficult to understand what is behind their behavior and customs. There are culture differences, unfamiliar mindset, eastern religions, collectivity emphasized society and the caste system. All of them impact on Indian way of living and mindset. To be able to co-operate successfully with Indian people, it is important to have a deep understanding of cultural differences.

Basically same rules apply to all networking and operating in networks globally. Communication and interaction happens between people. Trust is achieved via social linkages. It is relevant to know and to understand the culture and manners of business partners to succeed in international co-operation. The more the culture of business environment differs from own culture, the more dedication is needed to tackle the challenges caused by cultural differences. Continuous knowledge transfer between business partners is needed, especially when outsourcing tasks that require wide expertise. In such operations high quality interaction and mutual understanding is crucial. Communication is the key factor when keeping processes going on fluently and improving them. International virtual work environment is a challenge, but with open-minded attitude it is also very interesting and enriching.

1.1 Subject and purpose of the thesis

The subject of my thesis is cultural differences and interaction between Finnish client company and Indian service provider. Cultural differences have been researched a lot. My aspect to cultural differences is from business partnership creation. I study how cultural differences impact on different elements of business partnership. My attraction to the subject comes from my own working organization Finnair Finance, where I have worked since 1989. Several departments at Finnair have co-operation with Indian companies. Also many other Finnish companies have or plan to have co-operation with Indian companies. These factors make the subject of this thesis topical.

The purpose of this thesis is to research and improve co-operation and interaction between Finnish client company and Indian service provider. In this thesis the case example is the co-operation of Finnair Passenger Revenue Accounting department with an Indian company. The Indian company is called "company C" in this thesis. With this case example is analyzed which elements the partnership is based on and how cultural differences impact on them. It will be recognized which parts of interaction have succeeded and which parts need to be improved. A relevant part of case organization's co-operation with Indian company is giving support, instructions and feedback of daily tasks' performance. These are experienced to be the most important and also the most challenging parts in co-operation. There are two researches performed in empirical part, one with Finnair employees in Finland and one with Indian partnership company employees in India. The purpose of the research with Finnish people is to eval-

uate the current level of daily interaction and co-operation with Indian company, and how cultural differences impact on it. The purpose of the research with Indian people is to find out the quality of communication with Finnish people and to identify the most fruitful way to give feedback. Based on research results recommendations will be made how to improve the interaction. I believe that this thesis will provide beneficial information also to other companies which have business co-operation with Indian companies.

1.2 Theoretical framework

Theoretical framework of the thesis consists of networking, interaction in networks, linkages in networks, cultural intelligence and culture differences between Finland and India. The researcher examines the existing and topical knowledge of thesis subject to get the basis to perform the research. Information is collected from literature and former researches to create a theoretical framework which is connected to own research. Materials selected need to be strongly related to the research questions in the thesis. (Kananen 2013, 81.)

In theoretical part of this thesis are described basic reasons and targets of today's outsourcing and networking. In networking the relevant factors to understand are the elements of the partnership. They are presented in this thesis according to theory by Jukka Vesalainen (2006).

Business related linkages in partnership are
- exchange
- strategic linkages

Organizational related linkages in partnership are
- structural linkages
- social linkages

Successful partnership requires achievement of mutual trust. Trust is achieved via interaction. Purpose of the thesis is to improve interaction in Indo-Finnish case partnership. Interaction is happening via communication between people. Therefore social linkages as partnership element are one main topic in the theory part. In case organization interaction happens with people from very different cultural environments. Cultural differences have big impact on mutual communication and understanding. Theory part includes description of cultural differences between Finland and India, and it is observed how they impact on social linkages. In order to find out how cultural differences impact on partnership creation from wider point of view, also impact on other elements are observed. Other elements are business related linkages including exchange and strategic linkages and structural linkages including in organizational linkages.
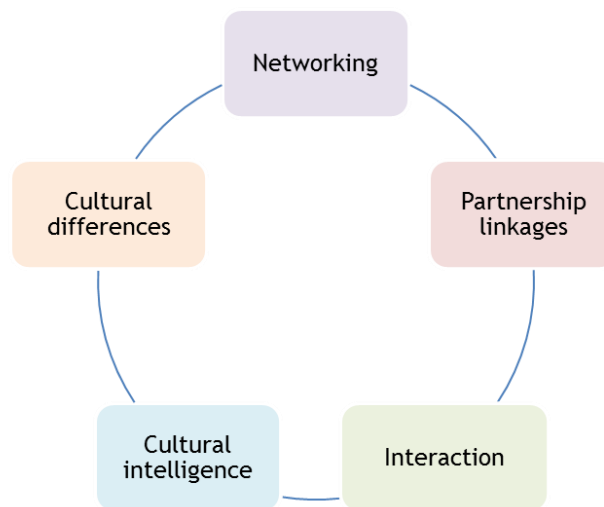
Figure 1: Theoretical framework

1.3   Research questions and development objective

Main research question is:

- In Indo-Finnish interaction, how do cultural differences impact on creation of partner-ship on both business and organizational levels?

In order to assist research and to develop daily co-operation with Indian partner in the case organization, the following sub questions have been raised:

- What is experienced by Finnish personnel to be the most successive and the most challenging issues in Indo-Finnish interaction, when supporting daily work processes?
- In order to improve the motivation, what kind of positive feedback is experienced by Indian people to be optimum to support their performance?
- Which methods Indian people consider being advantageous to give constructive feed-back?

Development objective of the research is to improve interaction of Finnair Passenger Revenue Accounting employees in Finland with their partnership company C in India.

1.4   Structure of the thesis

This thesis consists of six chapters. Chapter 1 is introduction to the background, subject and purpose of the thesis. Theoretical framework is introduced and research questions settled. In chapters 2 and 3 theoretical parts of the thesis are described. Chapter 2 presents reasons and benefits of networking. Deeper description of network linkages is presented and overview to

interaction in networks is given. The concept of culture is explained in chapter 3. How cultur-
al intelligence impacts on person's capability to operate in foreign cultural environment is
presented. Cultural differences between India and Finland are explained and compared.
Chapter 4 is filled with empirical framework of the thesis. First general introduction of Fin-
nair Plc is given. The actual research target is collaboration between Finnair Passenger Reve-
nue Accounting and company C in India. The history and current status of PRA department are
described. Partnership relationship between PRA and company C is introduced from aspect of
partnership linkages framework by Jukka Vesalainen.

Two researches were performed; one with employees at Finnair PRA in Finland and one with
employees at company C in India. Both researches are introduced and analyzed in chapter 5.
In last chapter 6 conclusions are presented and recommendations are given to improve inter-
action between organizations. The assessment of validity and reliability is presented. The
thesis is concluded with reflection.

2   Networking

Vargo & Lusch (2009, 181) refer to the old wisdom from the antiquity times 2000 years ago,
declared by philosopher Platon: we all are dependent of each other's talents and skills. By
exchanging our skills we can create common well-being. According to Vesalainen (2006, 24)
today's exchange in business life happens via networking.

Networking is seen as a requirement for growing, developing and improving company's opera-
tion. The globalization of economy, digitalization and developed IT technology offer extreme-
ly better chances to network worldwide nowadays. Many operational parts of company can be
outsourced and there is no need to be located geographically to same place, not even to
same continent. Globalization is both reason and consequence of networking. (Valkokari,
Hyötyläinen, Kulmala, Malinen, Möller, Vesalainen 2008, 11, 19, 26.)

It is conventional that network spreads geographically to large region. In that situation people
are working decentralized in different parts of the world, to achieve the same target. There-
fore in today's leadership it is essential to understand and respect diversity and other cul-
tures. (Sydänmaanlakka 2012, 74.) This is giving to people, who are working in international
networks, a new point of view. It would be beneficial for everyone to consider own cultural
competence. It is mainly based on and influenced by own growing and living environment.
Family situation, home country, work history and age are of relevance to the matter. For ex-
ample, younger generation is very internationalized and accustomed to different cultural en-
vironments. It is described by Lahti (2008, 58) that today's young generation grows in multi-
cultural environment, even without travelling abroad. In Finnish schools and universities there

are students and teachers coming from different countries. Also communication via internet brings out opinions and way of thinking without ethnic origin being in visible role.

There are many different targets for networking. The most common targets are to receive cost efficiency, to have growth in business and to learn and to increase information via networking. To achieve the targets, there must be factors in network that enable the success. These factors are mutual trust, support from management to network, clearly defined targets for networking and competence to achieve them. It requires that partners in network are capable to co-operate. The ideal outcome from networking is that partners in network are working actively, not only for independent reasons but to achieve common benefit. (Vesalainen 2006, 16-20.)
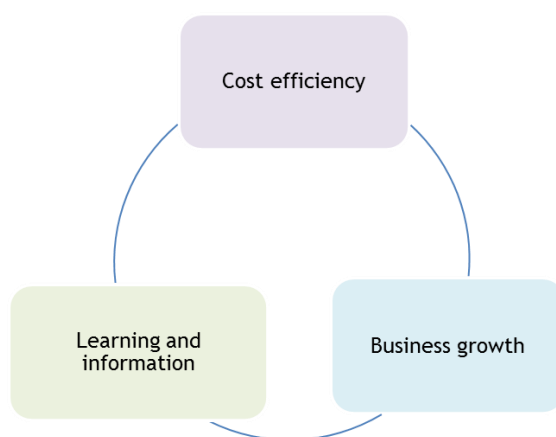

Figure 2: Reasons for networking

Networking is described to be consequence of outsourcing functionalities (Valkokari et al. 2008, 54). Original reasons for outsourcing have been to achieve cost savings by transferring production processes to countries with lower cost level. But furthermore, it has been notified that cost savings are not as big as expected. For example knowledge transfer and ongoing co-ordinating cause costs that may not have been considered enough. (Jensen 2012, 323,325.) There are also other motivators for outsourcing, for example to increase flexibility and to centralize functionalities. Via outsourcing knowledge and additional capacity can be kept available when needed. (Valkokari et al. 2008, 54.)

Originally networks were formed of subcontractors who simply performed processes according to their client's instructions. Later they have been changed to be innovative networks where subcontractors are developing their clients' business. (Valkokari et al. 2008, 10.) The traditional client - subcontractor composition has changed to be more equal partnership (Sydänmaanlakka 2012, 76-78). That is the reason why all in network should be able to consider

the operations from whole network point of view. Otherwise it is not possible to achieve common benefit.

Game theory defines business to be value creation. Specific skills are needed to create value to all companies in network. Acting in network can be compared to playing game where common rules are followed. Players can modify their own roles. The tactic that is used has impact on how other players move their pieces. (Kultti 1994, 520.) The management of the companies must have knowledge of network models and understanding of how to act there. There are different roles in networks. For example leaders, developers and vendors are playing in different roles. To have maximal benefit of co-operation, strategy is needed for long-term navigation in network. (Valkokari et al. 2008, 11.)

All actors in network must work fluently together because they are dependent of each other. If there is a non-efficient actor in network, it impacts on all other actors. This creates a risk especially to small companies which are more dependent of co-operation in network. Network's success can be their financial lifeline. Valkokari, Salminen, Rajala, Koskela, Kaunisto & Apilo (2014, 14) describe how success is interrupted from ecosystem point of view. In a colony of leafcutter ants big workers carry pieces of leafs. Often there is a small worker sitting on leafs and defending against parasitic flies. If the working motivation or capability of these small bodyguards is decreased, bigger workers do not manage to carry leafs to fungus plantation. Fungus plantations are needed to feed maggots which will be growing to be new workers or soldiers. These new members are significant for the colony.

The ecological concept of colony frames well the dependencies of each other's skills and success in business network. For example in airline business actors in network are very dependent of each other's, to be able to offer their customers fluent and reliable connections. Finnair published in September 2016 new co-operation with Swedish airline BRA (Braathens Regional Airlines). BRA will be using Finnair flight codes to transport customers from Sweden to Helsinki. From Helsinki there are connecting Finnair flights to United States. The "bodyguards" at BRA must be alert to repel "parasitic flies" which are causing delays of flights. If flights from Sweden are not in schedule, there will be irregularity situations to customers. It causes financial loss and damage to both airline companies' reputation.

Relationship between client and vendor can be called as partnership. Partnership is much more intensive than traditional business relationship. In partnership co-operation client may need to train vendor and to control its performance. For such co-operation client must have enough professional resources to make the process working profitably. On the other hand partnership cannot be though solely like "command-perform-control" chain. The interest and benefits of both stakeholders must be considered in co-operation. Also client can benefit of

learning from vendor, which helps in developing the processes. Both partners must have open and positive attitude for co-operation. Then networking can be strength that enables development of all actors in it. Equal learning partnership requires mutual capability to share expertise and knowledge. (Valkokari et al. 2008, 135.)

It has been noticed that balanced leading, both hierarchically and socially, is significant to achieve good results. It maintains common development and helps to achieve targets in network. There must be a way to measure the development; otherwise it cannot be leaded. (Valkokari et al. 2008, 135.)

In partnership both parties are dependent of each other. If the business being in question demands very specific knowledge and constant common development, changing partner is much more expensive and difficult than in standard business processes. To reduce the risk caused by dependency, client can use two different vendors and same time benefit from their competition. (Valkokari et al. 2008, 135.) Even though the business would be on standard level, it can be reasonable to use several vendors to maintain relevant relationships. It enables quickly to replace old vendor with new one in critical situation. This is specific for example in financial area.

When company is outsourcing processes, there is always a risk of losing own expertise. Risk increases, if client company gives service provider too much responsibility of decisions related to the process. (Jensen 2012, 321-322.) If service provider has significantly higher knowledge of processes, then the strategic linkage becomes tighter (Vesalainen 2006, 116). To reduce this risk, critical responsibilities are to be kept on client company. It requires active involvement in the processes. In long-term period, this risk is to be monitored regularly to avoid losing knowledge insidiously. (Jensen 2012, 321-322.) I have observed that case organization of this thesis is aware of this challenge. Sufficient knowledge level is maintained and responsibility is kept in own hands. It can be considered to be benefit from outsourcing, because same time it requires to monitor the processes regularly and to improve them. It makes the work tasks to be more transparent and detailed documented. In the research made by Jensen, the interviewed Danish stakeholders confirm that detailed documentation of outsourced processes is extremely important. Regular updating of documentation benefits both parties. (2012, 322-324.)

It is useful to remember that networking is only one option for business operations. Another option is to perform the task oneself or to buy directly from the markets, if it is possible by the nature of the operation. Whatever option is selected, it must be remembered that logic of management differs. In network partnerships the appropriate way to proceed is mutual learning and shared developing process. (Valkokari, Hyötyläinen, Kulmala, Malinen, Möller &

Vesalainen 2009, 149.) When selecting independent operation, the point of view stays very narrow if operation is not developed some other way, outside of own organization.

Networking has a big role in operations of case organization of this thesis. Business area is specific and international. Areas requiring special knowledge are focused in the companies which have necessary skills. In big organization networking brings additional values like expertise. Networking enriches daily operation and same time it is also challenging. Sydänmaalakka (2012, 56) refers to the diversity of networking; diversity makes networking difficult to describe or to control.

Network partnerships can be analyzed by using the framework developed by Jukka Vesalainen. He divides the linkages in relationship of two companies to organizational linkages and to business linkages. Business linkages are used to achieve added value and to increase revenue by improving the position of both partners in the market. On operational level joint functionalities are accelerated via organizational linkages. (Vesalainen 2006, 64.)

2.1 Business linkages in networks

From business point of view, purpose of networking is to get benefit and to achieve growth by new operation model. It is easier to grow with partner than alone. (Vesalainen 2006, 44-45.) Business relationships between companies can vary a lot, depending on the nature of operations. The simplest model is client-single vendor relationship where vendor brings its client the best possible value. Client can also have multiple vendors, creating a strategic alliance working together for client's benefit. Sometimes vendors must be able to recognize their clients' needs and to develop their functionalities accordingly. Co-operation can be very intensive and all partners are working like one company to achieve same target. (Vesalainen 2006, 45-46.)

The nature of operations defines how linkages between partners are created and developed in the long term. Vesalainen divides business linkages to two parts, to exchange and to strategic linkages. The core business related linkage in partnership is exchange. Exchange is the product that vendor manufactures to its client or service which vendor provides. It can be evaluated according to the extent of final performance, in relation to the final product of client company. Also additional services which vendor performs for their client are to be considered. This content defines how developed the partnership is. The larger the exchange is the tighter is the business linkage. (Vesalainen 2006, 56-57.)

To develop the contents and quality of exchange to be as complete as possible, it requires service based thinking from vendor. Then the co-operation is not only to produce the ex-

change. Instead, vendor also develops and improves the product or service via service based thinking. It leads to the situation where vendor and client work together for development on different levels of their organization. (Valkokari et al. 2009, 193-194.)

Business activities create a chain where different parts are dependent on each other's. Consequently, any change in one activity impacts on other parts in chain. (Håkansson et al. 2009, 96-97.) The interaction between processes can be specialized or standardized, depending on the nature and contents of exchange (Håkansson et al. 2009, 29). Therefore the nature of exchange itself has enormous impact on the way how other linkages are created. The content of exchange defines the required strategic linkages for the co-operation. Strategic targets of partners can be defined together or separately. The more important outsourced processes are the higher is the level of strategic linkages. If partners are very dependent on each other's resources, then there are more linkages on strategic level needed. Critical is, how many core operation processes are outsourced. When the level of strategic linkages is high, the competition between companies is transferred to be competition between networks. Then companies in the same network should have commonly defined targets. Also leading of common strategy in practice is important to ensure its implementation. (Vesalainen 2006, 59-60.)

Dimensions of strategic linkages can be measured by investments which all parties make to the co-operation. Long-term investments by vendor to develop own operations, in order to achieve benefit to specific client, refer to high strategic commitment. Also client company can commit to develop vendor. There is always expectation for results from such investments. Crucial is, what are the results from investments and which parties get the benefits. (Vesalainen 2006, 60-61.)

2.2 Organizational linkages in networks

When the purpose of networking is cost benefit, the focus is on coordinating the operations of organization. Coordination is done different ways in order to organize the processes and co-operation between partner companies. From organizational point of view linkages between partners in network are divided to structural and social parts. (Vesalainen 2006, 44, 48.)

The structural linkages between partners are shared to integrated data systems, joint work routines, joint meeting practices and shared coordination of integrated work processes. Interface structures are jointly agreed functionalities where interaction between employees of both partners happens. These functionalities are for example meetings, trainings, liability partners or joint team work. The more companies' routines are connected to each other, the stronger companies are linked to each other on structural level. Structural linkages can be evaluated by how connected data systems are, how processes are linked between partner

companies or how they are developed together. In order to have flexibility, structural linkages should not be too restrictive. Otherwise operation can become too bureaucratic. (Vesalainen 2006, 48-49, 65.)

In the center of operations are people and social linkages are created by them. Vesalainen (2006, 49, 51) highlights the importance of interaction between people on boundaries on operational level. When social linkages are successfully used to support the processes, it can be considered as increased human capital (Vesalainen 2006, 56). Also Valkokari et al. (2009, 149) points out the importance of social linkages, to add motivation and commitment in successful business partnership. Social linkages are also channel for unofficial information. Correctly used they offer deeper information but wrongly used they can cause discrepancy and uncertainty. (Vesalainen 2006, 51.)

In networks one of the most important factors is trust between business partnerships (Vesalainen 2006, 20). Trust is built between people. Interdependence is created between organizations. Combination of trust and dependence is basis for sustainable business relationship. Therefore management should ensure creation of interdependence between organizations and support creation of mutual trust. (Jiang et al. 2011, 331, 334.) To create trust in relationship, it is timely long-term process and there the relevant factor is mutual interaction. Trust can be present in different formats in two levels, between people and between organizations. Collective feeling of trust in relationship requires that many people have good experience of partnership company. (Vesalainen 2006, 52.)

Level of trust varies in different countries. It is affected by cultural differences and by local legislation. If legislation is on low level, the co-operating partners must trust each other and rely more on mutual agreements. When trustful relationship exists, both parties believe in common targets of growing together via co-operation. (Jiang et al. 2011, 332-333.) If there is suspension that other party behaves opportunistic way, the level of trust decreases (Vesalainen 2006, 52). When benefits from co-operation are shared unstable way, it does not increase dependency between partners. In that situation co-operation will stay short-term. (Jiang et al. 2011, 333.) These risks exist in client oriented networks which are typical nowadays (Sydänmaalakka 2012, 76-77). Consequently complex relationship including trust and dependence can be interpreted as a protective base for sustainable co-operation (Vesalainen 2006, 54). This is confirmed by Jiang who states that high level confidence and dependence foreshadow long-term partnership (Jiang et al. 2011, 330).

The most important factors of trust for client are partner's availability, high quality performance, high professional skills and both reliability and development of operations (Vesalainen

2006, 52). Parmasuo (2014, 27) refers to same factors in her thesis. Exactly those factors were expected from their Indian partner.

It takes time and resources to build the trust. In order to achieve it, Western client company must strongly commit to co-operation with Indian partner and vice versa. Via personal interaction it is easier to build trust. As a result also mutual learning is achieved. It ensures keeping knowledge and expertise of processes in client company. (Jensen 2012, 322.) Notably it has been verified, that learning is on its biggest level when there is moderate level of trust. This is explained by the fact that with high level of trust criticalness decreases. (Valkokari et al. 172–173.)

2.3   Interaction in networks

Networking is co-operation where information sharing via interaction has relevant purpose. It supports mutual learning. All parties must be able to share and absorb information. (Vesalainen 2006, 24, 51.) People are key factors in delivering information because information creation happens in social situations. Communities with open atmosphere for mutual information delivery are to be encouraged. Additionally in international network good cultural competence is needed. (Uusitalo & Joutsenvirta 2009, 93-94.) Those people who work in interaction with others need good communication skills. Especially tacit knowledge is transferred to understandable format via discussion. Therefore also sufficient language skills are required to share information via social linkages in international network. Language skills mean also understanding of concepts. (Uusitalo & Joutsenvirta 2009, 104.)

