The Role of Vision for Empowerment in Born Global Companies

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Abstract

The overall purpose of this paper is to explore the role of leadership, vision and motivation of the employees (empowerment) in order to get a better understanding of how the top manager of a Born Global company can develop the company. The study is based on two explorative case studies, where interviews have been conducted with both the top manager as well as the employees. This study is considered crucial in case of born global where the top manager spends maximum time in travelling. Top manager needs to integrate such a culture where employees are set in a framework wherein the operations are handled smoothly during the absence of top manager. In this era of global competition the key for a successful firm lies in the empowerment of employees with well defined boundaries.

A qualitative strategy and a research design with two case studies on Swedish Born Global companies were used in reaching the purpose of this study. The primary empirical data were mainly collected from six interviews. Two interviews were conducted with top manager and rest with employees. Secondary data like general company information were gathered from the website of the companies prior to primary data collection to have a better understanding and preparation.

The results of the study indicate that the vision is more important for the top manager compared to the employees working in a born global company. However, the vision manages to establish a supportive culture where their daily activities and decisions of the employees are in line with the vision of the company. We see that this has been possible due to the leadership style and motivational factors like delegation of responsibility and autonomy of work. Our findings indicate that empowering employees has a significant advantage supporting the growth and internationalization of the born global company.

Based on these findings, practical and theoretical implications are presented and discussed in the paper.

*Keywords: Born Global, Vision, Leadership, Motivation and Empowerment.*
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INTRODUCTION:

1.1 Background

There has been a lot of focus in studying international new venture or born-globals (Madsen and Servais, 1997; Oviatt and McDougall, 1997). Several studies in the mid of 90s have shown that small and medium sized firms soon after establishing became international (Oviatt et al., 1994; Oviatt and McDougall, 1995). Knight and Cavusgil (2004) mention in their findings that during the past two decades due to the emergence of mechanisms and infrastructures global business activity has increased dramatically. This trend has increased due to advancement in technology helping more companies to go global earlier.

Wictor (2011a) analyses the importance of entrepreneurial and company culture integrated into the organisation with the aid of decentralisation and responsibility to be able to move freely around the globe. They need to keep intact and build a rewarding culture which would be helpful to keep pace with the performance of the company within the country as well as across the borders. Cavusgil and Knight (2004) conclude in their research paper that managers at Born Global begin with a global vision, and devise a collection of capabilities at the strategy and organizational culture level of the firm that give rise to early adoption of internationalisation and success in broad range of foreign markets.

When we talk about culture in this paper it is better to outline the parts of culture we want to explore as culture is a very broad term. Schein (1990) describes, “Culture is what a group learns over a period of time as that group solves its problems of survival in an external environment and its problem of internal integration”. In this paper we focus on few areas of organizational culture namely vision, leadership or top manager’s management style and motivation for employees in Born Global companies.

Mintzberg (1994) mentions that confusion in strategic planning lies at the heart of issue: the most successful strategies are visions and not plans. Terblanche and Martins (2003) mentions that it is also important for employees to understand the vision and mission, gap between current situation and the vision and mission to be creative and innovative. According to Sarros et.al (2008) the strongest leadership factor related to competitive performance of an organization is articulating vision. According to Wictor (2011a) in Born Global companies, a strong founder’s vision generates a strong culture and this culture governs the company. He further mentions that therefore entrepreneur’s leadership is very important in developing the company.
Madique and Hayes (1984) findings suggest that one of the key factors behind successful companies is strong leadership. They also focus on "hand-on top management" under six themes of success. In case of Born Global companies we can observe a similar trend where the top manager of these companies are closely associated with the technology as they are mostly the founders of these companies or have been dealing with business for many years. Mintzberg (1994, pp. 109) discusses the importance of leadership and mentions that leaders with committing style engage people in a journey and lead in such a way that everyone in the journey helps shapes the course.

According to Galbraith (1982) while designing an innovating organization the reward system should include opportunity or autonomy, promotion or recognition and special compensation. Although all of them still hold true but we believe employee’s motivation is evolving with new dimensions in the sense that employees need to be more valued and involved by the leaders. “A leader must communicate with his employees, imparting the company’s vision and listening to what they need to make the vision reality” (Carlzon, 1987, pp. 5). Shamir et al. (1993) discuss about charismatic leader, who transforms the needs, values, preferences and aspirations of followers from self-interest to collective interest which make the followers highly committed and perform beyond their routine duties. Honald (1997) outlines those techniques that management uses to create an environment that allows for and even facilitates, employees opting for an empowered state. Individuals must choose to take self power or not. Leaders create an environment where individuals are able to make their choice. According to Pech (2009), employees are more highly educated and sophisticated than they were in the past. They too want to enjoy being part of successful firm but the behavior of manager can make or break their experience. Thus it is essential to build a culture where employees feel part of the same group and contribute positively.

1.2 Problem Discussion:

Most studies of born global companies focus on the phenomenon of internationalization (Crick 2009), the comparison with domestic ventures (Oviatt et al., 2003) or marketing (Mort et al., 2012) and branding strategies (Gabrielsson, 2005). Also entrepreneurial characteristics, like international experience, background or childhood (Ghannad, 2013) are common.

There are authors, like Andersson and Wictor (2012), who emphasize the need to also study aspects like vision, leadership communication, etc from the employee’s perspective. In our theoretical review, we found a research gap in this area which is also supported by other researchers. Foster and Akdere (2006) for instance, found a lack of research about organizational vision and there have only been a few empirical studies in this area. Employee performance might make or break an organization, with the choice of outcomes often being dependent upon the level of trust that exists between managers and their subordinates (Pech, 2009). Efrat and
Shoham (2012) examined, in their study about born global firms, the differences between short-term performance and long-term performance and found that the short-term performance was mostly dependent on environmental factors but in the long run the internal factors become more and more critical for the survival and success.

A majority of the management literature suggest that a successful organization needs to have a clear vision, good leadership and a motivation of the employees to work in alignment with the company's goal. Literature in the field, further suggest that these aspects are more critical for Born Global\(^1\) companies as they are expanding their business internationally and the entrepreneur needs to travel around the globe. Andersson and Florén (2011) found that managers in small international firms are more proactive, delegate operative activities and devote more time to planned strategic activities connected with their international expansion than managers in other small firms. Pitts (2005) highlight the direction of further research on examining the relationship between empowerment and performance, seeking to understand whether organizations with managers who empower are more or less effective than are those with managers who do not.

\subsection*{1.3 Research Purpose}

Therefore, we aim to take one step further by doing an explorative study by interacting with the top manager as well as the employees in the company to get a more holistic view on how the top manager uses the vision to motivate employees (empowerment) to build a born global company.

