



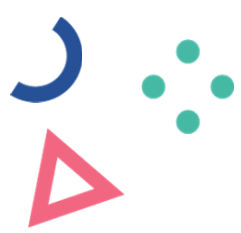
SUCCESSFUL MULTICULTURAL COMPANY

COME
Chamber of Multicultural Enterprises

FINNCHAM


Ministry of Economic Affairs
and Employment of Finland

 Hofstede
Insights



Overview of the survey

- The competition was based on Hofstede Insights' (previously itim International) survey, measuring organizational culture.
- The survey consisted of 46 statements and 8 additional questions related to organizational culture.
- The statements were related to different ways of working, organizational practices and how employee observes these practices.
- To guarantee the statistical reliability, the recommended minimum number of respondents was 10.
- Recommended share of employees answering the survey was 10-20% of the total workforce.



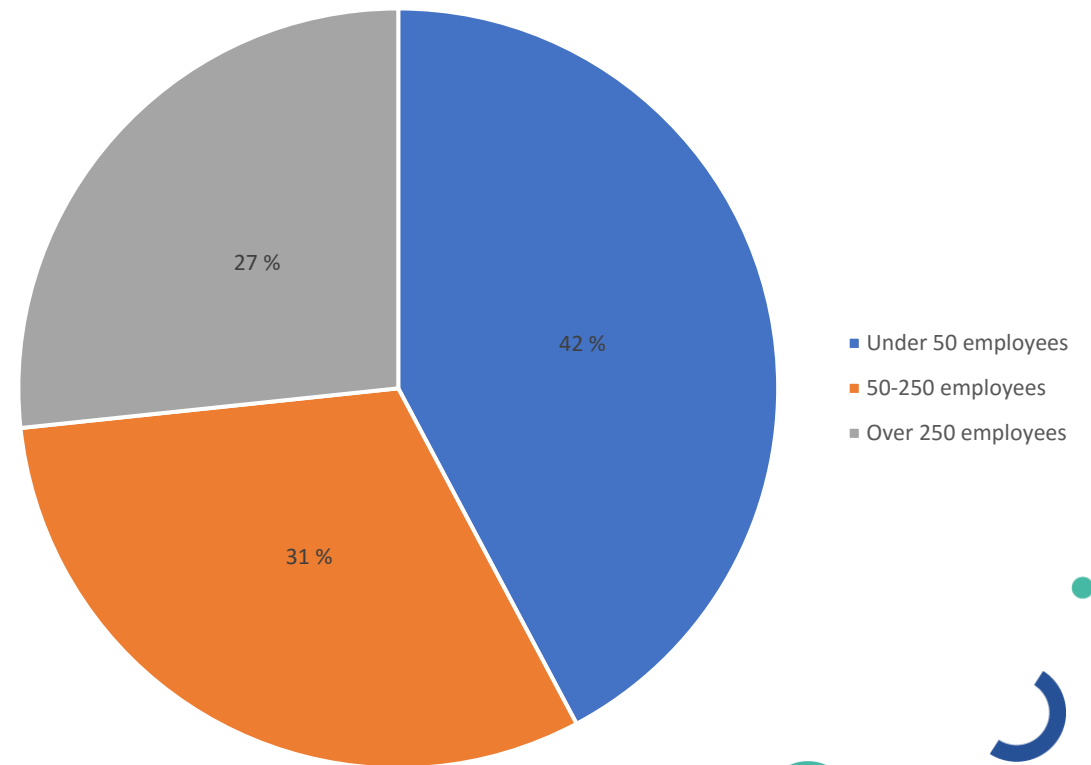
Overview of the participants

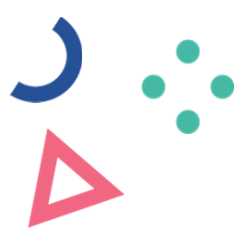
Participating companies were divided into four sectors based on the information they provided upon registration:

1. Retail and Trade
2. Other Industry
3. Services (IT)
4. Other Services

A total of 45 companies participated during the period 1.3.2017-30.7.2017, with the amount of invited respondents totalling 3991 respondents. The average response rate is 57,63%.

