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“The culture difference influence on management when innovation occurs in Ericsson Company”

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Abstract

To understand the role and duties of a manager in their company, the decisions they make and the cultures they possess, I decide to focus my attention on the culture differences influencing a company along with what can also be consider as culture to break down the barriers and different cultures. I believe the world of business has many different people from different backgrounds. With the combination of those different backgrounds it is not always possible to control or work alongside each other without some conflicts. As a result, this will provide a better understanding towards the cultures influencing the manager’s decision of what they possess and ways to combine different cultures together to work as a one-single unit. In addition, what are the influencing cultures which drive their company to their goals?

This Thesis will focus on “how culture difference influence on management when innovation occurs,” where in this Thesis the focus would be on a company in one country and their subsidiary in another country. The term culture has various meanings and definitions, still besides the definition of the term “culture” itself culture can be divided into: culture elements and culture characteristics along with the country that the companies are located in this Thesis they are: the Swedish culture and Thai culture. The cultures which influence the manager’s decisions on management can be seen towards how employees perform their task and how both companies manage to launch their product into the market.

However, culture alone is not the only factor influencing a company’s management, there is also the work environment which also plays a key role in influence the company’s management decision making. The work environment plays more than just providing employees with a workspace, but it also provides them with a place for teamwork, collaboration and a place where human-Interaction is possible.

The point of this Thesis is to see how culture is a key factor in driving a company to their goals along with innovation. In addition, this Thesis will use the methods of “qualitative method” as a way for data collection of this Thesis. The qualitative method offers a clear understanding of how the data collected is related to the other and provides a focus on the various point-of-views based on different people, groups from the interview data collection and how the issues are both debated and view (Fisher, 2004) As for the, The Primary data collection of this Thesis will be done by an interview and the Secondary data collection of this Thesis will consist of articles, literatures and websites which provides information on the term culture, what can be consider as culture, innovation the definition of innovation, both Swedish and Thai culture.
INDEX

1. Abstract ................................................................. 2
1.2 Index ................................................................. 3
1.3 Degree Program ...................................................... 4
1.4 Program Division ...................................................... 4
1.5 Course ................................................................. 4
1.6 Author ................................................................. 4
1.7 Supervisor ............................................................ 4
1.8 Keywords ............................................................ 4
2. Introduction ............................................................ 4
2.1 Motivation ............................................................ 5
2.2 Background of the Company & Market ......................... 5
2.3 Purpose ............................................................... 7
2.4 Problem Statement .................................................. 7
2.5 Research Question ................................................... 8
2.6 Limitations ............................................................ 8
2.7 Methods ............................................................... 9
2.7.1 Methods of Data Collection ................................. 9
2.7.2 Primary Data Collection ................................. 11
2.7.3 Secondary Data Collection .......................... 12
3. Theoretical Framework/Literature review ....................... 12
3.1 Culture .............................................................. 15
3.1.1 Definition of Culture ........................................ 15
3.2 Swedish Culture ................................................... 18
3.2.1 National Culture .............................................. 18
3.2.2 Managerial Culture ......................................... 19
3.2.3 Communication Culture ................................. 20
3.3 Thai Culture ........................................................ 20
3.3.1 Social System & Values .................................... 21
3.3.2 Thai Family ..................................................... 22
3.4 Innovation .......................................................... 22
3.4.1 Definition of Innovation .................................... 23
3.4.2 Definition of Culture of Innovation .................. 23
3.4.3 Work Environment ......................................... 24
3.5 Product Launch ..................................................... 26
4. Empirical Findings ................................................... 28
4.1 Ericsson, Sweden Data ........................................... 28
4.2 Sony Ericsson, Thailand Data .................................. 31
5. Analysis & Discussion ................................................ 34
5.1 The effect of Swedish Cultures .................................. 34
5.2 The effect of Thai Cultures ...................................... 35
5.3 The effect of Culture Elements ................................ 36
5.4 The effect of Culture Characteristics ...................... 37
5.5 The effect of the Work Environment ...................... 39
5.6 Personal Opinion .................................................. 43
6. Conclusion ............................................................. 45
7. References ............................................................. 47
8. Appendix ............................................................... 49
1.1 Degree Program:

This Thesis is a part of Mälardalen University Master Degree in Innovation Management Program. In addition, this thesis also corresponds with the regulation of Innovation Management at School of Innovation, Design & Engineering at Mälardalen University as well.

1.2 Program Division:

This Master Thesis corresponds with the regulations of Innovation Management at School of Innovation, Design & Engineering at Mälardalen University and also part of MIMA-Program of International Business and Entrepreneurship.

1.3 Course:

INO001 – Graduation Project in Innovation Management (15 Credits) at Innovation Management at School of Innovation, Design & Engineering at Mälardalen University and MIMA-Program of International Business and Entrepreneurship at Mälardalen University.

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1.6 Keywords:

Innovation, Culture and Work Environment.

2. Introduction:

This Master Thesis will provide the reader with an introduction towards the topic of the Thesis. To start, the motivation, background, purpose, research question and methods would be explained first. Therefore, this would provide the reader an understanding towards the topic of this Thesis and why I find this topic interesting along with the purpose, the research question and the methods for this Thesis.

Secondly, this Thesis consists of the combination of four parts: theoretical framework or the literature review, empirical findings, analysis and discussion, resolution and conclusion. Each of the different parts will provide and develop a comprehension towards the reader towards my Thesis.

The theoretical framework or my literature review is based on the material and informations I gather to use as the founding ground for the report and to provide a basis understanding of the cultures which play a part on the target company. In the analysis part are towards both the material I used as the foundation for the report along with the data and information I gather from the research company.
In addition, the discussions, criticize towards the theoretical framework, ideas and reflection towards what could I do better or what I mean are the driving culture factors for each company. Furthermore, the resolution part is a solution of merging both the benefits of both cultures into one or a way of solving the problem. Last, the conclusion towards the entire report and what I mean it has provided.

2.1 Motivation:

In a world where innovation is changing rapidly with new ideas, products, methods and solutions becoming more and more introduce and available in the market than before. It is my believe with the right innovation a company would be able to gain the most profit from it. Nonetheless, innovation alone is not the answer I believe understanding or adapting towards the culture the right way would provide an organization, company and the benefit they want.

Most people would think of new products and new ideas or innovation as one ticket towards success or profit. However, I think of how different culture or the culture aspect itself would have an influence towards management when innovation occurs. With many cultures around the world and in an organization or company which are based on different believe, values and visions it is perhaps impossible to satisfy the entire need of those cultures. Nonetheless, perhaps a compromise or where both parties can co-exists together would be possible. As a result, with the right blend of cultures this would benefit all parties.

2.2 Background of the company & Market:

The company propose in this Thesis is Ericsson, Inc. which one of world’s largest Telecommunications Company. The company’s history dates back towards 1876 where Lars Magnus Ericsson had a dream where the power of telephone would have a giant impact towards society.

As a result, Lars Magnus Ericsson decided to perfect the technology of the telephone which was new at that time of age. Nonetheless, during this period of time Alexander Graham Bell had just applied a patent for his invention the telephone in the U.S.

1876-1890: Lars Magnus Ericsson company at that era was based in Stockholm, Sweden and during that era of time most of the communication technologies were based on the invention of the Telegraph. The company at that time was known as Leaves Oller & company Telegraph Factory where Lars Magnus Ericsson along with Carl Johan Andersson open their telegraph repair workshop in Stockholm. A year later, Alexander Bell’s telephones were sold in Sweden. The following year Lars Magnus Ericsson made modification towards the telephone of Alexander Bell invention and started to sell his modify version towards customers. During 1886, the company launched their first product catalogue which included the following products such as: switching equipments, alarm telegraphs, wall phones and desk phones as well. (Ericsson, 2010; Ericsson History, 2010)

1891-1905: In 1891 to 1895 the company started to manufactured telephones and Switchboards along with the help of Stronger Automatic Telephone Co. which was also established and patented at that time. Within those years the company managed to develop
the very first "desk telephone" and more than 11,000 telephones were produce as well. In addition, in 1896, the company was changed into a limited company on April 1, 1896 and by June 1 1896, Ericsson Company now had managed to produce 100,000 telephones as well as exporting towards the countries around Europe such as: Russia, Finland, Norway and Denmark. During this time included the company's first manufacturing operation factory in Russia. Furthermore, the company managed to establish a sales office in the U.S in 1902 and within the next two years the company managed to establish a factory based in U.S for LM (Lars Magnus) Ericsson Manufacturing Co., Ltd (Ericsson, 2010; Ericsson History, 2010)

1906-1980: In 1906, the company decided on expanding its operating and manufacturing business in Stockholm. In addition, the LM Ericsson Company in the U.S. managed to produce more than 82,000 telephones. However, by 1920 the LM Ericsson Company established in the U.S was close. As a result, the company decided on entering as partner in an Argentina Company. The company along with Telverket helped standardized on Ericsson's 500-Point Automatic Switch System. Within the next two to three years the company launched its very first 500-Point Switch in to service. By 1936 the company headquarters in Sweden started the development and manufacture of Cash Register Machines. Then three years later, the company also started on manufacturing Electronic Tubes as well as the company had employees around 3,500 people and the company also introduced Radiola Home Radio Receivers at that time. By 1946 the company started the foundation on research for Television as well as the company's instrument and meter departments all were combined into a new company. However, during this time in the U.S. the first commercial mobile telephone networks were being set up by AT&T. In 1950 Telverket started to set up the first mobile telephone system in Sweden. In addition, the world's first automatic international call was placed through Ericsson. The next six years, Ericsson launched the so called "Ericofon" the company managed to manufacture around 6,000,000 telephones. During this period the company also managed to develop a new Dialog Phone System and it was installed in Stockholm. By the late 1960's the company began on a prototype of "laser Distance-Measuring and Range-finder System" which was send to the Swedish Navy and to Finland. Furthermore, the company developed Keyset Phones and by 1970 the company managed to start its production on Ericsson picture phone. (Ericsson, 2010; Ericsson History, 2010)

1981-2010: During 1986, Ericsson managed to become the leader in the mobile telephony and the leader in the development of its system as well. During this period the company managed to own a market share of 45 percent. In addition, orders of mobile systems were made in the U.S. By this time in Sweden, the Swedish PTT decided to expand the company's network which created a good result for the sales of telephone cables at that time. In 1989 Ericsson managed to had a Joint Venture with GE (General Electric) in the U.S., this was to cope with the mobile telephone worldwide which later was known as "Ericsson-GE Mobile Communications). As a result, the production began and the first DECT 900 Cordless Telephone was introduced into the market. Nonetheless, with the new technology and new product involved the company decided on re-defining their corporate values as well. In 1991 the company managed to produce 225,000 mobile telephones, the company also provided the first GSM service as well .By 1996, Ericsson was on the way of success where mobile telephone operations and demand were increasing as well as the
company was becoming more international. The company at this time had two largest export markets those were: the U.S. and China, which consisted of Hong Kong as well. However, Europe was still the largest market for the company. The company started an environmental council which consisted representatives from different business section. This was to organize the company’s environment efforts while making changes as well in more environmental friendly way. Today, Ericsson is the world’s leading company in the field of telecommunications. The company has more than 1000 networks and offices in more than 175 countries in the world. (Ericsson, 2010; Ericsson History, 2010)

2.3 Purpose

The purpose of study is to not only provide a better understating towards the driving forces for each company and their product launch, but to also see how culture is a key factor of influencing a company’s management in driving a company to their goals along with innovation as well.

2.4 Problem statement:

Understanding cross- culture management is one important element to be successes in international business for a multi-company like Ericsson. As Karlene H. Roberts mentioned that the culture literature as “a morass” and likened the task of evaluation of this kind of research as “a little like the exercise of looking at an elephant-what one sees depends on one’s vantage point”. (Roberts, 1970), this means that people would have different perspective based on different culture background, the management has to adapt local culture in order to run an organization successfully.

I focus on cultural encounters between Ericsson, Sweden and their subsidiary SonyEricsson, Thailand for this reason, I want to see on how does the culture differences in Thailand influences the company’s performance towards their product launch and their work, which the same goes for Ericsson, Sweden as well. Since, both companies have two different culture backgrounds the outcome of their product launch perhaps would not be the same. In addition, do both companies up hold the same internal culture and work in the same style and way as well.

I found this topic to be interesting for this reason, perhaps there is more than just the term “culture” which enhances the management decision making when innovation occur, for this reason, according to Scarborough (1998), culture take a long time to develop and there are many factors which can be consider as culture. Furthermore, people with certain ideas in their mind will try to implement their believes or way of thinking on to others with the same thoughts as they have, which this becomes “shared” values or ideas (Schein, 2004) In addition, as a company develops or grows more theses ideas and believes grow and change as well.

