

Culture, business and innovations in Europe



What Chinese need to know?

Inno | Praxis

What is Inno | Praxis International:

- **Inno |** - *Innovation* – an exploited competence-based competitive advantage. Besides new technology or product it can also be new service, new business or management model, or even new brand.
- **| Praxis** – *Practicing* - an active process of learning from the experience and shared practice, conceptualizing the knowledge and bringing into practice to achieve better results.
- **International** – Consulted and trained over 600 experts from 30 countries. Consulted public sector in Poland, Ireland, Russian, Kazakhstan, New Zealand, etc.



International Clients:

- National or regional authorities, responsible for innovation policies and strategies in Russia, Poland and Kazakhstan.
- Over 40 innovation infrastructure organizations from 20 countries, such as science and technology parks and business incubators.
- Over 20 universities from 11 countries.
- Private developers and investors, who see future in innovations and high-tech from Ireland and Russia.
- International development organizations, as UNDP, USAID and European Union, supporting country authorities in promotion of entrepreneurship and innovations.



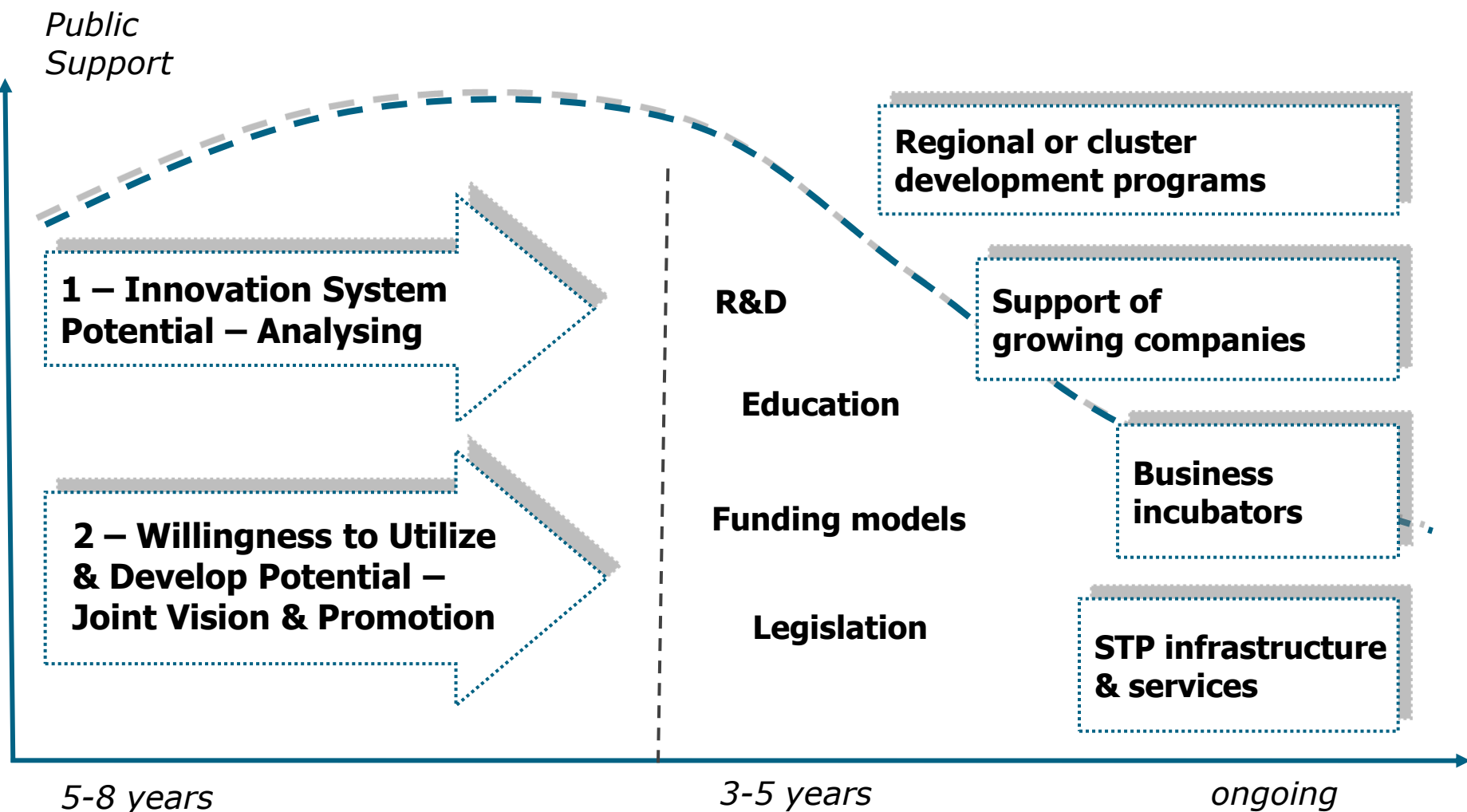
Speaker

■ Julia Roelofsen

- From 2009 partner and advisor in InnoPraxis
- 4 years in largest in Europe, business driven and profitable technology park network – Technopolis Plc.
- Born in St. Petersburg, Russia. Lived/worked in Georgia, Finland, Germany and Netherlands.
- Worked/trained/consulted clients from 30 countries, including almost all European countries & with focus on countries with transitional economies.

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Innovation System Development



Analyzing Innovation
Potential

INNO Environment

Interaction
Atmosphere
Attitudes
Relationships
Business Culture

+

INNO Infrastructure

Technology parks
Business incubators
Funding bodies
Tech transfer centers
Regional agencies
Institutions

INNO SYSTEM

Factors explaining good Inno Performance

1. Historical background
2. Natural sciences and engineering well represented in secondary and tertiary education
3. Strong industrial traditions
4. People have been quick to adopt new technologies
5. Strong tradition of public-private partnership
6. Education, science and technology highly valued in society
7. Common trust in universities and research centres
8. Openness to reforms and innovations
9. Sensitivity to societal changes/ crisis
10. Consensus-building tradition