We believe that these aspects are critical for the success of the company and more critical for the performance when business is going international and important from both from research as well as company point of view. The focus of thesis is to capture the understanding from both angles that is from both top manager and employee’s perspective. The findings of this study might help the company to discover the hidden aspects of company which can be used both by management and employee in future for performing better when the company is expanding and going international.

\textbf{Research Question:}

How the top manager uses the vision to motivate employees (empowerment) to build a born global company?

\footnote{\textit{Knight and Cavusgil (2004) define born global as business organizations that, from or near their founding, seek superior international business performance from the application of knowledge-based resources to the sale of outputs in multiple countries}}
2. THEORY:

2.1 Short preview of Literature:

In this section we first outline a very short literature preview of the research done in respect to entrepreneur, vision, leadership and motivation for born global companies only in last decade and key learning for us to develop the theoretical framework for our research.

<table>
<thead>
<tr>
<th>Reference</th>
<th>Summary</th>
</tr>
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<tbody>
<tr>
<td>Andersson and Wictor (2003)</td>
<td>Role of Entrepreneur is most important for Born Globals.</td>
</tr>
<tr>
<td>Knight and Cavusgil (2004)</td>
<td>International entrepreneurial orientation reflects an innovation focused managerial mindset that appears to lead BGs to pursue a collection of strategies aimed at maximizing international performance.</td>
</tr>
<tr>
<td>Oviatt and Medougall (2005)</td>
<td>Defining international entrepreneurship</td>
</tr>
<tr>
<td>Kocak and Ambibola (2009)</td>
<td>All the firms studied have flexible structure and founders are open minded and committed to learning</td>
</tr>
<tr>
<td>Andersson and Florén (2011)</td>
<td>Managers in small international firms are more proactive, delegate activities and planned in strategic activities compared to domestic firms.</td>
</tr>
<tr>
<td>Wictor (2011a)</td>
<td>Vision is most important, decentralize power and empower organisation is key to success.</td>
</tr>
<tr>
<td>Wictor (2011b)</td>
<td>Leadership changed over time from deciding style to coaching style.</td>
</tr>
</tbody>
</table>

From the above table, we understand that, not many studies have deeply focused on the importance of vision and the crucial role of motivation from employee’s perspective in born global companies. Thus, it encourages us to study the area pertaining to themes of vision, leadership and motivation (in terms of empowering employees) in born global companies. We believe a study involving both top management and employees would be interesting and beneficial for the field of research throwing more light on the subject.
We further analyze two important models on born global companies. The first one is proposed by Andersson and Wictor in 2003 (Figure 1) and the latest is one is being developed on the same model by Wictor in 2012 (Figure 2) to strengthen our understanding on born global companies.

**Figure 1: Conceptual Framework according to Andersson and Wictor (2003)**

Key findings from Andersson and Wictor (2003) conceptual framework which is in alignment with our study are outlined below:

According to this model four important aspects for Born Globals are studied namely entrepreneurs, networks, industry and globalisation. The main factor identified is the role of entrepreneur for a Born Global company. The entrepreneurs have to build a global strategy within a firm. The strategy is built on the companies' resources, entrepreneurs and their personal networks. All the entrepreneurs of the various companies studied are creative and independent, having a strategic thinking and also act as role model.
Figure 2: Wictor (2012) - Revised framework building on Andersson and Wictor (2003)


The global vision of the entrepreneur in the Born Global Company is one of the important factors for understanding the firm’s global development. Both entrepreneur and management are focused in this new model. The company is strongly affected by the entrepreneur’s vision and strong culture in the company. Management team is building the culture of the company and at the same time “team thinking” spirit should be encouraged. During the expansion phase the role of management becomes more important. Leadership studied in the companies is charismatic and empowering for employees.

In our study, we use a conceptual framework built on leadership, vision and motivation of the employees (empowerment) to get a better understanding of the role of the vision for empowerment in Born Global companies.
2.2 Vision:

A vision serves as a guiding star and creates both opportunities and boundaries for the company. According to Zaccaro and Banks (2004) researchers have pointed out the importance of strategic flexibility to gain competitive advantage. One of the two most critical factors to enhance strategic flexibility is the ability of managers and leaders to develop and promote an organizational vision. This shows the need of understanding how the vision is perceived in the organization. Andersson and Evangelista (2006) make an important point that even if the entrepreneurs decides on important strategic decision themselves, they need to have an ability to co-operate with others as it is not possible to build a global organization without the ability to persuade others to work in the same direction as the entrepreneurs vision.

The entrepreneurs use their vision to control the organization but also to “think new” and at the same time it is important to create a culture in the firm that enables it to create a global organization (Andersson and Victor, 2012). Even though the vision should be very broad, it will not fit everyone. In order to build a shared vision, Lipton (1996) found that the employee needs to seek whether he or she can commit to it. He also says that in order to get individual growth, the organizational vision needs to fit their personal goals and values. In this way, the employee can commit because they want to, not because they have to. Several studies have shown that to enable an effective empowerment program, it is important that the employees know the organisational vision and goals (Quinn and Spreitzer, 1997; Randolph, 1995). According to Zaccaro and Banks (2004) researchers have pointed out the importance of strategic flexibility to gain competitive advantage. Kantabutra and Avery (2010) found that it is not enough for managers to share a vision with employees; they need to act in line with the vision as well. Kantabutra and Avery (2010) also found the importance to motivate and empower the employees to act on the vision. These means that it is not enough that the managers communicate the vision through the organization, they need to connect the vision to practical actions. In this way, the employee gets an understanding of the use of vision.

A shared vision is critical to organisational performance. The vision should not be too abstract or too specific. The vision should be inspiring or desirable (Kantabutra, 2009). “An inspiring vision that is clear, brief, abstract, challenging, and stable will not be able to attract affective commitment from followers unless it offers a compelling view of a better future. Without a desirable future picture, followers are unlikely to be drawn from where they presently are to work toward the vision” (Kantabutra, 2009).
2.3 Leadership:

"Anyone who is not given information cannot take responsibility. But anyone who is given information cannot avoid assuming it" (Carlzon, 1987, pp. 27).