However, the culture is just a part of an individual way of thinking the surrounding environment of the work place is also an important factor on the company’s management decision for innovation to occur. For this reason, according to Kelley (2001), for innovation to occur the environment is the many important factors which allow innovation to happen.
In the “work environment” or the surrounding where people work according to Purdey (2008), people’s way of working and their behaviors changes towards the surrounding around them, this provides employees an ability to develop their performance. The work environment can be divided in to two ways those are: a cubical and non-cubical. According to Gibson (2003), the workspace is to be flexible and adaptable towards variety of tasks for their use. In addition, the traditional office design does not provide any motivation for employees as well as collaboration and communication between employees.

Nonetheless, each company has his or her own way of dealing with different problems and the layout of the work environment and the culture that the company upholds are different.

2.5 Research Question

The research question is “How culture difference influence on management when innovation occurs?” This is based on the theoretical framework to where I would like to understand more on how the cultural aspect of a company how the different cultures of a company has an impact or influenced on the company’s management and decision making towards the company’s product launch as well as when innovation occurs does the cultures have an impact on innovation.

The cultures aspects of the company to my believe is divided between two companies those are: Ericsson, Sweden and SonyEricsson, Thailand – which is the subsidiary and international company of Ericsson, Sweden. In addition, the cultures I believe to have an effect on the company consists of five factors those are: culture or the definition of culture, culture elements, culture characteristics, the Swedish culture and Thai culture. Therefore, with these cultures taking part in shaping the company, I want to know how both company cultures influence the management and decision making of the company as well as their product launch. Furthermore, when the cultures come to play do they have an impact when innovation occurs for the company based on the different company cultures.

2.6 Limitations

In terms of Limitations, for this Thesis in my opinion there are many limitations towards this thesis such as: selecting the target company for the Thesis or the time of conducting this Thesis. However I believe for this Thesis there are two essential limitations those are: opportunity of an interview towards the target company and the definition of culture and how it influences a company decision making process.

The first limitation I believe is the “opportunity of an interview towards the target company”, this is where would I get the chance of establishing an interview with my target company? In this Thesis my target company is Ericsson, Sweden and one of their subsidiary company which is SonyEricsson, Thailand. Since I am currently in Sweden I am not sure if I would be able to conduct an interview with SonyEricsson, Thailand for this reason, I am not sure if anyone would respond towards my e-mail plus the time of respond could be long or there might not be any respond at all and would they allow me to go and interview them in
person or not. In addition, for Ericsson, Sweden I am also not sure if they will be a respond or would they allow me to interview them as well.

However, the most important limitation for this Thesis is the “definition of culture” and “how it influences a company decision making.” When it comes to the “aspect of culture” or “the definition of culture” it is very hard to define. According to Harris (2004), there are many things which can be view as culture, common ones we know as: values and people’s believe. However, according to Harris (2004), there are other important factors which can be consider as part of culture or “culture elements” such as: food, communication or working habits. Furthermore, culture is also known as a “shared” value or ideas for this reason, according to Schein (2004), people with the same ideas and believes will talk or stay with each other, this becomes a “shared” value or idea. Nonetheless, the term “culture” also means a company or any organization as well where how a company or organization perform their tasks and duties around their environment (Bolman, 2003)

However, for this Thesis I am focusing on one company along with one of their subsidiary in two different countries. Therefore, each country culture would be broken down to provide a better understanding. In addition, for “how does culture influences a company decision making” this also provides another challenge. However, this can be based on two aspects those are the company’s national culture along with their beliefs and their work habits. As a result, this should provide some insight towards how does culture influences a company’s decision making, which the end result can be seen towards how the company works, their work environment and their product launch process. In this Thesis there are a few good literatures along with the empirical findings which I mean would provide a better scope towards the term and provide a better easier understanding as well.

2.7 Methods

2.7.1 Methods of Data Collection

According to Fisher (2004), methods are mainly separated into two forms which are “Qualitative” and “Quantitative”. Questionnaire surveys and databases are examples of quantitative form while interview is examples of qualitative method. For this graduation project I will use a qualitative method as the way of how the data is going to be collected. In addition, the research will use both primary and secondary data to answer the research question.

The reason I am using the “qualitative method” as a way for my data collection of this Thesis, using the qualitative method offers a better clear understanding of how the data collected is related to the other. Furthermore, this method provides a focus on the various point-of-views based on different people, groups from the interview data collection and how the issues are both debated and view. (Fisher, 2004) With the “qualitative method” this allows me to conduct the necessary data collection for the Thesis which in the “Primary Data Collection” would be conducted by interviewing the target company of the Thesis.
Based on Fisher (2004), there are four research methods of conducting an interview and the person who is conducting the data can select his or her way of conducting an interview either in an open interview or a structured interview. Furthermore, according to Fisher (2004), the range of research methods consists of four methods those are: documentary, observation, panel questionnaire and interview.

1. Documentary - based on Fisher (2004), the research method of documentary provides the user with a symbolic analysis of different point of views. The documentary method is done in two ways those are “open and pre-coded approach” In the “Open Approach” according to Fisher (2004), is where person conducting the interview will use the necessary documents and relative documents to find the same structure which are shared by other documents to answer their question. As for the “Pre-Coded Approach” this is done by using studying the documents that the researcher is going to use.

2. Observation - allows the conductor of the Thesis to collect and observe what goes on during the process of data collection. According to Fisher (2004), this is where the user keeps a diary of records of what he or her and observe as well as a checklist and categories, this provides good motivation for others to use observation.

3. Panel Question - which according to Fisher (2004), this is a common research method. The panel questionnaire method focuses the interview or the data material on a certain focus group. According to Fisher (2004), this is where a group of people are brought together having the freedom of answering, but they are focused by the interviewer on certain topics.

4. Interview - according to Fisher (2004), when it comes to the interview method there are three ways of conducting an interview those are: open interview, pre-coded and semi-structured interview.
   a. An open interview is where the interview is done in a straightforward manner. This is where the person conducting the interview can have his or her conversation with their target as freely as possible with any area of interest (Fisher, 2004) As a result, with this freedom of open interview it provides the interview conductor with hints towards their interview answer and it leads the way towards their interview as well.
   b. The pre-coded interview according to Fisher (2004), is where the interview conductor makes a certain prepared questions for their target. The questions are either organized into a certain pattern and with a number of options for answering for their target subject (Fisher, 2004)
   c. The semi-structured where the interviewer has his or her own schedule to remind them of their goal for their interview that they need to address towards their target (Fisher, 2004)

With the use of the right method in collecting the necessary data for this Thesis, the data would provide me with much information in answering this Thesis. Therefore, how both my Primary and Second Data collection process will be explained in the next section of this Thesis.
However, towards conducting my interview through an email interview there is a limitation that is the "opportunity of an interview towards the target company", which as I have mentioned previously in Section 2.6 of this thesis.

2.7.2 Primary Data Collection

As for the Primary Data I plan to get primary data through an interview later on with in this Thesis. The interview will provide the necessary relation towards the Thesis and research question. As a result, upon the interview I will use the data from the interview to analysis the result in relation with the Empirical Findings of the company and my view towards the Thesis and research question.

In terms of the qualitative method or the interview of this report I will use the "Interpretive Research" along with an "In-depth and Open” interview with my target company for this Thesis. The interview for the Primary Data Collection in this Thesis would be both an in-depth and open interview. This would be done through an interview with the target company of this Thesis.

I decided to use the research method of "interview – open interview" as a way to collect the primary data for this Thesis, for this reason based on Fisher (2004), an interview or an open interview allows me to ask the questions of my Thesis towards my target company in a straightforward. With this way it allows me to ask freely towards my target company and without any limitations. Furthermore, with this type of method the answers gather from my target company will provide hints towards the answers of my Thesis.

In addition, along with an "Interpretive Research” method as well, according to Fisher (2004), the “Interpretive research” will provide an understanding towards how people associate towards the world around them or how both their world is influenced or influences the surrounding around them. According to Fisher (2004), this can be seen through people’s way of thinking, values and relationships. As a result, with the qualitative method along with an interview and interpretive research will provide me with the easiest, fast and interactive way of gathering the data I need. With an “interview” as my research method I am capable of both gathering data from my target company for this Thesis with a quick amount of time with different point of views on how they interact with the surrounding around them or how the surrounding around them influence them as well.

Therefore, the interview for the Primary Data Collection would be a series of prepared questions which I would interview my contact directly or through E-Mail contact or an interview face-to-face with the target company. Furthermore, the process of interview for Ericsson, Sweden I plan to conduct my interview with the manager of the company as well as for SonyEricsson, Thailand or the people who are in charge and can provide me with the information I required. The reason that I selected these people as my target for the interview for this reason, these people are the people who over sees most or all of the work that goes on in the company. Therefore, if there are any changes, new ideas, new methods or influences they are the people who can notice them and make the right adjustments towards themselves and the people around them.
In addition, while conducting the interview the “Interpretive Approach” method will be used in this part, for this reason it will provide me with the different perspective of how my target people interact with their surrounding world around or how both of their worlds influences or influenced their and the surrounding around them. According to Fisher (2004), there are many ways of using the interpretive approach such as: *diaries, storytelling, metaphors or critical incidents*. However, I will use the storytelling along with interviewing my target people technique for this part. While conducting my interview with my target company, I suppose my target company would tell me their side or the story and it is up to me to interpret and see the hints that fit what I am looking for.

However, during the interview process for Ericsson, Sweden the name of the person of my interview was not provided, for this reason “we cannot give you any names or other information regarding our employees, this is due to our company security policy” (Personal communication, 22 May 2010) Nonetheless, I was fortunate to get other important data from someone who worked in Ericsson, Sweden which was from Vijaya Krishna Cherukuri (Personal communication, 24 May 2010) As for SonyEricsson, my target people for my interview was a success I managed to contact and interview the “Product Group Marketing Manager of Sony Ericsson, Thailand.”

### 2.7.3 Secondary Data Collection

The Secondary Data Collection which links to this research will be collected from book, articles and some database. Through those data, the definition of culture and how it influences a company’s decision making will be studied clearly as well as providing an answer or perspective towards or research question and Thesis.

The Secondary Data of this Thesis consist of articles, literatures and websites which provides information on the term culture, what can be consider as culture, innovation the definition of innovation, both Swedish and Thai culture. In addition, the secondary data also comprise of a product launch which provides an understanding towards how does a company launches their product. Furthermore, the work place environment is also added in the Secondary Data as well, this provides a better understand towards what influences the managers or a company’s decision making process as well. As a result, the Secondary Data along with the Primary Data Findings of this Thesis will provide the reader with better understanding towards how the culture of each countries both influence the manager and company’s decision making process.

### 3. Theoretical Framework & Literature Review:

In this section it is the combination of the books, articles, journals, information and material I used as the base for the Thesis. The information in this part would provide the reader an understanding towards the terminology I used in this Thesis as well as their meaning based on different scholars and researchers. In addition, the Theoretical Framework illustrated in this section would provide an understanding towards the reader of what are I trying to accomplish as well as the relation towards the research question as well.
As a result, this section of the Thesis will provide the reader with an understanding of the following topics: theoretical framework, culture – definition of culture, Swedish culture, Thai culture, Innovation, Work Environment and Product Launch

The different types of cultures use in this theoretical framework all are related towards each other for this reason, they provide the necessary base or stand for determining what can be consider as culture besides values, beliefs and company or an organization’s goal. The definition of culture by Bolman (2003), provides a general and more detailed towards what is defined as culture and how culture is determine according to Bolman (2003), culture is the foundation holding the company together and uniting all employees under a shared values and believes. Furthermore, culture is also how the company or organization do their work in and around their surrounding environment. While, Ekvall (2008), defines culture as the roots of a tree, where the roots are divided into many different roots and they provide the values and believes of a company or organization and act as a foundation which holds a company together.

In addition, there are other factors or characteristics which are consider as cultures as well such as: sense of self and space, work habit and practices or the communication and language (Harris, 2004) Furthermore, culture according to Mendonca and Kanungo (1996), is consists of elements as: power distance or individualism and collectivism.

As a result, the combination of the definition of culture, culture characteristics and culture elements they provide me with the basis on determining what is to be consider as culture in which, according to Harris (2004), this provides a scope of determining and understanding what makes up the term “culture”. The use of different cultures of culture characteristic and elements in this Thesis will provide a platform more than the common knowledge of culture being define as “values and believes.” In addition, this provides me with more insight towards what can be understand as culture on the individual level and company level. Without a more understanding and insight of what other factors which are constitute as culture I will not be able to have a stand towards determining what the term culture is. In addition, I will not be able to view or break down in the cultures differences of the two target companies in my Thesis.

The Theoretical Framework of the Thesis is based on the research question towards where I would like to focus on “How culture difference influence on management when innovation occurs?” Towards this I have determine the companies where it is between two companies Ericsson, Sweden and their SonyEricsson, Thailand, which is a subsidiary of Ericsson, Sweden. The Swedish culture stands for Ericsson, Sweden’s company culture which is the home base company and the Thai culture stands for SonyEricsson, Thailand company, which is Ericsson’s subsidiary company. Both company cultures influence the company’s management which has an impact towards the company’s decision making as well as their product launch.

