



Comparison of the impact of formal and informal institutional influences with professional identity on performance outcomes in mission statement organizations

Case study of a mission-driven company, Laerdal

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Preface

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Executive Summary

Multinational enterprises have for decades tried to understand the variables that would maximise their organisational efficiency. When the question is addressed to a mission-driven company such as Laerdal, the key issue to be understood is: how does the mission statement add value to the organisation? Laerdal Medical, a Norwegian company based in Stavanger, has derived its success from its mission statement: 'helping saves lives'. Laerdal's collaboration with the research group FOCUS has allowed this thesis to research the impact of the mission statement on Laerdal's sales representatives in Scandinavia and in the United States.

The purpose of this thesis is to compare the impact of formal and informal institutional influences and of professional identity on performance outcomes such as identification with mission statement and commitment to the mission statement. After a theoretical review of the key concepts within these influences on performance outcomes, a qualitative approach tests their occurrence in Laerdal using interviews with sales representatives working in Scandinavia and in North America.

The analysis of data answers five questions that link formal and informal institutional influences, talent management, professional identity and performance outcomes. The results of the study show that both cross-national distance and professional identity can be found, but that professional identity overrides culture divergences in the context of a mission-driven company. Firstly, the comparison between Scandinavia and the United States demonstrates that management performance and evaluation are influenced by their respective regions. However, cultural influences do not affect either the professional identity that characterises Laerdal's sales representatives or the performance outcomes. Secondly, talent management cautiously selects and trains salespeople with a strong professional identity in alignment with the mission statement. This in turn leads to employees identifying with, and committing to, the mission statement. The thesis concludes with the suggestion that if an effective selection and onboarding process are in place, coupled with a meaningful mission statement, professional identity will cancel the cross-national distance that can arise in mission-driven companies such as Laerdal.

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Chapter 1 - Introduction

This Master's thesis is a case study of Laerdal, a medical company founded in 1940 by Åsmund S. Lærdal in Stavanger, Norway. The company has expanded geographically from the start and now has a presence in 24 countries (including the United States) and around 1,400 employees¹. In 2015, the family-owned company celebrated its 75th anniversary and restated its commitment to the same guidelines and principles set out by its founder.

Laerdal's core business is to develop initiatives and solutions for resuscitation, emergency care and patient safety. It specialises in the production of equipment for CPR, tools for medical professionals and high quality training programmes.

Laerdal is a mission-driven organisation where the goal of '*helping save lives*' is at the centre of every decision made by the company. The business associates its success to its powerful mission statement, which is firmly rooted in the organisation. The mission was reinforced in 2013 with the 2020 Strategy which set the goal of helping save 500,000 lives each year. Since 2011, Laerdal has been developing a not-for-profit organisation parallel to the company, Laerdal Global Health (LGH). LGH helps achieve the majority of this ambitious goal, focusing mainly on raising babies and mothers' mortality survival rate in low-resource countries.

The purpose of this thesis is to compare the impact of formal and informal institutional influences and of professional identity on performance outcomes in mission-driven organisations. The model represented in *figure 1* shows the different elements that can potentially affect performance outcomes; identification with mission statement and commitment to the mission statement (retention rate). The objective is to understand if either cross-national distance or professional identity can override the other. To achieve this, the model draws links between the different components to determine which relations can raise identification with and commitment to Laerdal's mission statement.