Source Virtual Finland



H. Munsterhjelm, 1872

Sawmill and foundry at Varkaus, eastern Finland

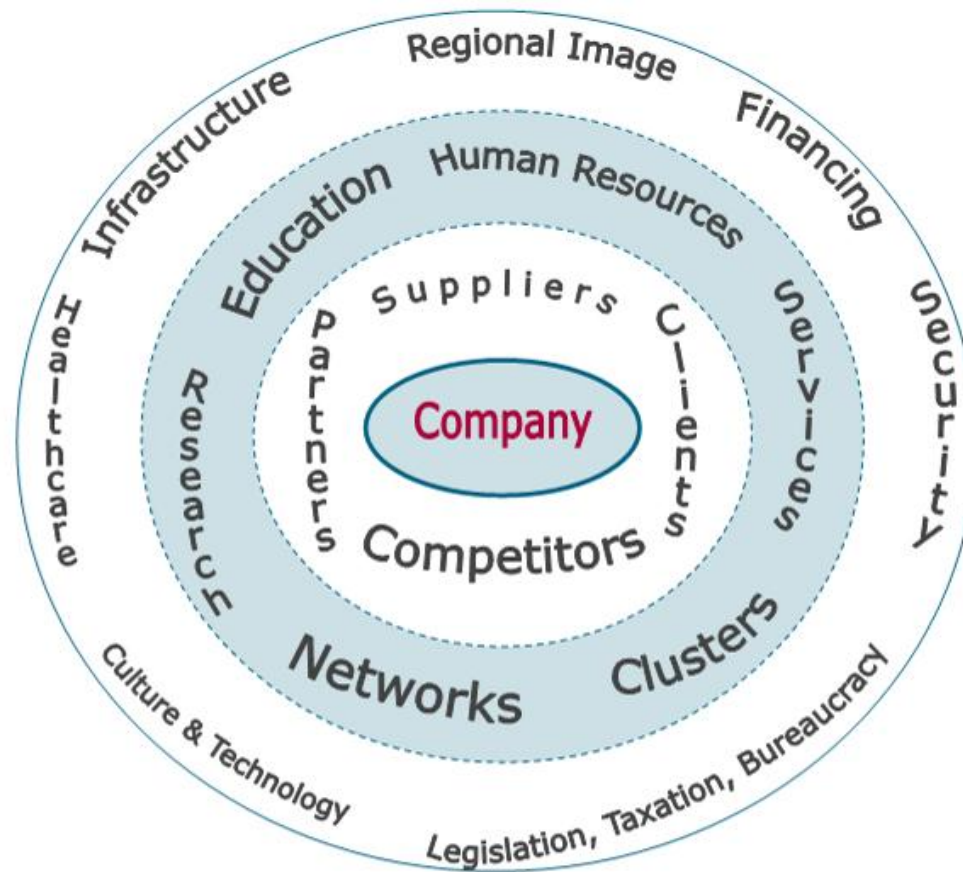
Source Virtual Finland



B. Lindholm, 1873

Fishing for Baltic herring off the south coast