It is important to document processes. But saving information only in written format is not efficient information sharing. Instead of concentrating on information technology, it is more beneficial to lead people and interaction between them. In information creation one option is to use persons or groups as organizers. They create basement and conditions for knowledge sharing in companies. It is important to recognize and select the persons with skills to activate information sharing. These persons need to have cultural intelligence as characteristic. It enables to co-operate successfully with people who have different backgrounds, experiences and values. (Uusitalo & Joutsenvirta 2009, 105-107.)

According to Indians, it has not been usual that Western client companies locate their employees to service provider offices in India. In practice it has been verified to be beneficial. It has improved co-operation and communication. By creating enough connections between partners is ensured information transfer and achieved the feeling of doing together. Mutual communication and feedback are necessary. It also keeps the process expertise in client company. (Jensen 2012, 320-322.) The case organization in Parmasuo's (2014, 23-24) study decid-

ed to bring employee from Indian service provider to Finland, for orientation during the transition. It turned out to be successful method to decrease Finnish employees' suspicion towards professional skills of Indian employees. This example confirms Rosinski's argument that without personal interaction people may evaluate cultural differences negatively. By ignoring the chance to get to know your partner and his cultural differences, it will lead to a missed opportunity of learning (Rosinski 2003, 32-33). When Indian employee returned back to his home country, both parties were convinced of successful co-operation. This result refers to increased level of trust. (Parmasuo 2014, 24.) This is good example about importance of personal interaction when creating confidential relationship.

In practice it can be difficult to have face-to-face interaction if parties are geographically located far away. In lack of personal interaction it is more challenging to build trust and commitment. (Sydänmaanlakka 2012, 57-58.) Presence must be put into practice by using modern communication devices. Therefore diverse knowledge of new technology is essential when knowledge sharing is done online. Partners in network are to be encouraged to communicate with each other using technological device. (Sydänmaanlakka 2012, 57-58, 74.) In case organization of this thesis challenges with technology have been observed. If connections are not working properly and there is lot of distractions in lines, the telephone meeting gets disrupted. Dysfunctional technology has negative impact on fluent communication (Jensen 2012, 317). In face-to-face meetings the benefit is that technical issues do not make the challenge.

Co-operation between social linkages can be performed many ways. For example by using working pairs can be achieved flexible interaction between operating teams in both companies. Working pairs can coordinate that information transfer goes further to operational level. Meetings which are scheduled to be kept regularly are good way to share topical information. Specific theme days can be arranged when there is need to focus on defined subject deeply. In all these operations models interaction between people is strongly present and learning happens. (Vesalainen 2006, 49.)

Client's responsibility can be to support vendor's learning. To enable the learning, there must be adequate level of trust in between. It is required to have open information sharing and innovative environment. Open atmosphere encourages to bring out and to solve problems and to improve processes. Predefined targets for learning are to be created. All stakeholders in network impact on learning as individuals, as groups or as organization. They need to have adequate receptivity, to make information and knowledge transfer really to happen. In organizations people can have lot of ideas for better operation models. If there is not adequate level of interaction those ideas are never brought out. (Valkokari et al. 2009, 136-140, 172-173.)

Mutual feedback is relevant part of co-operation in order to achieve development. It is important to give feedback and to receive feedback. It is good to remember that feedback can be requested, if it is not otherwise received. Purpose of feedback is worth considering. It can relate to something that has already happened in past or it can be used to steer future performance. Notable is that in addition to performance, with feedback can be impacted on people's attitudes and purposes too. It has been verified that the ratio of positive and constructive feedback should be at least three to one, or even five to one when targeting to superior performance. When giving lot of positive feedback the opposite partner can trust that target of feedback is good, and then it is easier to accept constructive feedback too. (Ajanko 2016, 94-100.) Westerlund (2017) advises that performance can be improved via feelings. Positive feedback shows confidence to recipient's capabilities and encourages to better achievements.

Valkokari et al. (2009) inform that via learning ways of thinking and performance change. Intensive co-operation and common mindset refer to high level of learning (Vesalainen 2006, 56). It has been observed that when service provider has good understanding of client company's business, it is more committed to co-operation (Jensen 2012, 320, 322).

3   Overview to culture

Culture can be defined different ways. Culture is a combination of values, principles and traditions. It impacts on the atmosphere of the society. (Uusitalo & Joutsenvirta 2009, 20.) The definition of cultural values comes from people's living environments. Every person has his own unique way of thinking. It is coming from each person's experiences and feelings. Culture of the living environment defines what kind of behavior is acceptable and what is not acceptable. It gives people a model, how to behave in different situations and how to solve conflicts. Kumar & Kumar Sethi refer to Hofstede's definition of culture to be "the collective programming of the mind that distinguishes the members of one group or category of people from another". (Kumar & Kumar Sethi 2012, 55-56 & Hofstede & Hofstede 2005, 2-3.)

Cultural values are created unconsciously in people's minds already in childhood. In the level of consciousness people are unaware of their own cultural values. Living and acting within own cultural environment is familiar and gives comfortable feeling. In a strange cultural environment people's behavior becomes unpredictable. It is difficult to understand their intensions because of the limited perspective. Effect can be surprising and even lead to a situation called culture shock. (Kumar & Kumar Sethi 2012, 55-56 & Hofstede & Hofstede 2005, 2-3.)

Professor Geert Hofstede has divided national culture to six dimensions. In society with high degree power distance, hierarchy is widely accepted without questioning its justification. Societies which have high degree individualism, they have the atmosphere of people taking care only of themselves. Opposite option is to have collectivism ranked high when particular groups take care of their members collectively. Masculine society represents tough values like achievement, heroism and material success. On the contrary in feminine society soft values like life quality are more appreciated. Dimension of uncertainty avoidance indicates how society accepts uncertainty. In countries with strong index, there are followed strict rules in order to avoid unexpected situations and vice versa. The fifth dimension is long-term orientation versus short-term orientation. It divides cultures to pragmatic and to non-pragmatic. In pragmatic cultures people are more flexible with changes and future is not so planned in short-term. The last dimension defined by Hofstede is indulgence versus restraint. High degree indulgence expresses that society allows people to enjoy life and have fun. Low degree indulgence denies the desire to enjoyment. (Hofstede 2016.)

Culture is strongly related to activities too. For example in working life organizations have their own operational cultures. (Uusitalo & Joutsenvirta 2009, 20.) Actual example is from Finnair where Human Resources have been renamed as People and Culture in October 2016 (Finnair Intranet 2016). In organizational level culture means the methods of common operation, limits between public and private issues and references to political culture (Uusitalo & Joutsenvirta 2009, 20).

Understanding the culture of business environment is crucial. It gives the companies benefit in competition, better view of the company and steady relationships in networks. (Uusitalo & Joutsenvirta 2009, 9.)

3.1   Cultural intelligence

There are big differences in cultural values between Finland and India. Therefore when operating in India, the same working and managing methods which are used in Finnish working environment, do not apply. To guide Indian people work according to Western style does not happen quickly. It is common to all cultures that learning to think different way is very time-consuming. Hankimaa (2016) mentions example that it takes long time to teach to Indian people, that it is completely acceptable to admit mistake happened and to inform the client when things are not going as expected. Anyway, it cannot be expected that people belonging to another culture would adapt immediately other culture. Successful co-operation requires adjustment from both parties. In India Western managers must create personal relationships with local people, have skills to communicate with them in understandable way and use

proper methods to control successful performance of Indian partner. (Kumar & Kumar Sethi 2012, 94.)

Cultural intelligence is competence to recognize cultural differences and to adjust own behavior accordingly (Uusitalo & Joutsenvirta 2009, 20). First step is to become aware of own cultural values. Peuhkurinen (2016) says that when we recognize our own cultural values, it enables us to be what we are. Basement for cultural intelligence is knowledge of different mindsets which are created in each person's own environment (Hofstede & Hofstede 2005, 2-3). In addition to knowledge of differences, it is relevant to accept them with positive attitude. Instead of imposing own values, it is more efficient to motivate people with the drivers that have real relevance for them. For example in one culture it can be more like a human relationship rather than a bigger car or salary. (Rosinski 2003, 33-34.) Good leader knows this mentioned fact that people are motivated by many different methods. Basically motivators are divided to three groups: necessity to power, necessity to accomplishments and necessity to affiliation. (Ajanko 2016, 91.)

People have different roles which change according to situations. These roles are guiding the behavior, like being very silent in one group but leading the speech in front of another group of different people. Understanding the variety of own and other's roles makes it easier to predict how people behave. (Early 2006, 23-25.)

Operating in strange culture can be difficult and there is higher risk to failure. It requires strong motivation to keep proceeding, even if setbacks happen and negative feedback is received. People with high cultural intelligence are open to any feedback to learn from their mistakes or success. In other words, they are willing to accept uncertain situations and motivated to face them on the way to their target. People who prefer to act in predictable and familiar atmosphere may have less motivation to fight against big challenges. High motivation is good basis for action but for the actual implementation skills are needed. Person with high cultural intelligence has strong desire and flexibility to learn new things. (Early 2006, 29-34.)

When performing in another culture, it is important to know and to understand symbols and rituals in it. It is not necessary to adopt them but neither should they be ignored. Instead they can help to understand, how values of opposite partner differ from own values. (Hofstede & Hofstede 2005, 359.)

One cannot consider own culture to be in central position compared to other cultures. A good basis for successful relationship in international environment is open and positive curiosity towards new cultures. (Rosinski 2003, 31-32.) Sivasubramanian (2016, 258) has observed in his

study, that people with high cultural intelligence more likely see the positive sides which appear in different culture.

Figure 3: Cultural intelligence (Early et al. 2006, 23)

3.2 India as business environment

India is one of the oldest and biggest civilizations. Population of India is 1,2 billion. The official language of India is Hindi. There are also hundreds of other languages and thousands of dialects spoken. English is commonly used language in India. (Ulkoasiainministeriö 2013, 9-10.) The history, why English is commonly used in India, comes from British colonialism. English language is connective factor in Indian multi-language society. Indians speak English with each other's generally. Therefore English language skills are on good level, which enables capabilities to international co-operation. (Sitra 2005, 74.)

India got independence from the British Crown in 1947, when the country was divided to two different countries, India and Pakistan. In India 80% of population practice the major religion Hinduism. Pakistan's major religion is Muslim. In India less than15 % of population are Muslims and the rest belong to minor religions like Sikhs and Christians. (Hankimaa, 2016; Ulkoasiainministeriö 2013, 10.) Government type of India is Federal Republic, Parliamentary Democracy. Gross domestic product in USD is 2067 billion. Inflation on consumer prices annually is 6,40 %. (Team Finland 2016, 6.)

India is a country of diversity, which can be defined in many areas. India is one of the fastest growing economies but at least 25% of Indian people are living under poverty line. Despite the poverty there are 84 Indian names listed on The World's Billionaires List by Forbes. (Forbes,

2016.) Although the development of technology is fast and for example in 2014 there were 74 mobile cellular subscriptions per 100 people, only 10% of households have a fridge and only 18 per 100 people are internet users. 50% of rural households and 20% of urban households are electricity poor. The poverty is a burden in India but still people can have positive attitude and live happy life despite of poor conditions. As contrary to poverty, there are Bollywood movies offering beauty and glamour. Diversity is, indeed, characteristic to India. (Hankimaa 2016, Team Finland 2016, 6.)

Indian economy started to grow during 1990 when economy was liberalized (Ulkoasiainministeriö 2013, 9-10). Since then India's economy has been growing extremely fast, especially on the 2000s. Western companies have been searching for benefit from India's low cost level. Consequently investments by foreign companies have led to increasing salary levels in certain areas where growth is faster. Their salary level can be even three times bigger compared to other areas. (Korhonen, Penttilä, Shimizu, Kerola & Kosonen 2008, 8, 15.) Finland and India have good economic and political relationships. Finnish companies are interested of India. There are currently approximately 120 Finnish companies located in India. (Team Finland 2016, 2.)

There is lot of labor force available in India (Korhonen et al. 2008, 5). This is one reason attempting western companies to start co-operation in India. Especially on IT technology Indians are considered as pioneers. (Jensen 2012, 317.) However, the challenge is to find real knowledge, which impacts on recruitment process (Korhonen et al. 2008, 5). Applicant's CV may give faulty impression about earlier responsibilities and tasks. This fact can overemphasize applicants' knowledge and experience. In addition family relationships and caste system have impact on selection of employees. Therefore Parmasuo (2014, 16-18) recommends using Western consultant, if selections are preferred to be done on base of applicant's skills. On the other hand, Singh (2014, 20) mentions that caste system must be taking into consideration in recruitment, to avoid conflicts among employees.

To Indian employees it is characteristic to perform routine work well. Specific situations which require independent analysing and skills to solve problems can be challenging though. To outsider it can show like lack of self-direction. (Parmasuo 2014, 10-11.) It has been noticed that when work tasks are transferred to India, client company's employees must be strongly involved in processes. The responsibility cannot be given only to Indian company. Indian partner needs to be guided and instructed properly. Processes must be documented on detailed level. It requires human resources from client company and investment to intensive co-operation. The benefit is that knowledge is kept on client company, which is easily forgotten when processes are outsourced. (Jensen 2012, 319, 321.) Also Hankimaa highlights the

importance of control. It is needed to monitor and control how working is progressing, what is the quality of it and is it done according to agreed timelines. (Hankimaa 2016.)

In Indian society competition is strongly present. It has impact on working life, where competitiveness can be seen between employees and also inside of working teams. This can impact negatively on Indians capability to knowledge sharing in team working. (Hankimaa 2016.) Client company has risk that Indian employees, who have good knowledge and high professional skills, do not stay long time in company. High turnover rate of employees in Indian companies is noticed also in case organization of this thesis. Korhonen et al. (2008, 5) highlight the importance of competitive salary, possibilities to move on in career and attempting working atmosphere to keep the high quality on employees. High labor turnover rate has negative impact on operation. To reduce the turnover rate, one method is to establish local expert team including the most capable Indian employees. These team members are given bigger responsibility for taking care of local leading and coordinating. Another efficient method to keep skilled employees loyal is to create rewarding programs. It has been discovered that good methods of rewarding are different free time activities and work related training possibilities. (Jensen 2012, 320, 322.) On the other hand, Parmasuo has observed that there are many non-monetary methods to motivate Indian employees. To Indians it is important to get public acknowledgement in work community via different reward ceremonies and diplomas. Other motivation methods are titles describing the status of employee. This deviates from global tendency to use uniform titles in purpose of equality. (Parmasuo 2014, 68.) In Asian culture titles have big importance. For example in Korea person is always introduced with title, also within family. (Peuhkurinen, 2016.)

It is dependent on type of operation in India, how Western company can impact on human resources procedure and policy. By establishing own company there is freedom to follow own procedures. But if service is acquired by buying it as outsourced, then client company has less power to impact on human resources. Eventually, it can be affected by including relevant conditions to contracts, which is worth of considering.

3.3   Comparison of cultural dimensions

In order to have successful business in India, the cultural differences are to be considered (Singh 2014, 38). The diversity of India can be seen in backgrounds of people. India is a huge country and there are differences in mindsets between Indian people, depending from which region they come from. (Sivasubramanian 2016, 155.) Indian people come from different social classes and there are several religions practiced. Co-operation including consideration of cultural differences requires continuous dedication. (Tekes 2011, 8, 12.) Parmasuo (2014, 64) highlights the mutual dedication to understand cultural differences. It helps both parties to

understand the behavior of opposite partner. In next figure is shown comparison of six dimensions between India and Finland, defined by Geert Hofstede.
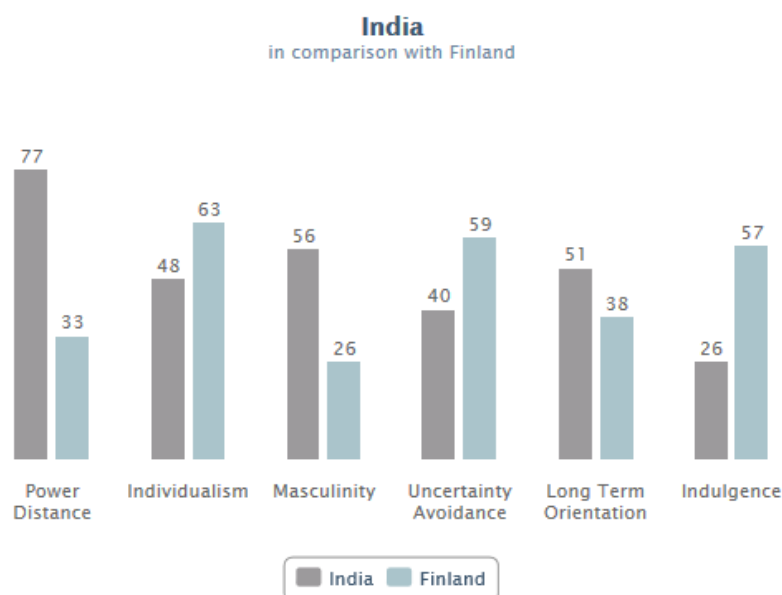
India
in comparison with Finland

Figure 4: Hofstede comparison of six cultural dimensions

Power distance

Power distance indicates how equal people are and how well inequality between people is accepted in the society. In higher score countries inequality is widely accepted and the society becomes hierarchical. Between Finland and India power distance has one of the most significant differences with scores 77 to India and 33 to Finland.

In Finland the hierarchy means mostly the practical arrangement to divide responsibilities. Managers rely on expertise of their team members. Employees work independently and expect to be consulted. (Hofstede, 2013.) Finnish people do not want to be conducted but prefer to prepare their own solution independently for final presentation (Team Finland 2016, 10), which is typical for non-hierarchical society. Communication is direct between employees and managers, despite if subject matter is positive or negative. Opinions are openly expressed by both parties. In India it is considered to be impolite to express opposite opinion to person who is in higher hierarchal status. (Hofstede, 2013.)

In India hierarchy is present everywhere in the society: in families, at schools and at workplaces (Hankimaa, 2016). Social networks have big impact on hierarchical status. To which family person belongs to and who he knows, defines the hierarchical position in society. In social networks mutual favours are made to each other. It is usual procedure to move on for

example in working life or in studies. (Nieminen 2015, 330.) Social networks have big impact on life outside work or studies. In Indian society it is common to arrange huge family parties like weddings and thousands of guests are invited. It looks strange in the eyes of Western people who wonder how anyone can afford to arrange such big parties. It is based on social networks where people share the expenses commonly by making favours to each other.

Individualism

The hierarchical leadership in India means that managers care also about personal lives of their team members. Manager can be a sort of paternal character, which in Finland could be interpreted as distrust towards employee's competence. (Sivasubramanian 2016, 146.) Employer companies take care of their employees by arranging services like healthcare, apartments or transports from home to work. Some of the benefits like healthcare may cover also family members. In some cases employer company can even pay the costs of family parties like weddings. (Korhonen et al. 2008, 99-100.) Hierarchy has connecting features to another cultural dimension, individualism versus collectivism. According to Hofstede (2013) score of individualism expresses how interdependent society members are of each other's. Finland is individualistic society where people prefer to manage by themselves, instead of relying on each other. India instead is collectivistic society where all members are taken care by the society. (Hofstede, 2013.)

Singh (2014, 10) describes that hierarchical environment makes Indian employees very dependent of their supervisors. In practice Parmasuo has noticed that when supervisors are absent, Indian employees open up easily and act more independently. In such situation it is profitable to encourage the employees to give their comments and ask questions. Lack of independency can come from inexperience but also from cultural characteristics like high hierarchy. (Parmasuo 2014, 10-11, 33, 64.)

Kumar & Kumar Sethi confirm that collectivistic manners appear especially in family environment (2012, 63). India is extremely family-oriented society and consequently family is one of the main topics in discussions (Tekes 2011,14). During informal discussions, it is typical that photos of family members, especially of children, are shown from mobile phones. Hankimaa tells that family is not only members of nuclear family, but additionally other relatives are viewed as family too. Family impacts on its members' selections regarding education, profession and marriage. Arranged marriages are still very common in today's India although there are also love marriages. (Hankimaa, 2016.) In case organization has been observed that family ties are considered to be important and it impacts on working time arrangements. In case of family member's sickness, it can be needed that employees are absent from their work duties. It is also usual to spend holidays for participating to massive family celebrations like

weddings. Indians tend to have their holidays is shorter periods than in Finland, many times in order to be able to participate various family events throughout the year.

Hankimaa comments that in collectivistic cultures relationships matter (2016). Also Parmasuo highlights the importance of belonging to communities in India. It matters to family community as well as to external communities. For example people in work community have big importance to Indian people also on their free time. (Parmasuo 2014, 34, 40.) Indians have customs to meet their work colleagues out of office hours. Kumar & Kumar Sethi confirm India's collective society, but also refer to the fact that Indians can behave also individualistic way. A mixture of both behavior manners exists. For example collectivistic behavior can be used to achieve individualistic targets. (Kumar & Kumar Sethi 2012, 63-64.) This is logical as Indian society is same time very competitive.

Masculinity

The score of masculinity measures the values which are appreciated in the society. Despite of spiritualistic atmosphere, India has quite high score in masculinity dimension. High score means that society is competitive. Winning and success are appreciated. Finland, instead, has low score in masculinity dimension. Finland is feminine society where consensus, quality of life and solidarity are more preferred. Wellbeing has more importance and passion to the desired content of life is working as motivator. (Hofstede, 2013.) Nieminen (2016, 280) describes how young and educated urban Indian people are more career oriented than young Finnish people. Finnish youth tend to orient to trades which they find attractive, even if career possibilities are limited and salary level is low.