According to Bass (1996) transformational leadership has four dimensions namely charisma or idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. According to Bass(1999), idealized influence and inspirational leadership are displayed when the leader envisions a desirable future, articulates how it can be reached, sets an example to be followed, sets high standards of performance, and shows determination and confidence and followers identify themselves with such leadership. But According to Conger and Kanungo (1998) the “charisma” dimension is the most influential dimension of transformational leadership. However it can be said that the concept of transformational and charismatic leadership are overlapping. A study done by Judge and Picollo (2004) confirms the hypothesis that transformational leadership and charisma display similar overall validities. Conger and Kanungo (1998) also mention that there is a little real difference between these two terms. Nadler and Tushman (1990) present three important components of charismatic leadership as envisioning, energizing and enabling. According to them envisioning is the first component of charismatic leadership and by creating a clear vision the leader provides a vehicle for people to develop commitment, a common goal around which people can rally, and a way for people to feel successful. This idea can be seen reformulated by Choi (2006) who present charismatic leadership with three components as envisioning, empathy and empowerment. He concludes in his paper that these three components of charismatic leadership improve follower’s role perceptions, task performance, job satisfaction, sense of collective identity, group cohesiveness, organisational citizenship behavior and self leadership. One noteworthy point for our paper in his conclusion is promoting self leadership. In agreement with these previous research it can be said that leadership should take a responsibility of building such a culture which keeps the employees in line with the company’s vision and at the same time create an open atmosphere with free communication, respect for new ideas, acceptance of failures and a collective spirit of working towards a common goal and empowerment may be the key to such culture. Victor (2012) finds in his studies that entrepreneur who makes lot of sense has to be a role model, who can communicate the vision, goals and culture to transfer new, tacit and explicit knowledge, and ways of doing things, giving possibilities to do things wrong and still get an new possibility for new tasks.

In agreement with these previous research it can be said that leadership should take a responsibility of building such a culture which keeps the employees in line with the company’s vision and at the same time create an open atmosphere with free communication, respect for new ideas, acceptance of failures and a collective spirit of working towards a common goal and empowerment may be the key to such culture.
2.4 Motivation of employees (empowerment):

In this new world, the traditional management model of “the manager in control and the employees being controlled” doesn’t work. Instead top managers have to grapple with reengineering at the same time that they search out ways to empower the work force – both tactics aimed at “getting more work done with less.” (Randolph, 1995)

Randolph (1995) says empowerment is all about teaming with others through sharing information and creating new structures to better use and develop people’s talent. According to previous literature research, the seven important dimensions of empowerment are power, decision making, information, autonomy, initiative and creativity, knowledge and skills and responsibility if empowerment is limited to management authority or to the ability of employees (Petter et al., 2002). Seibert et al. (2004) confirm in their finding that it is important for managers interested in empowerment to understand the way employees perceive the different dimensions of empowerment climate as information sharing, clear boundaries and team accountability. Hence it becomes important for top management to understand that to what extent they should share their ideas and at the same time delimit them in certain boundaries. It also highlights the importance of team working and feeling responsible for a work. According to Pitts (2005) managers are more likely to empower subordinates in environments with greater task difficulty and reverse in organisations with more resources, It becomes crucial to understand that in case of high difficult tasks how does the managers react to the situation and involve the employees or empower them to take go forward and solve the problem or finish the task. Research suggests that employee empowerment is multi-dimensional which involves how leaders lead, how individuals react, how peers interact and how work related processes are structured (Honold, 1997). Özarray (2003) describe that one of the important characteristics of transformational leadership is to create an organisational environment where followers feel empowered to seek an innovative approach to perform their job without the fear of being penalized. Some of the key managerial implications by Dewettinck and Ameijeza (2010) are: involving employees in decision making increase their feeling of empowerment by showing that they have an impact on the processes within the organisation, informing the employees about organisational changes keeps the employees connected with their workplace in other terms job satisfaction and by showing concern leaders are able to help them cope private and organisational changes. It was interesting to note from the findings of Grensley et al. (2008) that most of the employees do not recognise the term empowerment rather they were able to associate with terms like decision making, problem solving, acceptance of responsibility, control and willingness to be involved in work. Michna et al. (2011) present in their conceptual framework that empowerment, innovativeness and internationalisation intertwine and interconnect in a network of feedback relationships and the study was done on Polish SMEs.
2.5 Conceptual Framework for Analysis:

Based on the above study and literature we find a strong and intertwining connection between vision, leadership style and motivation for employees which needs to be handled by the top manager of a born global company. Thus we have come up with the following conceptual framework for our study.

![Conceptual Framework Diagram]

Figure 3: Developed Conceptual Framework for the analysis of the role of empowerment in born global companies.

One of the most important factors to understand in this study is to do understand a significance difference between a born global top manager and other companies. In case of born global top manager, he/she gets an opportunity to operate in many countries at a very early stage. This opens up many challenges and hurdles. Hence it becomes more crucial for the born global leader to be prepared to handle multiple cultures at a very young stage. According to the findings Knight and Cavusgil (2004), born globals acquire a substantial, fundamental base of international experience and knowledge that traditional MNEs (Multi National Enterprises) typically have taken longer to acquire. As mentioned earlier, travelling occupies maximum time for a born global top manager. In these circumstances it becomes very important for the top manager to make significant efforts for the success of the company using his leadership style and motivation for employees in a tactful way.

Knight and Cavusgil (2004 ) defined superior performance in international markets as the extent to which financial and other goals are achieved as a function of business strategies in their conceptual framework. We define our interviewed firms successful because these companies are markets leaders in Scandinavian market in their respective products and have significant increase in sales for last 3 years (2010 to 2012). Ultimately, the interviewed firms are striving to be market leaders in the world. From leadership angle the common factor among the chosen companies are they have the same top manager for more than a decade now. The employee turnover is low and at the same time there is increase in number of employees.
• **Top manager:** The top manager is the key player responsible for building up the organisation in right direction. We are already aware that entrepreneur is one of the key players for born global companies (Andersson and Victor 2003).