As a result, when the culture aspect comes to play along with the company’s management the company would have to adapt themselves towards the different culture influence which generates the so called “reaction” according towards the Theoretical Framework. Furthermore while the different culture influences are taking part in influencing...
the company’s management would the different culture influences also take part when innovation occurs as well and how do they shape the company’s management. Therefore, the diagram below illustrates the Theoretical Framework.

The Theoretical Framework Figure 1.1 will provided the reader with an understanding towards how what are determine as culture, the factors which can be consider as cultures or to be set up as culture and the difference between both company cultures, in this case Swedish and Thai culture.

The theoretical framework begins with the term “culture” as the starting point for this reason, it is based on this thesis research question, which in this Thesis is "How culture difference influence on management when innovation occurs?” While, the focus of this Thesis is culture and how it influence on management, therefore, the starting point of this
theoretical framework will be the term “culture” itself. Then, the term “culture” is broken down into two topics those are: *culture elements and culture characteristics*. With the breakdown of the term “culture” into two essential topics this will provide the reader and this Thesis a better way of understanding what other factors can be consider as culture beside the common values and believes where most people know of. In addition, according to Harris (2004), with the breakdown of the term culture into both culture elements and culture characteristics this offers a certain way of focusing the range of culture and more understanding and insight towards what other factors can be set up as “culture”.

Then to provide a clear difference of the two cultures of the two target companies of this Thesis, the theoretical framework is now divided into Swedish Culture and Thai Culture, for this reason, this will provide the reader with a better perspective of how both cultures are apart from each other and how they both influence on the management of their company. Furthermore, both the culture elements and culture characteristics of both Swedish culture and Thai Culture will also provide a better more understanding towards how does the two different cultures influence the management of both companies. With all the factors of cultures influencing the company this to my believe will generate a “reaction.” As a result, this reaction will to my believe present how the cultures influence the company’s management and also create another “reaction” in this case when innovation occurs.

### 3.1 Culture

#### 3.1.1 Definition of Culture

Culture - when it comes to a company or an organization Bolman (2003) believes in an organization or a company that there is a culture present. Culture is the foundation that holds the company and unite all the employees through a shared of values and believes. However, the roles and duties of a culture are unfamiliar to most people and some believe that the organization itself if the culture of the company.

Bolman’s understanding towards the term “culture” in a simple term is the way the company or organization do things around their environment. However, in a more deeper understanding Bolman defines culture as “*a pattern of shared basic assumptions that a group learned as it solved its problems of external adaptation and integration, that has worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems*”(Bolman, 2003)

Bolman describes that in an organization or a company culture is divided into two parts those are: product and process. In terms of a product, culture can be seen as the already know knowledge and experiences from previous employees and experiences. In addition, for the term of process can be seen as combination or the re-combination of the existing knowledge and experiences with the new knowledge and experiences.

In relation, Ekvall (2008) portraits an organization culture as the roots of a tree where the roots of the tree are separated into many roots. In these different roots consist of the values, beliefs of the organization and they are the foundation of the tree which holds
the tree tight to the soil. (Ekvall, 2008) He also believes that without a firm root planted to the soil the tree top and branches would not be able to stand firm and eventually fall.

Culture from an individual or an Entrepreneur consists of goals, values, beliefs and the way they think of how things should work or be. According to Schein (2004), states these people with these ideas in their mind will try to enforce their way of thinking and believes on to other people or individuals with the same thoughts and believes as they have. In addition, these people with the same common interest of beliefs and goals would communicate with each other and establish a relationship which later on according to Schein (2004) would transform in to “shared” value or idea.

As a result, each person would pass on this same vision and this would lead towards an Entrepreneur or a company’s success for this reason, everyone understands and follows the same goals and beliefs. In a simple understanding Culture can be think of as the shared ideas and values of individuals and groups towards achieving the same common interest from themselves or for the organization.

In an organization or a company the level of culture can be seen into three levels those are: underlying assumptions, exposed beliefs and values and artifacts. (Schein, 2004) Underlying Assumptions – are considered to be such as: beliefs, insight and thoughts which act as the driving force for action and values. Exposed Beliefs – correspond to goals and strategies which they act as the driving reasons for beliefs and values. Values and Artifacts – are the noticeable structure and process of the organization.

As a result, these three levels of culture in an organization are the founding ground which an individual, groups of workers and Entrepreneur build their beliefs and visions into a Culture. Nonetheless, the three levels of Culture: underlying assumptions, exposed beliefs and values and artifacts are capable of linking with each other and they are capable of transferring each step and process back towards each other as well.

As a company or organization develops or grow, the shared of values and believes of the company also grow and change as well. While a company or organization manages to grow though time it is important not to move away or forget the goals and values of the company or else everything will be lost. All three scholars have the similar ideas of the meaning of the term culture and how it is shown in an organization, however both scholars provide a clear insight towards it.

According to Scarborough (1998), culture is something that takes a long time to occur or develop. When it comes to culture there are many factors which allow people to create their own identity, provide meanings towards their live and to define what they believe in and how they should act accordingly as well. The factors influencing a persons believe can some from various sources as: religion, political power of the surrounding around them.

A culture in terms of an organization is the foundation for a company to stand firm then it is also important for entrepreneurs to acknowledge this as part of their believe as well. Furthermore, culture or the culture aspect also consists of the following elements as
well those according to Mendonca and Kanungo (1996), are: *power distance, uncertainty avoidance, individualism and collectivism, masculinity and femininity.*

1. **Power Distance:** according to Mendonca and Kanungo (1996), is where powers in the company or organization are spread unevenly and it is also acknowledged by society as well.

2. **Uncertainty Avoidance:** based on Mendonca and Kanungo (1996), is where an organization is threatened by uncertainty and the unpredictable future such as: *providing career stability, establishing more rules, not tolerating deviant ideas and behaviours and believing in absolute truths and attainment of expertise.* (Mendonca and Kanungo, 1996)

3. **Individualism and Collectivism:** according to Tony Morden (1995), individualism and collectivism is where people are collective into groups where they take care of themselves and those who are similar, same common interest or belong in the same group with them as well as those who are in the same group will also look after them.

4. **Masculinity and Femininity:** based on Tony Morden (1995), masculinity is where man is the dominant character in this field, where man faces with money or how to earn money, no value of the people around them and the quality of life as well. However, for Femininity according to Tony Morden (1995), is the opposite of masculinity, where for femininity consists of man being caring in society and express and portrays female expressions or characteristics such as: *emotional or being modest.*

In addition, on what can be consider as a culture or what can be view as culture besides, values and believes then can be broken down into 10 important categories which are known as culture characteristics those are the following below:

- Sense of Self and Space.
- Communication and Language.
- Dress and Appearance.
- Food and Feeding habits.
- Time and Consciousness.
- Relationships.
- Values and Norms.
- Beliefs and Attitudes.
- Mental process Learning.
- Work habits and Practices.

1. **Sense of self and space** – according to Harris (2004), is where how the individual or the group acts as independence, interdependence from others or the space of individual and groups.

2. **Communication and Language** – according to Harris (2004), is the communication language use in different cultures from verbal language, non-verbal language or to the communication with body languages each culture uses.
3. **Dress and Appearance** - the way people in different cultures dress as well as in their business culture organization as well (Harris, 2004)

4. **Food and Feeding habits** – the food where each different culture eats which includes the utensils they use, what each different culture has for their appetite and the way they prepare their food as well (Harris, 2004)

5. **Time and Consciousness** – according to Harris (2004), is the way how people tell time for instance: 12 hour or 24 hour day or people tell time by light, darkness or by season.

6. **Relationship** – according to Harris (2004), this consist of such as: *age, gender, status, wealth, power and family size from small to large or single or engaged.*

7. **Values and Norms** – is what different cultures up holds in or their level of standard in their own culture. (Harris, 2004)

8. **Beliefs and Attitudes** – is where according to Harris (2004), is what the people believe in their culture. As for attitudes is the peoples view towards maters such as: *life and death* what is their attitude in their culture.

9. **Mental processes and Learning** – is the way people in different cultures learn, think and how their brain and knowledge develops. In addition, according to Harris (2004), how do people in different cultures process their information and organize them.

10. **Work habits and practices** – according to Harris (2004), this consists of the job of the people in different cultures do as well as is there a dominant type of work, division of work or how do people organize themselves for work such as: individual or in teams or hierarch (Harris, 2004)

According to Harris (2004), this provides a certain way of determining the scope and understanding what constitutes towards culture. With this serving as a platform beyond the typical values and beliefs which are most common in culture, other additional factors have also been added. As a result, this provides a more knowledgeable insight towards what can be viewed or included as culture for both organizations and on the individual level.

### 3.2 Swedish Culture

The Swedish culture consists of three important elements those elements according to the article of Tixier (1996) those are: *national culture, managerial culture and communication.*

#### 3.2.1 National Culture

According to Tixier (1996), consists of the country’s education system and their religion which pushed them in their profession and reflects towards their way of living and life as well. The Swedish culture upholds education as one of the country’s top priority, the education system is "one should never be too forward, one should never show that one is the best, nor the richest, nor more gifted than one’s neighbor” (Tixier, 1996) Basically, this means the education system in Sweden is not to make themselves standout from others and stay in the shadow while being modest as well. The idea behind this comes from the famous Wallenberg family which says "Esse non videri (to be, not to be seen)” according to the
article of Tixier (1996) However, exceptions towards this idea can be broken during competitions of sports or when someone wins the lottery.

Another addition towards the national culture is the spirit of social solidarity, with this religion as their backbone and with their respect and passion for their religion as a result, according to Tixer (1996), Swedish managers are very professional. Tixer (1996), believes Swedish managers are those who do not accept amateurism, they do not accept delays and their work ethic and good citizenship are the norm from them. With this in their professional life is also reflects and play a part in their Swedish structure life as well. According to Tixer (1996), Swedish are efficient, they stay towards their deadlines and contacts. Furthermore, they are very organized and disciplined.

In terms of business, According to Tixier (1996), Swedish people are considered to have integrity and they are loyal. However, Swedish people are actually realistic and oriented towards results. According to Tixier (1996), Swedish are actually the simplicity type of people, they love simplicity and they are efficient without the need of big display and noiseless. In addition, Swedish people take great pride and are proud of their products. Swedish people according to Tixer (1996), Swedish people are good at design and are innovative for this reason they have an interest technical aspects and are interest in economics and geography and they are sensitive to intercultural differences as well as. As a result, this progress and development can been seen from the SAS Intercultural Communication, which was created in 1984, along with the Swedish innovative knowledge and their interest it has grown over the years since its establishment.

3.2.2 Managerial Culture

Another element of the Swedish culture is the Swedish Managerial Culture (Tixier,1996). According to Tixier (1996), the personality of the Swedish management is it is very decentralized and democratic nature. While in a Swedish business organizational chat it is horizontal. As a result, the distance between people in the organization is little. In addition, this provide them with a much easy, simple and more transparent with relations in business. The reason for such flexibility in the Swedish culture of this type of management to occur for this reason, according to Tixier (1996), it is supported by the law known as "MBL or the law for consensual decision making" (Tixier, 1996) According to Tixier (1996), the law states "every important decision must be discussed with delegates and negotiated with the unions for it must remain the object of information and consultation before being decided and it must be revealed to the employees"

As a result, discussions are widely open where employees are capable of expressing themselves freely through their perspective as well as providing suggestions towards the discussion (Tixier, 1996) Furthermore, in this process listening is perhaps one of the main part as well as the exchange of ideas, very little of authoritarianism and there is great confidence between partners. However, the manager of that particular company has very little to speak. The manager would take into consideration of the matter before doing anything or taking a final action (Tixier, 1996) As a result, this creates a climate of good communication and information. Under the Swedish Managerial Culture in a company or an organization according to Tixier (1996), participation from employees in decision making,
idea generating or suggestions are very important. In addition, Swedes or Swedish people tend to prefer to work in groups. Based on Tixier (1996), this can been seen in primary schools in Sweden to where children already know how to work together as in groups or teams. For this reason, the use of teamwork provides individual responsibility where this tradition is what Swedish managers inherit (Tixier, 1996)

Based on Tixier (1996), a Swedish manager provides an overall idea of the project in an organization or a company as well as what the employees should do to accomplish the task. The manager trusts his or her subordinates and provides them with the freedom of doing what they want. Nonetheless, employees take the idea to them and move towards the task. Swedish managers know that failures often occur and not being able to get cooperation of their colleagues, therefore Swedish managers tend to manage relations to a single expertise. In addition, according to Tixier (1996), employees are not motivated by money, therefore, managers before all must be an excellent manager of people. As a result, Swedish managers incorporate their culture as a certain utility in their work culture.

3.2.3 Communication

Based on Tixier (1996), the characteristic of a Swedish person is consider to be reserved, calm and withdrawn or timid. In addition, they are consider to be a self-controlled and shy people. According to Tixier (1996), the reason for this is part of the Swedish people are based on their heritage of their rural agricultural origins. Swedish people and managers they have parents who were born and raised on farms. According to Tixier (1996), they are sentimental, old-world and they withdraw in themselves and they have an attraction towards nature as well.