Uncertainty avoidance

The score of uncertainty avoidance measures how members of society react to unpredictable situations in future and how well they are prepared to face them. In Hofstede comparison Finland has higher score (59) than India (40), which refers to Finland's bigger need for rules, steady behaviour and security. In India, where the score is moderately lower, people adjust to unpredictable situations more easily and accept the fact that everything is not always going as planned. The difference between India and Finland can be easily seen, for example in their traffic. In Finland everyone drives precisely in their own lanes according to common rules. To Western people Indian traffic looks like chaos. Still, local people regard the traffic chaos to be bearable and in the end, everyone gets to where they are going. Generally, in big country like India with such a huge population, more accidents and catastrophes happen. In Indian society unforeseen is accepted more easily (Nieminen 2015, 334).

Long-term orientation

Different cultures see time in different light. Linear time vision is typical for Western people. It means that time is passing and if no decisions or action are done, the time is wasted. (Lewis 2014.) Concept of time in India differs from the western, being non-linear. It can happen that delivery is not materialized within specified time. (Kumar & Kumar Sethi 2012, 74.) In Finnish culture time is very strongly considered to be resource and punctuality is expected and respected. It is common to be well prepared for meetings in advance by collecting necessary information, in order to enable making decisions. Targets and their deadlines are defined in advance. (Team Finland 2016, 10.) For Finnish people it is also important to keep defined schedules and deadlines, whereas Indian people are more relaxed as for time. Sivasubramanian reminds that Indians also plan schedules beforehand but it usually happens much later, compared to Finnish people (Sivasubramanian 2016, 151-153). Hankimaa raises the positive impact of different concept of time. It is easy to co-operate with Indians in irregular situations because they are flexible with schedule changes. (Hankimaa 2016.)

Indulgence

Indulgence is measured to indicate how people control their desires and impulses. Indulgent people accept and prefer pleasure in life. This feature is learned and adapted from environment since childhood. Opposite of indulgence is restraint. Restrained people do not allow pleasure in their life. There is quite a big difference between Finland with score 57 and India with score 26 in this dimension. High score refers to desire of enjoyment and to considering free time to be valuable. People in high score countries tend to think positively, but in lower score countries they tend to have pessimistic attitude and incapability to allow themselves have pleasure due to social norms. (Hofstede 2013.) India's low score in this dimension is somehow surprising when considering their relaxed attitude to time and their appreciation to social life.

3.4   Aspects to other cultural differences

Religion

There is a high diversity of religions in India. Hinduism is the major religion in India and it can be considered to be philosophy. It is based on the religious literature called "Vedas". The content of Vedas is described to be eternal, which can have influence to the way of thinking in India. Nieminen mentions that there are more questions asked than replies given in Hindu philosophy (2015, 327). Many traditional rituals, which are common in Indian everyday life, have origin from Vedas. In Hinduism there are five main concepts. "Brahman" means transcendental

reality. The content of transcendental reality is difficult to explain, which confirms Niemi-nen's comment about more questions than replies in previous paragraph. According to "Karma" people are punished of their bad actions and rewarded for good ones in future life. "Ahimsa" includes the idea of not injuring others. It is related to vegetarianism which is very common among Indians. Hinduism divides life into four stages, "Ashramas", which are the basic structure of human being's life. First Ashrama is student stage and second is a stage of married person. As two first stages belong to family commitments, then last two stages belong to re-nunciation. "Dharma" is concept of obligation to appropriate behaviour. Its meaning is to get liberated from cycle of death and rebirth. (Kumar & Kumar Sethi 2012, 57-59.)

Hinduism as religion is mostly flexible. There can be minor religions and different gods included in it. The tolerant Hindu atmosphere explains why Indians easily adjust to variable communities and environments. (Nieminen 2015, 327.) Meena (2015) presents that in Hinduism there is a high respect towards authorities, which can explain unwillingness to express ideas or opinions to supervisors in working places.

Other religions practiced in India are Buddhism, Sikhism, Islam, Jainism and Christianity. Despite religions are accepted openly in India, it must be remembered that religion is very sensitive issue. Religion is visible in habits, eating and clothing. There can be some traditions like praying executed during working days. There is necessity for free days to enable participation to festivals. (Meena 2015, 2, 5.) Globally incidents happen constantly under cover of religions. Meena estimates that these incidents in worst case can lead to restless atmosphere and conflicts even in Indian working places (2015, 2). Also Sivasubramanian (2016, 264) states that religions have big impact on Indian society. They make it complex, therefore impact on working places is obvious.

Communication

Indian communication style differs from western communication. Although Indians have good social skills, communication is one of the most demanding issues in co-operation. Indians communicate complex and non-direct way. It is important to listen carefully what Indian person is speaking and at the same time make observations how the message is presented. (Kumar & Kumar Sethi 2012, 108.) One of the most challenging issues is to understand when Indians have negative opinion. Using word "no" is avoided in India. Alternatively Indians express negative opinion some other way. Sometimes it can happen that despite the negative opinion, the requested task is still somehow tried to perform, even it is known to be impossible. Therefore it is important to be able to interpret from gestures or from evasive replies when request is abandoned. Vice versa, when communicating with Indian people, it should be paid

attention to the way how negative opinion is expressed to them. It should be said via constructive way and avoid using "no" word directly. (Tekes 2011, 14.)

Indians are very sensitive to criticism and not willing to connect people to the problem. It is not common to apologize for done mistakes or to admit that one has not understood something. If there are unclear issues, Indian people may avoid asking for clarification because it shows that there is lack of understanding. In such situation the task is more likely left not done, rather than asking for advice. (Hankimaa 2016.) Therefore regular follow-up is necessary to ensure that tasks are done by deadline.

In communication there can be recognized some Indian gestures which are unfamiliar to Western people. Therefore it is important to learn to interpret what Indian people say verbally and what do their gestures tell to understand the real message. (Parmasuo 2014, 33.) For example in Western countries people shake their heads for negative opinion. In India it has contrary meaning. It expresses that people are listening and understanding the discussed subject. (Hankimaa 2016.)

Social behavior

Indian people appreciate social life and personal interaction. They want to have lot of knowledge of their partners, which is one way to build confidence. Business meetings are started with small talk before starting discussing business issues. (Tekes 2011,14.) Peuhkurinen confirms this to be true by his ten years' experience with Indian people. He encourages getting to know well the people, what they do and what kind of hobbies they have. (2016.)

Excellent icebreaker is interest to food which is very important issue in Indian culture. It can be the main topic of discussion, it is center of celebration in Indian culture and it is a reason to get together to spend social time. (Peuhkurinen 2016.) It is noted that Indian people gather together around the food brought from home and it is shared to each other. Western partner can also have possibility to participate to this kind of lunch, when visiting India in business matters.

Caste

The biggest source of diversity in India is the caste system. Caste classes are divided to four main "varnas". Each varna refers to specific occupation group. Three upper castes are "Brahmins" referring to priests and scholars, "Kshatriyas" referring to political careers and "Vaishyas" who are merchants. "Shudras" are the lowest caste group including occupations like peasants and servants. Shudras are divided to many other further castes. It has been observed

that caste system is strongly connected to Indian mindset. Even though it is prohibited by Constitution of India to discriminate on basis of caste, it is discovered in working life nepotism to be very common. It is usual that some specific caste dominates in one department or company. Individual's caste can usually be interpreted from last name and it makes risk of stereotyping. Person may not be evaluated by skills but purely by caste. (Meena 2015, 2, 5.)

4   Empirical framework

4.1   Finnair Oyj

Finnair was established in 1923 with name Aero. In 1949 Aero became a member of International Air Transport Association (IATA). Aero received airline code AY which is still in use for Finnair. Name of the company was changed to Finnair in 1968. (Finnair Group History 2016.) Finnair is listed company and majority of its share capital (55,8%) is owned by Finnish Government. The total share capital on 31.12.2016 was 75 442 904,30 euros. Finnair business areas are the air traffic and travel services. In the end of 2016 there were 4937 persons employees and majority of them were located in Finland. The revenue in 2016 was 2316,8 million and the number of passengers was 10,867 million. (Finnair 2016, 23-24, 29.) In the end of 2015 Finnair operated 19 wide-body and 30 narrow-body aircrafts. The average age of the fleet was 10,1 years. (Finnair Annual Report 2016, 27.)

The competition in the airline business has been increasing for years. Significant increase in competition has been caused by low-cost airlines. Finnair's business model is being network carrier. Finnair is a member of the oneworld alliance. Via alliance co-operation airlines are capable to offer their customers a high sized network with multiple destinations. In addition Finnair is involved in two joint businesses: Atlantic Joint Business (AJB) which is related to traffic between Europe and North America and Siberian Joint Business (SJB) related to traffic between Europe and Japan. Finnair benefits of Finland's geographical location. Helsinki-Vantaa hub is the fastest connection between Europe and Asia, which is the cornerstone of Finnair's strategy. (Finnair Annual Report 2015, 12-13.)

Finnair's vision is "to be number one airline in the Nordic countries and be the most desired option in Asian traffic". Finnair focuses to grow on Asian markets and relies on quality, freshness and creativity as success factors. (Finnair website 2016.) Strategic objective is to increase the air traffic via Helsinki and double the revenue of Asian traffic by 2020 from the level of 2010 (Finnair Annual Report 2015, 13). To achieve this objective Finnair has ordered 19 new Airbus A350 XWB aircrafts. The first one started to operate in October 2015. The benefits from modernized fleet are optimized crew utilization and decreased training and maintenance costs. New aircrafts have bigger passenger and cargo capacity. They have bet-

ter fuel efficiency and their lower emissions meet the current demands of environment-friendly and more sustainable air traffic. (Finnair Annual Report 2015, 15.)

4.2   Introduction of case organization

Case organization of this thesis is Passenger Revenue Accounting (PRA) team which belongs to Revenue Process in Finnair Finance organization. In Passenger Revenue Accounting process all AY flight documents and EMD (electronic miscellaneous document) documents are reported via Sirax system. Sirax is SAP based passenger revenue accounting system. EMD documents are used for selling ancillary services on flights. Passenger Revenue Accounting is responsible to monitor the correctness of documents in the system. All documents are audited to verify correctness of fares, taxes, fees, commissions and refunds. Violations which are detected in audit process are debited from travel agents. Sirax system prorates ticket value to flight coupons, to be reported to the revenue. Prorate values are also used for interline billing between airlines, when other airline flight coupons are involved in AY flight documents and vice versa. Processing of interline billing between Finnair and other airlines is one of Passenger Revenue Accounting responsibilities. Also credit card invoicing of flight documents is processed centralized by Sirax system, excluding some specific markets where billing is done locally due to local legislations. Financial postings from Sirax system are transferred to SAP FICO bookkeeping system.

In next figure is illustrated the case organization. This thesis concentrates on partnership between Passenger Revenue Accounting and company C. Additionally, Back Office Services Estonia (BOSE) which is Finnair's subsidiary company in Tartu, Estonia, is added to the figure to present its substantial operational connection with case organization. SAP FICO bookkeeping system is the main tool used by Back Office Services Estonia (BOSE). BOSE has also own PRA team handling various PRA tasks.
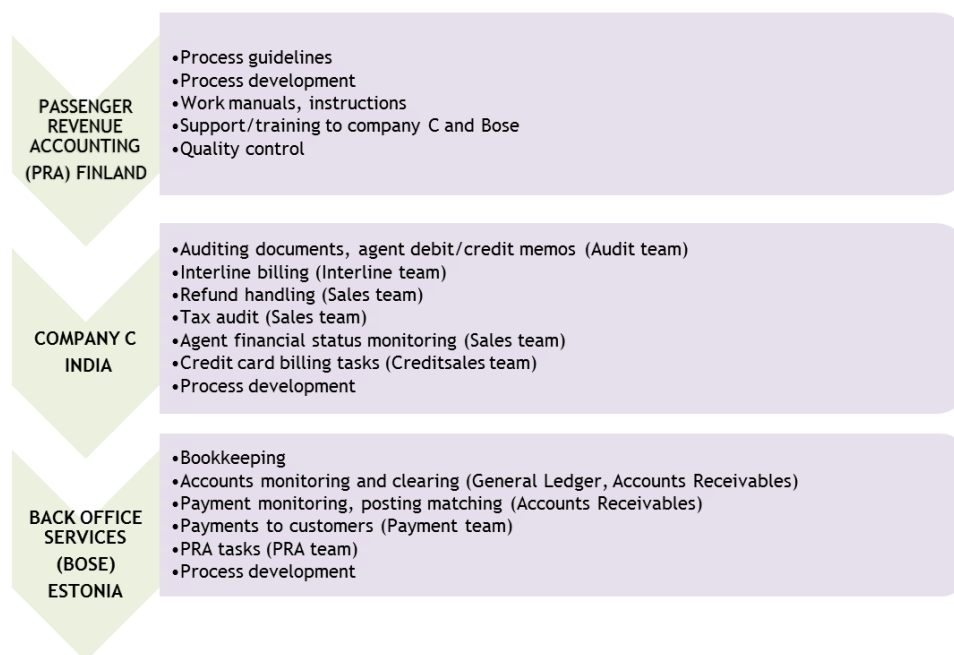
PASSENGER REVENUE ACCOUNTING (PRA) FINLAND
- Process guidelines
- Process development
- Work manuals, instructions
- Support/training to company C and Bose
- Quality control

COMPANY C INDIA
- Auditing documents, agent debit/credit memos (Audit team)
- Interline billing (Interline team)
- Refund handling (Sales team)
- Tax audit (Sales team)
- Agent financial status monitoring (Sales team)
- Credit card billing tasks (Creditsales team)
- Process development

BACK OFFICE SERVICES (BOSE) ESTONIA
- Bookkeeping
- Accounts monitoring and clearing (General Ledger, Accounts Receivables)
- Payment monitoring, posting matching (Accounts Receivables)
- Payments to customers (Payment team)
- PRA tasks (PRA team)
- Process development

Figure 5: Case organization

Earlier all financial operations were handled in Finnair Headquarters in Finland, where all employees were located in the same building. The daily co-operation happened face-to-face and all employees were speaking the same mother language. Since 2010 several changes in organization have been made. Most of the daily financial tasks have been outsourced to service providers abroad or transferred to subsidiary company BOSE in Estonia. Operations have been transferred to global format and nowadays several financial operations are performed by foreigner partners or colleagues. The employees at Headquarters in Finland are business controllers, internal auditors, managers and experts. Headquarters leads financial processes, defines policies and monitors that needed controls are in place. Teams in Headquarters support subsidiaries and service providers in daily operations.

Currently there are 10 employees working at Headquarters with Passenger Revenue Accounting related processes. Daily auditing tasks with Sirax accounting application have been gradually outsourced since 2008. The first external service provider was company A located in Poland. After five years of co-operation with company A, a decision to seek for synergy and cost savings by changing to Indian service provider was made. In 2013 started the co-operation with company B in India, a company to which already some other Finnair departments had outsourced their processes earlier. Around same time PRA started minor partnership with another Indian company C, also situated in India. Company C offered second pass audit for PRA to ensure the effective result of audit processes performed by company B.

In 2016 Finnair invited three Indian companies to tender for services provided for several departments. As a result company C was selected to be the service provider for PRA. This thesis is written during the transition period when company C expands from second pass auditor to be PRA's main service provider. The transition period includes definition of work process manuals, training of new employees at company C and transferring the production work gradually from company B to company C. As next I present the content of partnership between Finnair PRA and company C according to partnership elements framework by Jukka Vesalainen.

Business linkages; exchange in case organization

From the business related point of view company C handles auditing of fares, taxes, commissions and refunds on flight documents. As a result billing of found violations from travel agents is handled by company C. Company C also calculates and processes refunds of documents issued by Finnair own offices and for those cases when travel agents are not able to process the refunds themselves. Additionally they control the automatic processing of credit card billing by making corrections to transactions in error queue and by monitoring that credit card acquirers have acknowledged receipt of accepted invoice files. Company C processes and controls the interline billing that happens between Finnair and other airlines. These main services form the exchange between PRA and company C.

Tasks included in the delivered services are instructed in manuals in details. However there are often irregularities in processes. Teams who are performing the tasks need to have a good understanding of the whole process, to solve irregular situations or to know when it is necessary to ask for advice from Finnair experts. To improve the level of service, company C has own expert team to solve problematic issues before Finnair team is contacted. Company C's expert team has also responsibility to continuously develop and improve processes.

Company C processes the income from Finnair's core business, airline passenger traffic. Company C handles the daily tasks independently and the volume of PRA tasks is high. The outsourced financial services have direct impact on Finnair's revenue and also to customer service. Consequently it can be stated that there is a has strong confidence on company C as a service provider.

Business linkages; strategic linkages in case organization

Finnair expects company C to analyze current processes and to develop the efficiency of them. By rationalizing processes is targeted to reduce required resources and manual workload. The aim for automation in processes is to achieve high quality in auditing results to avoid revenue leakage. Refund handling has direct impact on Finnair customer experience.

Refunds must be calculated correctly and be processed quickly back to customers. Failures in refund process increase claims and decrease customer satisfactory immediately.

Airline business is a specified area. In order to succeed, company C needs to understand airline business. Company C declares their mission to be innovated in developing processes for their clients. In principle, company C's mission values for innovative development meet the expectations from PRA. Company C has put into practice their mission by developing own separate auditing system X for flight documents.

Main parts of auditing processes are agreed to be done via system X instead of Sirax. It is expected to give more flexibility in audit processes. It is notable that if company C can provide added value with their system X, it increases the dependency of Finnair on its service provider. The dependency can be considered to be mutual. In development of system X, deep knowledge of airline business is needed. Therefore company C is dependent and gets benefit from their client companies' expertise. Each airline has its own specific characteristics which need to be considered in processes. It requires mutual knowledge transfer with each airline. Finnair is not the only airline client for company C but they have also other airlines as customers. Successful development of system X would be beneficial to company C, in competition for getting more airline customers.

PRA has presented to company C a requirement of independent and self-steering way of working. To achieve this target, company C's expert team has a big role. They need to have deep knowledge of all processes and their responsibility is to transfer it to team members' performance. However, in this kind of financial service type totally independent performance from service provider cannot be expected. PRA experts' role is to support service provider and to guide how the tasks are executed. The support is more needed in the beginning of co-operation but it is expected to reduce when operation is stabilized. Still there are always some support needed and specific situations where client makes the decisions. The support from PRA is investment by client and it increases knowledge of company C employees. This client investment helps company C to provide better quality and cost efficient service to PRA. Ideal outcome would be a win-win situation where both parties get benefit. Finnair gets service with moderate cost and achieves better revenue. Company C gets long-term contract with satisfied client. It increases reputation as capable service provider and enables getting more clients to company C.

At the time this thesis is written, it is too early to analyze comprehensively the elements in strategic linkages in case organization. In principal level expectations are met. However, there are several development possibilities in PRA processes. In practical level, the results of how strategic targets are achieved will be seen in future.

Organizational linkages; structural linkages in case organization

In the beginning of co-operation, the creation of structural linkages started between PRA and company C. In the past common history, when company C performed second pass audit to PRA, there have been regular meetings on management level. Now that company C is the main service provider, the co-operation expands. It requires regular monitoring of the common strategy and quality of co-operation. It is agreed to have governance meetings four times per year. Managements of both parties attend to governance meetings. It is important that in both companies the information transfers between management and operational level. It is requirement to involve relevant items to be handled in governance meetings.

On operational level there have also been linkages between some of experts in company C and PRA, due to earlier second pass audit process. The transition period starts the creation of more tight linkages for the future. The subject matter experts meet and start planning and developing the common procedures. This happens via face-to-face meetings in India, conference calls via telephone on weekly basis and via emails on daily basis. Common language used is English and in the beginning contacting happens daily. When co-operation has been completely started and stabilized, there will be weekly scheduled conference calls on operational level to handle issues of daily tasks. Geographical distance is a challenge for face-to-face meetings. PRA subject matter experts will need to visit India regularly. It can also be arranged that employees from company C visit Finland.

Both parties will use the same data systems. User profiles can be defined to different levels to admit limited rights. Company C has access to Sirax accounting system and to Amadeus reservation system, which are both used in PRA's daily tasks. Finnair PRA experts have access to company C's system X to auditing results. PRA experts use the system X to accept audit findings in the beginning. There is no connection between Sirax and system X but there are discussions about developing it in future. Company C needs access provided by Finnair also to many other systems which are needed in daily tasks.

Instructions for all work flows are detailed documented in own manuals by each process. It is agreed that company C will update the manuals. New versions are regularly checked and accepted by Finnair experts. These manuals are important tools to guide how daily tasks are performed. There are also different common files used for questions, feedback and control points. This procedure promotes transparency and avoids questioning same issues repeatedly. All documents are saved to commonly used drive to where all stakeholders have access.

There are several other stakeholders involved in processes, for example BOSE bookkeeping teams, other departments in Finnair, travel agents and Finnair customers. Contact details of them are provided in working manuals. For contacting directly with customers there is instructed procedure and ready-made templates for it. Company C is service provider to other Finnair departments too. Many of them have connections and impact on PRA processes. As located in same company, these teams can benefit of internal collaboration with own company's departments.

Generally there are continuous common processes between company C and PRA team. Contacting happens daily in many levels. Same systems and documents are used together. In operational level structural linkages are high. In management level they are more limited.

Organizational linkages: social linkages in case organization

Mutual trust is created on human level and on company level (Vesalainen 2006, 65). On company level the trust can be considered to be high, as Finnair has chosen company C to be their main service provider for PRA operations. The quality of performance will have big impact on trust building in future. Strategically trust is set on high level because there is expectation that company C can work mainly independently and develop PRA processes. Company C's expert team is considered to be the key factor for enabling the independent working. They are the main contact persons with PRA experts. Social linkages in case organization on operational level are created mainly between these two groups.

Mutual trust on operational level between people is created gradually. It happens via communication and interaction between people, which is time consuming. PRA experts have experience of Indo-Finnish co-operation since 2013. In this new partnership there are already familiar persons in company C, which makes the beginning of co-operation easier. Generally Indian people are very open and sociable. It benefits the creation of social linkages. In the beginning PRA experts have met company C employees in India on monthly basis. In face-to-face meetings discussions are usually started smoothly with personal issues. People get to know each other and family news are shared. Relaxed atmosphere is good base for work related discussions and it is realized in this partnership. Mostly the communication happens with company C's experts but also team members are invited to some meetings. PRA experts can also freely visit the office room and discuss issues with team members. Linkages to team members are considered valuable too.