• **Vision:** Andersson and Victor (2012) highlight the importance of vision for a born global company from the top manager’s perspective. It should be clear, shared with the employees where they can identify themselves in the journey thus becoming a part of common goal. Leaders with vision can create a participative climate and more empowered condition in which organisational members assume the authority to take actions to enhance the vision (Ozaralli, 2003).
  - Clear
  - Shared
  - Common goal

• **Leadership:** Özaralli (2003) confirm in their finding that there is a moderate and positive effect of transformational leadership on empowerment and they also found that teams working under transformational leaders were more effective. Victor (2011 b) also outline the importance of team building in the empirical findings of the paper.
  - Role Model:
  - Communication:
  - Envisioning:
  - Team Spirit: Fostering open, innovative and healthy atmosphere:

• **Motivation:** This framework is based on one of the important angles of motivation that is empowerment. Some researchers also present empowerment as part of charismatic leadership (Choi, 2006). Although we have already seen that various researchers present their own concepts of empowerment; we choose mainly those concepts of empowerment in this framework which is in line with vision and charismatic leadership. We agree that there are many other factors of empowerment which may account for motivation of employees.
  - Empowerment
    - Decision Making (Greasley et al., 2008; Petter et al., 2002)
    - Information sharing (Randolph 1995; Petter et al., 2002)
    - Responsibility - acceptance of responsibility (Greasley et al., 2008; Yang and Choi, 2009), Skills and Responsibility (Petter et al., 2002)
    - Passion or self motivation for work - autonomy, initiative (Petter et al., 2002; Yang and Choi, 2009), Control and willingness to work (Greasley et al., 2008)
3. METHOD:

3.1 Research Approach:

The empirical data for the framework is collected from two different born global companies. In order to get maximum input from the companies we decided to do interviews with the top managers and with the employees to get a holistic perspective for our study which is important for our framework. Qualitative research strategy helps in studying more in-depth social phenomena and facilitates the gaining of more knowledge and understanding of a particular subject (Bryman and Bell, 2007). The theories used for the analysis of empirical findings are structured around main themes as vision, leadership and motivation.

The firms interviewed for the study were carefully chosen. The firms were satisfying the motive of our study. Both the firms are close to 20 years old. They have been successful in their products and are market leaders in domestic market. They have established themselves in various parts of the world striving to be global leaders. They have been doing very well in international markets also. The vision statement and leadership of the company has been the same from early 2000’s. Brief Information about the Companies:

<table>
<thead>
<tr>
<th>NAME</th>
<th>INDUSTRY</th>
<th>No. of Employees in Sweden</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPANY A</td>
<td>Industrial Products</td>
<td>30</td>
<td>96 MSEK</td>
</tr>
<tr>
<td>COMPANY B</td>
<td>Medical</td>
<td>131</td>
<td>218,5 MSEK</td>
</tr>
</tbody>
</table>

3.2 Research Strategy:

According to Bryman and Bell (2007) qualitative study is commonly described as generation of theories rather than testing of theories. We have decided to go for a qualitative study along with an interview with the top managers and employees. So an in-depth study using qualitative analysis suits our purpose of study. Semi-structured interviews may also be used in relation to an exploratory study (Saunders, Lewis and Thornhill, 2007, pp. 313). As this paper explores the interconnection of vision, leadership and motivation which requires a more thorough
understanding from each respondent so a detailed qualitative analysis would justify the purpose of the paper. As we are not trying to test any existing theory but rather develop our conceptual understanding based on the existing theory.

3.3 Research Design:

Edmondson and McManus (2007) describe research design as one of the key elements of any field research project and it comprised of the important points as type of data to be collected, data collection tools and procedures, type of analysis planned and finding or selection of sites for collecting data. All these companies started in 90’s and have grown and currently operating in many countries around the world successfully. This suits our study as we built up our discussion that how the vision and leadership is crucial to keep the employees motivated while the company go more international keeping the top manager busy in travelling around the globe.

We chose to interview both the top managers and the employees because they are the best people to give the deeper insights on our topic. This would also help to understand the topic from both angles and come up with a better analysis of the research. It would not have been fair to take only one point of view i.e. either the top manager or the employees so we decided to include both the top manager and other employees of the organisation to gain maximum access to the information. We intended to do explorative case study with the data collected and investigate in alignment with our framework.

3.4 Data Collection:

Qualitative research is a research strategy that usually emphasizes words rather than quantification in the collection and analysis of data (Bryman and Bell, 2007). The data was collected from two different companies. We visited each company for one day. A semi-structured interview was done with the top manager of all the companies. The next step was to conduct interviews with employees. It was an intentional decision to visit the company and collect the data so that we can conduct face to face interviews with top manager and employees. Also, before visiting the company and doing the interviews we had already collected the secondary data from the websites of respective companies and other available source in the internet in order to gain prior understanding about the company history, vision, leadership, markets and products.
The interview guide served the base of interviews but the respondents were allowed to express openly. The semi-structured interviews were conducted in accordance to the guidelines by Bryman and Bell (2007).

3.5 Data Analysis:

In semi-structured interview, the nature of the questions and ensuing discussion mean that the data will be recorded by audio-recording and notes were also taken (Saunders, Lewis and Thornhill, 2007, pp. 312). The analysis of the empirical data was done in multiple steps like first transcribing the recorded interviews and then trying to code the various data under relevant categories. This helped us to use the data wisely and also get few new perspectives from the overall data. The analysis was done in detail in accordance with the theory and also not overlooked for the new information out of the various interviews Thus individual interviews were dealt in detail and then overall analysis was done to have a holistic picture rather than directing the analysis in just one direction.

3.6 Research validity:

In both the firms three exclusive interviews were conducted. We were fortunate to have access to maximum time possible from the respondents till we had asked all our questions in details. The first interview was conducted with the top manager and other two were done with the employees. The selection of employees was random based on availability and with respect to the time. In total six interviews were done successfully. Credibility may also be promoted through the supply of relevant information to participants before the interview (Saunders, Lewis and Thornhill, 2007, pp. 320). All the participants were informed about the purpose of the interview and the main themes of interview before starting the interview.

3.7 Research Ethics:

After the completion of interview all the interviews were summarized briefly and recorded to ensure the understanding. We shared our understanding and interpretation of the interview on the same day with the interviewees. The interviewees confirmed that our understanding is correct. It is a powerful tool for avoiding a biased or incomplete interpretation (Saunders, Lewis and Thornhill, 2007, pp. 320). All the interviews done were confirmed, recorded and stored in a safe place for future purpose in electronic format. Due permission was taken from the participants of the interviews to record it and use it for our thesis purpose.
4. EMPIRICAL FINDINGS:

4.1 Company A:

Company A is a medium sized manufacturing and distributing company who sells high quality machines and equipment to the manufacturing industry. It is a market leader in Sweden and is in top three in global market place with their high quality product. The competency of the company is known through its long term client relationships and from the innovative patented products. Some of the clients are leading multinational corporations of the World who are associated with this company from a decade now. The list of clients is growing every year. The head quarter of the company is based in the middle of Sweden. It has 30 employees in Sweden. The company also has two daughter companies in US and China They operate closely in 50 countries around the world through a strong distribution channel. The company has grown ten times in sales in last 13 years and aims to grow more. There has been no change in top management team from last 13 years. In recent years the company has also acquired another company dealing in the same industry.

The company has developed expertise of building these products for 20 years till now. All the products are developed through own patented technology. It strives to innovate and produce the best quality product. They completely believe in leading the way with a small product range and are focused on it for long term future. At this point of time they are not thinking to diversify their product range although it is clearly seen that the competitors are working on it.