Innovation and Business Environment

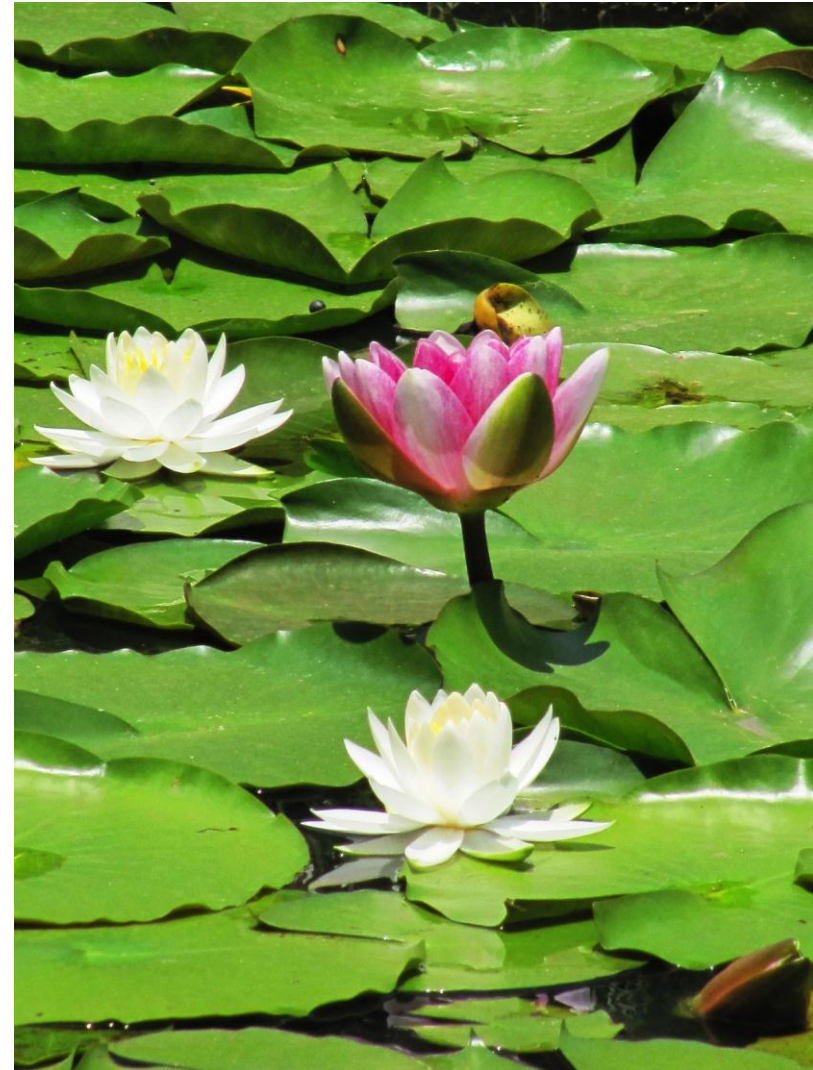


Our Mission is to help the creation of **the environment** favorable for the development of **innovations**, attraction of high-tech **companies** and **talented people**.