In addition, when it comes to having a chat or a conversation in the work place Swedish people based on Tixier (1996), spend very little time being social or spend little time to chat while they are working. However, they do speak when there is something to talk about and words are weighted. An example of this based on Tixier (1996), can be seen in Swedish schools where students are required to be brief in their study (Tixier, 1996) Furthermore, Swedish people prefer to resolve problems as simple as possible while having a great respect for people and their differences (Tixier, 1996)

Swedish people they do not like to criticize their colleagues according to Tixier (1996), they prefer to be indirect and prudent. Nonetheless, the term “evaluating potentials” are not used in Sweden for this reason, in a company or an organization it might refer to a personal attack or a bad perception is understood for that (Tixier, 1996) In addition, when it comes to simplicity in Sweden there is almost a complete rejection towards formalities and titles where Swedish people are not attached by them (Tixier, 1996)

3.3 Thai Culture

Thai culture is well known for the phrase of “land of smile, land of freedom or land of the yellow robes” (Chompookum, 2004) For this reason, Thailand is a natural beauty country which consists of tropical climate and hospital people (Communicaid, 2007) However, most important of all according to Communicaid (2007), when it comes to Thai culture there are...
many factors to talk about, therefore, to break down the many factors associate along with Thai culture there can be five important factors associate with Thai culture those are: Thai Social System and Values, Thai Urban Life and Values and Thai Family.

3.3.1 Social System & Values

In a Thai social system in general considers “the village as the unit” (Mahidol, 2002) for this reason, in the past Thai society was a self-contained society. As a result, according to Mahidol (2002), the way Thai people behave originate from their agriculture and religion, in which Buddhism is the main religion in Thailand. In the past, villages had Buddhist monasteries and shrines along each village. Therefore, the monasteries served as both the people’s spiritual, education facilities as well as arts and crafts were also originated from the monasteries as well (Mahidol, 2002) Nonetheless, in modern days this can still be seen throughout Thailand and the society.

With Buddhism as the backbone religion of most Thai people, it provides people with a softened and control in their believe as well as they way they act towards others. In addition, it plays an essential part for Thai people for this reason, it provides people with a Buddhist perspective where “everything that happens must have a cause, which is explainable by the past, present or karma.” (Mahidol, 2002)

Thai Values can perhaps consist of three main importance in general those are: compassion, considerate and friendship. As a result, this can been seen throughout a typical Thai person and society where they provide compassion towards families, friends and provide hospitality towards strangers as well which in Thai language this is known as “Namchai” (Mahidol, 2002)

This kind of compassion is an important social value in a Thai culture as well. Another aspect of Thai social value is Thai people believes in social harmony. This is where Thai people try to avoid problems with their friends and others. As a result, this is what Thai people rephrase to as the term “Krengchai” which means “to be considerate” (Mahidol, 2002) In addition, Thai people also consider friendship to be very important among Thai people. According to Mahidol (2002), if a friend is in trouble that Thai person would simply help him or her out as much as possible without any fear of getting injured themselves.

Another addition is Thai people are a happy type of people along with great humor and they are very peaceful type of people (Scarborough, 1998) Thai people are the type of people that are easy-going, according to Scarborough (1998), they are sensible and free by ideology. In a Thai culture or saying there is a phrase known as "Mai Pen Rai", according to Scarborough (1998) this means nevermind. However, for Thai people this means that life should be enjoyed to its fullness. Furthermore, Thai people are those who are very comfortable in life and are untroubled situations in all aspects of life even in their work environment, which the Thai people consider this as the term “Sabaaj”

According to Chompookum (2004), Thai people respect authority where there are 19 different Thai words for pronouncing the term “you”. As a result, this indicates the positioning in the status hierarchy of society in Thailand.
3.3.2 Thai Family

In Thai culture and society a typical Thai family would be generations living under the same or one roof according to Mahidol (2002), as a result, generations and children all learn their behaviors which would provide them the guide they need in life under this one roof. This is related towards the Thai Social System where “the village is the unit or the village as the unit.”

This type of connected family relationship provides a sense of responsibility for children at a young age (Mahidol, 2010) This is where children are assigned with tasks and duties they have to do around their house or village. However, according to Mahidol (2002), as the children grow up their responsibilities and roles also increase and they are allow to take part in important family business. According to Mahidol (2002), under this system this is where children learn their codes of behavior which will guide them in their life later on.

Furthermore, a typical Thai person or children who have mature into adult they would always take care of their parents when their parents are old. According to Mahidol (2002), this is the idea of a Thai family. When children or those who have mature into adults have to take this responsibility they are willingly to do so with no regrets for this reason, those parents are the ones who provided them with the knowledge and wisdom in their life and it is their duty, believe and responsibility to take care of them. In addition, this results on passing down the same responsibility towards their family’s generations and children as well where they are also responsible for the same for the same traditional values as well (Mahidol, 2002)

3.4. Innovation

3.4.1 Definition of Innovation

Innovation which means “nova” or “new” is based on the Latin language, basically the term “innovation” stands for acting and thinking differently. (Ekman, 2009) Innovation is related to things such as: new ways of fixing problems and solutions, new ideas, new products and new process or new way of thinking. Innovation not only consists of new ideas or products, but innovation has to contribute and benefit to an organization or a company by generating value towards the company and the society as well. Furthermore, according to Cumming (1998), innovation is known as the process of idea generation or as known as “creativity” which is an important force for innovation. The term “creativity” is divergent thinking where innovation is convergent thinking, in other words creativity is to generate ideas and innovations is to put them into action or use. (Gurteen, 1998)

Innovation is perhaps one of the many key factors for an Entrepreneur, innovation has been everywhere around if people only notice them. However, in an Entrepreneur perspective innovation is where Entrepreneur creates new products, new ideas, strategies and methods towards generating profit. For an Entrepreneur innovation can come from four places those are: unexpected occurrences, incongruities, process needs and the market change. (Drucker, 1985) These four sources are the power and driving force for where innovation comes from for an Entrepreneur, organization or a company.
In addition, it is important to know that each of the four sources of innovation can overlap with each other as well. Nonetheless, there are other additional resources such as: \textit{changes in demographic, perception change and new knowledge} (Drucker, 1985) which are also the sources of innovation as well. Furthermore, innovation or to innovate according to Drucker (1985), innovation is both conceptual and perceptual. As a result, innovators must get out and explore the world around them. In this process of exploration they seek out potential users who fit their desires and their needs. Innovators who are successful they use both of their right and left side of their brain, this is to figure what they innovation is as well as to suit the opportunity. Nonetheless, innovation must be simple and focused and innovation should not only do one thing or it will confuse people. Innovation is more of work than genius, innovation insists on knowledge, ingenuity and focus.

It is important to know that in the world of business and Entrepreneur all business start off small. In the world there is no business or Entrepreneur who does not begin from nothing or from small. However, along with new ideas, new products or innovation itself there is no certainty that the Entrepreneur would establish success right away. Innovation does not occur within an instant, although it can be understand as a systematic planned action and management, where the organization, company or Entrepreneur carefully plans on when they would want to launch their new ideas or new products towards the market.

\textbf{3.4.2 Definition of Culture of Innovation}

Culture of Innovation according to Baumgartner (2009), is where the workplace or environment provides and motivates people to create and think creatively. In addition, the facilities or the surroundings also provide creativities where innovation can occur. In order to achieve a culture of innovation there are simply six factors to achieve a culture of innovation those are: \textit{top management buys-in, freedom to make mistakes, rewarding rather than stifling creative thinking, collaboration tools, places and opportunities to talk, access to information, transparency and humor.} (Baumgartner, 2009)

\begin{enumerate}
\item \textbf{Top Management buys-in:} according to Baumgartner (2009), this is where innovation begins at the top of a company or organization. In addition, the person in charge at the top level of the company has to acknowledge innovation.
\item \textbf{Freedom to take action and make mistakes:} this is where in a company or organization there should be the freedom of allowing employees to take action on creative ideas. In addition, where hierocracy or bureaucratic of the company does not have much effect on the employees creativeness. Furthermore, if employees are allowed to have the freedom to take action then there is the tendency of them making a mistake as well. However, for a culture of innovation employees are allowed to make mistakes. As a result, this provides them with the chance of learning from their mistakes and to develop and share their knowledge they have just learned.
\item \textbf{Rewarding rather than stifling creative thinking:} according to Baumgartner (2009), this is where creative ideas are acknowledge and rewarded. In addition, those creative idea generators are also challenged to develop, expand or improve
\end{enumerate}
their idea more. The result, is to turn their great idea into a profitable innovation or idea. (Baumgartner, 2009)

4. Places and Opportunities to talk and to work in isolation: for a culture of innovation to occur employees need somewhere where they can interact, share and develop their knowledge and ideas. However, according to Baumgartner (2009), sometimes employees also need to work alone as well. The result, of this would allow the employee to focus more and to have some time to meditate on his ideas.

5. Access to Information: for a culture of innovation to occur information is one key essential. Employees need to access information such as: data, books, journals and etc., which in turn this would allow them to develop their ideas more.

6. Humor: according to Baumgartner (2009), creativity and humor go together “humor brings together disparate concepts in unusual ways” (Baumgartner, 2009) To add on, this provide employees or those with the creative idea and creative thinkers with sense of fun and relaxation with this attitude or momentum in place they are capable of making their ideas better turning them into better ideas or crazy ideas. (Baumgartner, 2009)

However, a culture of innovation does not happen within an instance it takes time to manage and develop the right culture and innovation to support the company or organization.

3.5 Work Environment

Environment is one of the many important factors which allow innovation to occur and to grow. According to Kelley (2001), the term environment in this case is considered to be the office or working area where people work. People’s behavior and actions change towards the surrounding around them. A workplace provides both the organization and the employees the ability to develop their performance this is achieved by attracting and keeping more workers and innovative workers. (Purdey, 2008)

According to Erlich and Bichard (2008), workspace today are more focused on housing employees with certain expertise, which those people with those expertise are capable of analyzing, creating and acting on information and can take on the task and work under their own idea. While, in the past workspace areas where consider to focus on the repetitive, supervised process driven administrative work. In addition, workspace in the past focuses on over sizing the space area where the number of people or head count grew within. Therefore, a workspace should be designed as a direct respond towards the needs of the employees whether a single employee or as in group in supporting for their work task in the present and in the future. Nonetheless, organization all have differ goals and the way of how a workspace is design are design differently to meet with the goals of the organization.

According to Peterson and Beard (2004), a workspace design is understand in two terms those are: autonomy and interaction. Autonomy, is known as the level of control of what the employees has towards his or her working area. In addition, the more control employees have towards their work the more freedom of choice and more privacy they would want in their workspace. (Peterson and Beard, 2004) While the term interaction, is known as the number of interpersonal communication which is required to use to
accomplish the task of the organization. According to Peterson and Beard (2004), when interaction among workers is improved the workspace must be able to support this change. However, most company’s workspace which supports employee’s interaction and communication is limited. Therefore, with this limitation employees are forced to use the amount of space they have to solve this problem which according to Peterson and Beard (2004), this does not provide a continuous interaction and collaboration. Collaboration or interaction among colleagues is important in today’s work for this reason, this leads towards creativity knowledge work which is a must in interaction in organization. Furthermore, it is also important for employees to also have a place where they can perform their task, think and rest.

When it comes to the design or the layout of a workspace or working area it is mostly recognize as “cubicles.” A cubicle, is consider as a non-verbal communication according to Augustin (2007), this is where people use postures and gestures to encourage or discourage interaction. In addition, an employee’s desk in the cubicle facing the cubicle’s entrance is considered as an encouraging interaction. On the other hand, if the employees desk is facing towards the corner of the cubicle it is consider a discourage interaction. Furthermore, cubicle’s are consider as a solution towards an office open space such as: no privacy, both visual and auditory or from interruptions from other workers in the office. As a result, when a worker faces his or her desk the entrance of the cubicle or the corner of that space according to Augustin (2007), it represents privacy.

However, today’s work environment it is a must that employees are capable of moving around and being flexible, where they can work on their daily task and balance them (Gibson, 2003) According to Gibson (2003), a workspace should be flexible and the workspace is adaptable towards the variety of tasks through it’s use. Therefore, the design and layout of a workspace provides workers with one aspect of flexibility in terms of the physical arrangement. In addition, the workspace should be design in a way where people can re-arrange objects in their workplace to suit their need.

On the contrary, the traditional office design of cubicles of a workplace is not a suitable environment for employees. The traditional office design does not motivate workers, teamwork and communication among employees. According to Gibson (2003), to counter the traditional office design new design of workspace should provide the following flexibility for employees and the organization those are such as:

Provide encouragement of employee’s movement within a workspace with many different work areas along with the use of small individual work spaces with common shared areas.

Encourage communication between workers with the use of conference rooms, break areas or cafeterias as resource centers along with the use of mixed neighborhoods where workers from different fields can share an area. With this type of combination it will help create working relationships through trust and better tolerance for diversity in work and personal styles.
With new workspace ideas which are capable of supporting many variety of tasks and different from the traditional office design idea in the past, where according to Gibson (2003), work was undertaken by individual who were assigned to a desk in a specific location in the workspace, the new working idea provides the best location for working on different tasks. According to Gibson (2003), the new workspace ideas allow employees to move between the environments more to find the right space to do their work.