They hold a very long term relationship with numerous clients around the world from various industries like automobiles, heavy metal manufacturing, hydraulics, engineering tools, recently in food processing and many more.

The company operates as a completely flat organisation with typical Scandinavia style of management. Only three layers of organisation in place namely top manager, a management team comprising of 5 members including the top manager and the rest of the staff in various departments. This seems to be official organization chart because both the employees interviewed revealed that there is no middle layer between top manager and them. They consider the relationship with the top manager and others much more like friends instead of boss and employee relationship.

Few interesting points in the office set up were the doors of all cabins are open and pets are also allowed in the company. The vision and the mission of the company are written in the walls of the coffee room. The staffs of all levels were seen moving in and around the offices of colleagues to ask for information.
4.1.1 Vision:

The Vision of the company is to become world's number one company by brand. The Vision statement is clear and communicated through print media and can also be seen written in the walls of the company. All our three interviews revealed that the vision statement is related to differently by the employees. It was also found that one of the employee's mentioned that vision is little hard to relate, but mission is more practical. At the same time all of them seem to be aware of the vision to a significant extent as it is constantly communicated in terms of budgets, meetings, re-evaluations of targets.

4.1.2 Leadership:

The work culture of the company was described very open, communicative and lot of autonomy by all the participants. Initially it was more entrepreneurial and single handed management rather than a team. Later during growth phase the importance of a good leadership team with a strategic ability to pursue the vision was felt by the company. There was a change in leadership team in the year 2000 where a more structured team to function was arranged. This is a noteworthy point that born global can initially be handled single person with a strong control but the role of management becomes more crucial as the company in growth phase needs a proper framework for smooth handling during international expansion. The leadership team has been constant from last 13 years and seems to be doing a great job where the company has grown ten times. The management team is a strong believer of sharing information to the employees and this has been done transparently during since the beginning. During the recession period also all the information was shared with the employees and everyone understood the hard time faced by the company just like a cohesive team.

The doors are always open for questions from the staff. The management team takes on a bigger role when the top manager is travelling around the world. The responsibilities and roles are clearly defined. The staff is well aware of the fact to whom to approach in what conditions but the business runs as usual the absence of the top manager. No major difference in operations can be seen in the absence of top manager. The top manager is approximately out for nearly 90 to 100 working days travelling around the world for business.
4.1.1.3 Motivation of employees (empowerment):

The motivation for working for company A was described by the top manager in two parts namely; a competitive salary and working climate for personal development. The staff also indicated the same while explaining about the bonus, commission structure and autonomy. Distribution of lot of responsibilities and the willingness to take more responsibilities was mentioned as primary motivational factors. Training and education is a constant and regular process in company A. Recently the company has also planned for innovation training for all the employees. As mentioned earlier the management is a fierce believer of information sharing and the staff believes that they have right to all necessary information needed and open channel to gain more access. The staff is also encouraged to suggest on any improvements in terms of process, work or anything at all related to the welfare of the company. It is implemented through a suggestion box placed in the company. The management takes it very seriously, every suggestion is evaluated and is not closed until it is answered and the suggestion can be made in any form, it can be send via email, in a paper or a direct conversation with the management. Lot of independence is given to the staff at their respective responsibilities. The staff is always encouraged to take their own decisions and learn through experiences.

4.2 Company B:

Company B is also a medium sized manufacturing and distributing company who sells high quality products to the medical industry. The company is one of the market leaders in northern Europe. The company is continuously working hard and improving to be the number one supplier of their products around the world. The company uses distributors to get their products in the global market. The head quarter of the company is based in the south of Sweden. It has approximately 130 employees in Sweden. The Company has one daughter Company in US. They operate closely around 50 countries around the world through a strong distribution channel. The company has grown three times in sales in last 10 years and aims to grow more. The company operates in a focused market with a wide product range. High quality, innovative products and good service are the most important factor in their strategy. They know that the products they provide are of the highest quality but not perfect, therefore they continuously strive for improvements.
4.2.1 Vision:

The vision of the company is to be an innovative family owned company, with an international brand that was famous from their own patented products. The vision is also presented on the intranet and on sales meetings. This means that the top manager wants both internal employees and external customer to see it. The top manager believes that the employees knows and understand the vision but it can always be improved. It is very important for the top manager to have a vision that is realistic and reachable. According to one employee, the vision is not something they talk about, it is a general feeling. Another employee says that they know the vision but also pointed out that the slogan of the company is very important.

4.2.2 Leadership:

The top manager believes in decentralization and strongly thinks that the best decision is made as closely to the problem as possible. The top manager also allows the employees to make unique mistakes. It is better to take a decision and make a mistake than make no decisions at all. It is a positive thing that employees learn from their mistakes. The top manager does not want to get involved in every decision that is made. Instead he wants to be there and support if needed by employees. This was also confirmed by the employees, describing the top manager as very encouraging in allowing them to take their own decisions. They do not have to check everything with the top manager. If something goes wrong, the top manager will be there and support them. The top manager tries to be as open as possible, both on a professional level and on a personal level. The employees are seeing the top manager as one among them in the team. However, there is information that cannot be shared openly. The employees are comfortable with this fact as they understand the reason behind it.

4.2.3 Motivation of employees (empowerment):

The employees are getting motivated mostly because of the decision making ability. They feel a personal responsibility and therefore strive to deliver the best possible result. The products are also one important factor. The employees are very proud of the product. Since the company is operating with high quality products and try to deliver the best service, they think it is very motivating to help people and deliver high class products. The company is always trying to be better and find new solutions. The employees are enjoying to always being one step ahead always in the market.
5. ANALYSIS:

From our empirical data we have deduced the analysis on the main concepts in our framework namely vision, leadership and motivation of employees (empowerment). All the interviews were coded based on these areas. We have done it separately for both the companies to ensure all the information gathered is used efficiently and effectively. This helped us to understand both the companies individually and present our analysis more deeply.

5.1 COMPANY A

5.1.1 Vision:

The vision of the company is to be world leader with their product for industrial applications with a brand that holds environmental responsibility. The vision of the company is clear and shared across the organisation in different forms. It was found that the top manager has a very clear vision and also can share the statement word by word. Although the vision is shared across the organisation but other employees may not remember the statement by words. At the same time it can be seen that indirectly they connect and relate to the overall vision in different forms.

One of the employee’s mentions very clearly that it is difficult to connect to the vision but the mission statement guides in more precise manner in routine tasks which ultimately leads to work towards achieving the vision.