Companies based on size category





Dimensions

In the analysis, the methodology used did not focus merely on listing percentages of foreigners. Instead the decision was taken to look at the prevailing mindset within an organization, which is more predictive of an organization's ability to attract and retain foreign talent. This methodology is called The Multi-focus Model.

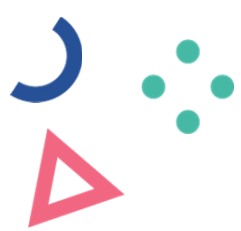
- The Multi-focus model consists of 6 dimensions, listed in the table. The model is based on research in the field of organizational culture done by the co-founder of Hofstede Insights*, Prof. Dr. Geert Hofstede.
- Based on each dimension's relevance for supporting diversity they have been weighted based on the difference between the optimal cultures set for each sector and the actual cultures measured.
- Those dimensions with high relevance have a bigger impact on the final score.
- The optimal culture is a strategic choice of the type of culture which best supports an organization's strategy execution, taking into account limiting factors. This is not to be confused with the "desired culture", which often is *wishful thinking*.

*Hofstede Insights is the new brand name of itim international Oy per 1.10.2017.

Hofstede Insight Oy's mission is to help organizations manage the impact of culture on work and life by aligning culture and strategy. More information on the methodology can be obtained by sending an email to egbert.schram@hofstede-insights.com

Dimensions of organisational culture	Relevance	Direction
D1: Organizational effectiveness Means-Oriented vs. goal-oriented	High	Towards goal oriented
D2: Customer orientation Internally driven vs. externally driven	Low	No immediate relevance for diversity acceptance
D3: Control Easy-going vs. strict	Middle	Towards easy going
D4: Focus Local vs. professional	High	Towards professional
D5: Approachability Open vs. closed	Middle	Towards open
D6: Management philosophy Employee oriented vs. work oriented	Middle	Towards employee oriented





Scoring and evaluation

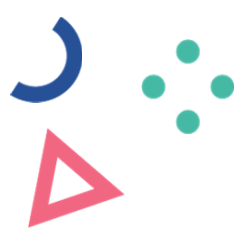
For each sector, an optimal culture was decided on by the jury, by considering the typical industry strategy and limiting factors (such as amount of regulations, economy at large, etc.).

For example, the optimal score for a company in the field of Retail and Trade on Dimension 1, organizational effectiveness, was set at 45 as this industry is heavily regulated.

The response rate was used as a final weighing factor as it shows a sense of commitment to this cause of multicultural diversity. A response rate of 100% equals a score of 1, similarly 55% equals a 0,55 factor.

Dimension	Other industry	Services (general)	Services (IT)	Retail and trade
D1	60	55	80	45
D2	55	60	75	40
D3	80	45	20	75
D4	65	70	80	45
D5	40	30	15	25
D6	50	40	30	45





Jury

- Chairman: Kirsi Mettälä, HR Director, Skanska Oy
 - Jari Gustafsson, Permanent Secretary, Ministry of Economic Affairs and Employment
 - Minna Vanhala-Harmanen, CEO, Opteam Oy
 - Antero Levänen, HR Director, HOK-Elanto
 - Risto E.J. Penttilä, CEO, Finland Chamber of Commerce
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- Expert member: Egbert Schram, Managing Director, Hofstede Insights
 - Secretary: Markku Lahtinen, Project Director, Helsinki Region Chamber of Commerce





Notes

- Within the participating companies, the most common percentage of the number of foreigners working in a Finnish organisation is 20-39%, although there is variation between small-organisations (<50 people), mid-sized organisations and larger organisations (>250 people). Larger organisations tend to have less foreigners working for them (5-19%).
- Based on the survey, employers which have a diverse group of employees are notably considered attractive employers by their employees – with a whopping 88% indicating so.
- Further 72% of the respondents indicate that their management feels that learning from other cultures is very important – which is an interesting observation.



Partners



Henkilöstöpalveluyritysten Liitto





The Successful Multicultural Company was organized in cooperation with Helsinki Region Chamber of Commerce's COME, Finland Chamber of Commerce and Ministry of Economic Affairs and Employment.

COME is part of At Work in Finland project, funded by European Social Fund and Helsinki-Uusimaa Regional Council.

KAUPPAKAMARI

Leverage from
the EU
2014–2020