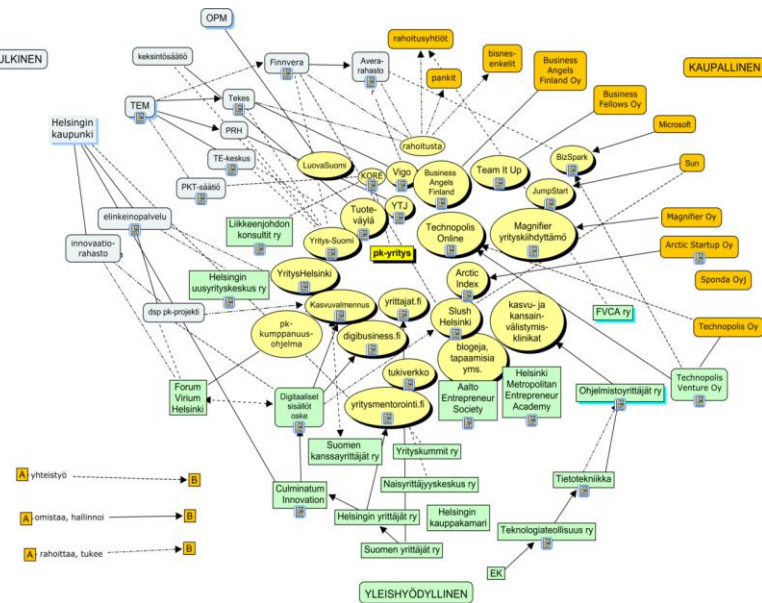
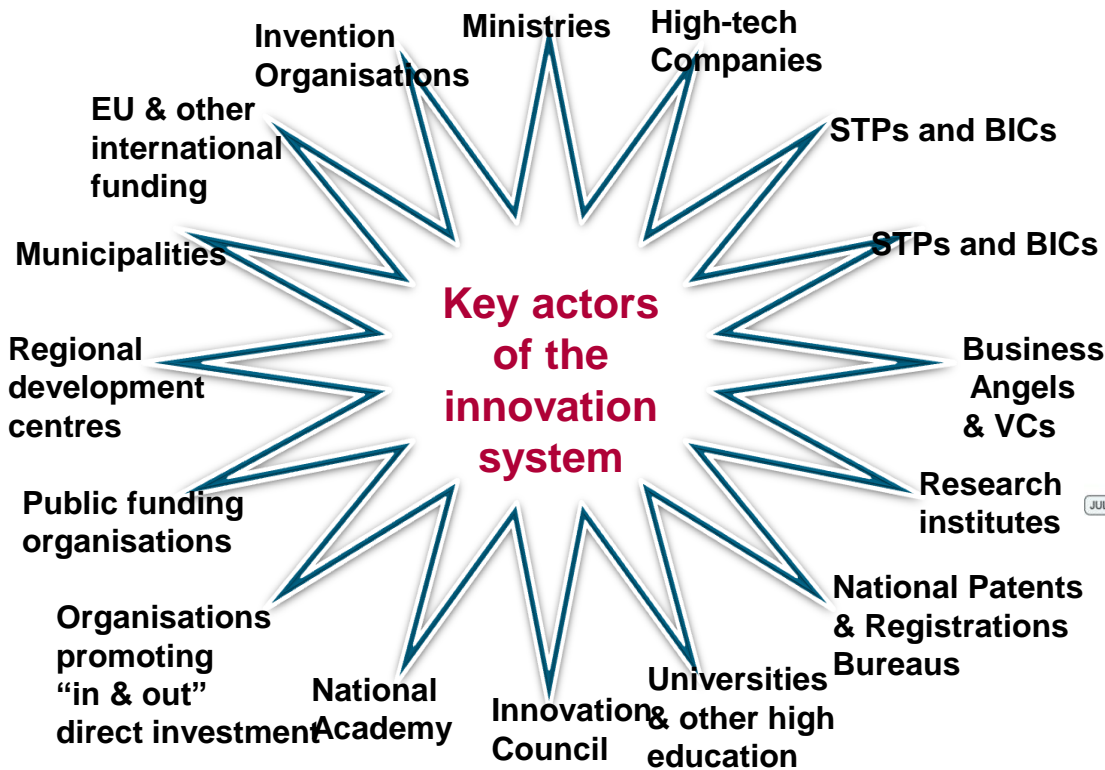
Successful business communication with Europeans