¹ In 2011

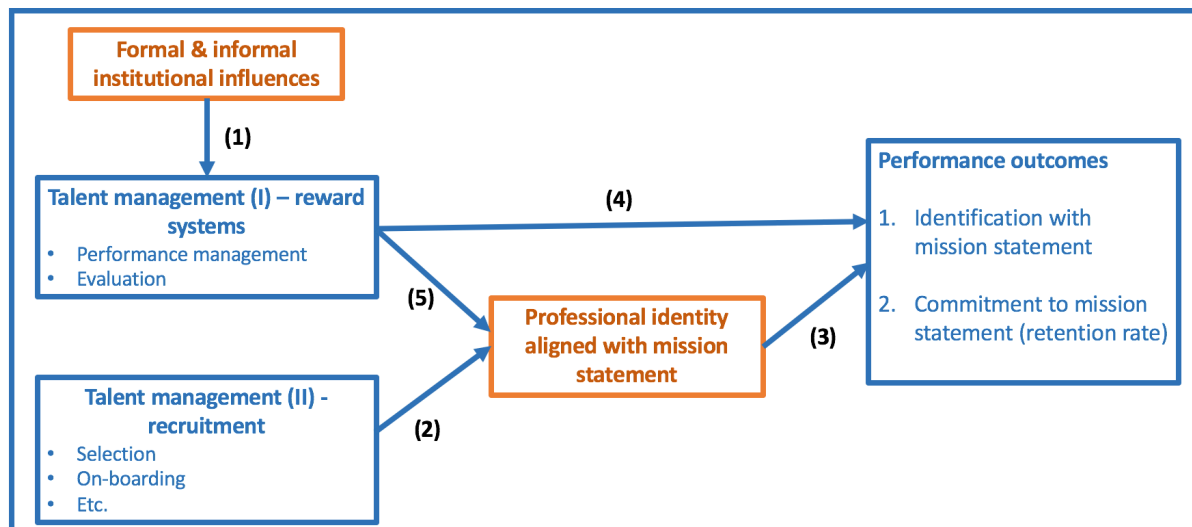


Figure 1: Performance outcomes in mission statement organisations

Source: own illustration

This thesis will try to answer whether formal and informal institutional influences or professional identity have an impact on these outcomes through five questions summarised in *figure 1*.

1. Do formal and informal institutional influences have an impact on performance management and evaluation (talent management (I) – reward systems)?
2. Do selection and on-boarding processes (talent management (II) - recruitment) foster professional identity?
3. Does a professional identity, aligned with a mission statement, influence the identification and commitment to the mission statement?
4. Do rewards (talent management (I) – reward systems) have an impact on performance outcomes in a mission-driven company?
5. Do performance management and evaluation (talent management (I) – reward systems) have an impact on the alignment of professional identity with mission statement?

A feature of the figure is talent management, which has been divided here into ‘reward systems’ and ‘recruitment’.

In order to evaluate the impact of the formal and informal institutional influences, a comparison has been drawn between the sales workforces in the United States and in Scandinavia. Culture, institutional distance and professional identity are considered variables that might influence performance outcomes (*figure 1*). Performance outcomes are defined as the extent to which sales employees identify with and are committed to the mission statement. Using in depth interviews, it is possible to give some tentative responses to the five research questions. More definitive answers will depend on using much larger samples.

Overall, the study aims at analysing the relationship between a highly educated salesforce, talent management and Laerdal’s mission statement, while examining for cross-cultural differences between the United States and Scandinavia as well as professional identity. Can a mission statement developed by a Norwegian company influence employees regardless of whether they are Americans or Scandinavians?

This thesis is composed of two main parts: a theoretical background and an analysis of the data. The theory gives an overview of the key topics discussed in order to lead to a clearer understanding of the five research questions and results obtained:

First, mission statements are broadly used by companies (Bain & Company, 2015), especially those considered as value-driven organisations such as Laerdal. In *figure 1*, performance outcomes derived from mission statement are the cornerstone of the model. The link between the mission statement, motivation and retention rate will be examined in depth.

Secondly, formal and informal institutional influences will be investigated as they play an important role in the comparison of Scandinavia and the United States. Formal institutional influences are defined as the degree of regulatory latitude and informal institutional influences are defined as being culture. These will be investigated in order to detect dissimilar behaviours and expectations at a national level. Nevertheless, it is plausible that individuals can deviate from their national culture and show characteristics related to their professional identity. An interesting point in this case as the characteristics of employees in the health sector may differ from the values held by salespeople.

Thirdly, the impacts of the mission statement will also depend on talent management (*figure 1*). Different theoretical frameworks as well as drivers of talents will be explained in this section.

Following this introduction, Chapter 2 is dedicated to reviewing the existing literature concerning the impact of mission statements, formal and informal influences, professional identity and global talent management. Chapter 3 elaborates the qualitative methodology used in the study and Chapter 4 presents the case studied (Laerdal). Chapter 5 analyses the data collected from the interviews, and compares and contrasts Scandinavia and the United States. Finally, Chapter 6 outlines the implications of this paper, its limitations and suggestions for future research.