### 3.6 Product Launch

When it comes to launching a product whether a new product or existing product, companies are looking for the way to launch their product in to the market as soon as possible and to keep their customers loyalty with them. According to Soni and Cohen (2004), there are three important ways to do so those are: **keen understanding of customers needs and competitions, robust product development and launch process and internal preparation.**

1. **Understanding of customers needs and competitions** - in this step it is important to understand the market of the customers which include such as: *who are the target customers, what are the challengers facing customers or how are the needs of these potential customers different?*

According to Soni and Cohen (2004), the way to understand customers need can be done in two ways those are: direct and indirect approach. The direct approach is where the marketers or company assess their customer’s progression and their needs. Consequently, fitting them with their new products or the products they already have. Furthermore, as for the indirect approach according to Soni and Cohen (2004), is done by the aid of customers calling towards the company call center where they express their concerns and problems of the company’s product or what they like and what they want the company to improve on.

According to Soni and Cohen (2004), customer information or an understanding of the market is important for this reason it provides the company an idea on what the customer wants with the product as well as the trend and market.

Furthermore, competitive analysis also provides the company or organization the information of the current and future events such as: *products features, benefits, quality, market and technology by their vendors.* According to Soni and Cohen (2004), this provides the company an opportunity to improve or work on the company’s launch step, which can be divided into different parts as well as stay long side the company’s customers, market and their channel throughout their entire launch step.

2. **Robust product launch process** – according to Soni and Cohen (2004), a robust launch process includes the combination of lessons learned previously, best practices along with technology. As a result, with this combination use properly it will provide the company a even work-flow along the product launch stage.

According to Soni and Cohen (2004), a robust launch process has a described task and duties for the employees to know what they have to do in the different stages of the launch process. In addition, with the combination of the company’s best learned practices...
along the launch process as well. An important feature in this robust launch process is good-old-execution or where the company comes into play along the launch process (Soni and Cohne, 2004) The robust launch process provides the company with important views and with the combination of their experiences and the acceptance of different methods. A robust launch process to make the most out of it, it should be divided into different phases. However, teamwork of all of the different employees in the different stages of the process is important whether internal or external which this would add towards a successful product launch.

To achieve a successful product launch the solution is to use teamwork along the whole phase. Therefore, according to Soni and Cohne (2004), this provides a quick response and contribution of the team members. Another feature is implementation where along the robust launch process stage it provides live problems for team members to figure out a solution. In addition, this provides the team members and the company to notice problems before they occur and to prevent them before launching their product into the market. Nonetheless, the product launch plan should also tackle certain issues which are critical towards a company launching their product such as: the launch goals and strategy or what are needed for a successful launch of the product.

3. Internal preparations – in this stage consists of the preparations of the necessaries documents, pricing, demonstration of the product as well as product testing and good communication.

During this process a review is conducted to see if there are any additional features or issues the company wants to add towards their product and their product launch strategy. According to Soni and Cohen (2004), this provides the company with more understanding towards what their customer wants and allows them make adjustments before moving on. Furthermore, in this stage it is important that the product launch is coordinate with the other part of the process such as: the company’s product development as well as a good communication where all team members and work together as one-simple unit.

According to Soni and Cohen (2004), one of the key importance is in this stage is product testing for this reason, it provides the company with a confirmation of their product if the product ready to be launch into the market or not. In addition, the product testing involves the necessary documents, training and support services before the product is launched. In this stage the necessary features of launching the product will be just the preparations of the documents or how to start pricing the product.

Nonetheless, the product test provides the company with the chance of pushing everything of their product from: the documents, support and service and manufacture. As a result, this provides the company problems or errors in their product and allows the employees to correct them as soon as possible. Furthermore, the product test also provides the chance to prepare and get all the necessaries features needed in time.

According to Soni and Cohen (2004), another internal preparation towards a product launch is communication. Communication is this term is where the company decides on how
the company is going to position and communicate or advertise their product towards their customers.

However, according to Soni and Cohen (2004), there are many ways and features to consider when launching a product this is just part some of the common features when launching a product. Nonetheless, a good product launch must be capable of combining and using all stages and resources alongside each other as much as possible.

This concludes, the literature review of the cultures which I believe will provide the necessary understanding of how to understand the term culture more. In addition, provides a more insight towards how culture can be categorize and broken down. Furthermore, one way to launch a product into the market and how innovation is defined and how innovation occurs as well as how the work space plays a vital role in shaping a company and organization along with the employees. The next section will provide information on the empirical findings of both Ericsson, Sweden and SonyEricsson, Thailand.

4. Empirical Findings

4.1 Ericsson, Sweden Data

Upon the information gather from Ericsson, Sweden and a Software Engineer in Ericsson, Sweden are divided into two categories those are: Ericsson’s product launch strategy and Ericsson’s culture.

1. **Ericsson’s Product Launch Strategy** – according to Ericsson (2010), the company launches all of their products based on a framework known as the “PROPS Framework.” This framework is both developed by Ericsson along with a company known as Semcon, Sweden. The PROPS Framework provides the company with the opportunity of utilizing and incorporating many different strategies, projects and business plans into one single unit. Furthermore this allows the company to adjust or customize their strategy towards their clients and towards a specific business (Semcon, 2008) As a result, the PROPS Framework provides different views towards a project which can be view into four different models those are: **life cycle model, organization model, business perspective and human perspective.**

   *Life Cycle Model* – in this perspective or view provides the company with the change or merging different projects ideas and works in to one unit and to achieve their goal of both their project and company. In addition, under this stage this provides a control towards what they are going to do with their project along with their team members.

   *Organization Model* – with this view it provides a description towards the different roles and job tasks in the project along with who is responsible for what task.

   *Business Perspective* – this perspective provides ways of utilizing their efforts in their company which goes according towards their business goal. This is achieve by the use of focusing on their customers satisfaction and securing value from their project with the use of their resources (Semcon, 2008)
**Human Perspective** – this view allows the company to merge their employees as a single unit in the company. According to Semcon (2008), this is where ideas are shared towards the entire stage along with employee’s teamwork and their attitudes to achieve the goal.

Ericsson, Sweden’s product launch strategy starts from the PROPS Framework which begins either at the Life Cycle Model stage or the Organization Model, depending on the type of product, business and customer the company is handling with. As mentioned previously, the PROPS Framework is design to handle different varieties or tasks. Furthermore, each of the models under the PROPS Framework are divided into different color coding, for this reason this provides employees with an awareness of who is responsible for which task and activities. The different colors are red, blue, yellow and green.

Red – represents the business responsibilities, where in a model of the four PROPS Framework the red color stands for who is responsible for the product or project and it also stands for the business direction where would the business or project head is shown with a red arrow as well.

Blue – stands for the project management functions, which each functions along the PROPS Framework and the four models all use blue to represent the project management functions as well as the project management areas.

Yellow – represents the company’s operative parts of the framework and models as well as employees who are responsible of carrying out the necessary tasks and duties from the managers.

Green – stands for describing the outcome of the project or product as well as targets in each phase of the process is required to be done.

The PROPS Framework along with its models depending on the situation of the business, product and customer, but mostly consist of four phases which all simply start at the stage known as the “Analysis Phase” then towards the “Planning Phase, Execution Phase and Conclusion Phase.”

Analysis Phase – in this phase the employees along with team members will begin the process of analysis the project or product they wish the launch into the market. In addition, information and data about the product, project and market will all be gather here as well.

Planning Phase – in this phase the people involved in the process would start to plan their strategy on how they should launch their product.

Execution Phase – under this phase the product or the project will be monitor by those who are responsible of the task as well as controlling the product as well. In addition, under this phase if there are any problems with the product it will be quickly corrected towards the right specifications and requirements. Furthermore, in this stage when the product has passed its test and inspection and receives its approval the employees in this
stage will hand over the results towards the manager’s in charge of this stage. As a result, they will move on to the next and final stage which is the Conclusion Phase.

Conclusion Phase – is the stage of the product launch strategy, this is where the product from the previous phase is hand over for a final inspection and review. However, if everything is according to plan the product is now ready for launch, if not they some adjustments will be made and after that the project will be closed.

In providing a better understanding towards how the PROPS Framework work, below is an illustration of the PROPS Framework which has been explained above consist of four phases those are: analysis phase, planning phase, execution phase and conclusion phase.

![Figure 1.2 – Semcon’s PROPS Framework](image)

As mentioned previously above, the PROPS Framework begins at the Analysis Phase until the Conclusion Phase from left to right. However, there are additional tasks along the entire framework as well. Above the entire Analysis Phase until the Conclusion Phase or the blue framework is a red framework along with red color stars, the red color box and stars represents the responsibilities of employees who are in charge of which and each tasks of the entire framework and phases. Furthermore, while the Analysis Phase begins so does the preparations of the team and employees who are going to be responsible of the tasks as well as those who will provide the necessary assistance and over look the product throughout each phase and the framework.

While employees or team members also make the necessary preparations for who is to be responsible for what part of the process or which tasks and who is to provide assistance and look after the product, both the two color boxes red and blue go along side-by-side each other throughout the entire phase.
When the process in the Analysis Phase is complete at the very bottom end of the blue box there is a green square, this green square represents the result of the phase and the product as well as the target that the team has to achieve. In addition, the green square overlaps a yellow color box which goes along the entire phase up until the beginning of the “Conclusion Phase.” The yellow color box represents the operation part of the phase as well as the people in charge of the tasks. Based on the figure above all colors of each tasks and duties all coordinate along each other in a single process until the very end of the framework.

However, according to the figure there is also gray color square and star which represents that those process or tasks are synchronized into the phase at the same time and it is a reminder towards the people in charge of the product not to forget or over look that step as well.

2. Ericsson’s Culture – according to Vijaya Krishna Cherukuri who is a Software Engineer in Ericsson, Sweden mentioned there are two kinds of culture in Ericsson, Sweden. First, there is the company’s culture – which is the company's goals and objective where everyone even the company tries to follow. However, there is another culture which is “the internal culture” this internal culture basically is what and how the people in the company work along with the surrounding environment in the company.

According to Vijaya Krishna Cherukuri in Ericsson, Sweden the people they are very stick to time and meetings, it is a must in the company but most of them are semi-formal meetings. In addition, employees in Ericsson, Sweden they are very well-mannered and they are ready to provide assistance towards customers. However, according to Vijaya Krishna Cherukuri the work space of the company for employees is made of closed-cubicles. Furthermore, there is no way of telling who is your superior for this reasons there is not much of employees title of status here. Employees here they just go by their names and they do not act as they are the boss or someone who is higher than you.

Most employees prefer to have separate private workspaces and only a few prefer an open work space. There is really less communication towards employees, everyone just do their work in a very professional manner. If an employee does not know what to do or needs some help towards a problem the guidance system in their work space can solve most of the problem, for this reason the system is fast and amazing and you do not have to wait for this to happen. Finally, every Friday employees in the company would always have a “Fika” (small gathering) just to relax.

4.2 Sony Ericsson, Thailand Data

Upon information of Sony Ericsson, Thailand which is a subsidiary company of Ericsson, the information gather in this section can be divided into two categories those are: Sony Ericsson’s Thailand internal culture and Sony Ericsson’s Thailand product launch strategy.

1. Sony Ericsson, Thailand Internal Culture - according to Mr. Ittipol Pantupongse Product Group Marketing manager of Sony Ericsson, Thailand when it comes to the culture
surrounding Sony Ericsson it is comprise of the following elements those are: no dress code and no cubical environment.

\textbf{a) No Dress Code –} according to an interview with Mr. Ittipol Pantupongse, in Sony Ericsson, Thailand people in the company dress freely almost casual wear, basically they wear whatever they want. However, people still need to know what is to be considered as appropriate or inappropriate or not. This means people need to know that they are still not allow to wear clothing’s that are too much exposure or inappropriate. For instance: in Sony Ericsson, Thailand Men – dress either collar shirts, polo shirts or long sleeves or short sleeves shirts along with jeans and sneakers or leather shoes. In this company freedom is the main choice.

Another example is the Engineer staff in the company, the engineer staff in Sony Ericsson, Thailand they wear the company’s shirt. However, not everyone wears them this all depends on the individual themselves and the rest is casual from jeans and sneakers or sandals.

\textbf{b) No Cubical Environment (freedom and openness) –} according to Mr. Ittipol Pantupongse in Sony Ericsson, Thailand’s’ work space or work area there is no such thing as a “Cubical Workspace.” In this company, the workspace it comprise of an “Open S-Shape Desk” along with some extensions to provide more work space for employees. However, there are no walls, panels or anything to divide an employee from another or each other. People are focus in their work along with a sense or relax and humor fun environment all around.