"Vision is clear but can be transformed into words which are more practical and achievable especially for the workers in workshop."

"Mission is clearer and guide through daily work in combination with passion for work but always focus is the customer."

— XXX, Business Development Manager

Similar trends could be seen from another employee where the statement reflects that vision is more connected to the work. The vision statement seems to be embedded in the process of daily work. One of the answers which clearly demonstrates it can be seen from the below statement.

"Vision – included in quality system. We just act the way we are.."

"Products are created around vision. It comes along automatically. This creates trust and makes us trustworthy. We believe in our products."

— YYY, Business Development Manager
It can be said that although the vision statement is important and reinforced but at the same time it is important to transform the statement into more achievable format so that the employees can connect to it directly. In this company we could see that the vision has been infused in different forms and is perceived differently by different employees but all of them seem to converge at the same goal of growth, quality and brand name which is the crux of the visionary statement. It is also important to pay importance to the idea suggested by one of the employees that vision statement may be easy to understand at a higher position in comparison to the staff in the workshop.

"Vision is hard to connect and relate for people at workshop but may be easier at top level."

— XXX, Business Development Manager

From the above statements it can be argued that vision is closer at the top level but at the same time the tactic is to embed the vision in the daily work process so that the entire workforce acts in accordance to the vision.

5.1.2 Leadership

It was very clearly seen in this company that it truly functions as a flat organisation and lot of respect for individual. More or less they work like friends promoting a healthy working atmosphere. When asked to describe about the top manager and leadership we could see that it was very informal way of working and involving each other whenever needed. A communicative and easy to deal approach can be one of the keys to successful management. We can see traces of these ideas from the below words about leadership.

"Only good words – His door is always open."

- XXX, Business Development Manager

"Reliable, Trustworthy, dynamic and Fighter."

- YYY, Business Development Manager

It can also be seen that this way of working style brings people more close and indirectly fosters a team spirit. As the employees feel more and more comfortable to discuss and a sense of feeling secured is developed in the working atmosphere. This company seems to be encouraging a very open culture and where everyone in the organisation is easily approachable and work as a team for the end customer.

"I regard him as friend and colleague. More like a football team. A team leader is also a player."

- YYY, Business Development Manager
“Lot of encouragement and help from leadership from anybody in the organisation. It can be production manager or R&D manger. I can go to any of the rooms.”

- XXX, Business Development Manager

One of the important noteworthy points was of a very flat style of working. It promotes to discuss various matters openly with all the employees. This would likely to keep up the spirits of the company high for working towards a common goal. The leadership style seen is more transformational in nature.

5.1.3 Motivation of employees (empowerment):

The top manager of the company is a strong believer to share responsibility, information and encourage the employees to takes decisions of their own. The company also expects from the employees to solve the problems in their own way. All these style of working indicate that the company is really working hard to empower the employees at their position which makes each and every employee feel important and valued.

The top manager mentions that the two main motivations for employees to work for the company is salary and working climate. These thoughts were also reflected from the words of the employees.

One of the dominant motivating factor seems to be the authority to make decisions which has been explicitly mentioned as the motivation to work for the company apart from a competitive salary is ”decision making”. The below statement reflects that how important it is to give freedom to people in making decisions which in turn motivates them to work towards achieving the goal more dedicatedly.

These were the words told by the top manager to the employee 13 years back and which the employee believes to be most motivating to work.

“ I do not want to change anything, I don’t want you to wait for an answer if there is a problem, I expect you to solve it and if it is not the right decision at least you took the decision, so you have the liberty to take your decision and if there is anything wrong we discuss and solve it and make sure it will not happen again But I will not hang you or put you behind bars. He kept his promise till date....”

XXX, Business Development Manager

Other thoughts like having a competitive spirit, aiming to achieving high can also be very encouraging for employees. One of the statements reflects these ideas strongly.
“Freedom, fight and progress – Fighting spirit. We can beat anybody in the world with our product and concept”

YYY, Business Development Manager

This above statement was given with respect to most enjoyable part of working in the company so not only salary but there are other internal factors like this can be really crucial for keeping the employees motivated towards the common goal.

The other aspect was interesting to analyze that the employees see no difference between usual working atmosphere and during the absence of top manager. This might have been possible due to decentralization of power and a clear structure. Furthermore as discussed above we could see a particular culture of working for a common goal subconsciously even though they do not relate to vision statement word by word. This might have been difficult to achieve but it can related to the overall strategic decision made by the top manager wherein he strived to get this feeling into the employees so that it can run smooth in his absence also.

The top manager also mentions that he really worked over the years to make the structure of the company in this fashion. Initially it was one man show and he ensured over the years to make it into a leadership team. We can also rely on this understanding from the below statement.

“I am like “Mommy” of this company.”

“Secured, own decision, culture is very supportive from family point of view, have fun lot of laughter here. ”

--- XXX, Business Development Manager

From this we can reflect that the employees feel secured in the company and take up the responsibilities with lot of enthusiasm and personal passion which ultimately drives to the better individual performance. This in long run results to a good working atmosphere with lot of commitment and dedication involved in the daily tasks.
5.2 COMPANY B:

5.2.1 Vision:

The vision of the company is to be an innovative family owned company, with an international brand that was famous from their own patented products. Vision statement may not be the one which is the driving factor for both the top manager and employees. The important aspect of vision is that they all know and believe to be the best in what they are doing and where they want to be. This indirectly indicates that vision is something which has got integrated in daily working culture or day today working style in the office.

"Need to share the same values and same vision, lot of time people need to know what would have I have done in that situation."

--- Top Manager

At the same time if an employee is asked directly to talk about vision, then the answers may not be satisfactory. It seemed that the guiding star for the employees is something else in their daily routine work in compared to vision. This opened up thoughts to the ideas of other factors acting as lead for the employees to work dedicatedly for a common goal but from their own perspective. It seems that the way of responding to a particular situation or making decisions is in turn or some way or the other aligned to reach the vision ultimately.

"Vision ...every day I am not thinking about that but we always try to support for better life so have to be best for our customers and patients. We don't have to think about it we act like that."

--- ABC, Distribution Manager

The kind of products can also be a way for the employees to keep themselves in aligned with the company aspirations. The kind of product, R&D efforts and the outcome of products also can be a mode serving the vision indirectly. This is not uncommon but may be not exploited in the sense that employees can identify or relate them to the kind of products. This might be helpful and positive in the longer run steering everyone towards the goal.

"I don't keep thinking about vision but its inspiring about the fact that we do have very good products which are very well needed in the world."