Chapter 2 - Theory

2.1 Introduction

In this chapter, a review of the literature is presented to provide a theoretical background to the research. Four distinct themes outlined in the model presented in Chapter 1 (*figure 1*) of this master thesis are discussed:

- The definition, development and purpose of the mission statement of a company is clarified. In addition, links will be made between the mission statement and performance, identification, motivation and retention rate.
- The notion of formal and informal institutional influences will be defined. Institutional distance (formal) as well as cultural distance (informal) theory will be used to provide an overview of cross-national divergences at a national level. The differences between the United States and Scandinavia will be discussed to give a better understanding of the multinational enterprise (MNE) studied, Laerdal.
- Professional identity will be explained in order to understand why certain behaviours can be found at an individual level, regardless of an employee's nationality.
- The topic of global talent management (GTM) and the mechanisms put in place in order to detect and to retain those talents, will be explained.

This literature review will finish with a conclusion on the different concepts described in this Chapter and why they matter for the Laerdal case study.

2.2 Mission statement

2.2.1 Mission statement and its purpose

In this section aims to capture the essence of what a mission statement represents and what its purpose is within the company. Various labels such as “*statement of purpose*” or “*statement of philosophy and values*” designate the statement used to define a business (Pearce & David, 1987), and is associated by several researchers with business success (Bartkus, Glassman, & McAfee, 2006). Compared to codes of ethical or standard practice guides, which are usually written by corporate lawyers, mission statements tend to highlight positive values and behaviours as well as the company’s ideology (Swales & Rogers, 1995). A mission statement can be defined as: “*being an essential first step in the strategic management process and as an enduring document of purpose that distinguishes one business from other firms of its type*” (Cochran, David & Gibson, 2008, p.27). The mission statement answers questions about the organisation such as ‘why do we do what we do’, ‘what do we want to achieve’ and by answering, it becomes the central pillar of the company’s strategy (Bart & Tabone, 1997).

A theoretical framework provides a more in-depth definition of what a mission statement is. To begin with, Drucker (1974) stated that the *sine qua non* condition to achieving realistic company goals stands in the clarity and understanding of the definition of the mission statement. The development of a statement of purpose, which is considered as the crucial starting point of critical strategic decisions (Bart, Bontis, & Taggar, 2001), can be decomposed in four phases (Cochran et al., 2008):

- 1) *Orientation phase*: ensures a good comprehension of the management process and consists also of a training to increase the degree of awareness of implicated individuals in the process.
- 2) *Component Analysis phase*: distinguishes eight fundamental elements² (Pearce & David, 1987) used as guidance by the strategic planning team. A draft of the mission statement is produced.

² 1. Specification of target customers and markets, 2. identification of principal products/services, 3. specification of geographic domain, 4. identification of core technologies, 5. expression of commitment, to survival, growth and profitability, 6. Specification of key elements in the company philosophy, 7. Identification of the company self-concept and 8. Identification of the firm’s desired public image.

- 3) *Communication Analysis phase*: makes sure that the mission statement does not suffer from mediocre communication. Cochran et al. (2008) add that both *denotative* (readability) and *connotative* (communication) analysis should be considered for the development of the statement of purpose.
- 4) *Applicability Analysis phase*: Assessment on how far the mission statement could be implemented into the company (Cochran et al., 2008).

This framework proposes a theory to develop an effective and complete statement of purpose. In the following sections, I will detail the three first phases of the Cochran et al. (2008) model. It is all the more pertinent when an inadequately designed or unsuited statement would probably cause more harm than good (Glasrud, 2001). Synthetically, the mission statements explain the '*raison d'être*' of the company (Pearce & David, 1987).

According to Pearce (1982), the role of the mission of a company is as an important strategic tool (Bain & Company, 2015; Bart & Taggar, 1998) to build a new business, but this is unfortunately underused by organisations (Leuthesser & Kolhi, 1997). Moreover, the mission statement and vision used to be in the top three management tools in the 1990s (Siddle & Rigby, 2002), but they have been, since then, downgraded to number six, falling behind tools like CRM³, benchmarking, employee engagement surveys, strategic planning, outsourcing and Balanced scorecard (Bain & Company, 2015).