Due to geographical distance methods for virtual leading are needed. For process support and learning purposes mutual questions and feedback have big role in collaboration. Topical issues are discussed via emails and in weekly conference calls. One aspect in collaboration is learn-

ing. Finnair PRA encourages company C to provide their solution to problem situations first. This procedure is considered to support company C's learning more than providing them ready solutions.
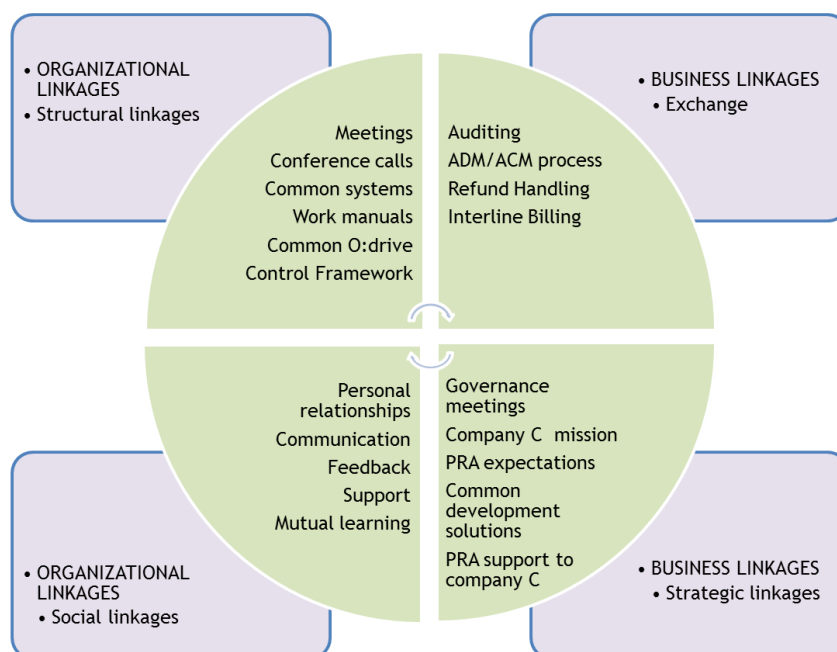

Figure 6: Partnership analysis: Finnair PRA - company C

5 Empirical research

The basis for empirical research is the theory which is collected by reviewing literature related to the research subject (Hirsjärvi & Hurme 2014, 14). Theoretical part of this thesis is written on base of literature, studies and scientific articles related to the subject. Empirical research is always consisted of different phases which are in connection to each other. There are several methods available for data collection when research is conducted. Observation is one method to collect data. The origin idea for this thesis comes from my own experience and observations about Indo-Finnish co-operation. As I am one member of Finnair PRA team, I have been able to make observations of co-operation with Indian partnership company already since 2013. By observation can be found out how things look like to be, but to find out answers to question "why?" other methods, like interviews, must be used (Vilkka 2015, 143).

Case study method is used to investigate contemporary phenomenon. Target of the study is one or alternatively more than one cases and study is executed in its natural context. Research questions are defined using words "how" and "why". Several sources of information are used and the result of the research is deep understanding and description of the phenomenon. In case study there can be used both quantitative and qualitative research methods as a

mixture. Method selections are done by nature of studied phenomenon, research questions and targets. (Kananen 2013, 23, 54.) In this thesis are conducted both qualitative and quantitative researches.

5.1 Subject interview

Main research question "in Indo-Finnish interaction, how do cultural differences impact on creation of partnership on both business and organizational levels?" can be answered only by understanding the phenomenon in wider scale. With help of sub-question "what is experienced by Finnish personnel to be the most successive and the most challenging issues in Indo-Finnish interaction when supporting daily work processes" can be found out the depth of impact on partnership creation. A qualitative research was selected to receive the answers. In qualitative research the literature review does not have big role but the data is collected from people who are closely related to the issue in question. The number of people participating to the research can be minor. Collected data is analyzed by describing it in written format, in order to have deep understanding of the phenomenon. (Creswell 2012, 16.)

Subject interview is commonly used for qualitative study. It was the selected method for the research with Finnair PRA experts in Finland. They are regularly involved in daily processes with Indian service provider. There are six persons in addition to myself; all of them were requested to attend the subject interviews. Their average time of experience about working in collaboration with Indian people was 4,2 years. Subject interview is a flexible way to collect detailed data. There is possibility to guide the discussion and to present further questions when there are new points of view detected. Interviewees were divided to three different pairs of Finnair experts. By dividing interviewees to so small groups was increased everyone's speaking time. Individual interviews were discarded because intension was to create interactional conversation. Each pair was invited to their own interview sessions and one hour was reserved for each interview. Interviews were held in separate meeting rooms in order to eliminate distractions. It was informed in advance that interviews will be recorded. In next table 1 is presented summary of held interviews.

Interview	Participants	Time	Duration
1st subject interview	2 Finnair PRA experts	11.1.2017	00:50:09
2nd subject interview	2 Finnair PRA experts	24.1.2017	00:49:38
3rd subject interview	2 Finnair PRA experts	21.3.2017	00:58:59

Table 1: Subject interviews with Finnair PRA experts

In subject interview the subject is defined in advance but there are not strictly defined questions. Researcher makes sure that all subjects are discussed during the interview. How deeply to the subject discussion goes, depends on the interview situation and how the researcher leads the interview. (Aaltola & Valli 2010, 26-29.) Purpose of subject interview is to bring out new issues or questions for discussion, to get deeper understanding of the subject (Kananen 2013, 93-94). In subject interview there can be given exercises to support the discussion (Vilkka 2015, 124). Interviewer conducts the discussion to the desired direction. By listening carefully, interviewer can find new dimensions to the content of discussion. Also questions are good way to conduct the discussion. It is useful to have a list of questions ready for use if discussion is not going forward as expected. (Hirsjärvi & Hurme 2014, 103.)

In the beginning of the interview I provided each interviewee a paper document including illustration of partnership linkages between PRA and company C. There was also listed a set of concepts related to cultural differences and partnership to be picked up for discussion. Document is presented in appendix 2. In the beginning I shortly described the content and the purpose of my thesis. Then I requested interviewees to tell any experiences and observations they have about co-operation with Indian people. I advised to concentrate to the issues which mostly come up in their daily working processes. I reminded them to talk about all their experiences with Indian people because they have long experience with company B before working with company C. The meaning was to discuss experiences with Indian people generally, not only with current service provider company C. Two experts had also been co-operating with Indian people in tasks within other departments.

Discussions happened smoothly in good atmosphere and there were plenty of subjects to discuss. One hour turned out to be proper time for discussion. Purposely I myself did not attend very much to the discussion because I wanted the interviewees to speak. As member of case

organization, I did not want my own opinions impact on the content of discussions. On some occasions I used questions which I had prepared in advance. The purpose of pre-prepared questions was to keep discussion going on, if any silent moments appear. They also guaranteed that all necessary items are discussed. In next table 2 are presented supporting questions I had prepared for the interviews.

SUPPORTIVE QUESTIONS FOR SUBJECT INTERVIEWS
Which cultural differences between Finland and India you feel most challenging?
In co-operation with Indians what has been successful?
In which issues we have failed?
Can you give examples?
What has been active factor for successful experiences or failing?
How do cultural differences impact on the areas of partnership?
How do you feel about giving feedback to Indians?

Table 2: Supportive questions for interview

5.2 Questionnaire

In quantitative research literature review is needed to validate research problem and to create research questions. Questions and responses are pre-defined and they are presented in format of questionnaires or tests. It is used to collect and observe information about people's actions, values and opinions. There is bigger group of people who participate to the research. To quantitative research it is characteristic to measure the results with numeric data. (Creswell 2012, 13-14; Vehkalahti 2008, 11.) I selected to execute research as questionnaire with team members and experts at company C in India. There are 35 persons in Indian team which makes questionnaire reasonable method to collect opinions from a big group. Filling a questionnaire enables more privacy, which gives everyone better opportunity to present their own opinions.

One target of the questionnaire was to find out how Indian colleagues feel about communication with Finnair people and if there are any improvement areas. Feedback giving was defined to be one development area of the thesis. In Asian countries feedback procedure can be very sensitive. With questionnaire it was looked for suitable methods to give constructive or positive feedback. Purpose was to find responses to sub-questions of this thesis:

- In order to improve the motivation what kind of positive feedback is experienced by Indian people to be optimum to support their performance?
- Which methods Indian people consider being advantageous to give constructive feedback?

When creating questions to questionnaire the researcher must be careful because questions are the basis for successful results. Researcher must have sufficient knowledge about the theory and clearly defined research questions. In questionnaire the questions are to be unambiguous and easily understandable. Usually the questionnaire starts with background questions and proceeds from simple questions to more deep and sensitive questions, in order to lead the interviewee to the core of the matter. (Aaltola & Valli 2010, 103-105.) I created questions to the questionnaire when I had most of the theory investigated and written. I presented first draft of the questionnaire to two of my colleagues who read it through and gave suggestions how to improve it. Those comments were very useful. I made several improvements to the content of questions and to the structure of the questionnaire. Then I showed second draft to two other colleagues. They found the questionnaire to be good and I received just some minor useful suggestions. I made last updates to the questionnaire based on them.

Survey to Indian colleagues was executed on Wednesday 18th January 2017 at the office of company C during my visit in India. The questionnaire is presented in appendix 3. Team leaders shared paper versions to all team members. I encouraged them to ask questions if there is anything unclear or not understood in questions. The only questions presented were what kind of pen they should use and how to mark the selected option to the questionnaire. To some younger team members there seemed to be a little bit unclear how such questionnaire is generally filled. Team leaders helped them with those questions.

5.3 Analysing methods

Subject interviews

When research is conducted, researcher has collected massive storage of data to be analyzed. This can be confusing phase as it can feel impossible to find the answers to research questions from such a big data. In order to find the answers researcher needs to familiarize with the data in different ways. The data is categorized, analyzed and interpreted. (Ruusuvuori, Nikander & Hyvärinen 2010, 9-11.) Recorded data is transferred to written format. Researcher estimates how accurately data is put to written format. From written format, it is easier to piece together the totality. However it is notable that written format does not include facial

expression or other gestures which also have impact on the interpretation. (Ruusuvuori et al. 2010, 424, 427-428.)

From subject interviews I transferred the recorded discussions on detailed level to written format to word document, in order to be able to interpret the content of discussion accurately. As next I divided written text by using highlight colors according to the discussed topic. Example of division is shown in appendix 4. In following table 3 is represented how discussion topics were divided during subject interviews. The calculation is based on the number of words by each topic. In word document the total number of words in the document is visible. When activating each discussion topic part separately, word document shows the total number of words in the activated part. With that information it was possible to calculate the percentage of each topic. It is notable that how interview discussions are divided to different topics, it is open to various interpretations. Therefore the percentage number is only indicative. The sequence in table 3 is by the average % of topics in all interviews.

Discussion topic	Interview 1 11.1.2017	Interview 2 24.1.2017	Interview 3 21.3.2017	Average of all interviews
Communication	21 %	23 %	15 %	20 %
Feedback	18 %	13 %	6 %	12 %
Hierarchy	9 %	10 %	18 %	12 %
Resources	0 %	11 %	15 %	9 %
Religion	9 %	3 %	9 %	7 %
Time concept	15 %	7 %	0 %	7 %
Trust	8 %	6 %	6 %	7 %
Leadership	5 %	4 %	9 %	6 %
Relationships	5 %	8 %	2 %	5 %
Collectivism	6 %	2 %	5 %	5 %
Gender	0 %	5 %	4 %	3 %
Creativity	2 %	2 %	4 %	3 %
Competitiveness	1 %	2 %	4 %	2 %
Decision making	0 %	4 %	3 %	2 %
	100 %	100 %	100 %	100 %

Table 3: Topics % of subject interviews

Content of interview data was first read through several times. In discussions there are always items which catch the attention. Next action was to collect the most narrating and interesting sentences from the data. Then I read again all discussions related to same topic to analyze in deeper level how cultural differences are experienced by Finnair PRA experts. I wrote analyze around the collected sentences from interview discussions.

Questionnaire

First task to be done with data received from questionnaire is to get familiar with it. Good way to see how data looks like is to save it by oneself. (Vehkalahti 2008, 51). Questionnaire was done on paper and I saved all data to excel file for further analyzing. Data must be scored for analysis. There are different ways to score the data. It can be scored with numbers to scales. There can be in use categorical scales or a codebook for list of variables. (Creswell, J. 2012, 175-176.) In background questions 1-2 was used categorical scales and in questions 3-4, which were related to communication, was used codes. For questions 5-9 was used scale from strongly disagree (1) to strongly agree (5). Charts for analyzing and presentation were created in excel file. Results of quantitative research are presented with detailed description summarized to few sentences (Creswell, J. 2012, 197).

5.4   Research results from subject interviews

In this chapter I describe the most visible impacts of cultural differences on partnership crea-tion and interaction that came up during subject interviews with Finnair PRA experts. I also present central findings of most successful and challenging experiences in Indo-Finnish inter-action. In the end of this chapter are described and illustrated impacts of cultural differences on all partnership linkages by Jukka Vesalainen's framework.

5.4.1   Cultural differences

Communication

In subject interviews the most discussed topic was communication. It was discussed approxi-mately 20% of the time. Same topic has been raised in research done by Sivasubramanian. Communication is so visible part of collaboration and primary method to mutual understand-ing, therefore differences are easily identified. (Sivasubramanian 2016, 257.) All Finnair ex-perts agree that communication is central and challenging part in Indo-Finnish co-operation. During interviews was observed that communication with Indians is a skill that can be learned with time. The longer period one co-operates with Indian people, the more flowing is com-munication and understanding. It was observed to apply also vice versa. Similarly, like West-ern people start to understand Indian communication via experience, also Indian people are more adjusted to communicating with Western style when they have done it for a longer time.

Communication happens in English language and it takes time to get used to Indian accent. Finnair experts who are regularly in contact with Indian people told that they understand In-

dian accent well. Those experts who have less verbal connection with Indian people usually have some difficulties in understanding the spoken language with Indian colleagues. Indian accent can sound very strong to Western people in the beginning. It was also mentioned that Indians often use English words which are not so familiar to Western people. It is usual that every English speaking area has its own characteristic model of language. (Mulvey 2008.) Benefits from international co-operation are the expanded English language skills.

Finnair PRA experts have noticed that it is characteristic to use abbreviations among Indians. Unfamiliar abbreviations are considered by Finnish people to be troublesome if the meaning stays unrecognized. Mulvey (2008) confirms this observation by telling that Indian people are keen on shortening and shaping words to new format. Another reason for using abbreviations can be the general trend globally, especially among younger generation.

> "In messages there are used several abbreviations. It's unfortunate if you don't know what they mean..."

Finnair experts wish that Indian colleagues would use more informative content in emails and also in other communication methods related to work tasks. It is important to save detailed information for sharing purposes. For example notes added in the system are important source of information when investigating specific cases afterwards. Two experts mention that information is often insufficient. The reason can be working methods when the tasks are performed strictly according to manuals and comprehensive approach is not followed. This kind of working method is typical in hierarchical organization.

There are situations when it is difficult to know if Indian colleagues have understood the process that has been communicated to them. It can happen that questions are not asked but later is noticed that the process is somehow misunderstood. This is consistent with the information received from Hankimaa. She claims it is because of unwillingness to show ignorance. But there can also be other reasons like Indian colleagues have misunderstood the communication from Finnair experts if it has not been clear enough. One interviewee strongly presents her conclusion that when training or instructing, it is essential to describe the process as detailed level as possible.

> "Now I have understood that the more I put effort to communication the better they understand me. The first message must be very detailed and positive. Then it is understood. But it really takes time."

Indeed, accurate written instruction has proven to be efficient way to get the message understood. However, face-to-face discussions are considered to enable better understanding especially in complicated issues. When sending several emails across, complex processes may become even more mixed. Finnair experts think that in some situations it would be more effi-

cient to communicate and solve cases locally in India. Each Finnair expert visits company C at least two or three times per year. Some experts travel there even more often, depending on the need. Regardless, any complicated irregularity situation can happen unexpectedly and then it must be solved, where-ever people are. It does not succeed always the best way and then misunderstandings happen.

> "I completely understand that no-one at their side could neither control what really should have been done in that situation."

Finnair experts have noticed that there are occasions when Indian people do not express negative issues or opinions. This topic is raised by four experts during interview discussions. It can happen that there is not received reply and the item is left like pending in the air. In such situation the opposite part is unaware of the result, which is confusing to Finnish people. Direct communication is characteristic to Finnish culture. Finnish people are used to say also negative opinions directly. Therefore it is difficult to interpret negative replies from gestures or from silence. In such situation Finnish people may stay waiting for reply that never comes. Finnair experts have also become conscious of the fact that their direct communication can confuse Indian people. Finnish style to speak directly can sound even impolite in ears of people from other cultures. Two Finnair experts mention that they often consider how they can change their communication style, in order to express the message in more understandable and polite way. Same behavior model is verified by Subramanian (2016). Persons who are regularly interacting with Indian people tend to adjust their communication patterns with Indian culture (Subramanian 2016, 280-281).

> "Then again, I didn't understand or I expected them to take some action...and then I wonder what I could do more to become understood..."

Additionally it is pondered by Finnair experts how much Indian people consider cultural differences in interaction with Western culture. It is wished that they would become familiar with western communication model and would learn to start using more direct communication. One expert has even discovered that Indian colleagues who have long experience with Western people are more used to different communication styles.

It is common that there are technical challenges in virtual leading. It is identified by Finnair experts too. Conference calls via telephone are kept weekly. Telephone conversation itself is experienced to be missing important visual signs like facial expression and body language. Then the communication is based only on verbalism, when speaking. Bad audibility in connecting lines makes the hearing and understanding difficult. It can be frustrating as disruptions happen often in weekly conference calls. There are also situations when there would be necessity to share the computer screen for showing discussed cases and examples. Technical side is not always working as expected. There are projects going on in Finnair to improve

technical devices for virtual communication. It is expected to give more tools for Finnair PRA too. Despite challenges, conference calls are considered to be essential and valuable part of collaboration with company C people.

> "It would be great if we had some electronic method to be used for showing and explaining..."

In interview discussions is very much underlined the importance of functioning technical devices for virtual team work and leading.

Feedback

Feedback was the issue that was discussed 12 % of total interview time. All Finnair experts tell that they often consider how to give feedback to Indian colleagues. Feedback is essential part of the co-operation. When giving constructive feedback, work processes are guided to be improved and errors to be minimized. Positive feedback, instead, is important motivator. There is big difference in giving positive feedback between Finnish and Indian culture. In Finnish culture, when positive feedback is given it is usually done by modest way and in one-to-one discussion between supervisor and subordinate. In India positive feedback is many times given publicly, even in ceremonial way. The Indian way is strange to Finnish people and Finnair experts do not see it the most comfortable way for themselves. Two experts mention the fact that positive feedback is seldom shared in Finland. When own culture is restrained in giving compliments, it can be difficult to adapt new methods that may feel a bit overwhelming.

About constructive feedback Finnair experts speculate, if it should be given in hierarchical order via supervisors or would it be better in some cases to give it directly to the respective person. The general impression is that hierarchical way would fit better to Indian culture. The subject is difficult. After co-operating four years with Indian people, Finnair experts are still a bit unaware what would be the best procedure. It can be said that constructive feedback is still partly vulnerable and unsolved subject in Indo-Finnish co-operation.

Hierarchy

In interviews hierarchy was discussed as much as feedback subject, 12% of the time. It is seen as an apparent feature in Indian society. Hierarchy is clearly noticed in daily collaboration, starting from the organization charts. Three Finnair experts told that it takes time to learn how to operate on correct hierarchy level. Finnair experts feel that with previous service provider the hierarchy became familiar. There were certain persons, usually on higher hierarchy level, to whom to contact. Worth of attention is that even the collaboration had lasted three years there was still a group of team members who performed the tasks but they were

quite invisible to Finnair experts. One explanation to this phenomenon can be high employee turnover. If team members change often, they do not have time to get familiar with client company representatives. Finnair experts have also noted that there seems to be some kind of hierarchy or boundaries between Indian teams. It is noticed to be beneficial to encourage Indians to start collaboration with their own colleagues in other teams nearby. Otherwise it may take more time to happen.

> "In Finland we are not so hierarchical. In India they are very much. I think I see and I feel it daily in telephone, in emails and everywhere."

Finnair experts tell that when contacting Indian partner via email it is important to send the message to correct person. If the issue is important more recipients from higher hierarchy levels are required to be in distribution. It ensures that necessary action is taken. Hierarchy is in discussions closely connected to decision making and creativity. It is noticed that in India they are not expecting team members to make any decisions. In training sessions, common meetings and conference calls can be observed that even the team members are present they usually don't speak or express their opinions publicly.

> "In face-to-face meetings you don't necessarily have opportunity to talk with person who really performs the task."

For Finnish people would be characteristic to co-operate with all stakeholders and ignore the hierarchical level. But of course the existing way is more practical because face-to-face contacts are limited.

Religion

Finnair experts see religion to be very visible feature in Indian culture. It was discussed 7% of the time. Religion is considered to impact as positive drive on Indian way of living and makes it multifold and colorful. To outsider the Indian society looks to regard different religions openly and have liberal and approving atmosphere. Finnair experts have understood that religion is important issue to Indian people. It seems to be usual to practice religious traditions and celebrations. They are also seen to be related to the collectivism.

> Of course I don't know if they have some religion racism there. But basically it feels very liberal...somehow I feel same attitude could come more to Western countries."