Along the workstation, if an employee does not know something or is struggling with a certain problem they simply ask the person next to them right away for help without any feeling of being unprofessional. In addition, the person who was asked for help is also willing to help without any thing holding them back as well, for this reason, this is one of the Thai culture where we always try to help our friends, colleague as much as we can with no holding back.

Furthermore, according to Mr. Ittipol Pantupongse there are two meeting rooms here in the company and one boss office room, which all rooms are made up of see through glass walls and doors. The boss’s office room is made up of the same material and structure which is glass see through walls and doors. However, the boss’s office room door would always be open no matter what, for this reason, not only the boss can keep an eye on his or her employees but if there is any help the employees do not understand or cannot handle the boss is right there to help in an instance.

To add on, the door between the lounge and the entrance towards the employee’s office area is also made up of a see through glass door. However, with some film to cover the door for people not to see what goes on in the office, but not much. Nonetheless, the receptionist would always or most of the time keeps the door open. For this reason, if there is a situation where the receptionist cannot handle, he or she and quickly ask someone in the office for some help.
Another aspect towards the company’s no cubical environment is when it comes to meetings, most meetings are done in the two meeting rooms. However, if the rooms are occupied the company’s lounge or reception area would be the meeting point for both clients and employees. According to Mr. Ittipol Pantupongse clients do not even need to enter the meeting room unless it is important or they prefer some privacy. If not then the company’s lounge serves as a meeting spot as well along with a wall displaying Sony Ericsson, Thailand’s products along the way.

This the company’s internal culture of how they work in the company along with their work habits which follows the Thai culture.

2. Sony Ericsson, Product Launch Strategy - according to Mr. Ittipol Pantupongse Product Group Marketing manager of Sony Ericsson, Thailand it is important to understand that SonyEricsson, Thailand is a joint-venture of both Sony and Ericsson Company. However, with this joint-venture SonyEricsson, Thailand in essence is their own brand and company representing the best of both Sony and Ericsson has to offer. Nonetheless, when it comes to the company’s product launch strategy there is no fix or concrete plan or model as Ericsson’s, Sweden PROPS Model.

However, the company’s has what the company calls as “the company’s portfolio “which under this portfolio contains different models of products which the company receives from their main headquarters or orders them. This is done through the company’s forecast and their consumer demand in the market of what the Thai consumers want or what they might have an interest in.

According to Mr. Ittipol Pantupongse, the next step is the company will start to forecast or predict towards how they should provide their distributors with the models of products. Which this is all based on the Thai consumer demand and what SonyEricsson or both company have as for their current model of products. In Sony Ericsson, Thailand, during this entire process not only the marketing department does all the work, but they will do it along with every other department in the company simultaneously to achieve their target or goal. Upon further information from Sony Ericsson Thailand, the distributors of the company to some extend they are capable of managing their own marketing campaign or PR.

However, if those who are not capable of doing so or lack in some areas Sony Ericsson Thailand, would provide them with the assistance they need for this reason, according to Mr. Ittipol Pantupongse, it is in our culture and nature as Thai people to help those who are in need of help and our friends. Nonetheless, this provides the distributors with support and provides the company more channels to access in the market as well.

Mr. Ittipol Pantupongse, also added on that unlike Ericsson, Sweden when it comes to a product launch in Sweden it is done as a project. The project is where the company divides the work early in different stages and everyone has his or her specific task with less co-existence. Finally, the company sends their products to the operator or the distributor where the operator themselves are the ones who select what products should be sold for consumers along the making their own marketing strategy, PR and their distribution is all done on their own by the operator. As a result, there is not much variety of products in the
market when comparing to Thailand. In Thailand, the distributors do not make the selection of the products, this is done through Sony Ericsson, Thailand themselves where they based their judgment on the Thai consumer demand of what the consumer want of might be interest in.

As a result, this ends the empirical findings of both Ericsson, Sweden and Sony Ericsson, Thailand for this part. In which, the information gather provides an insight towards what and how the company considers and view as their cultures. In addition, the information gather also demonstrates how both company manage to handle their different culture as they both do they work. The next part of this Thesis will provide the reader with an analysis towards how the culture of each company influences the companies management when innovation occurs.

5. Analysis & Discussion

In terms of the important cultures which plays a part in the influence and decision making of the managers of Ericsson Headquarters and it’s subsidiary, in my opinion they consists of 8 types of culture which are: Swedish national culture, managerial culture, communication, Thai social system and values, Family, culture elements, culture characteristics, work environment

5.1 The effect of Swedish Cultures

The Swedish national, managerial and communication cultures these three play an important role in the decision making of the manager for this reason, first, the Swedish national culture provides both the manager and employees with the simple and most easy way of working and handling any situation. According to Tixer (1996), Swedish people they do not make themselves standout from others, they stay as a shadow as well as being modest. Furthermore, Swedish people are consider as a simple type of people, according to Tixer (1996), Swedish people love simplicity and they are efficient without the need of big display and noiseless. Secondly, the Swedish managerial culture provides both the manager and employees a easy, simple and transparent with relations in business (Tixier, 1996) This provides them with a atmosphere of good communication and information.

As a result, these two culture influence can been seen in Ericsson’s Sweden product launch strategy, where the company’s launch process is simple and provides a good link between workers of each department along with the managers and those who are in charge of the project. In addition, this type of behavior also goes the same towards a product launch process where according to Soni and Cohne (2004), in achieving a successful product launch one of the many key importance’s is teamwork. According to Soni and Cohne (2004), this provides the fast respond and participation from team members towards the product launch stage.

Finally, the Swedish communication also provides an important decision making as well it allows the company to progress towards their work at a quick speed with little interruption and maintaining their professionalism as well for this reason, according to Tixier (1996), when it comes to having a conversation in a work place there is very little spend on
a conversation or being social while working. In addition, they prefer to solve problems as simple as possible which this can be seen in Ericsson’s Sweden company’s internal culture, based on Vijaya Krishna Cherukuri, (Personal communication, 24 May 2010) there is less communication among employees in the office and workspace. Employees just do their work in a professional manner and if problems occur employees can used the computer guidance system in their workspace to solve most of the problem for them for this reason, the program is fast and great there is no need to wait for anything to happen. As a result, this can be seen from the company’s product launch strategy where it provides the combination of the influencing cultures along with employees performing their task in the company’s product launch strategy, where it is simple and quick to accomplish.

5.2 The effect of Thai Cultures

As for the Ericsson’s subsidiary company in Thailand SonyEricsson, there are two cultures which influence the managers decision making those are: the Thai social system and values and the Thai Family culture. First, for the Thai social system and values they influence the manager’s decision where it is not only about doing business or achieving the company’s goal. However, it is must to provide assistance towards those who are in need of help no matter who they are as much as possible. According to Mahidol (2002), one of the three values Thai people uphold is compassion, which this value is noticeable throughout the Thai Social system where Thai people they provide compassion towards their families, friends and they provide hospitality towards strangers as well.

As a result, according to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010), this can been seen towards the way the company manages their product launch where, if their customers are not capable of working in some areas they would provide them with the assistance they need for this reason, it is in their nature as Thai people to help those who are in need of help and their friends. Furthermore, this value can also be seen in the way the employees in SonyEricsson, Thailand perform their task and work where according to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010), if an employee is having problem with something they would simple provide them with aid right away without any feeling of being unprofessional and without anything holding them back.

The second culture which influences the decision making of managers in SonyEricsson, Thailand is the Thai Family culture. According to Mahidol (2002), the connection between family members in a Thai society provides responsibility and the codes of behavior for children at a young age. In addition, when they mature they would take care of their parents who are older with no regrets for this reason, those parents are the one who provided them with the knowledge, responsibility and code of behavior and it is their duty, believe and responsibly to take care of them. This behavior is very much similar towards the Thai social system and values, which one of them is compassion. As a result, this influence can be seen throughout SonyEricsson’s, Thailand internal culture according to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010), in the workspace of the company if an employee is having problem with a certain task the person beside them would just provide them with assistance right away.
Those are the important cultures which I believe play a part in the influence and decision making of the managers of both Ericsson, Sweden and SonyEricsson, Thailand. However, in my opinion there are also other cultures besides the traditional belief culture and their internal culture in the company. In my opinion, I mean the culture elements, elements, culture characteristics and the work environment also play a role in the influence and decision making of managers in both companies.

5.3 The effect of Culture Elements

To start off, the culture elements which I argue play a role on the influence and decisions making of managers in both companies are: individualism and collectivism. In terms of individualism and collectivism this influence and takes part on the decision making of managers in both companies for this reason according to Morden (1995), this is where people either stay in groups with the same or similar common interest or they stay alone. In addition, according to Schein (2004), those with the same common interest of beliefs and goals would communicate with each other and create a shared value or idea, which they will try to influence their way of thinking and beliefs towards others.

As a result, this can be seen throughout Ericsson, Sweden’s internal culture where employees according to Vijaya Krishna Cherukuri, (Personal communication, 24 May 2010) they work mostly as individuals for this reason, their workspace is made of a closed-cubicle and employees most of them prefer to have separate private workspace.

As a result, this provides an effect towards the entire company where others would work in the same manner, where most people stay in their private closed-cubicle and not much interaction or conversation towards colleagues. In addition, this can also be seen towards the company’s product launch strategy as well where according to Semcon (2008), the product launch strategy does work along each other however it is divided into projects and is layout specifically who is in charge of which task and part. According to Soni and Cohne (2004) a strong product launch must have a description of the tasks and duties for employees to know who is responsible for which task and what to do in each stage of the launch process (Soni and Cohne, 2004) Therefore, the company’s product launch strategy display this culture influence as well as in the company’s internal culture as well.

On the contrary, in SonyEricsson, Thailand it is the opposite of Ericsson, Sweden where in SonyEricsson, Thailand according to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010), employees here mostly work as a collective group. For this reason, the company’s workspace layout is not made of cubicles or closed-cubicles. However, the workspace is made of an open S shape desk along with extension desks which provides employees more workspace.

As a result, this provides employees a relax feeling, humor and fun working environment. Furthermore, people can have a conversation with each other free of will and an openness feeling towards any situation. Furthermore, another aspect of this can be seen through the company’s product launch strategy as well where according to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010) not only one department does all the work, but every department will work along each other simultaneously to accomplish the
company’s goal. In addition, the company’s product launch strategy is not as a project unlike Ericsson, Sweden as well.

5.4 The effect of Culture Characteristics

Second, to add on towards the other culture influence which I argue take part on effecting the decision making of managers of both companies are the culture characteristics such as: sense of self and space, values and norms and work habits and practices. To begin, sense of self and space is one of the culture characteristics I mean influence the decision making of managers of both companies, for this reason according to Harris (2004), this is where the employee or the team acts either independence or interdependence from others of the space of individual and groups.

As a result, for Ericsson, Sweden the internal culture of the company shows employees working independence from each other according to Vijaya Krishna Cherukuri, (Personal communication, 24 May 2010) employees prefer to work in separate private workspace which is made of closed-cubicles. In addition, there is little communication between employees everyone does their task and work in a professional manner.

However, for Sony Ericsson, Thailand employee and employees prefer to work interdependence towards each other. Consequently, this is noticeable through both the company’s internal culture and product launch strategy. According to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010), employees will provide assistance towards each other with to any feeling of being unprofessional, for this reason it is a Thai culture where they always help friends, colleagues and others as much as they can with nothing holding them back. In addition, the company’s workspace layout also provides them the possibility of working interdependence with others. For this reason based on Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010), the company’s workspace is made of a non-cubical workspace. As a result, this provides employees with the opportunity of freedom, relax and can have fun in the workspace as well as provide the person besides them assistance and have a conversation as they want with no restriction.

In addition, the company’s product launch strategy also displays how employees in Sony Ericsson, Thailand work interdependence as well. For this reason according to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010), the product launch of the company not one department does all the work, but every department will work along each other simultaneously to accomplish the company’s goal. As a result, instead of a division of who is in charge of what task, with the combination of working along together and assisting each other this provides a more harmonious way of working.

Second, in my opinion values and norms also contribute towards the decision making of managers of both companies as well. According to Harris (2004), this is considered as what each culture, country and people up hold in their own culture. As a result, in Ericsson, Sweden the company upholds not only its national, managerial and communication culture. However, they also uphold their internal company culture such as: individualism and sense
of and space as well. As for SonyEricsson, Thailand the same application goes for the company as well where the culture of Thai social system and values, Thai Family contribute towards the decision making of managers as well. In addition, internal culture and culture elements as: individualism and collectivism along with culture elements as: sense of self and space also influence the managers on their decision making.

As a result, the cultures that they uphold reflects towards their work performance in the company, environment as well as the way the company manages their product launch can be seen as values or beliefs of the company, for this reason according to Schein (2004), goals, values, beliefs and the way people think or how they think they should perform are the foundation of culture. To add on, people with the same ideas and beliefs would try to inflict what they uphold towards those with the same beliefs as them as well as others who do not. As a result, those with the same believes would change their way of thinking into “shared” value or ideas (Schein, 2004) therefore, with the shared values or ideas in the mind of employees in a company they would pass this knowledge on towards others where everyone can understand and follow the same goals and believes. In my opinion this is how the culture characteristics of values and norms influence the manager’s decision making.