--- XYZ, Export Manager
5.2.2 Leadership:

The kind of leadership can be compared to transformational leadership. The top manager showed strong inclination towards being a leader among the people and with the people. The employees felt very comfortable and easy to communicate person. Overall a very approachable leader helping the company to operate in a family like atmosphere.

"He goes around everybody always talking with all the people, it’s not like I am the big boss and not talking."

--- ABC, Distribution Manager

There is lot of freedom and encouragement at every level to take their own decisions at their daily work instead of depending upon the top manager. This culture is seen to be reinforced strongly and appreciated both from top manager and employee’s perspective. Thus the employees feel a sense of being empowered at their work and make the best use of their skills.

"Flat, expect to take your own decision, you can always right to do something wrong and try to learn and time is valuable for all of us, try to do the best you can ask for help. It’s very open company and flat and top manager is the same."

--- ABC, Distribution Manager

Decision making power seems to be a key for the motivation of employees. This reason is clear to relate the kind of work done and how they contribute to the best for the company. It ultimately leads to achieve the overall vision. They seem to be completely aware of the customer needs and the focus of the company which is reflected in their normal work decisions made in the office. There is a space to make mistakes and correct it with mutual consensus which is also an advantage for employees to be more responsible.

"I like working with him because he is very encouraging in allowing me take my own decisions. I don’t have to check with him everything. If it would be wrong then we would have to fix it."

--- XYZ, Export Manager
5.2.3 Motivation of employees (empowerment):

When asked about personal motivation then decision making seems to be one of the most important factors which employees enjoy most while working in this company. The employees enjoy the freedom to take their own decisions and make the best of it. There is a scope of learning from mistakes also which helps them to take fearless decisions.

"I don’t have to ask for any small things, it’s very open...he expects me to take decisions. I don’t have to ask for anything. I think that is the most important thing for me."

--- ABC, Distribution Manager

The top manager seems to be a staunch believer of decentralisation thus allowing everyone to grow in the organisation. There is an open arena with certain limitations for the employees to make best use of their skills and ideas in their respective responsibility areas. It also indicated that the absence of top manager is not a huge problem for the functioning of the company as the top manager has tried to build up a culture where people work very independently and make their own decisions aligned with the company’s goal.

"I try to stay away from day to day office things as much as possible. I accept people make mistakes. I think it is good people makes mistakes because lot of times it is better to make one decisions and sometime sits a wrong decision than make no decisions at all."

--- Top Manager

As discussed above the top manager also believes that the product made in this company serve as the sole inspiring factor for everyone in the company. All of them seem to be inspired and motivated that the products made are really worth to be proud of as they help many people around the globe hence everyone strives hard to maintain the reputation.

“Our products really motivate people. Our products can change people’s life.”

--- Top Manager

It was also seen that diversity in the kind of work and lot of responsibilities to handle makes the employee feel good. It can be thus said that this brings competitiveness and different types of work makes the employee feel occupied and challenging rather than having a boring job to do daily. The employees enjoy taking lot of responsibilities apart from the routine job at the desk.
“Doing lot of different things at same time, working here is always trying to do something new and trying to find new solution, try to be one step forward.”

--- ABC, Distribution Manager

“You never know how the day turns up. It is very unpredictable and lot of different things to do so every day is a new day. Some day quite be very normal and some day can be challenging.”

--- XYZ, Export Manager

Thus, it is clearly seen that apart from normal work employees feel enthusiastic to be deviated from normal work routine and take up new challenges every day. This shows that there is lot of scope to handle new tasks which stimulates the employees to contribute their best. In the other way this also makes the employee feel more responsible and opens up new opportunities to prove their skills, learn something new and grow professionally.
6. CONCLUSION

A born global company is special in the way that it operates all over the globe. This means that the top manager has to travel a lot and cannot always be present in the company. In the study we found that the vision was shared by all in the two case companies. Despite that, the employees didn’t think that the vision was so important and found it hard to connect to. We found that the vision was more important for the top manager. The vision served as a guiding star and motivated the top manager rather than the employees. The employees found it hard to commit to the vision statement because it was too fussy and less practical. However, we found that almost everything that the employees said was in line with the vision.

The top managers had managed to create a supportive culture. One of the most important factors that contributed to this culture was the delegated decision making and autonomy. The employees felt very proud and satisfied to have loads of responsibility as long as they were allowed to take decisions of their own to handle the responsibility. The working culture in the company was also very quick and effective due to decision making process. The employees did not wait for some orders or decisions. If there was a problem and they didn’t know how to handle, then they collected the information from the source that knew how to solve it. The culture did also involve willingness and pride to help the company and other co-workers to succeed. The employees were proud to be a part of something bigger and to see their contribution to the overall success of the company. The culture also involved awareness of the importance of the brand. The employees were very proud of the brand and always took actions to keep the brand image high.

The employees could answer these questions; what they are doing? How they are doing it? Why they were good at it? And how does the future look like? But it was not the vision statement they described. The employees were well aware of the strengths of their products. They also knew why the customers chose their products. This awareness seems to be one guiding factor in their daily work. The employees described the atmosphere and the culture in the organization as very friendly like a family. The employees and the top managers described their future position as the best. They wanted to be best in all their activities. The top managers have developed a culture where the employees felt like “it is us against the world”.

When the top manager was present they were not acting like a boss (control, checking, decision, etc.) instead they were more behaving like one in the team or the captain of the team. They were trying to guide and help the employees in their own decision. For the employees it does not matter if the top manager were present or absent, they knew that he was always behind them to support. When the top managers were present they devoted much time to walk around and talk to the employees.
We found in our study that empowerment was the most motivating factor for the employee in the born global companies. The most important factor (beside the leadership) to enable the empowerment was the decision making and holding more responsibility. The employees were very motivated and felt a personal responsibility towards work. They also felt that the top manager trusted them and expected that they took their own decisions.

The employees were allowed to make mistakes. A mistake, or a wrong decision, was not seen as a failure as long as the employees were doing their best and that the mistake was not repeated. Instead a mistake was seen as a possibility to learn something new.

6.1 Practical Implications:

Our study has shown that the vision statement was not an important factor for the employees. The top manager had managed to create a working culture where the employees were driven in the same direction. If the top manager or managers are not skilled enough in creating this kind of culture, there are a risk that the employees are not working in the same direction. This kind of culture takes years to build up. Employee turnover was also not a problem because the top manager or the whole organisation had time to build this. The companies in our study had a vision statement that was quite long and sometimes complicated. Maybe this was one of the factors for the employees being committed less to the vision statement.