It was notable that in discussions religion showed many positive sides which were wished to have in Finnish culture too. But deeply religion is very sensitive and personal issue. Meena (2015) describes that there can be silent discrimination, intentional or unintentional, due to religion in Indian working places. If that happens in case organization it has not been visible to outsiders.

Time concept

Time concept has relevance and it was discussed 7% of the time. Finnair experts confirm that time concept in India is different from Finland. There are two issues recognized to which different time concept impacts. First one is how working days are composed. It has been noticed during visits to India that settled agendas are flexible and tend to change unexpectedly. This observation is confirmed by Kumar & Anand Kumar, they describe that India's non-linear time concept is originated from Hinduism where time is viewed in cycles (75, 2012). The other affected issue is that it is essential to settle deadlines for work tasks, otherwise they may stay pending.

> "You cannot let things just slide... you must settle deadline. And if you ask can this be done latest on Wednesday you can bet it is done on Wednesday, not earlier...that is learned."

Kumar & Anand Kumar also refer to stretching time concept in India where it is usual that time lines are not followed strictly. However there is an exception that is Indians' punctuality with religious time. Times for specific rituals and traditions are carefully calculated and followed. (2012, 74-75.)

Trust

Three main factors in trust building were raised up in interview discussions: time required for trust building, getting to know people and quality of work performance. Four of six interviewees wanted to bring out the fact that trust building requires time. It cannot be expected that people learn tasks and processes instantly. The second issue highlighted to be important factor in trust building was that it takes time to get to know the people. It requires that you know the persons you are collaborating with. Trust building with Finnair PRA's first Indian service provider, company B, took long time because people, country and culture were all unfamiliar to Finnair experts. With second Indian service provider, company C, there is already basement created by earlier collaboration, familiar people as some of company B employees have transferred to company C, and culture knowledge which Finnair experts already have. One interviewee underlines her high trust to the collaboration and lists all capable persons company C has for Finnair PRA. This confirms Sydänmaalakka's and Jensen's statements about trust building between people. Third factor, to which trust is related to, is the quality of work which also Vesalainen says. One interviewee experienced that if tasks are performed as agreed and if they are performed by schedules, it impacts on the achieved level of trust. It was also mentioned by another interviewee that trust is strongly related to the feedback received from service provider. The level of trust increases if the service provider is developing processes and brings improvement ideas, which benefits the client company.

> "Trust is constructed with time."
> "It is a combination of small things...if tasks are done in time and agreed models are followed."

Statements above verify that trust creation takes time. Westerlund (2017) confirms this by saying that when thinking, speaking and action are consistent, it is combination that creates trust.

Collectivism

All Finnair experts agreed with the fact that India is very collective country and it is shown in work life as well. Collectivism is seen from many aspects on national level, in work organizations, in free time and in family life. National pride is noticed to be on high level. Indian people are proud of their country and culture. It is shown in their enthusiasm to tell about it to outsiders. In one interview was discussed about different organization types which vary by the level of hierarchy and collectivism. Both features are kind of connected. In some organization type working can be very individual and in other types it is, vice versa, collectivistic. To Finnair experts Indian work organizations are looking like to be big families. Supervisors are sort of living their "own lives" in decision making level and they are the main contacts to client company. They speak positive and respectful way about their team members. It indicates that they are proud of their teams. This observation confirms Sivasubramanian's comments about supervisor's parental roles in Indian work organizations.

Finnair experts have noticed that Indian work organizations tend to have common events at office and also after work hours out of office. People from work society are important friends with whom the free time is also spent. Power of social networking is visible. During long collaboration period with companies B and C Finnair experts have been able to observe how Indian people change from one company to another. Interestingly, when someone has changed the company it has been even predictable who is next following to same company.

Collectivism against individualism stimulates Finnair experts to compare differences between Indian and Finnish cultures. They highlight the Finnish obsession to come to work despite if there would be family reasons to stay home. In India it is self-evident that employees are absent in specific family situations, for example taking care of their sick family members. In Finland there looks to be higher borderline for being absent from work due to personal reasons.

> "The work culture there differs a lot from ours. They are having birthday parties and cutting of the cake, eating and all this kind of stuff... They are much more collectivistic, like a big family. I think it is okay and belongs there. It is their thing. It does not bother me at all but it is a good thing."

Comments of Finnair experts give impression that Finnish people may miss for more collectivism in their busy lives too.

Gender

"I don't always know with which gender I am in contact with, male or female..."

The sentence above was said by two interviewees. This can happen in virtual co-operation where names from strange culture are not recognizable to any specific gender. Differences between genders do not show in this collaboration significantly to Finnair experts. Finnair experts view it as positive issue because equal status of female gender is not always self-evident. It is noticed as general issue that there are female persons as Indian managers too. All Finnair experts are also females and they have not experienced to be ignored because of their gender. It is not known by personal experience if situation changes in higher positions. Positive image can be caused by very restricted view because during duty visits to Indian companies not the whole variety of Indian society is seen. One Finnair expert told her different experience from another department's collaboration with Indian company from earlier years. There Indian colleagues were not willing to accept instructions from female persons. It is presumable that time has changed Indian society to more equal format. In research by Subramanian (2016, 102) Finnish managers who have long history working with Indian companies have verified that there is change happened in Indian business environment where women have now important role.

"Some years ago in my earlier experiences they denied accepting instructions from females. They kept asking always new manager and then we told them that all are women...positively, in current collaboration the gender has not impacted similarly..."

It was also discussed about proper clothing when travelling in duty. In India Finnair experts tend to use covering clothes in order to adjust to the environment and to not insult anyone unintentionally. There can be several reasons for selecting clothing more carefully and it is difficult to say which motives are the strongest ones. It can be related to gender, hierarchy, safety issues or religion.

Competitiveness

Competitiveness is not the most consciously recognized Indian feature by all Finnair experts but when asked about it they find several examples of it. Competitiveness is noticed on both company and on individual level in India. It is believed to be due to huge number of people in Indian society. On individual level it is shown in people's enthusiasm. Indian people show strong confidence to their capability in solving problematic issues and finding solutions. They

are openly speaking about themselves and like to present their skills. At the same time competitiveness can be seen by silence when not showing ignorance or not admitting being incapable to perform a requested task.

> "Then there is like silence or it is expressed some avoiding way..."

> "Especially in training situations when everyone is silent it is very difficult to know if they understand the issue or not...really difficult to get any signal if they have understood or not... they never tell directly..."

5.4.2 Successful experiences

One interviewee brings out the transfer of PRA tasks twice to Indian service providers as successful achievement. The transfer is a huge project and with small resources it is even more demanding. Special appreciation of this success is given to Indian partners for their excellent organizing skills. In the beginning of co-operation there are always many challenges. One expert refers to co-operation with previous Indian service provider and reminds that with time the working processes started to function well. Also another expert brings out the importance of patience. Time is required for learning and getting the routines go well. Another successful achievement mentioned is the documentation of work manuals for all processes. There has been put lot of effort to get them up to date. Good documentation is requirement to keep the knowledge in client company and improve the quality of tasks done by service provider.

> "With previous service provider many processes were finally handled quite well..."

As described in theory part, management support is essential in networks. Finnair procurement department is acknowledged for their action to take over the general management of service providers. There is a model established for regular governance meetings. It is viewed to be important that key persons from higher management are involved and committed.

Finnair experts regard co-operation in social linkages to be successful. Indian people are open and friendly. It is easy to get to know them. When having good contacts it is easier to get processes going on. Collaboration with Indian people and learning Indian culture is regarded as enriching experience.

> "I feel that personal relationships have succeeded... and it is very important there."

> "I like Indians as human beings. They are really hearty and they wish good to everyone. Does it come from the religion...I don't know. I don't know that religion so well but I always feel good with them."

5.4.3   Challenging matters

Leading Indian service provider is seen to be the most challenging issue in Indo-Finnish collaboration. It is felt that there should be much more time and resources for leading. The expectations of independent service provider have not been matched completely with performance. It does not mean that there would be lack of skills in India but the leading is needed because the character of service is demanding and cannot be developed only by service provider. Many final decisions are required from Finnair PRA. It requires understanding of process flows in complete, which is not learned immediately by anyone. Need for leading can partly come from hierarchical Indian society as well. In hierarchical society confirmation from upper level is expected.

> "I would say that in some level we have failed because we have not understood completely the importance of leading, constant leading..."

Achieving good quality level is sometimes considered to be challenge. Support to service provider is one of Finnair experts' main tasks but they have also other important tasks to perform. Often big workload prevents comprehensive devotion to supporting work. In learning phase or backlog situations it can be tiring when more support is needed and other responsibilities are pushing same time. Defects in supporting are caused by resource shortage but it is not the only reason. In India there is high turnover of employees and it can increase the need of support.

> "If we had more time to spend with them... to train, communicate and follow-up... then we could certainly do a lot more."

In interview discussions with Finnair experts there was expressed concern to incapability to concentrate to supporting work more, it is directly said in above sentence.

Giving feedback was considered to be challenging issue in Indo-Finnish collaboration. Finnair experts told that in daily routines constructive feedback is necessary to correct the process whenever some error is detected. It is relevant to give constructive feedback even from the smallest errors, in order to avoid errors cumulate if they are not corrected already in early phase. Therefore constructive feedback is often given, which makes Finnair experts feel bad. There is also question if constructive feedback is given in a proper way, not making anyone feel guilty or embarrassed but in order to train and improve processes.

As there is regularly constructive feedback given, positive feedback is not to be forgotten. It is said that sufficient ratio of positive feedback is three to one (3:1) and even when targeting better results the ratio should be increased to five to one (5:1) (Ajanko 2016, 98). In daily

routines positive feedback is easily forgotten. In Finnish culture positive feedback is not in that big role as in Indian culture.

5.4.4   Impact on partnership linkages

In this chapter is presented how cultural differences impact on linkages in partnership between Finnair PRA and Indian company C. These conclusions have been conducted from subject interview discussions.

Organisational linkages; social linkages

India has collective culture which is also favourable for creating social linkages. Communication is performed between people. It has the largest impact on the partnership. Collectivism makes social relationships easy in India, which creates excellent base for networking. Indian people are easy to communicate with and they are interested to get to know new people. Indian people are very good in conversation and face-to-face meetings are unique for it. Personal interaction increases trust building in partnership. Beneficial for both parties is getting to know different culture. Collaboration with foreign company gives good chance to improve language skills.

Some characteristic features in communication are challenging to social linkages. Finnish people are very direct in communication but for example for Indians using word "no" is unfeasible. This can cause misunderstandings, which impacts not only on social linkages but even on delivery of the services. It requires time from Finnish people to learn interpreting how Indian people express their negative opinions.

Power distance in hierarchical culture causes that interaction happens mostly between contact persons on higher hierarchy levels. Employees who are performing the actual task may stay invisible. Occasionally Finnish people get impression that information sharing inside service provider company is not adequate. High level of competitiveness can have impact on willingness to share information. Other reason can be the high employee turnover, originating also from competitiveness. Young Indian people tend to change companies when seeking for better career opportunities.
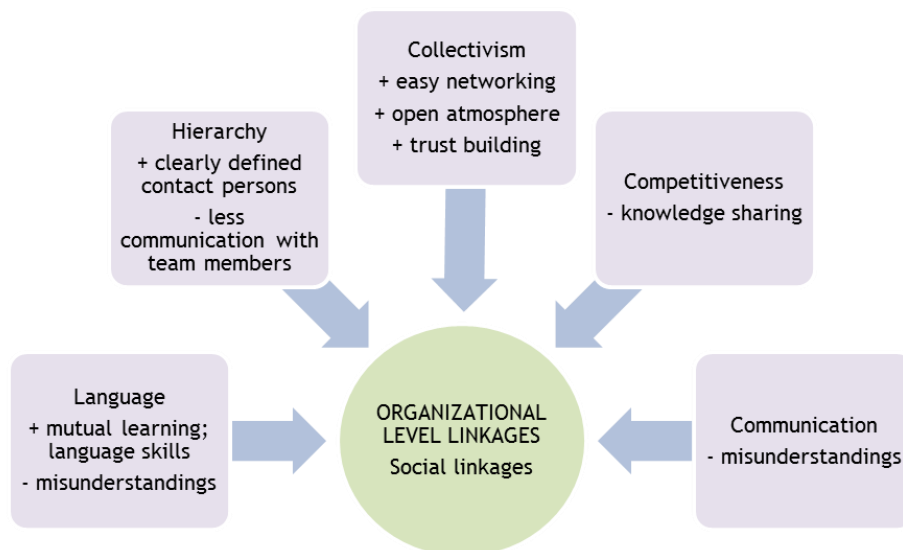
Figure 7: Impact on social linkages

Organisational linkages; structural linkages

In hierarchical organizations people perform their own tasks according to instructions. There can be a lack of comprehensive work attitude if person's working experience is limited. That is the reason why all work tasks for daily operations needs to be in detailed instructed in manuals. Hierarchy causes that contacting happens mainly with supervisors but collectivism is favourable to co-operation and creating crossed working pairs or teams. Different time concept in India gives flexibility if agendas or other plans need to be changed. On the other hand it can cause inefficiency if meetings are not held as planned. Religion is essential to be considered when planning working hours. It must be included in contracts, which days are public holidays.

> "They have plenty of those public holidays when everyone is off and if it happens to be on critical time for our processes...that is something what Finnish people would not first think about...but now it is considered in contract level."
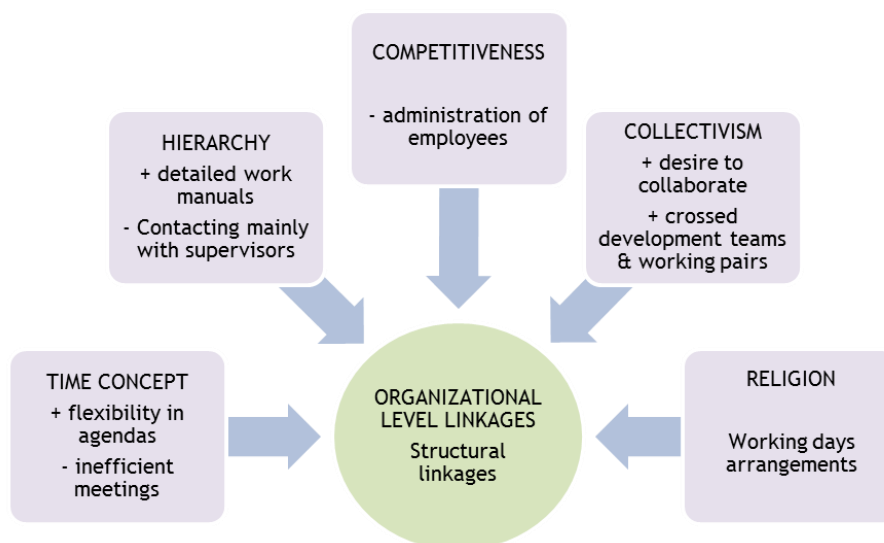
Figure 8: Impact on structural linkages

Business linkages; exchange

Exchange is concrete content of partnership linkage in business level. Observations from interview discussions found features from Indian culture with both positive and negative impact on the exchange. In interviews Indians' capability to implement several process transfers within a very short time was discussed. Indians have high intensity to assure the client company of their capabilities. It was evaluated that competitiveness in Indian society is the motivator to show their skills. Such a big work transfer requires organization that is properly conducted. Hierarchical society can be beneficial feature in this point, as it enables systematical procedure where everyone knows their own places and acts according to instructions. As counterpoint hierarchical behaviour does not encourage individuals to challenge the system. Employees are not used to challenge their supervisors, even if they would register errors in procedure. In addition the unwillingness to express ignorance and ask questions when there are unclear issues, impacts negative way on the quality of service. If the task is not completely understood and team member does not discuss the unclear process with persons on higher position in hierarchy, it impacts directly on the quality of service.

Indian people are known for their capability to invent and to develop. However in hierarchical environment these capabilities may become invisible. If encouraged, the competitiveness can be benefitted and gain team members to express their ideas. It would decrease the level of hierarchy and improve Indian companies' competitiveness. Same time there is benefit to the exchange. When processes are developed, they will be performed more efficiently. However from collectivism point of view improved processes mean that less people are employed. In India it is conventional hierarchical structure that there is dedicated person to each task.

Combination of collectivism, competitiveness and hierarchy is very complex treadmill and for outsider it is difficult to see which feature impacts most. It is also notable that different time concept gives reason to monitor deadlines of delivery because otherwise there may be delays.
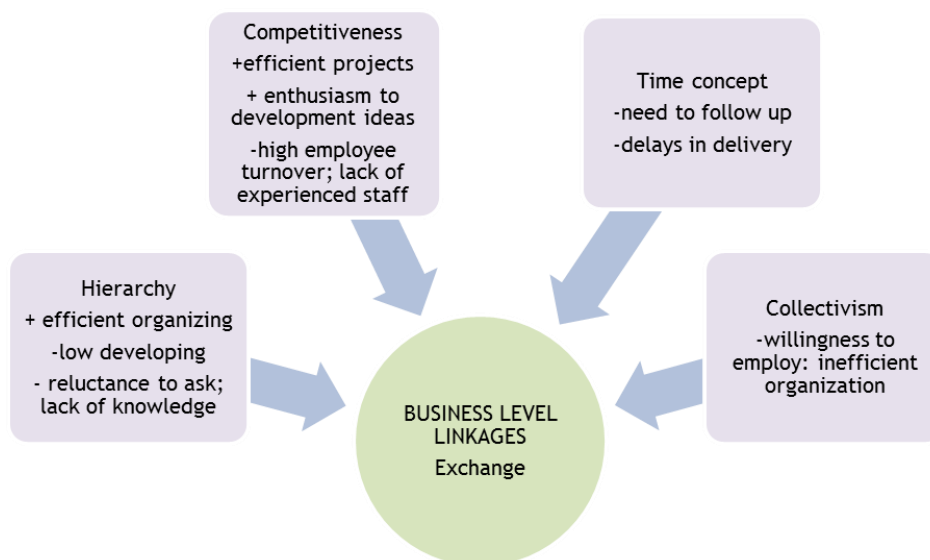
Figure 9: Impact on exchange

Business linkages; Strategic linkages

Subject interviews were held with experts on operational tasks. Strategic linkages are created between management levels. All operating persons do not usually attend those meetings but they must be aware of made strategic decisions. From subject interview discussions were found some cultural differences that impact on strategic linkages but there also came up interesting questions.

Mission of company C is to be innovated in developing processes for their clients. This mission has clearly been influenced by competitiveness between Indian companies. The question is can all missions and promises be actually implemented? At least high turnover which also is influenced by competitiveness can decelerate the development projects. As it was also noticed that hierarchy and competitiveness may restrict knowledge and information sharing, it can be questioned if it impacts on strategy implementation. It is not found out in this research how well team members are aware of higher level strategies agreed with client company.

On management level the relationships matter significantly. It is beneficial to know the hierarchy and to network with right people. In strategic negotiations hierarchy level and impressive title give advantage. In discussions was referred to experience about female gender's

weaker position in India in near past. It raises a question how much female gender's position has strengthened actually. According to Meena in today's India women can work in responsible tasks but seldom in positions were decisions are made. There are still ruling stereotypes preventing female persons' career possibilities. It is also stated that Indian men dislike being supervised by females. (2015, 7). As per this study can be questioned, if Western female managers are respected and listened same way as male managers?
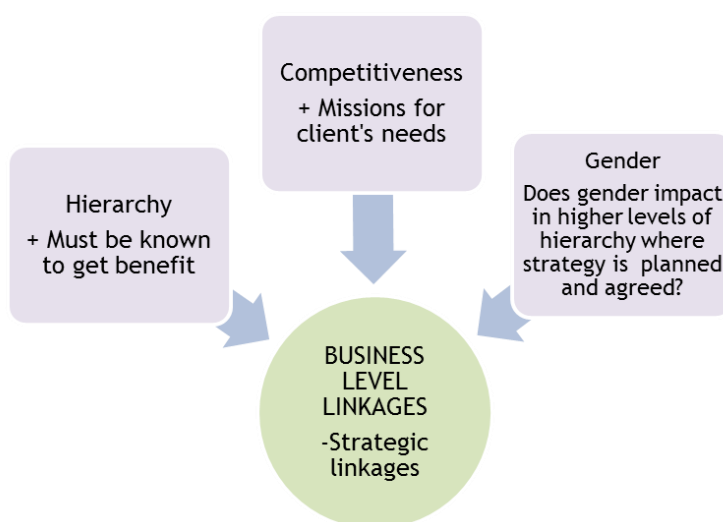
Figure 10: Impact on strategic linkages

5.5   Research results from questionnaire

There are 35 persons working in company C for Finnair PRA. 32 of them replied to the questionnaire, which raises the percentage of participants to 91%. It is a high response rate. As the survey was held commonly to the whole team and during my visit at company C, it verifies the information by Aaltola & Valli that when survey is executed at one time to a group and the researcher is present, response rate is usually high (2010, 109).

In background information was first requested the position of respondents. There were 21 team members, 7 specialists or experts, 1 team leader and 2 managers. One responder had selected two options, "specialist or expert" and "manager". For the analysis I have divided respondents to two groups. In group "team members" are 21 respondents and in group "team leaders" are 11 respondents. In group "team leaders" are combined "specialists or experts", "team leaders" and "managers" to protect their anonymity.

Second background question was "How long experience about working in co-operation with Western (Europe, USA) companies you have?". All team leaders have experience of more than three years. In team members there was one respondent having experience of more than

three years, five respondents had 1-3 years' experience and 15 respondents had experience of less than one year.

5.5.1 Communication

In following four charts are presented results of questions related to communication. Respondents were requested to select option to each communication method. Results are presented with percentages (%) values. Differences where total is 99% or 101% instead of 100% are because of rounding rule.

In third question of the questionnaire, target was to find out how well Indian respondents understand communication with Finnair. According to results team leaders generally understand communication well or quite well. Majority of selected options are that they understand perfectly what is communicated. There is selected option "I usually understand what is communicated" to each communication method by 18-45%. Among team leaders there are only few single selections for any other options.