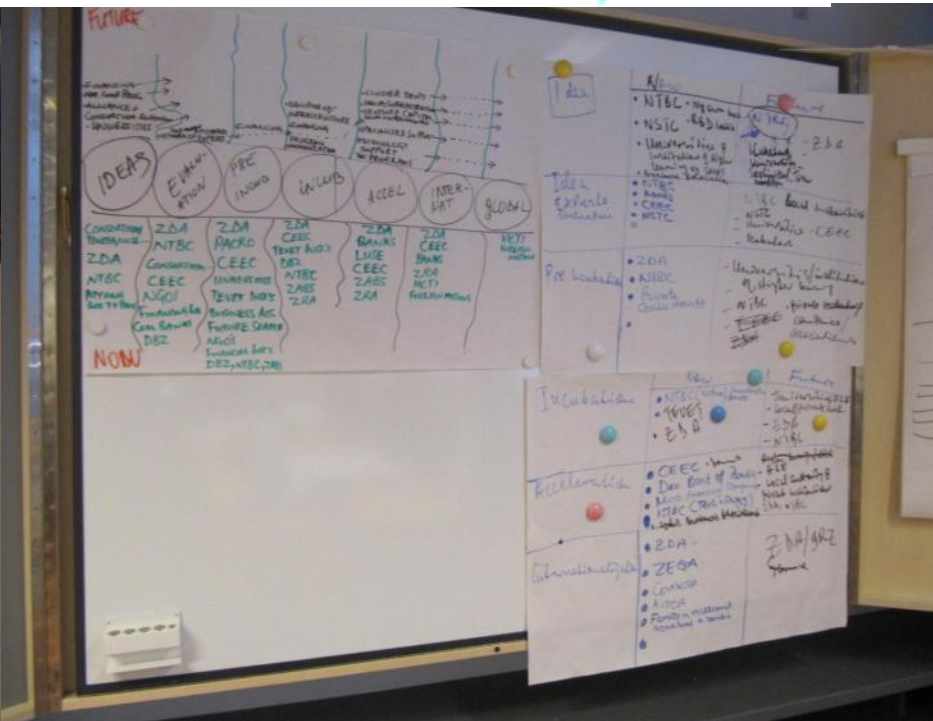
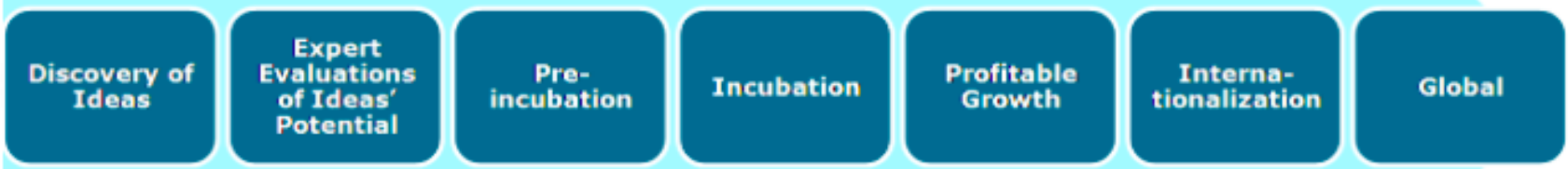
*Particularly in the innovation
and technology transfer field*

- **Is it the right organisation/company?**
- **Is it the right person in the organisation?**
- **What are the culture differences?**



Key Stakeholders in the Inno System





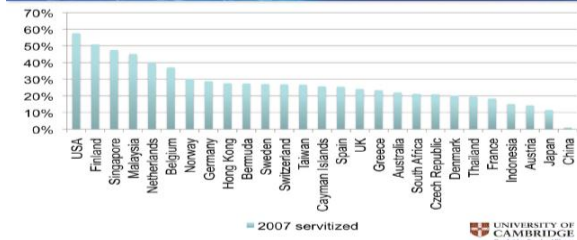
Do we mean same things?

- Commercially
- In society
- In well-being

Innovation = **Exploited Competence-Based Competitive Advantage**

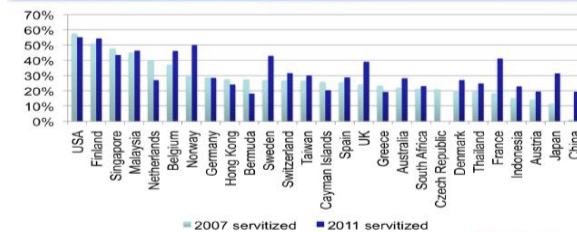
- New knowledge, know-how, technology
- New product, technical solution, production process
- New (expert) service
- New design or brand
- New business model, value-chain, value-network
- New organizational, management or working life model
- New way of providing a public service