We think that there are a hidden potential in the vision. The vision should be easy, less complicated and broken down into parts which would enable the employees to commit and use it in their daily work. Especially when the company has a lot of empowered employees, the vision statement becomes more important to ensure that the employees are working towards the same goal with the same strategy.

The employees were getting motivated mainly due to the factors like responsibility and the decision making. We believe the many organisations could learn from this. Empowered people can be motivated with more responsibility. If the leader allows the employees to take responsibility and to take decisions then the employees would feel more passionate for their work. We think that the majority of organisation is very good in sharing responsibility, but to enable a good empowerment it is very important that the employees also are allowed to take decisions and make mistakes.
6.2 Theoretical Implications:

Our study has shown that the vision was more important for the top manager compared to the employees. Earlier studies have shown that a shared organizational vision is important to guide the organisation (Kantabutra and Avery, 2010). Instead of using the vision to guide and motivate employee we found it more important to have a clear strategy and keywords to guide the daily work. This is in accordance with the suggestion made by Zaccaro and Banks (2004).

Most of the literature suggests that vision is very crucial and of utmost importance but in this paper we suggest that vision is important but not directly used by the employees. In order to make the vision effective it has to be used and formulated strategically. This ultimately leads to empowerment of employees with a guiding leadership style.

6.3 Further Research

This study has also opened up opportunity to study the importance of vision from a different perspective. It is not only applicable for born global but might be interesting also to see in bigger multi-national companies. As we have clearly seen that vision may not be important for employees in their daily work. This study has given indication more in terms of empowering employees for better results. It can be interesting to study the area of vision and also the forms of empowerment separately for these companies. A more detailed designed study might give us deeper knowledge. We feel that this area of empowering employees in born global company is yet to be discovered completely. As we have already seen the importance of few forms of empowerment like decision making and freedom to work, it would be further interesting to take up a larger data set to study the same subject.

We see a lot of stress on importance of vision in literature. It might be the reason that the studies related to vision are done in top down approach rather than bottom up approach in an organization. More studies should be encouraged on understanding the importance of vision from employee perspective in other organizations and at various layers of organization. It can also be valuable to conduct an empirical case study on this area.

6.4 Shortcomings of the Study:

The top manager spends lot of time visiting daughter companies and subsidiaries around the world. We interviewed the employees based in the home country. It would be more interesting to
see how the culture is developed in daughter companies or subsidiaries by interviewing the employees in other countries.

The firms chosen are successful in their respective areas so it might be possible that the internal factors are good because of the outcome. These can be related to previous research like market orientation or demand for good products. So it becomes difficult to argue whether internal factors were more responsible for success or other external factors. It is difficult to say which factor is contributing more in the success of a born global company.
REFERENCES:


**APPENDIX 1: Interview Guide for Top Managers**

*All the questions are broadly categorised according to the theory used in the paper.*

**General Opening Question**

1. Please tell us briefly about the journey of the company and how it is today.

**Vision**

2. Can you describe us the vision of the company and how it is communicated in the organization?
3. Do you think the staff connects with the vision and are well aware it?
4. Do you believe in communicating or sharing the organization information such as vision, action plan etc with the employees? Or is there anything else that is more important?
5. Do you have a special strategic structure in your mind or designed to fulfill the vision of the company? Can you share with us your thoughts on this?

Leadership

6. Describe yourself as leader?
7. Has your leadership been important to the company, has it changed over the years?
8. How would you describe the internal culture or working atmosphere of the company?
   - Freedom to express,
   - Openness,
   - Team spirit or collective effort etc
9. How well do you connect with the employees and in what forms?
10. How independent are people at different level to handle their work?
11. Do you want your employee to be like you and act like you, but still keep their skills and competences?
12. Are you aware of problems that occurs in the company or the employees solves things without concerning you?
13. Do you try to inspire and motivate your employees through acting like a role model where you take decision according to the vision and goals?

Motivation and Empowerment

14. How do you motivate other?
15. What other forms of motivation can be seen?
16. How well and to what extent you share information to the employees with respect to the achievements or hurdles, new plans or change in plans or any other crucial info? Do you think it is important? If yes why if not why?
17. Do you feel that the employees can archive their individual goals while working for success of the company? And how are you working with these kinds of questions?
18. Approximately, how many hours do you work per week and how many of them are you in office and available for employees?
19. As travelling is important part of your schedule and you travel often so how would you describe the impact of your presence or absence in the base?
20. Are you allowing your employees to take risk? Or are you expecting them to always take decisions were the outcome is good? How much risk are you allowing and what are the outcome of a failure.
21. Is it good if the employees take their own decision as long as it is in line with the vision?
22. Do the employees take decision and share information that normally doesn’t belong to the responsibility without talking to you or another manager?

Closing Question
23. Imagine scenario: let say that you are away from the company a week or so, which is not planned. What do you would think would happen in the company?

APPENDIX 2: Interview Guide for Employees

All the questions are broadly categorised according to the theory used in the paper.

General Opening Question

1. Please tell us briefly about the company.
2. Tell us briefly about your journey in the company and what you are doing today?

Vision

3. Can you describe us the vision of the company.
4. How is the Vision communicated in the organization?
5. Do you get inspired by the vision and how does it help you in your daily work?
6. What else that guides your daily work decisions?

**Leadership**

7. How do you describe your top manager and supervisor?
8. How well do you connect with your top manager and supervisor?
9. Do you have any role model in this organization?
10. Do you think the top manager inspire and drives you to a common goal?
11. Do you think your management is very open and communicative?
12. Do you think your management listens to your suggestions or opinions in any form?
13. Do you often work in groups? And do you feel that the whole group strives to archive the same goal and help each other or do you think that each individual has their own goals and agenda?
14. What are your thoughts regarding team work. Do you think individual work is more appreciated or group work is more appreciated?
15. How often is the top manager available, what are your thoughts and comments about handling the work in his absence?

**Motivation and Empowerment**

16. Do you believe you are well informed about the plans of the company or major projects?
17. Do you have any responsibility for other employees in the company and to what extent?
18. Do you get enough information to do a good job or do you have to collect information? Where do you get this information? top manager, managers or other employees? Outside the company?
19. Do you think that the management has information and plans that you employees are not aware of?
20. Do you have a clear responsibility area? What will happen if you find a problem that is not included in your area? Do you get support from other employees or do you hand over the problem to a manager?
21. What do you enjoy most while working for this company?
22. Describe your motivation or inspiration for working here?
23. Can you tell us about your achievements, motivations and challenges? Examples.

**Closing Question**

24. Describe yourself as being the employee of this company and working for it in a single line.
Space for presentation of the author.
Photo of the author to be placed above.