From team members 33% (7 respondents) have selected "I usually understand what is communicated" for emails. The interesting point is that in this question there are quite many empty replies. The reason for it can be that they have not noticed the option "I have not communicated with Finnair this way" but alternatively it can also be the unwillingness to express their negative opinion if they have difficulties in understanding.

The co-operation was still in the beginning during the time when survey was executed. Therefore it is understandable that several team members have not participated to weekly conference calls and therefore could not evaluate that option. Also it is to remember, it can be company C's decision that team members do not participate conference calls regularly because they are mainly handled by team leaders.
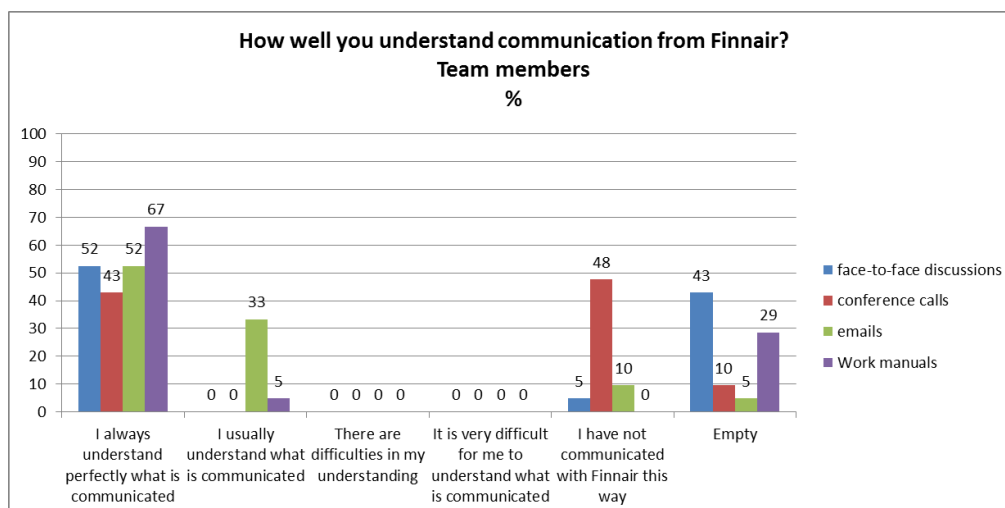
Figure 11: Question 3. How well you understand communication from Finnair? Team members.

Among team leaders it is seen that communication via conference calls is more challenging method. 45% of responses (5 respondents) refer that understanding is not perfect and 9% (1 respondent) grants clear difficulties in understanding the conversation during conference calls. This is consistent with opinions of Finnair PRA experts. In conference calls lines are often poor and even get disconnected causing interruptions. Also in conference call discussions people cannot see each other's' faces and gestures, which could help to understand what opposing side is communicating.
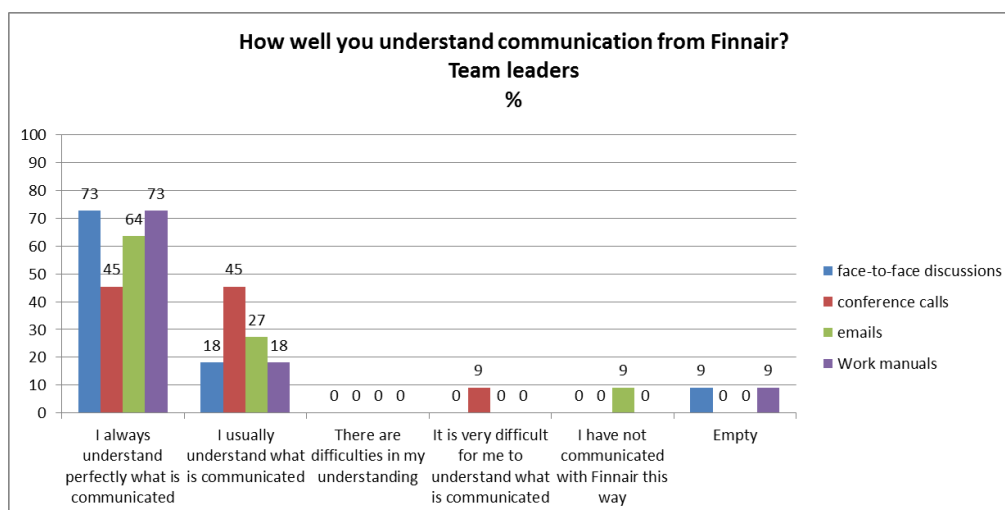
Figure 12: Question 3. How well you understand communication from Finnair? Team leaders.

In fourth question of the questionnaire was questioned how Indians feel Finnish people understand them. Communication via emails was scored to highest percentage of 81 (9 respondents). None of the respondents admitted any feelings of difficulties in any category. However,

also in this question there are several empty replies, which can refer to avoiding expressing negative views, if team members feel that Finnair experts don't understand their verbal communication.
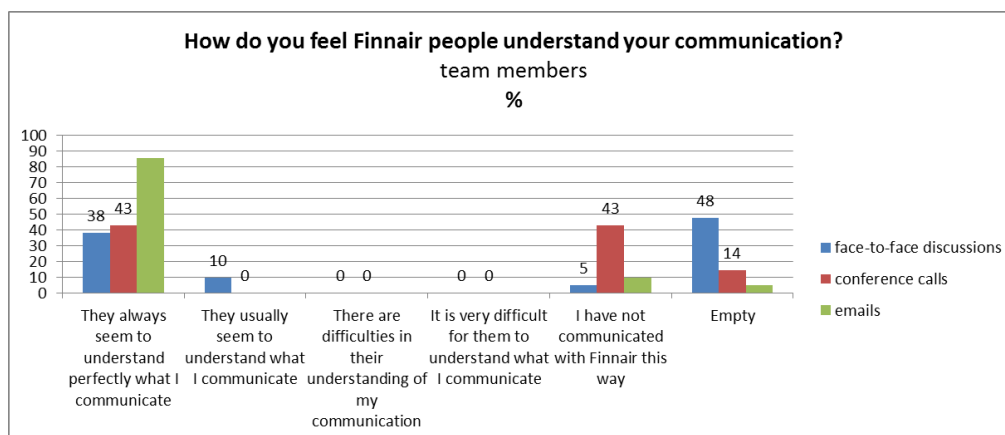
Figure 13: Question 4. How do you feel Finnair people understand your communication? Team members.

In responses from team leaders majority of respondents have communicated to Finnair experts via all methods and there are generally no significant difficulties noticed. Some difficulties are reported by one respondent (9%) with conference calls.
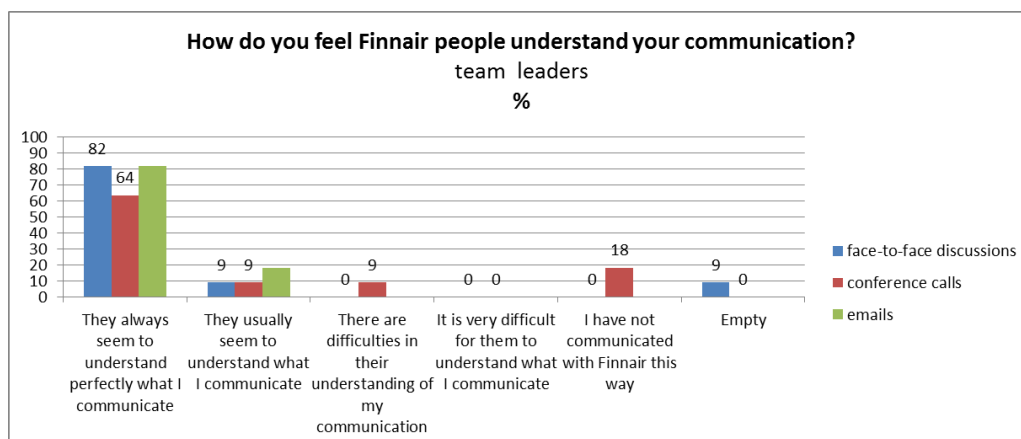
Figure 14: Question 4. How do you feel Finnair people understand your communication? Team leaders.

5.5.2 Positive feedback

In following charts results are shown by popularity with scale 1-5, when 5 is mostly agreed option. In questionnaire's "Positive feedback" part there was less than 1% of empty responses,

which makes the response activity high. In fifth question of the questionnaire respondents prefer to receive personal positive feedback instead of joint feedback. The most popular way for feedback sharing is in public occasions like team meetings. It is scored by team members to 4,9 and by team leaders to 4,7. Positive feedback sharing via public excel file instead is the less popular method for common positive feedback sharing. It tells that positive feedback is preferred to be given in more personal way. The results show clearly that positive feedback is preferred to be shared publicly or at least as copy to the supervisor too, not only to respondent him/herself. The option to give positive feedback directly only to the respective person is scored to 2,9 by team members and to 2,6 by team leaders. These figures verify that respondents' attitudes are between disagreement and neutral. Appreciation of public feedback refers to collectivism. It can also refer to competitiveness. They both are typical features in Indian society.

Two respondents mentioned in verbal feedback that they would wish to receive positive feedback as appreciation note from Finnair. One respondent wished to receive positive feedback via email or face-to-face during visit.
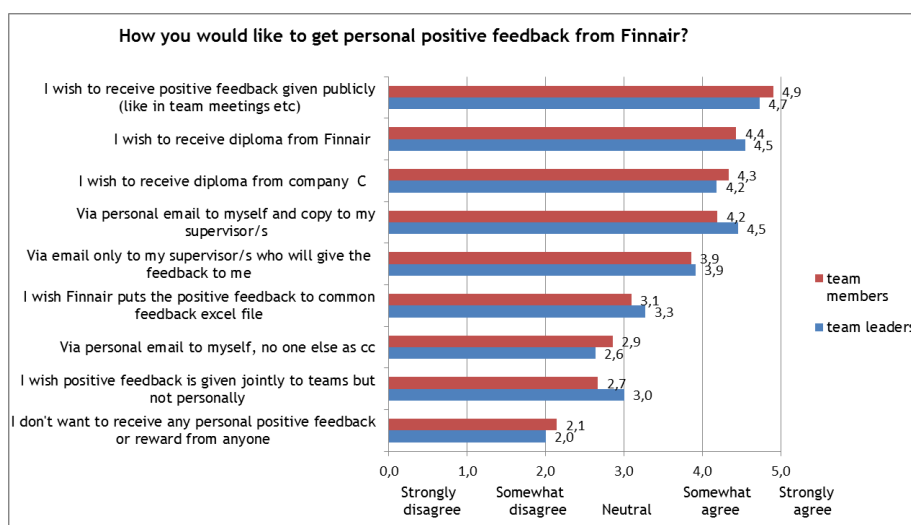
Figure 15: Question 5. How you would like to get personal positive feedback from Finnair?

The sixth question of the questionnaire was made to find out how important Indians regard positive feedback from Finnair. There were five statements given and respondents were requested to estimate how consistent they are with their own opinion. According to results respondents regard positive feedback from Finnair very important and motivating. The scores are generally between 4,6 and 5. Positive feedback from client company motivates and confirms when work in done properly. High score for sharing positive feedback with team is equivalent with the willingness to receive positive feedback publicly in results of previous question. The idea of receiving positive feedback only from their supervisors in own company

C is fairly disagreed with scores between 1,3 and 1,5. The result tells that employees in company C are strongly customer-oriented.
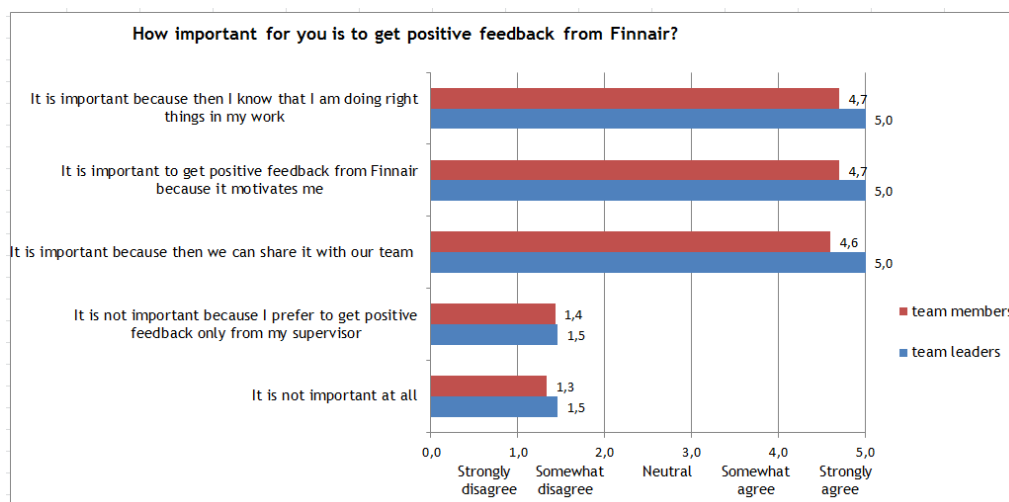
Figure 16: Question 6. How important for you is to get positive feedback from Finnair?

The seventh question of the questionnaire in communication part was for respondents to estimate what are best motivators for Indian people in working life. Target was to understand how employees can be motivated and what the values are in Indian society. Respondents were requested to rate each provided option. In every option scores are very high. According to the result the responding method to this question has been wrongly created. It would have been better to ask respondents to rank the options with sequence numbers. Then the result would have given better understanding of values.

High scores tell that each option has values as motivator to Indian employees. When observing the slight differences, team members appreciate most salary and title which both received score 5. From team leaders interesting work and career opportunities received the highest ranking with score 4,9. Generally the lowest scores are 4,5 that makes differences so minimal that the results from this question do not really give proper ranking of the values.

What would reward and motivate you best in your work?
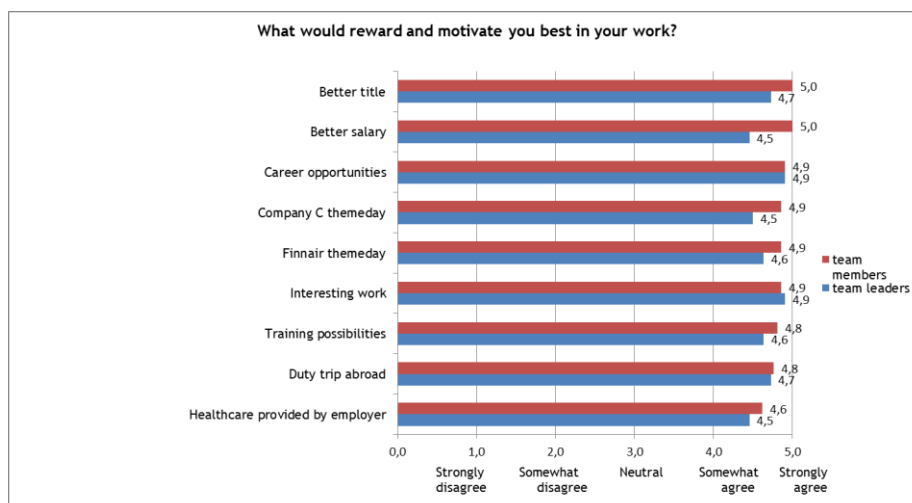
Figure 17: Question 7. What would reward and motivate you best in your work?

5.5.3 Constructive feedback

Constructive feedback is given when there are noticed mistakes or inefficient working methods. The eighth question requested the importance of constructive feedback to Indian employees. Both team members and team leaders consider constructive feedback to be important for learning purpose, for making better instructions and for correcting mistakes. The given scores vary between 4,8 and 5.

In statement "It is not important if mistake cannot be fixed anymore" team leaders had score 1,8, which reflects opinion "somewhat disagree". In this statement one team leader strongly agreed with the statement and two team leaders had selected neutral option. Among team members the average score is near neutral 2,7. Among team members seven strongly agreed and one selected neutral option. The reason can be shorter working experience or more narrow perspective among team members. The result illustrates that importance of feedback for learning purpose is not totally assimilated by all respondents.

The scores 2 - 2,2 to last two statements verify that constructive feedback from Finnair is helpful for finding the improvement areas. Company C employees have open attitude to feedback from Finnair and they do not wish to be responsible for finding errors only by themselves. One respondent comments in verbal feedback that constructive feedback helps in delivering error free service.
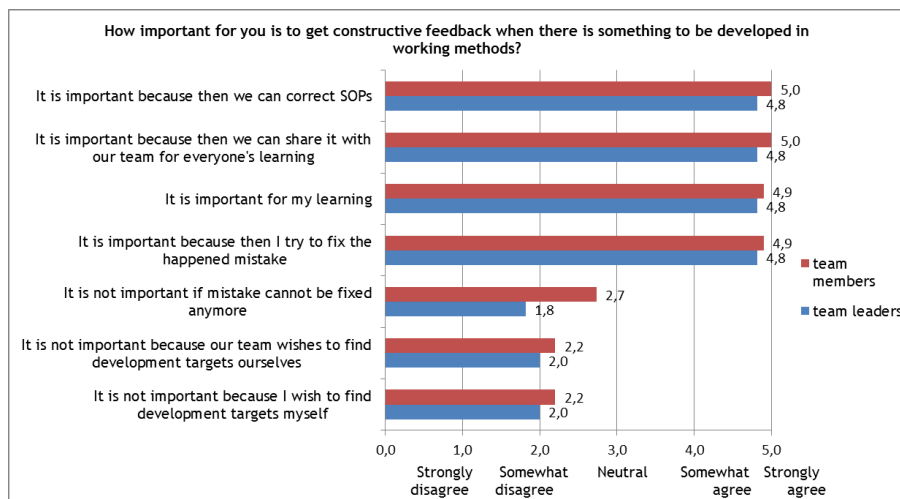
Figure 18: Question 8. How important for you is to get constructive feedback when there is something to be developed in working methods?

Last question of the questionnaire concentrates on methods how constructive feedback is wished to be received. The most popular way to receive it is personally via email and as copy to supervisor by scores 4,5 from team members and 4,7 from team leaders. Option to receive constructive feedback only to oneself was clearly less popular. It was scored to 3,2 by team members and to 2,5 by team leaders. Generally the result confirms that Indian society is hierarchical and supervisors have parental roles in working community. But for some reason the ratio of score values between team members and team leaders is contrary to what would be expected.

Constructive feedback is wished to receive because respondents disagreed with scores 1,7 by team members and 1,8 by team leaders to statement "I don't want to receive any constructive feedback for my mistake".
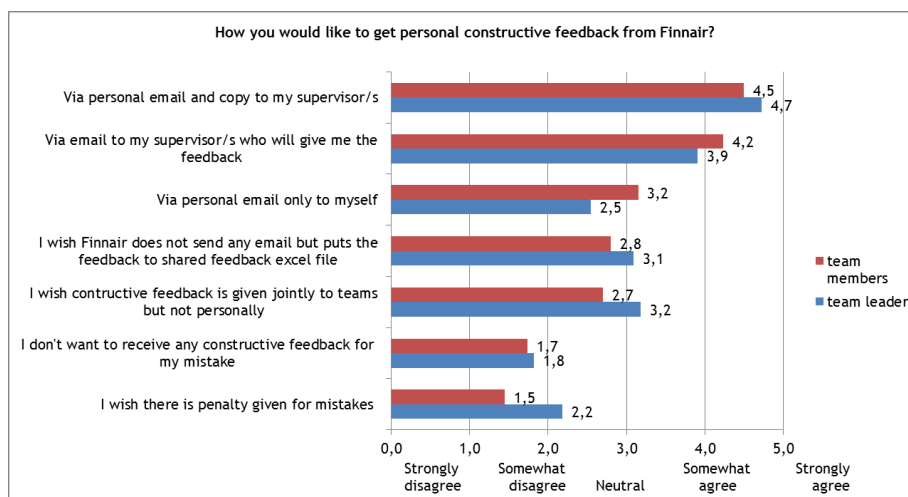
Figure 19: Question 9. How you would like to get personal constructive feedback from Finnair?

5.6   Summary of subject interviews and questionnaire

Analysis from subject interviews brings out responses to two first research questions of my thesis; what are the most successive and the most challenging issues in Indo-Finnish interaction when supporting daily work processes and how do cultural differences impact on creation of partner-ship on both business and organizational levels? In discussions Finnair experts expressed their honest opinions very direct way, which gave lot of material for analysis. It was found several affects by cultural differences which impact on partnership linkages.

From questionnaire was received valuable information for two other research questions of this thesis: what kind of positive feedback is optimum to support Indian colleagues' performance and which method would be the most fruitful to give constructive feedback to Indian colleagues? Generally the questionnaire gives very steady results and there are not relevant varieties in responses. Still, from questionnaire replies can be conducted some very valuable information to improve feedback procedure. Survey results with detailed figures are presented in appendix 5.

6   Conclusions

In this chapter the recommendations based on research findings are described. Validity and reliability of research is estimated, as well as reliability of references. In the end there is reflection presenting further thoughts about the entire process.

6.1   Recommendations

Observations which I have made in this research can be beneficial to any Western company that has or plans to have similar kind of co-operation with Indian partnership company. It is useful to study foreign culture and its characteristics to understand people's behaviour. Unnecessary confusion can be avoided with knowledge. I recommend to have open-minded attitude towards new cultures. Multicultural diversity enriches the working life. The impacts on partnership linkages verified in my research give general overview to possibilities and challenges in Indo-Finnish co-operation. These impacts are useful to consider if they can be controlled already contractually or otherwise.

The original reasons for networking have been cost savings. Outsourcing trend was first started in manufacture industries. Gradually it has expanded to service industries which are different by their characteristics. When outsourcing services, quality of interaction is significant to the outcome of partnership. Since Vesalainen's framework was published in 2002, also the globalization has remarkably expanded. Today networks reach globally and partnerships are located all over the world. Therefore cultural aspect is relevant factor in today's networking and needs to be taken into consideration when evaluating partnership elements.