At a global level manufacturing is servitizing



UNIVERSITY OF CAMBRIDGE
Cambridge Service Alliance

And servitization is not just for the "west"



UNIVERSITY OF CAMBRIDGE
Cambridge Service Alliance

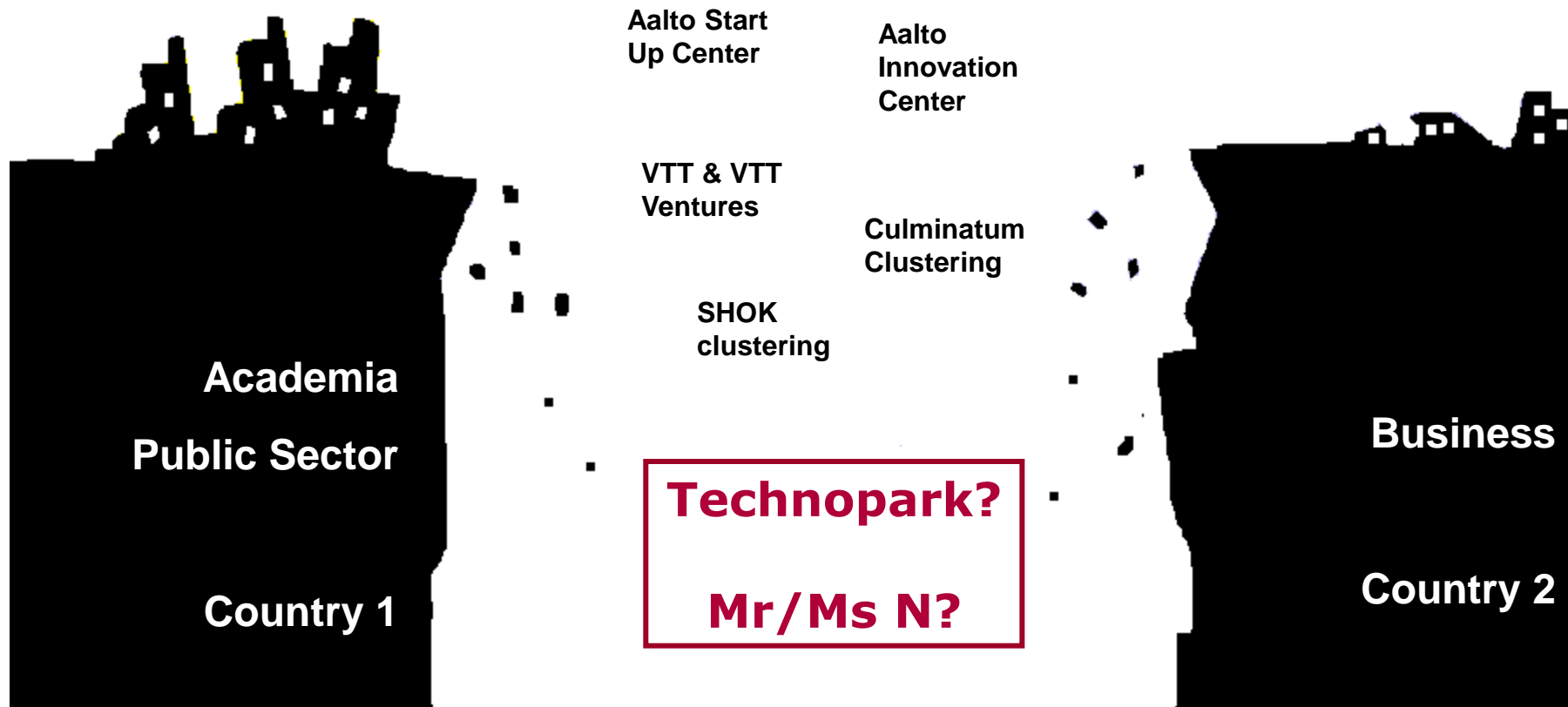
Used terms

- Science and Technology Park (IASP)
 - Technology Centre (Technopolis, Finland)
 - University Research Park (USA)
 - Technologie Park (Germany)
 - Technopark (Russia)
 - Business incubators
 - Industrial parks
 - Special economic zones
 - Technology hub
 - Technology transfer centers
 - Engineering company
 - Innovation centers
- 30% - Technology Park (most used)
 - 24% - Science Park
 - 13% - STP
 - 18% - Others (e.g. Innovation Hub)

Source: IASP

Do we have time for cooperation?