Last, is the culture characteristic of work habits and practices which is another culture influence on the decision of managers of both companies. According to Harris (2004), work habits and practices is where the job people in different cultures do as well as is there a dominant type of work, division of work or how do people organize themselves for work such as: individual, in teams or there is a present of hierarchy around. As a result, in Ericsson, Sweden the work habits of the company can be seen into two areas those are: the internal culture of the company and the company’s product launch strategy. To begin, the company’s internal culture according to Vijaya Krishna Cherukuri, (Personal communication, 24 May 2010) shows the majority of employees in the company prefer to have a separate private workspace. In addition, according to Vijaya Krishna Cherukuri, (Personal communication, 24 May 2010) when it comes to working in the company there is little communication between colleagues, employees they just do their work in a very professional way.

As a result, this shows that employees prefer to work alone or individually. Secondly, according to Semcon (2008), the company’s product launch process under the PROPS Framework, the Framework is divided into different colors systems for this reason, it provides employees with an awareness of who is in charge for the tasks and activities along the process. Therefore, the company’s product launch process has a division of who is responsible of which task. In addition, this work habit follows according to Soni and Cohn (2004), where a good product launch must describe the task and duties for employees to know what they have to do in the different stages of the launch process.

While for SonyEricsson, Thailand the work habits and practices can be seen in two areas as well those are: the company’s internal culture and the company’s product launch strategy. First the company’s internal culture shows that employees work in teams or they co-exists together which according to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010), for the company’s internal culture an employee who is having a problem with
something the colleague beside that employee will aid them right away. In addition, the company’s product launch process shows how employees all work along as a team together for this reason, according to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010) during the entire product launch process not one department works on a task along, but they will work along with every other department simultaneously to accomplish the task and goal.

Therefore, the culture characteristics of self and space, values and norms and work habits and practices influences of the decision making of managers for two reasons those are: a good flexible product launch strategy and shared values. In terms of a good flexible product launch strategy according to Soni and Cohne (2004), a good product launch strategy must provide employees of knowing who is responsible of which task in the process. In addition, the process should be divided into different phases as well as considering teamwork of all the employees in every different stage which will create a successful product launch. In addition, with this knowledge and corporation of colleagues working together to achieve a task this is consider as a shared idea or value, for this reason according to Schein (2004), people with the same believes and ideas would communicate and pass on their vision towards others which becomes a shared value or idea. As a result, with this idea along the company this would lead towards the same goals and beliefs, where individuals or team members try to achieve the same common interest for themselves or for the company (Schein, 2004), this is my believe on what cultures influence the decision making of managers in both companies.

However, upon gathering information and analyzing I found much of both companies cultures revolves or go around the company’s work environment as well. When it comes to both the company’s cultures and internal cultures such as: the culture elements of individualism and collectivism and culture characteristics as: sense of self and space and work habits and practices, all have the workspace or the work environment as a factor in influencing how employees or an employee should perform his or her duties in the company as well as the decision making of managers.

5.5 The effect of the Work Environment

In the analysis of both companies there are two types of workspace those are: cubicle and non-cubicle. First, in Ericsson, Sweden the workspace is a cubicle workspace according to Vijaya Krishna Cherukuri, (Personal communication, 24 May 2010) employees work in separate private workspace which is made of closed-cubicles. As a result, this provides less communication between employees for this reason as well as everyone focusing on their work in a very professional way. To continue, for the workspace in SonyEricsson, Thailand the workspace is non-cubicle environment according to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010) the workspace in the company is made of an “Open S-Shape Desk” along with some extensions along the desk, which provides more work space for workers. Furthermore, there are no walls, panels or any separation between employees. As a result, this provides employees with freedom, openness a feeling of relaxation along with humor and fun environment. In addition, this allows a good interaction between employees where workers can both communicate freely.
towards each other and help each other without any restrictions and without any feeling of being unprofessional.

In my opinion the workspace or the environment around employees contributes towards the decision making of managers in both companies for this reason, according to Kelley (2001), people behave and act differently towards the surrounding around them. As a result, this provides the company and employees the ability to develop their performance (Purdey, 2008) To add on, the workplace or environment according to Baumgartner (2009), provides and motivates people to create and think creatively. As a result, the surrounding environment should provide or be design as a direct respond towards the workers needs whether a single employee or in groups to support their duties in the present and future. When it comes to the layout of the workspace it is mostly design as a cubicle workspace according to Augustin (2007), a cubicle workspace is known as a non-verbal communication, where people use postures and gestures to encourage or discourage interaction. In addition, a cubicle workspace is consider as a traditional workspace according to Gibson (2003), the traditional office design of a cubicle workspace is not the right environment for workers for this reason, this type of workspace does not motivate employees, teamwork and communication between workers and colleagues.

As a result, this can be seen through Ericsson, Sweden workspace where according to Vijaya Krishna Cherukuri, (Personal communication, 24 May 2010) the workspace in the company is made of closed-cubicles where there is little communication between workers and employees mostly focus on their work in a professional way.

However, the workspace today according to Gibson (2003), it is a necessity for employees to be able to move around, be flexible and a place where they can work on their daily task and balance them. As a result, with the right workspace layout this will provide employees the capability of flexibility and they can re-arrange objects in their workspace to fit their needs. According to Gibson (2003), is one way to defy the traditional office workspace design. Nonetheless, the new workspace should provide more than flexibility as well. This type of workspace can be seen in SonyEricsson, Thailand’s workspace where according to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010) the workspace of the company is made of an “Open S-Shape Desk” along with extensions along the desk, which provides more work space for workers. Along this workspace there are no walls, panels or any separation between employees. Therefore, this provides employees with freedom, openness a feeling of relaxation along with humor and fun environment.

In addition, according to Gibson (2003), the new workspace must provide support for the workers movement within a workspace and should encourage communication among colleagues such as the use of mixed areas where employees in different areas can share their ideas for this reason, this combination will establish good working relationships base on trust and better tolerance for diversity in the workspace. Furthermore, this will provide employees the right movement in their workspace and the right space to do their tasks.

As a result, this is my believe towards how the workspace influence both the decision making of managers and their employees, perhaps with the right workspace much workers would be able to work and think better. However, both companies have different cultures,
duties, goals and way of performing their tasks according to Erlich and Bichard (2008), the
way of how a workspace is design are design differently to meet with the objective of the
companies.

Therefore, as mentioned along in part of the thesis for both companies the culture
both companies uphold and the work environment take part on influencing the management
making decision making. However, as for when innovation occurs it is my believe that the
cultures both companies uphold do not take part when innovation occurs for this reason,
according to Cumming (1998), innovation is a process of idea generation which involves
creativity. Creativity is a force for creating innovation or to make them happen. In addition,
for innovation to occur the individual must explore the surrounding around them and
innovation is more of work which according to Drucker (1985), it is incorporated with
knowledge, ingenuity and focus. As a result the following illustration will provide a better
understanding towards the cultures and work environment how they influence the
management decision making.
Figure 1.3 – Culture influences

The result of the culture influencing on the management decision making of both companies shows what cultures take part in influencing the decision making of both companies. In addition, the cultures I believe to influence both companies do not have an impact when innovation occurs. Furthermore, the outcome of the culture influences provides two different product launch strategies for both companies. First is the Swedish or Ericsson
product launch where according to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010) the product launch of the company they send their products to the operator or the distributor. The distributor will select what products will be sold for the consumer with making their own marketing strategy as well.

While for Thailand of SonyEricsson, Thailand the company’s product launch strategy is where according to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010) the company will forecast which models or products they should provide their distributors, which it is based on the Thai consumer demand of the market. According to Soni and Cohne (2004), a good product launch should focus on the understanding the customers needs and their competitors, for this reason customer information or knowing the market provides the company an idea of what their consumers want as well as the current trend and market. In addition, every department will work together to achieve the goal, they would all work simultaneously together. As a result, not only the company manages most of the product launch, but they also help out their distributors as well.

5.6 Personal Opinion

On a personal opinion while gathering information and analyzing this Thesis many of the culture differences of both companies do overlap towards each other and seem to provide an understanding and influence towards the manager and company’s decision and what influence each company and how they are different from each other. Nonetheless, I believe the greatest difference which determines how both companies acts or performs differently from each other or what influences them the most is the company’s workspace layout. As mentioned previously in this Thesis both companies have a very different workspace layout, one is a “closed-cubicle” workspace which is Ericsson, Sweden and the other one is an “Open S-Shape Desk”, which is SonyEricsson, Thailand.

According to Prudey (2008), the workspace gives the company and their workers the ability to develop their performance. Furthermore, according to Peterson and Beard (2004), in today’s workspace collaboration or interaction among workers is an important factor, for this reason interaction among employees generates creativity knowledge work which is an essential in interaction in the company or organization. In addition, the workspace or work environment in today’s world is required that workers are capable of moving around and being flexible which they can work on their daily task and balance them (Gibson, 2003) While in the case of Ericsson, Sweden where the company workspace is made of “cubicles” according to Augustin (2007), the cubicle layout of a workspace is known as a “non-verbal communication” where workers in this workspace use postures and gestures to generate or not create interaction. In addition, a “cubicle” workspace is also consider as non-suitable environment for workers for this reason, this does not motivate workers, provide teamwork and communication among workers (Gibson, 2003) Furthermore, this type of workspace also provides an un-continuous interaction and collaboration among workers which can be seen in the case of Ericsson, Sweden’s workspace where according to Vijaya Krishna Cherukuri, (Personal communication, 24 May 2010) the company workspace is made of a “closed-cubicle” and there is really less communication towards employees, all workers they perform
their tasks in a very professional manner. Furthermore, there is no way of telling who is your superior and they do not act as the boss or someone who is higher than you.

As a result, in the work environment of Ericsson, Sweden I found it is nice to have a private close personal space for working. However, there is really less interaction among workers which according to Peterson and Beard (2004), communication and collaboration towards employees is important in the work environment today for this reason, interaction and collaboration generates creativity knowledge work which is an important factor in interaction in the company and organization. In addition, a workspace according to Gibson (2003) should be a place where employees are flexible and the workspace is adaptable towards many different tasks.

On the contrary, for SonyEricsson, Sweden the workspace is made of an “Open S-Shape Desk” according to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010) where unlike the typical “cubicle” workspace the “Open S-Shape Desk” offer workers with a sense of flexibility, relaxation and fun humor environment. Furthermore, this provides and generates interaction and collaboration among employees, for this reason with no walls and panels acting as a divider between employees, workers can communicate with each other freely. According to Mr. Ittipol Pantupongse, (Personal communication, 24 May 2010) workers can ask one another of certain problems without any feeling of being unprofessional, which unlike the workspace in Ericsson, Sweden this work environment does not occur.

As a result, the workspace in SonyEricsson, Thailand provides both the interaction and collaboration which according to Peterson and Beard (2004), is an essential factor in the workspace today for this reason, it provides workers a way to create creativity knowledge and also provides workers a place they can do and perform their tasks and develop as well. Therefore, I see the workspace as a “hub” where it is the center-piece where all tasks and cultures meet and influence or provide changes and differences towards employees and the company or organization. In which according to Gibson (2003), the modern workspace should provide, flexibility, encouragement, encourage communication and interaction among workers. In addition, the workspace can be use as a conference room of break areas, which this will provide employees with better interaction and collaboration among workers and the company.

However, not all companies have the luxury to have the amount of free-space for their employees to have the interaction and communication the company wants. Adding on, companies mostly have limited space and employees have to adjust themselves towards the different workspace along with the company goal towards what they want their company or organization to be like. According to Erlich and Bichard (2008), a workspace should be designed as a direct respond towards the needs of the workers in the company. However, organizations all have different goals and the way of a how their workspace should be design to meet with their company goal. Nonetheless, it is in my opinion to keep in mind that the workspace is the center-piece of the company where all duties, interaction and collaboration and cultures occur here and they play an important role on shaping the company. In addition, it is also important to understand that with the right suitable
workspace for employees will improve both the company’s performance and workers performance as well.

6. Conclusion:

In retrospect, culture is a force that influences the management decision making of any company. However, culture has many aspects towards it, a culture in one company or organization is not the same in another company. Nonetheless, culture influences employee’s judgment and the way they perform their work. As a result, with culture driving them towards their daily lives what a company or an individual does in their work represent the culture of their heritage and their company. However, it is important to keep in mind that culture takes a long time to occur or develop according to Scarborough (1998), there are many factors which allow people to create their own identity and provide meaning towards their live and define how they should act. In many ways many of the employees performance and their culture do overlap. Nonetheless, culture is consider as the root of the tree which it describes the company culture which each root of the tree consists of the values and believe they uphold however, it is also the foundation of the company as well, which without a foundation the branch of the tree would not be able to stand firm and fall (Ekvall, 2008)

However, the work environment is also an important force that influences the management decision making of both companies as well. The work environment or the working space of an organization according to Gibson (2003) the workspace layout should provide employees with flexibility along with encouragement where they can move freely, encourage communication among workers as well as motivation. In comparison, the case of Ericsson, Sweden the work environment is comprise of “a cubicle” workspace which there is little communication among colleagues. In addition, everyone acting in a very professional way, this work environment provides not only a professional way of behavior, but also provides employees as place to do their work in an isolate place. According to Baumgartner (2009), this allows employees to focus more and give them time to re-think on their ideas.