To promote the staff turnover rate to be kept on controlled level

Finnair buys the service from company C. Company C is responsible to recruit their employees and to train them. In practical level also Finnair needs to support service provider employees. The challenge is that there is a high turnover of employees in Indian companies. It is due to characteristic of Indian society as they are very competitive. For client company it would be important to keep those employees who already have gained knowledge and experience. In situation when new employees are constantly trained, tasks can be delayed and quality can suffer. The investment that client company has made by supporting service provider is wasted and for service provider the expectation of independent work is less achievable. It is worth considering if contractually can be promoted the turnover rate of employees and key persons to be kept on controlled level.

Continuous interaction between partners on operational level

In subject interviews the importance of interaction and communication was raised. This matches with theory about networking. People are central factors in networks and trust is built between them. It was verified also in interview discussions that trust is built gradually between people and it strengths via quality performance. This can be promoted by concentrating to create good and regularly on-going communication methods with service provider.

From questionnaire and subject interviews revealed problems in conference calls. In virtual interaction it is relevant, that technical devices have diverse functionalities available and that they are working properly. It was also verified in questionnaire results that understanding of email conversations is not in sufficient level. It is recommendable to pay more attention to the content and intelligibility of emails.

Even though there is expectation that service provider will be working in more independent level in future, the type of service will always require participant from client company. It is important to recognize that management support will be needed in future too to enable enough interaction between people on operational level. Continuous interaction promotes also mutual learning what should be one outcome of successful partnership.

Constructive feedback not only personally but also to supervisor

In case organization Finnair experts had doubts about proper ways of giving constructive feedback to Indian service provider. It is felt that in Asian cultures discussion about mistakes made is in sensitive area and that receiving constructive feedback would be humiliating. It is good that results from questionnaire verify that Indian colleagues have open and positive attitude towards constructive feedback. The results give also valuable hints how constructive feedback would be given in the most beneficial way. Indians responded that they do not wish to receive constructive feedback only to themselves. Indians preferred that personal constructive feedback is given to themselves but also same time to their supervisors. This is useful information for Finnair experts when giving feedback or developing methods for giving constructive feedback. The result also confirms the hierarchical society and strong parental role of supervisors in Indian working places.

Constructive "feedforward" instead of feedback

Part of respondents from questionnaire raised alarming opinion that constructive feedback was not regarded necessary when mistake cannot be corrected anymore. This attitude can be changed by discussing openly with Indian colleagues about meaning of constructive feedback and by exploring if constructive feedback is given in proper way. The purpose is not to analyse the made mistake interminably. Better approach is to learn from the mistake and get good advice from it for future activities. Mistakes can be considered beneficial because they help to improve learning and even to develop processes for the future. When giving constructive feedback it should be given in positive spirit to guideline future performance. This is something that Finnair experts already tend to do. By analysing earlier feedback cases some points to improve and to create common consistent structure for constructive feedback could

still be found. More describing word for encouraging constructive feedback is "feedforward", presented by Ajanko (2016, 94).

Increase positive feedback

Giving positive feedback was verified to be critical issue in co-operation. There is clear impact by culture on the methods how Indians wish to receive positive feedback versus how Finnish people are used to give it. It is also experienced that lack of time reduces positive feedback from Finnair experts to employees in company C. Positive feedback is good way to encourage and motivate people. It also promotes positive attitude towards constructive feedback, being a balancing factor. I recommend assimilating the importance of positive feedback and evaluating methods for giving positive feedback. Instead of concentrating to issues which require constructive feedback, it can be added to routines to increase positive feedback giving for tasks which are noticed to have been performed talented way. Small appreciations given every now and then are good motivators. It also gives positive mood to the person who gave the feedback. Appreciation notes were even wished by two team members in verbal feedback of the questionnaire.

Another and characteristic way of giving positive feedback in Indian society is to arrange official event and give acknowledgements publicly to distinguished persons. Being very different from Finnish culture, it is still worth considering. Acknowledgement ceremonies would be arranged regularly on specific time periods during management visits to company C. It would be cost-efficient way to promote the motivation.

6.2 Validity and reliability of the research

The results of research should be valid and reliable. Validity of research tells if it measured the right objects (Vehkalahti 2008, 41). Validity can be proofed by documenting the research process and results to show what has been done and how (Kananen 2013, 18). The reliability of research describes how accurate the measurement result is and would it be same if research would be re-executed again.

To subject interviews of this thesis all team members in operating level in case organization were invited. All invited participated and it rises the participant percentage to 100%. Participants' long experience of co-operation with Indian culture verifies sufficient aspects to the results of interviews. As I myself am member of the case organization, there is a risk of objectivity. To reduce it in subject interviews, I did not participate to the discussion much but I consciously stayed as an observer. Documentation provided to interviewees included list of cultural differences to support the discussions. It could have been better to start the inter-

views without documentation, in order to find out what issues arise spontaneously. This fact can have some negative impact on the validity of subject interviews. The subject interviews were recorded and transcribed, to ensure that all data is detailed available afterwards for reviewing and analyzing. I was aware that my own role in case organization and my experience with Indian people can impact on my analyzing. To eliminate my own opinion impacting on analyzing, I concentrated carefully to the topics which people spoke about. I also made calculations on which topics were most discussed, to enable arise the most impacting cultural differences.

The participant percentage of questionnaire was 91%, which is excellent result. It guarantees that there were enough answers received and that they truly represent opinion of the target group. The questionnaire was checked twice by Finnish colleagues and modified according to their feedback, before executing the survey in India. It was not tested by any Indian person. It can reduce the intelligibility of it. The questionnaire was executed when co-operation had started only three months ago. 15 respondents had less than one year experience about co-operation with any western company. These facts reduce the validity because respondents had short experience of the topic.

The validity of both researches can be considered to be competent. The reliability of the subject interviews can be considered to be competent too as same results would be received by re-executing the interviews. In questionnaire the results could change a little bit due to increased experience among target group. However, it does not decrease the reliability significantly.

6.3   Reliability of references

Critical attitude to references is needed. When selecting references the validity of them is evaluated. If the information source is unofficial, validity of reference is estimated more carefully. Therefore when searching references in internet more criticalness is required. (Tampereen Yliopisto 2016.) Variable collection of references is recommendable. Variable references include books and academic researches. Writer's recognition and other published material are good reasons to evaluate the reliability. (Bailey 2011, 19-27). It is also relevant to consider if the writer is objective. References should be recently published but for some topics also older references are useful. (Tampereen Yliopisto 2016).

For references I selected textbooks, theses and academic researches which can be considered reliable sources. I have also used references from internet and checked carefully that website is maintained by reliable quarter. In addition I have referred to information received from lectures held by professionals. The subject of references needed to match with the theory

framework of my thesis. When I selected researches for references I tried to find researches related to similar partnerships like in my thesis. This was sometimes challenging because there were more researches for manufacture industry partnerships available. Some of them were also used by me because I think that interaction between people is based on same factors, despite of type of partnership. With researches I was eager to accept only fresher ones. In textbooks I have accepted even some older material. The strength of used references is the variety. The weakness is low quantity of references. Larger quantity of references would have given to the theory basis more perspective.

6.4   Reflection

The type of co-operation in the case organization requires enough resources in client company, with good knowledge of the processes. It means that human capital in the case organization is high. In subject interviews it was discussed a lot about support given from Finnair experts to Indian colleagues. In mutually developing co-operation also Finnair experts would learn from Indian colleagues. In the subject interviews Finnair experts showed their interest and belief to learn from Indian colleagues. It is essential that in the future the learning becomes mutual, to balance the knowledge transfer happen to both parties.

The word "difference" gives a negative impression. In this research was noticed that cultural differences do not impact only negative way. Each difference has also positive impact. Instead of talking about cultural differences, better expression would be cultural diversity or cultural variances. Using more positive expressions it highlights the beneficial features that can be adapted from other cultures.

As a topic for future researches, the aspect from Indian mindset would be interesting. It was pondered with Finnair experts that how do Indians take cultural differences into account when co-operating with foreign companies. It is known that cultural differences are trained to their employees. But how is the subject experienced and assimilated?

There were interesting discrepancies when exploring cultural dimensions of India. Hierarchy and collectivism are by first impression regarded to be contrasting features. But when observing these two cultural dimensions, can be noticed that they are very closely linked to each other. Together with competitiveness they seem to create an ongoing triangle in India. Competitiveness can strongly direct people's acting. With help of hierarchical status there are achieved favours which help proceeding in work and in social life. This happens in collective way in hierarchical society where everyone knows their own places. This contradictory combination indicates the complexity of India. There is an excellent expression for it: "Incredible India!"

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Appendix

Appendix 1: Article in Daijiworld

Finnair says sorry for delay in aid to bleeding Indian passenger

New Delhi, Sep 25 (IANS): An Indian passenger of Finnair AY832 from London to the airline's hub Helsinki was left bleeding on the tarmac of the airport for 29 minutes, with a jaw bone fracture, a deep gash and four teeth broken when she slipped and fell down while deboarding on Sep 15, her family says.

In response, Finnair said in an e-mail that it confirms a passenger was injured as she tripped on the stairs while deboarding her flight at Helsinki airport. "We're extremely sorry about the accident and wish the passenger in question a speedy recovery," the airline added.

Vidya Narayan Swamy, the daughter of the passenger Ranjini Narayan Swamy, narrated the incident to IANS. "Believe it or not! No ambulance came to the site for 29 long minutes. When it did, it took a little while for them to put her on a stretcher and examine her in the ambulance," she said.

"The airline's apathy -- or call it a sheer lack of basic courtesies and responsibility towards their own passenger -- did not end here. When the ambulance did arrive, no one from Finnair even bothered to accompany the badly hurt passenger to the hospital," the daughter said.

They were left to fend for themselves. The husband of the injured passenger is an employee of IANS.

The Finnair email, sent by communication specialist, Mark Bosworth, said the passenger was attended to by Finnair crew members until the arrival of the ambulance. "Despite an immediate call to the emergency services, there was an unfortunate delay, and it took some time to arrive. We understand the situation must have been very distressing for the passenger and her family," the airline added.

"We apologise for the delay with the ambulance, however Finnair crew members remained with her throughout this time."

Under the comparable civil aviation guidelines in India, an ambulance has to reach an injured person on the tarmac or apron area within 7-10 minutes. Sometimes, it may also call for a partial shutdown of nearby operations, officials at the international airport here explained.

The rules under the Indian "Civil Aviation Requirements" (CAR) are more stringent. Under the Indian CAR, a paramedic or emergency relief team should reach an injured person within 7-10 minutes on the tarmac or 2-5 minutes inside the terminal.

Interestingly, airlines operating through hub-and-spoke model, have to provide escort services to ferry passengers from one aircraft to another or get them cleared from customs. Under such a model, passengers are ferried from far and wide to a single base of operations and then sent off to specific destinations.

In such operations, escort services are provided as passengers travelling to the hub airport may not speak the local or international languages.

"It is a basic protocol, every airline follows it. In this particular incident, the airline, by not providing an escort or a guide service, has done injustice to the injured passenger," a senior airline official, whose company operates a similar hub-and-spoke model in New Delhi, told IANS.

Vidya recalls the incident: "My mother hit the ground, with her face down, with such a noisy and deadly impact that three of her teeth went flying out, one tooth broke within and there was a hairline fracture in the lower jaw. Her right shoulder also bore the brunt of the fall."

Vidya, who was returning to New Delhi from London after finishing Master's in law, said the Finnair crew kept telling them that an ambulance would reach "soon" -- in 15 minutes, in 10 minutes, in five more minutes.

"We were later taken to a Helsinki hospital where a doctor, miraculously of Indian origin, stitched the gash under my mom's lower lips and declared she had no visible neurological problems. She was also bandaged and given medicines," Vidya said.

"We were then driven back to the airport. And though my mom was in pain and shock, we decided to board the flight bound for Delhi (AY 21) so that we could provide her the best medical attention in Delhi," she said, adding with a degree of anguish and pain: "Notably, no one from Finnair bothered to accompany us to the hospital."

Vidya said her angst was over the system that Finnair and Helsinki Airport followed -- or the lack of it.

"I have nothing against Finland and its people. As individuals, some Finns were very nice when the accident occurred. India is a growing economy, and airlines around the world see Indians as a big market. Would you like to patronise an airline which took half an hour to attend to my mom?" she said.

Finnair went on to add that the legislations related to airline's responsibility and role in such cases varies from one country to another and in the extant case, the airline acted in line with the Finnish legislation related to receiving medical information.

"Based on the passenger's condition, the ambulance staff made the decision to take the passenger to the nearest hospital for medical attention. This is a decision that is made by the ambulance crew, and an airline has no say in it -- the decision is made on medical grounds," it said.

"According to the legislation in Finland, information on a patient can only be given to a relative, and this means that an airline is not allowed to receive any information on a passenger unless the customer or relatives specifically grant us permission to get information. This also applies to accompanying a customer to hospital," it said.

"We fully understand that this situation must have been very distressing, and we will be looking into our practices and discussing also with local authorities the ways we could improve the procedures, to be able to provide more assistance to customers should they need more assistance from Finnair in a situation like this."

http://www.daijiworld.com/news/news_disp.asp?n_id=357228 tulostettu 3.7.2016

Appendix 2: Subject interview document

COLLECTIVITY GESTURES	HIERARCHY	RELIGION	TIME CONCEPT	FEEDBACK	"NO" WORD

LEADERSHIP	DECISION MAKING	GENDER	COUNTERPOINTS	LANGUAGE

COMMUNICATION	TRUST
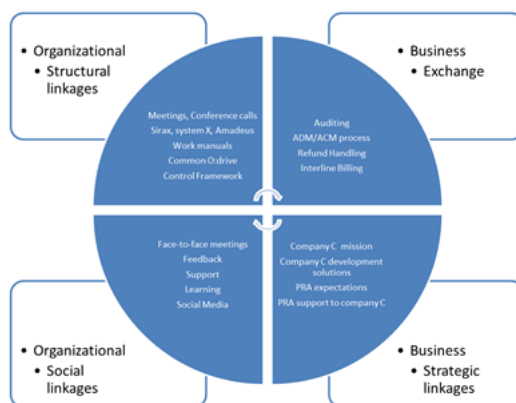
Appendix 3: Questionnaire to Indians

THANK YOU FOR PARTICIPATING THIS SURVEY. ALL REPLIES WILL BE KEPT CONFIDENTIAL.

1. What is your position in company C organization? Please select the closest option.

Team member	○
Specialist or expert	○
Team leader	○
Manager	○

2. How long experience about working in co-operation with Western (Europe, USA) companies you have?

Less than one year	○
1-3 years	○
More than three years	○

3. How well you understand communication from Finnair?

Please select in each row the option which best describes your opinion	I always understand perfectly what is communicated	I usually understand what is communicated	There are difficulties in my understanding	It is very difficult for me to understand what is communicated	I have not communicated with Finnair this way
Face-to-face discussions	○				○
Conference calls	○	○	○	○	○
Email messages	○	○	○	○	○
SOPs (work manuals)	○	○	○	○	○

4. How do you feel Finnair people understand your communication? Please select one option to each row.

	They always seem to understand perfectly what I communicate	They usually seem to understand what I communicate	There are difficulties in their understanding of my communication	It is very difficult for them to understand what I communicate	I have not communicated with Finnair this way
Face-to-face discussions	○	○	○	○	○
Conference calls	○	○	○	○	○
Email messages	○	○	○	○	○

Feel free to give positive and/or constructive feedback about communication with Finnair:

POSITIVE FEEDBACK   In next questions please estimate how you would prefer positive feedback to be given.

In each row select the option which best describes your opinion. Feel free to write another solution to open options.

5. How you would like to get personal positive feedback from Finnair?

Please select in each row the option which best describes your opinion	Strongly agree	Somewhat agree	Neutral	Somewhat disagree	Strongly disagree
Via personal email to myself, no one else as cc	○	○	○	○	○
Via personal email to myself and copy to my company C supervisor/s	○	○	○	○	○
Via email only to my company C supervisor/s who will give the feedback to me	○	○	○	○	○
I wish Finnair puts the positive feedback to common feedback excel file	○	○	○	○	○
I wish to receive diploma from Finnair	○	○	○	○	○
I wish to receive diploma from company C	○	○	○	○	○
I wish to receive positive feedback given publicly (like in team meetings etc)	○	○	○	○	○
I wish positive feedback is given jointly to teams but not personally	○	○	○	○	○
I don't want to receive any personal positive feedback or reward from anyone	○	○	○	○	○
I wish to receive personal positive feedback some other way, what?					

6. How important for you is to get positive feedback from Finnair?

Please select in each row the option which best describes your opinion	Strongly agree	Somewhat agree	Neutral	Somewhat disagree	Strongly disagree
It is not important at all	○	○	○	○	○
It is not important because I prefer to get positive feedback only from my company C supervisor	○	○	○	○	○
It is important to get positive feedback from Finnair because it motivates me	○	○	○	○	○
It is important because then I know that I am doing right things in my work	○	○	○	○	○
It is important because then we can share it with our team	○	○	○	○	○
Something else, what?					

7. What would reward and motivate you best in your work?

Please select in each row the option which best describes your opinion	Strongly agree	Somewhat agree	Neutral	Somewhat disagree	Strongly disagree
Better salary	○	○	○	○	○
Career opportunities	○	○	○	○	○
Better title	○	○	○	○	○
Training possibilities	○	○	○	○	○
Duty trip abroad	○	○	○	○	○
Healthcare provided by employer	○	○	○	○	○
Interesting work	○	○	○	○	○
Finnair themeday	○	○	○	○	○
Company C themeday	○	○	○	○	○
Something else, what?					

CONSTRUCTIVE FEEDBACK   In next questions please estimate how you would prefer constructive ("negative") feedback to be given.

Please select in each row the option which best describes your opinion. Feel free to write another solution to open options.

8. How you would like to get personal constructive feedback from Finnair?

Please select in each row the option which best describes your opinion	Strongly agree	Somewhat agree	Neutral	Somewhat disagree	Strongly disagree
Via personal email only to myself	○	○	○	○	○
Via personal email and copy to my company C supervisor/s	○	○	○	○	○
Via email to my company C supervisor/s who will give me the feedback	○	○	○	○	○
I wish Finnair does not send any email but puts the feedback to shared feedback excel file	○	○	○	○	○
I wish contructive feedback is given jointly to teams but not personally	○	○	○	○	○
I wish there is penalty given for mistakes	○	○	○	○	○
I don't want to receive any constructive feedback for my mistake	○	○	○	○	○
I prefer some other way, what					

9. How important for you is to get constructive feedback when there is something to be developed in working methods?

Please select in each row the option which best describes your opinion	Strongly agree	Somewhat agree	Neutral	Somewhat disagree	Strongly disagree
It is important because then I try to fix the happened mistake	○	○	○	○	○
It is important for my learning	○	○	○	○	○
It is important because then we can share it with our team for everyone's learning	○	○	○	○	○
It is important because then we can correct SOPs	○	○	○	○	○
It is not important if mistake cannot be fixed anymore	○	○	○	○	○
It is not important because I wish to find development targets myself	○	○	○	○	○
It is not important because our team wishes to find development targets ourselves	○	○	○	○	○
It is important because					
It is not important because					

Appendix 4: Analysis example of subject interviews

Hierarkia Kilpailumentaliteetti Palautteen anto Kommunikointi Kollektiivisuus Uskonto Aikakäsite (Henkilökohtaiset) suhteet Luottamus johtaminen resurssit, jaksaminen Luovuus, Itsenäinen työote

Mul tulee toi hierarkia to ensimmäisenä kyl. Joo se on tärkee. Jos pitää miettii mihin se vaikuttaa niin eiks se vaikuta ihan näihin kaikkiin (linkkeihin).

Esimerkkejä?

Esim face to face tapaamisissa sä et pääse usein edes sen henkilön luo joka oikeasti niitä tekee.

Voi olla joo. Jokapäiväsessa touhussa vaan kommunikoidaan vaan sen esimiehen kautta ja Mä luulisin että me alotetaan alusta sen hierarkian kanssa nyt kun vanhan kanssa se oli jo niin että me kommunikoitiin niiden tekijöiden kanssa.

No en mä nyt niiden kaikkien kanssa vaan tiettyjen jotka oli tekemisessä esim niiden laskujen kanssa.

Uskonto; vapaapäivien muodossa se tulee yleensä esiin. Kun kävin siellä oli se väriviikko. Pukeuduttiinn eri päivinä eri väreihin. Sit tietenkin tuli puhuttuu niistä uskonnoista ja niistä vapaapäivistä kuin ne saa niitä, niinku valikoida. Mun mielestä se oli jotenkin hirveen sellanen et ne on kaikki kumminki kavereita keskenään vaikka ne palvoo eri tahoa. Jotenki tuntuu et semmonen sais tulla enemmän tänne länsimaihin. Tääl ollaan hirveen jyrkkiä niinku uskonnon kanssa. Oma ja niinku kaikki muut on väärää. Ei ne niinku suhtaudu mun mielestä sillä lailla, nää ihmiset kenen kanssa mä puhuin. En mä tietenkään tiedä mikä on yleinen uskontorasismi siellä sitten. Sinänsä se tuntuu äärimmäisen suvaitsevalta. Silloin kun joskus siellä jotain puhutaan ja näkee niitä jotain juhlajuttujakin. Niin se varmaan onkin kun niillä jollain on niitä ruokajuttujakin, näitä ettei saa syödä jonain aikana. Siellähän on kasvisruokasyöjillä oikeen kissanpäivät. Kaikesta on tarjolla kasvisruokaa.