Who is responsible for cooperation?



Culture studies, Geert Hofstede

NATIONAL CULTURES DIMENSIONS

- Power distance
- Individualism vs Collectivism
- Masculinity vs Femininity
- Uncertainty avoidance
- Long-term orientation
- Indulgence vs Restrain

ORGANISATIONAL CULTURE

- Focus on means (process) or goals (result)?
- Who cares for employee? (employee vs job oriented)
- Identify with company or profession?
- Access & information for outsiders (open vs closed)
- Loose vs tight control (for insiders)
- Normative vs pragmatic (for outsiders)



What kind of organisation you are dealing with?

PUBLIC vs PRIVATE

**Decision making process:
Director, Board of Directors or
external (political organization)**

**Business strategy (time-span,
planned geography) or
project orientation (national or
EU projects, 3-5 years or less)**

**Does your partner
has previous working
experience with
China?**



**What does your
partner know about
China?**

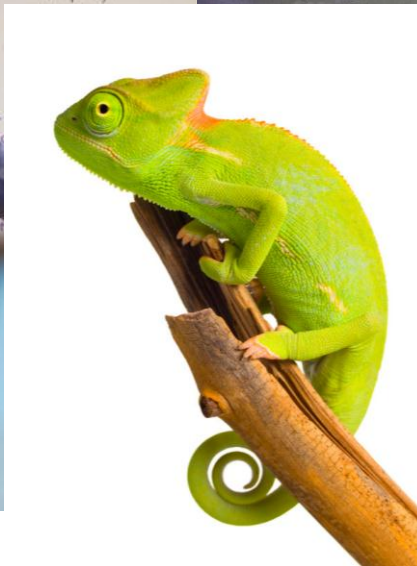
COLOUR

NUMBERS

**How culture
sensitive,
international and
open-minded person
your partner is?**



Many faces of same culture



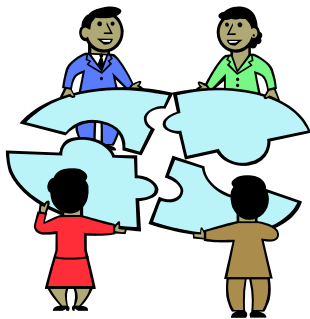
Building trust and personal relationships not so important?

TRUST
is very important for
long-term partnership

**NEEDS TIME
INVESTMENT**



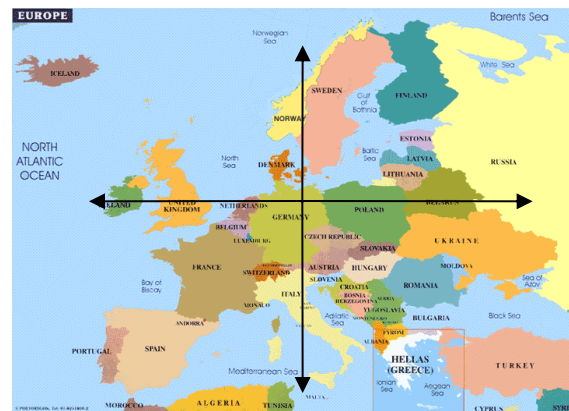
time is money



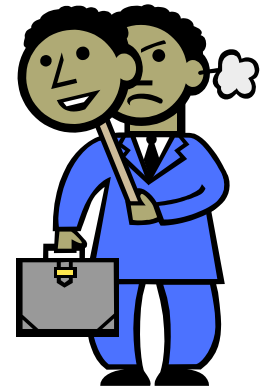
Family
obligations?



Several projects?



Differences between countries

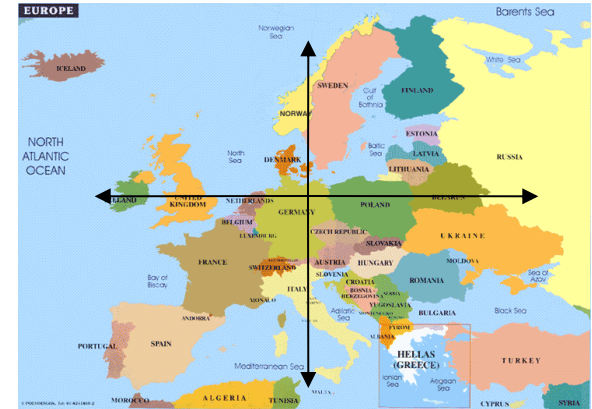


Where is limit?
Possible to see



Advance planning?