While, SonyEricsson, Thailand the work environment is comprise of a “non-cubicle” this provides freedom of movement, interaction among workers and motivation as well. However, most important of all this provide workers to help each other out without anything holding them back and no need to behave professional. In a sense, this type of “non-cubicle” work environment in SonyEricsson, Thailand does seem to provide more freedom according to Baumgartner (2009), the workplace should provide and motivate workers to create and think creatively. As a result, this allows employees to take actions on their won and these provide them with the opportunity of learning from their mistakes and develop as well as share their knowledge towards others (Baumgartner, 2009)

With the combination of “culture” and “work environment” of both countries as their backbone driving them into their daily work, the result are two different management decision making and product launch. However, both culture and work environment do not trigger innovation, for this reason according to Cumming (1998), it is the process of idea
generation “creativity” which is divergent thinking while innovation is convergent thinking. In addition, innovation is things as: new ways of fixing problems or new processes or new ways of thinking. Furthermore, innovation or to innovate according to Drucker (1985), innovators must explore the world around them, they cannot sit in their room all the time. Both companies, the culture and work environment which influences their decision making does not make innovation to occur. Therefore, a culture which one company along with the company’s product launch would not be the same as their subsidiary. The culture differences and the backbone of the subsidiary company would provide the company with a different outcome than their headquarter company.
7. References:

7.1 Articles:


7.2 Literatures:


### 7.3 Websites:


8. Appendix

Appendix 1: Email Correspondences

Appendix 1.1: Ericsson, Sweden and SonyEricsson, Thailand E-mail correspondences.

1. (Ericsson, Sweden)

Chowchuvech, P., pornpratarnc@gmail.com, 2010. Require Some Assistance Please [E-mail] Message to WIH Gold (asq.us@ericsson.com). Sent 21 May 2010, 03.15. [Accessed 22 May 2010]

(Message 1 – 21 May 2010):

To: asq.us@ericsson.com

Date: Fri, May 21, 2010 at 3.15 PM

Subject: Require Some Assistance Please

To whom it may concern,

This is Pornpratarn Chowchuvech (Paul) a Double-Master Degree student at Rangsit University, Thailand in taking course of Innovation & Entrepreneurship. Currently in Sweden to continue the other half of my double master degree at Malardalen University in Vaesterås. I require some assistance from you please.

Currently, I am working on my Thesis about Ericsson Company, Sweden and I would like ask a question to the people at Ericsson.

My question to you is "Could you please tell me the process of the company's product launch?" ..

Basically, if you can tell me a description on how Ericsson goes through the process of launching a new product or product I would really appreciate it.

In addition, if you could also please provide a name of the person I am in contact with and job title if possible so I can use it as a reference for my Thesis.

That is all I have to ask.

Thank You,

Pornpratarn C.

(Message 2 – 22 May 2010):
Dear PORNPRATARN CHOWCHUVECH,

This is the answer to the question that you submitted to Ericsson.com page, we hope that it is to your satisfaction.

Ericsson does all project work according to the PROPS model. All our products and solutions are "made" by that from start. Please see the following link for more information regarding PROPS: http://www.semcon.se/spm/index_en.asp?cust=

Sorry, but we can't give you any names or other information regarding our employees. This is due to our company security policy.

Semcon has developed the PROPS or PROPS-C model, so we suggest that you contact them directly and get your reference there. Please mail: props@semcon.se

Thank you for contacting Ericsson.

Best regards
Ericsson.com Support

2. (SonyEricsson, Thailand)

Chowchuvech, P., pornpratarnc@gmail.com, 2010. Require Some Assistance Please [E-mail] Message to SE Support (sesupport@live.com) & SE Activity (se.activity@gmail.com). Sent 23 May 2010, 11:02. [Accessed 14 June 2010]

(Message 1 – 23 May 2010):

To: sesupport@live.com, se.activity@gmail.com

Date: Fri, May 21, 2010 at 3.15 PM

Subject: Require Some Assistance Please
To whom it may concern,

This is Pornpratarn Chowchuvech a Double-Master Degree student at Rangsit University, Thailand in taking course of Innovation & Entrepreneurship. Currently in Sweden to continue the other half of my double master degree at Malardalen University in Vaesterås. I require some assistance from you please.

Currently, I am working on my Thesis about Ericsson Company, Sweden and Sony Ericsson, Thailand and I would like ask two questions to the people at Sony Ericsson Thailand. My questions to you are:

1. Could you please tell me the process of the company's product launch?
2. What is the work culture environment of Sony Ericsson, Thailand like?

For question 1 - basically, you can give me a description on how Sony Ericsson, Thailand goes through the process of launching a new product. As for Ericsson, Sweden I already know that the company's product launch strategy is based on "PROPS Model Strategy" which is developed by both Ericsson and Semcon. However, for Sony Ericsson, Thailand I would like to know more about this matter.

For question 2 - I would like to gather more information on Sony Ericsson, Thailand work culture environment. For example, in Ericsson, Sweden employees all work alone in their own space with no contact with other workers because Ericsson's computer can answer and do most of the work. As a result, I would like to know more of how people in Sony Ericsson, Thailand all work in their environment.

That is all I have to ask, if there is anything you do not understand please contact me at this email address or call me at 081-932-1099 (This is my Thai Mobile number, it also works in Sweden as well)

Thank You,
Pornpratarn C.

(Message 2 – 14 June 2010):

From: Pantupongse, Ittipol <Ittipol.Pantupongse@sonyericsson.com>
To: “Pornpratarnc@gmail.com” <Pornpratarnc@gmail.com>
Dear K Pornpratarn,

Would it be possible to call us krub? Please also propose the date & time, I will try to arrange the time krub.

Thanks,

Ittipol Pantupongse

Product Group Marketing Manager
Marketing Department

Sony Ericsson
Mobile Communications
Tel: +66(0) 22997872
Mobile: +66(0) 8 98948077

www.sonyericsson.com

Appendix 2: Ericsson, Sweden additional data - E-mail correspondences with Vijaya Krishna Cherukuri (Software Engineering at Ericsson, Sweden)

Chowchuvech, P., pornpratarnc@gmail.com, 2010. Require Some Assistance Please [E-mail] Message to Vijaya Krishna Cherukuri (vci09002@student.mdh.se). Sent 21 May 2010, 05.11. [Accessed 22 May 2010]

(Message 1 – 23 May 2010)

To: vci09002@student.mdh.se
Date: Sun, May 23, 2010 at 5.51 PM

Subject: Paul here

Hey Vijay its me Paul the Thai guy from Sten Ekman’s class the other day.

I was wondering of you could provide me with some information towards Ericsson, Sweden since you work there. I was wondering if you could provide me with some information of Ericssons – Internal Culture, like: what you know of it .. because I have not yet found much about that for the company.

The company’s culture I already have that, but with your insight of the internal culture it would be very much of use for me.

Thank You,

Paul

(Message 2 – 24 May 2010):

From: vci09002@student.mdh.se

To: pch09001@student.mdh.se

CC: pornpratarnc@gmail.com

Date: Mon, May 24, 2010 at 5:11 PM

Subject: Re: Paul here

Mailed-by: student.mdh.se

Hey Paul,

Sorry for the delay, I was busy with my thesis report.

I don’t have much experience about the inside culture here, but I can give you a comparison between the culture here and India.

People here in Sweden stick to time and meetings are most of the times semi-formal. They are very courteous and ready to help. They will have fika (small gathering) every Friday and relax. They have closed-cubicle culture, by mean most of them prefer to have spate private workspace. Only few prefer to be in open spaces. Their guidance is amazing and the system is so fast they you don’t have to wait much for things to happen.
There is no much of hierarchy in the company as well, you wont be able to tell who is your superior or who is higher than you.

I am not sure to what extend this information will help you. If you have any other similar queries please do feel free to ask :)

Regards,

Vijay

Appendix 3: Reflection Diary

After the first class with Professor Erik Lindhult who is my advisor for my Thesis I started to ponder towards what should be my interest in doing my Thesis. The professor gave me a very important advice for the Thesis that is "do what you like or what you are interest in." As a result, on the way back towards Vasteras on the bus and until the way home I started on thinking about my interests those are:

1. Art & Anime (Japanese Anime)
2. Art & Design
3. Music
4. Technology & Computer
5. MP3 Players
6. Headphones for MP3 Players
7. Touch Screen Technology

At that time those were the idea I managed to generate and suddenly I realized that I always listen to music and carry my iPod Touch everywhere I go along with my headphone, so why not make my Thesis about "a new design of headphones which can play MP3 files or music within the headphone itself?"

The idea just came so fast to where at first I my target was just to design a headphone that can simply play and listen to music. However, the most time I ponder towards it I realized that there is more for the market of my product to sell for consumers if I wanted to sell it to them. As a result, I managed to figure out the opportunities or markets for my product from: an MP3 Player, a headphone MP3 Player, clothing accessory, fashion accessory or a new technology.

The ideas just came to my mind so fast, but I was also lucky to had a chat online with one of my old-friend at home in Thailand about this Thesis topic of mine and what product I was going to propose. Suddenly, me and my friend spend an amount of time talking and combining our ideas together. As a result, I decided on to go with the headphone MP3 Player as my Thesis topic. However, with an addition idea from my friend who I chat with in Thailand saying "the idea is great, but the control buttons for people to operate the MP3 Player cannot be on the earphones because the user cannot see the controls, I suggest you
turn it into a “Scoutter” just like the ones from the Japanese Anime Dragonball Z with a view screen in front of the eyes and a touch screen visible in front as well.”

Basically, our ideas work great together and on the next I planned to call my professor advisor and tell him my topic for my Thesis. On the next day I inform the Professor about my topic for my thesis since I am doing it alone and he sounded so excited and inspire about it. As a result, he provided me with advices from: going to the university’s IDEA lab – where they can help make your product into a prototype. I was so excited to start on my Thesis because it was something that I really wanted to do and it was much in my area of interest.

However, after talking with the Professor on the phone and he gave me the green-light (as in pass) to go with my Thesis topic I suddenly had a call from one of my colleague in the Thesis class saying “if I wanted to do the Thesis together or not?”

I took a moment to think about it and if I had to do my Thesis with someone it would save me a lot of work and time. However, my colleague had no passion or interest in design and arts at all, my colleague had an interest towards culture. Therefore, my colleague did not wanted to merge our ideas together because it is not an interest for my colleague. As a result, I did not have a problem with any topic really as long as the work is done on both sides I am ok with it, so I decided to go along with my colleague of choice which is culture.

Basically, I decided to do my Thesis work with my colleague as for my original topic for my Thesis was at that time officially out of the questions because my colleague had no interest in design and arts. However, I am adaptable as long as the work gets done I am ok with anything. As time progress along, I found it hard to understand what constitutes as culture or even how to define it. In addition, the most important of all is where to start?

During the process of doing this Thesis some of the material was easy to handle, but the hardest part was the culture aspect itself along with the time to interview the companies. However, as I went through the Thesis I find it more confusing and seem like I was losing track. In addition, problems occurred with my colleague therefore, we had to spate our ways. Basically, I ended up doing this Thesis one my own. I honestly, felt really angry about the matter for that reason, if I knew it was going to be like this I could have stick towards something I really had an appreciation for in the start. Nonetheless, time to change topic was already running out and most important of all I came this far, so I had to continue and finish the Thesis.

However, when I had to do this Thesis on my own which was still the same topic, but had a change in the target subsidiary company. As a result, I managed to understand more of what could be constitute as culture and what are the elements along them which people could identify culture. Most of them are the common things which can be understand by everyone such as: values, common goals. However, by luck with searching I was lucky to stumble upon articles and books which not only provided an insight towards the aspect of culture, but it also break down the culture aspect as well. The article that I found on that moment was “Success in the European Union depends upon culture and business” written
by Harris (2004). The article was what I was looking for, it break down the term culture into 10 important factors. In addition, with this now in the literature part of the Thesis the reader and even me can see more towards the aspect of culture.

While moving along after my departure with my colleague, I honestly find the culture aspect interesting. For this reason, the articles I managed to gain more and more provided really great insights such as: the Swedish managerial culture. The article provided me with an insight of the Swedish culture. In addition, new information from a student who was working in Ericsson, Sweden also add more insight as well.

Perhaps the most interesting aspect of doing this Thesis was during the interview with Sony Ericsson Thailand, for this reason when I started to talk about the Swedish internal culture or how they behave in their work environment only the person who I as granted permission to interview him knew what I was talking about. While the other employees in the room at that time were quite shock to find out how different in the way Swedish work when compare to Thai people. Nonetheless, I believe what I gain out for this Thesis upon working on it the most is the knowledge of culture.