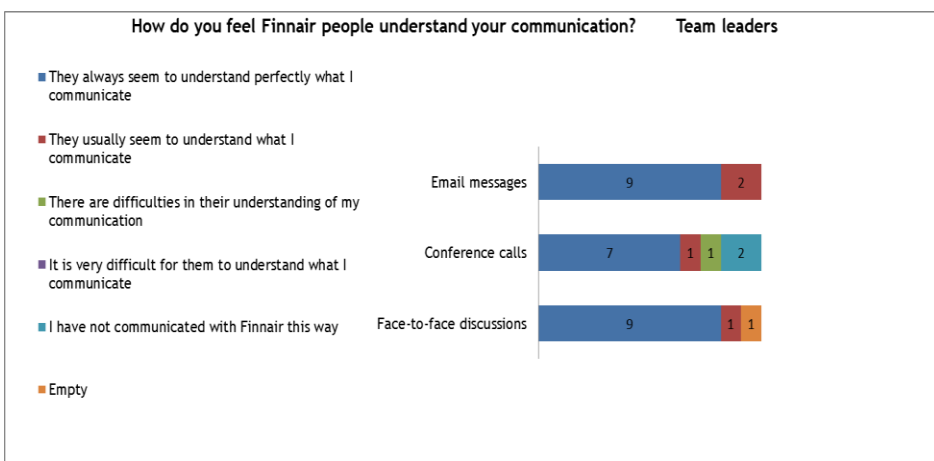Appendix 5: Questionnaire results, questions 3-9
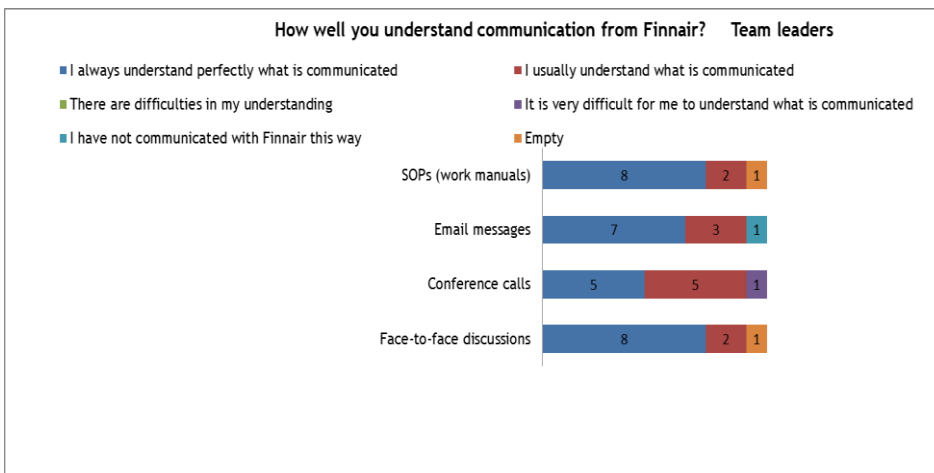
Question 3: Results from team leaders
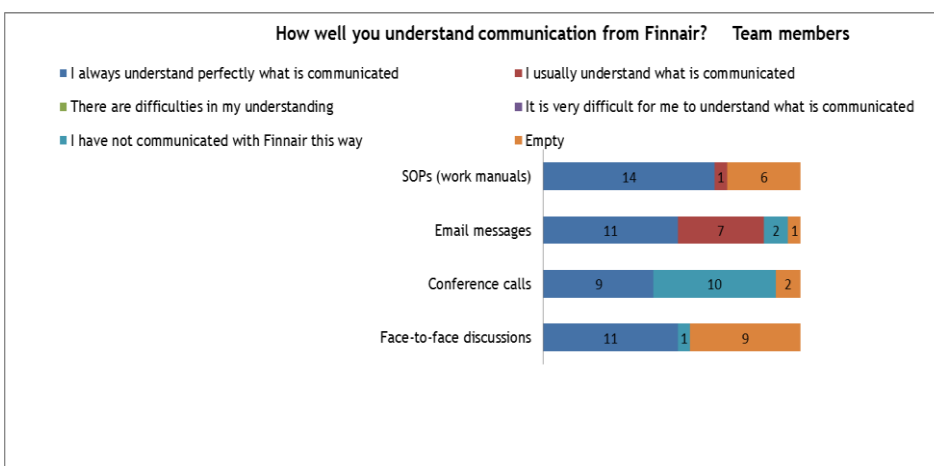
Question 3: Results from team members

Question 4: Results from team leaders

Question 4: Results from team members

Question 5: Results from team leaders

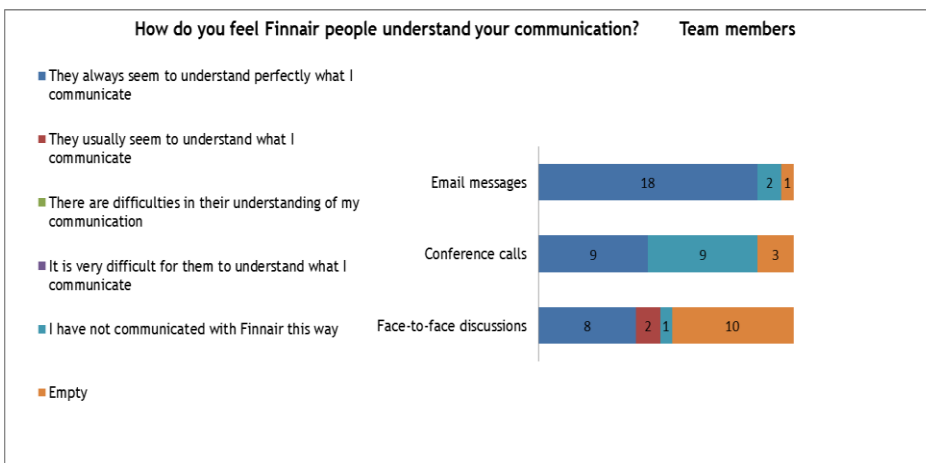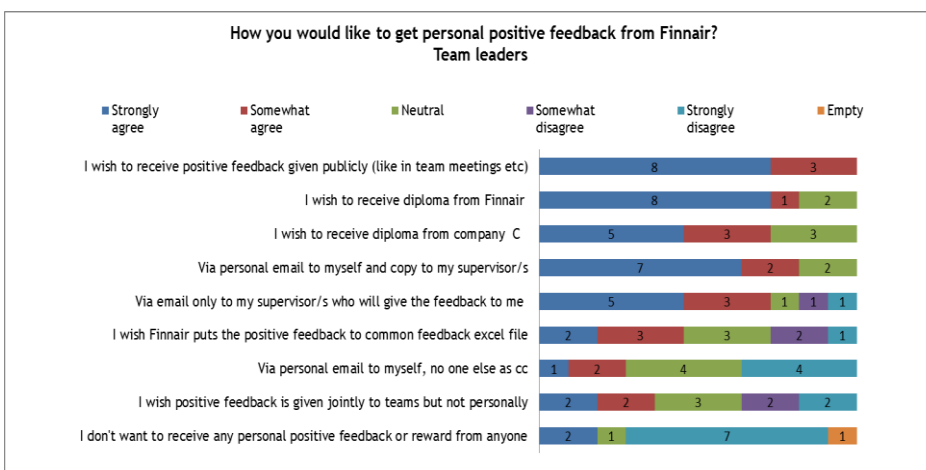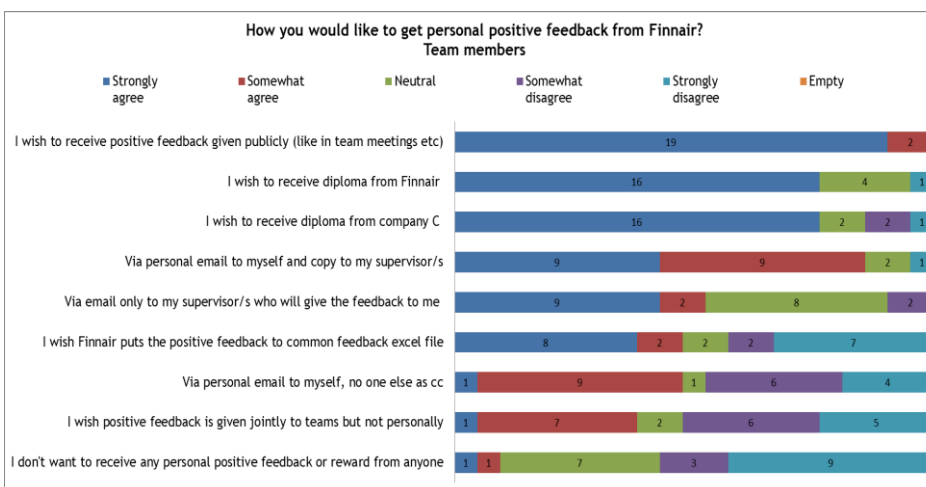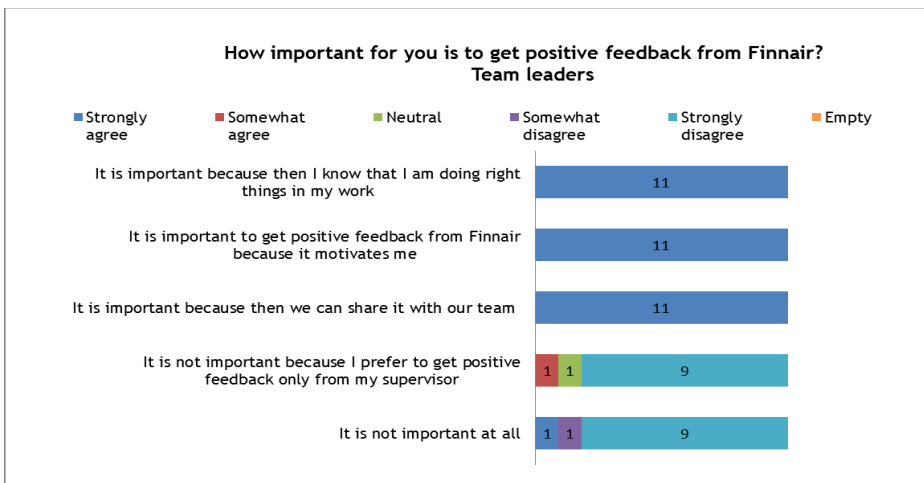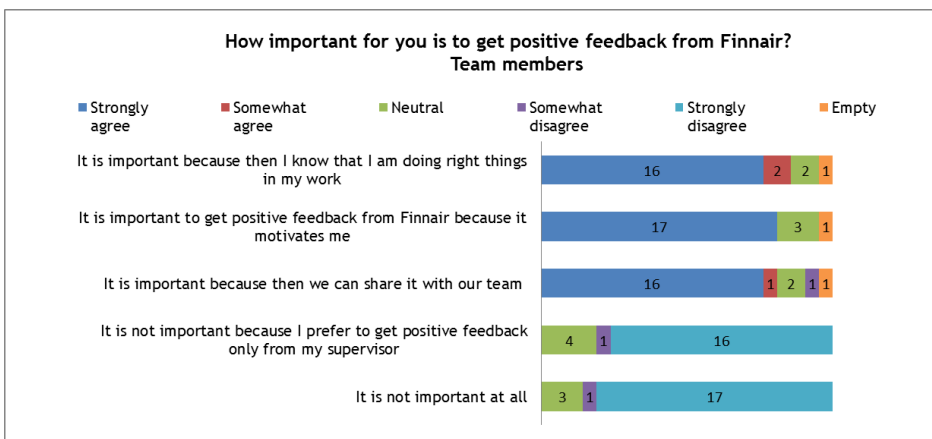Question 5: Results from team members

Question 6: Results from team leaders

Question 6: Results from team members

Question 7: Results from team leaders

What would reward and motivate you best in your work?
Team members

Legend: ■ Strongly agree ■ Somewhat agree ■ Neutral ■ Somewhat disagree ■ Strongly disagree ■ Empty

Category	Strongly agree	Somewhat agree	Neutral
Better title	21		
Better salary	21		
Career opportunities	20		1
Company C themeday	19	1	1
Finnair themeday	19	1	1
Interesting work	19	1	1
Training possibilities	18	2	1
Duty trip abroad	18	2	1
Healthcare provided by employer	14	6	1

Question 7: Results from team members

How important for you is to get constructive feedback when there is something to be developed in working methods?   Team leaders

Legend: ■ Strongly agree ■ Somewhat agree ■ Neutral ■ Somewhat disagree ■ Strongly disagree ■ Empty

Statement	Strongly agree	Somewhat agree	Neutral	Somewhat disagree	Strongly disagree	Empty
It is important because then we can correct SOPs	10		1			
It is important because then we can share it with our team for everyone's learning	10		1			
It is important for my learning	10		1			
It is important because then I try to fix the happened mistake	10		1			
It is not important if mistake cannot be fixed anymore	1		2	1	7	
It is not important because our team wishes to find development targets ourselves	1		3	1	6	
It is not important because I wish to find development targets myself	1	1	1	2	6	

Question 8: Results from team leaders

How important for you is to get constructive feedback when there is something to be developed in working methods?   Team members

Legend: ■ Strongly agree ■ Somewhat agree ■ Neutral ■ Somewhat disagree ■ Strongly disagree ■ Empty

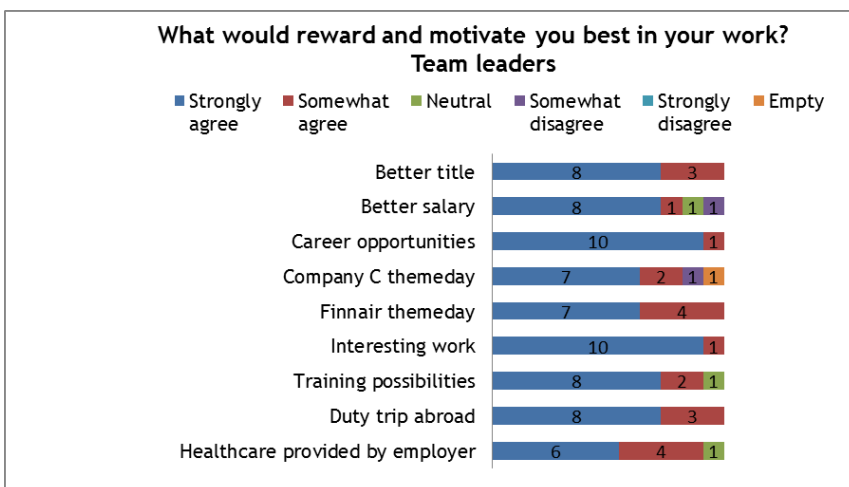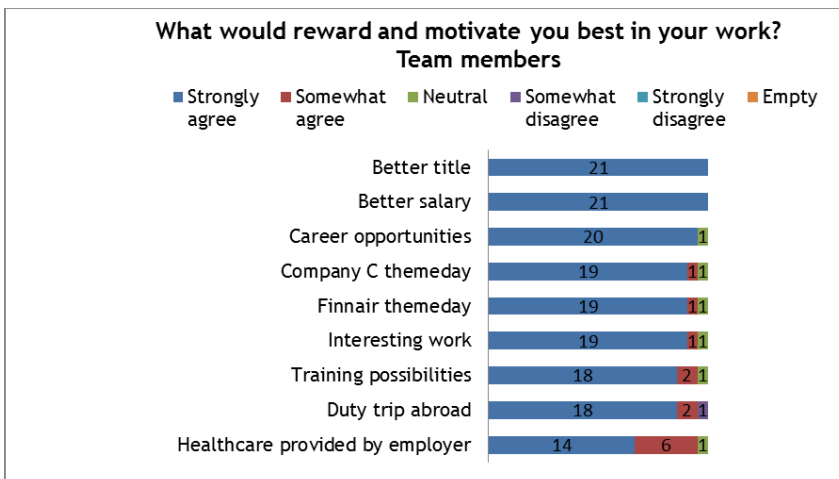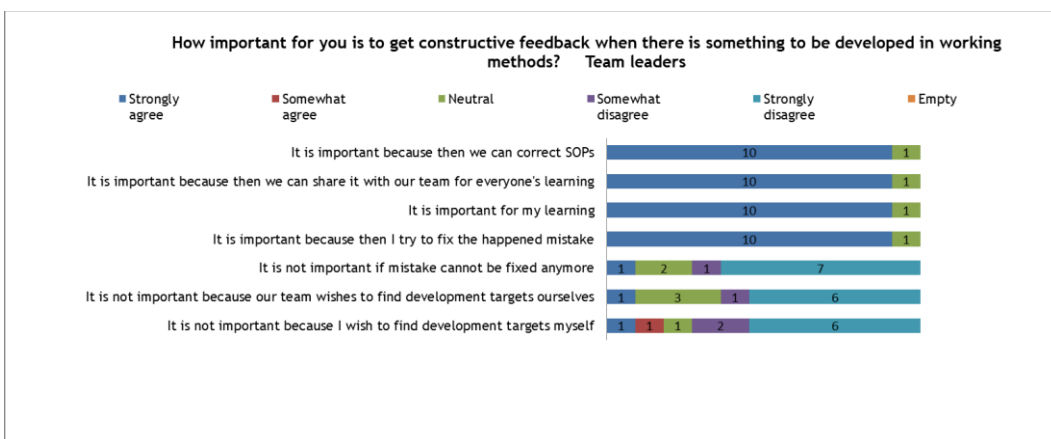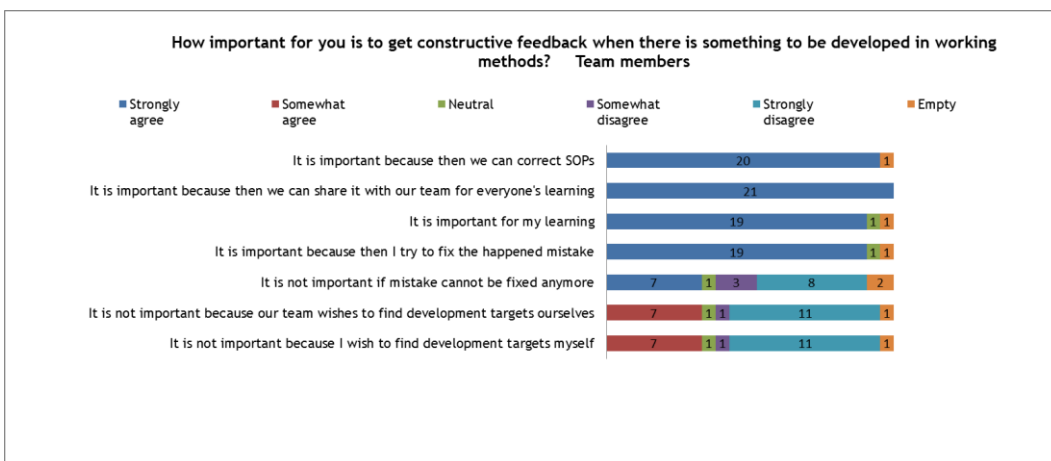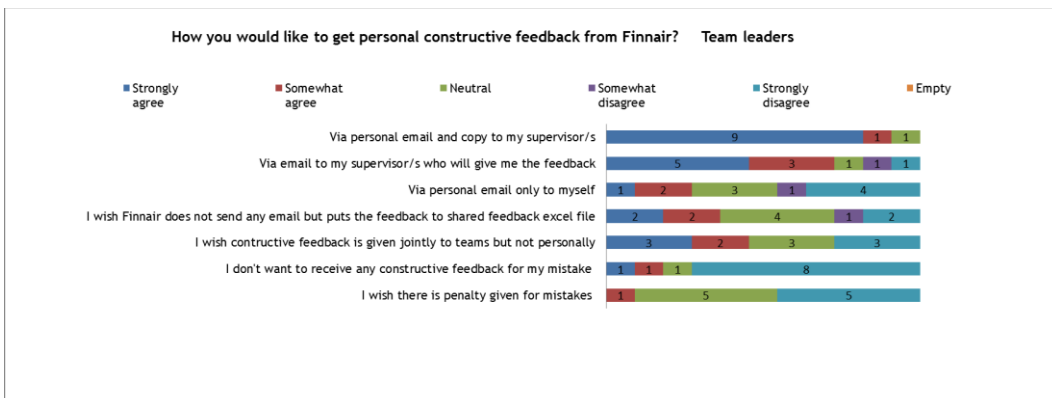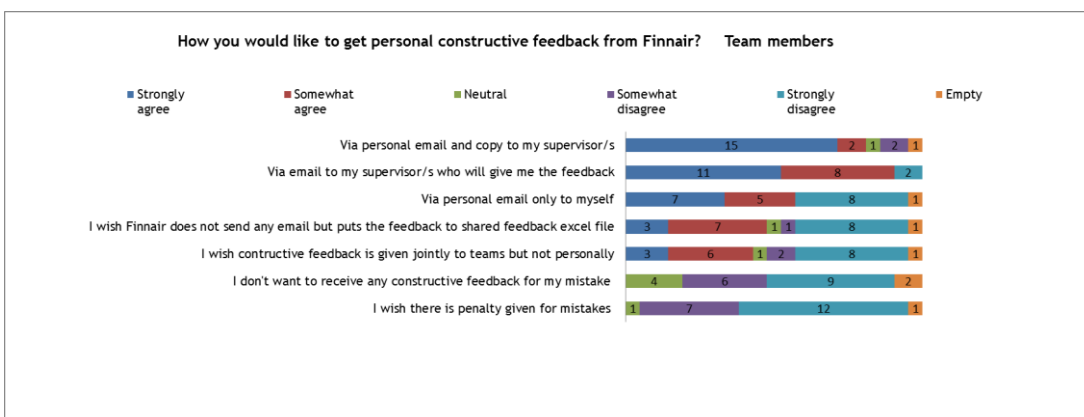| Statement	Strongly agree	Somewhat agree	Neutral	Somewhat disagree	Strongly disagree	Empty
It is important because then we can correct SOPs	20					1
It is important because then we can share it with our team for everyone's learning	21					
It is important for my learning	19		1			1
It is important because then I try to fix the happened mistake	19		1			1
It is not important if mistake cannot be fixed anymore	7	1		3	8	2
It is not important because our team wishes to find development targets ourselves	7	1	1		11	1
It is not important because I wish to find development targets myself	7	1	1		11	1

Question 8: Results from team members

Question 9: Results from team leaders

Question 9: Results from team members