- **How long in advance to book meeting?**
 - Which country?
 - What is level of contact?
 - Double-check?
- **How tight is timetable?**
- **Will there be changes in last moment?**
- **What are typical working hours?**
- **Situation with traffic?**
- **How long is decision making process?**
 - Differences between countries?
 - HQ or regional officer?
 - What is decision making?
 - Is China in strategy?



Differences between countries



Language and style of communication

Hei!

Hei Julia!

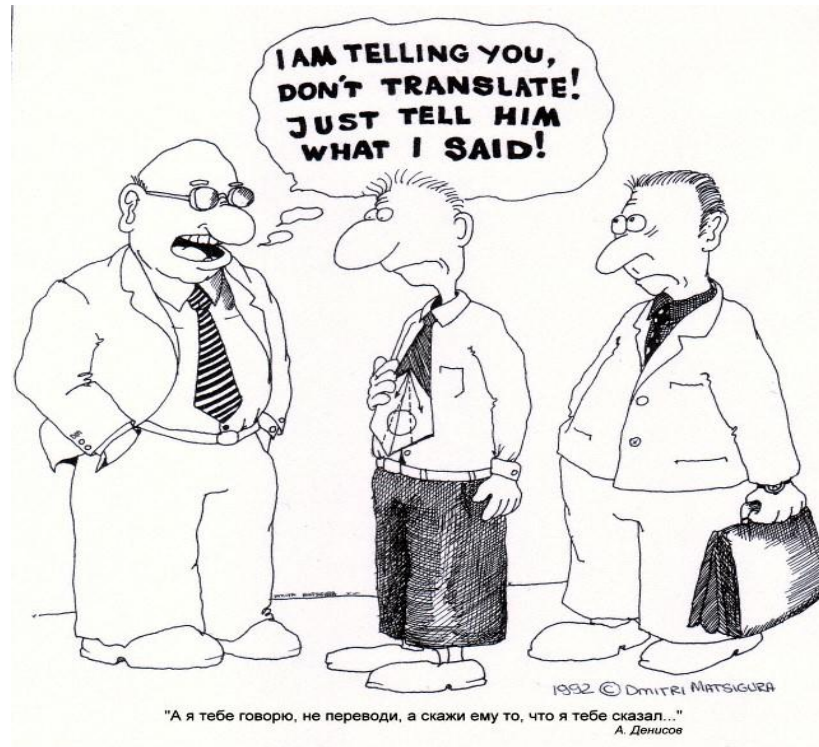
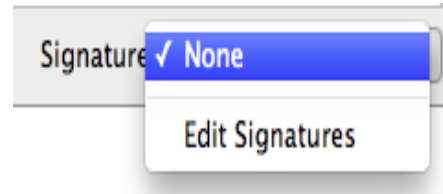
Sehr geehrte Frau Roelofsen!

Уважаемая Юлия Викторовна!

Dear Mrs Roelofsen!

Szanowni Państwo!

Beste Julia Roelofsen!



Inno | Praxis

Frau Roelofsen

Training: Promotion of Innovation and Entrepreneurship effectively through Business Innovation, 26-30th of July 2010, Finland

Inno | Praxis

Mervi Käki

Training: Promotion of Innovation and Entrepreneurship effectively through Business Innovation, 26-30th of July 2010, Finland

Countries with transitional economies

- Behavioral differences between generations
- Fast changes in organizations, positions & timetables
- From science and public sector driven to market & business driven
- Business & politics are strongly interconnected
- Relatively low level of outsourcing
- Different view to applied research
- Innovations – Technology
- Fast development – straight to business discussion (small talks - later)



People in high tech business

- Relative young
- Technical background
- Mainly men, single (?)
- Very international
- Multinational teams
- Using & interested in newest technologies
- Not often business skilled
- Not very communicative
- Informal
- Individuals
- Set their own working hours
- Want to be among same kind of people



Thank You for Attention! Let's Collaborate!



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