2.2.2 Phase 1 – Orientation phase

Even if mission statements fluctuate somewhat in terms of motivations and purposes, one of their shared goal is usually to raise employees' identification with the company (Bart & Taggar, 1998; Swales & Rogers, 1995). The notion of *corporate identity* defined as "*the way in which an organisation reveals its philosophy and strategy through communication, behaviour and symbolism*" (Leuthesser & Kohli, 1997, p.59), takes its importance to link motivation to the mission statement through identification. The first phase of Cochran et al.'s theoretical model, *Orientation phase*, can be associated with employees feeling understood because they understand and agree with the mission statement.

³ Customer Relationship Management

Leuthesser and Kohli (1997) examined the impact of value statements on different stakeholders, including employees. They found that two-third of mission statements would include assertions concerning employees. Mission statements mostly target therefore employees' identification and integration into the company (Bart & Taggar, 1998). Hence, the identity of a corporation has an impact on its workforce at each level and should be taken into account when screening and hiring new members (O'Reilly, Chatman, & Caldwell, 1991).

Furthermore, Pratt (1998) explains in his book that identification with the company can be *ex-ante* or *ex-post* to the recruitment of the employee; either subjects already share the same philosophy or they become more alike the company's values with time. As an illustrate of the first path, athletes will most likely be attracted to an organisation that shows the same devotion for competitive athletics for example like Nike (Dutton, Dukerich, & Harquail, 1994; O'Reilly et al., 1991).

Reaching the highest degree of identification improves employees' feelings of motivation about their job (Dutton et al., 1994). Interviews at 3M, a manufacturing company, indicated that the salesforce felt more enthusiastic and self-confident about working for a large MNE that they valued and were proud to be part of (Dutton et al., 1994). It is an element that could be identified when assessing collected data.

Moreover, the external brand image of the company positively or negatively affects how employees perceive their work. "When members believe that outsiders see the organisation in a positive light, they 'bask in the reflected glory' of the organisation" (Cialdini, Borden, Thorne, Walker, Freeman, & Sloan, 1976, p.366). Hence, "Strong organisational identification may translate into desirable outcomes such as intra-organisational cooperation and citizenship behaviours" (Dutton et al., 1994, p.240).

Another dimension that creates motivation to realise organisational goals is the employees' satisfaction in their job (Bart & Taggar, 1998). In their paper, Bart et al. (2001) demonstrated a strong bound between satisfaction with the mission and the content of the mission. It also seems that there exists a positive correlation between this variable and financial performance (Bart et al., 2001) which will be discussed in the next section.

2.2.3 Phase 2 – Component Analysis phase

Two of the pioneers that linked performance to components of the mission statement are Bart and Baetz, who identified a link through a survey of 44 large industrial firms (cited in Bart & Tabone, 1997, p.6). It showed that most components prescribed by Pearce and David (1987) in the *Components Analysis phase* (2nd phase in Cochran et al.'s model) had a positive relationship with performance while elements like identification with stakeholders and non-financial objectives had a negative one (Bart & Tabone, 1997).

Additionally, mission statements contain few elements directly associated with performance, but indirect components referring to essential rules of business and member behaviours impact it positively (Bart & Taggar, 1998; Bartkus et al., 2006). Nevertheless, opinions diverge and O'Gorman and Doran found no correlation between any elements of the mission statement and performance (cited in Bartkus et al., 2006, p.88).

In their empirical study, Bartkus et al. (2006) try to see if including a specific stakeholder group (customers, shareholders, employees, suppliers etc.) in the mission statement could be linked to returns on sales. It turns out that the more stakeholders were represented in the mission statements, the higher the number of components and mission objectives that were met (Baetz & Kenneth, 1998; Bartkus et al., 2006). Another interesting fact to note is that among all of the stakeholder groups that could improve the quality of the mission statement, the 'employees' appears to be the most significant one. Synthetically, "the results indicate that the more successful firms are likely to mention the stakeholder groups 'employees' and 'society'" (Bartkus et al., 2006, p.91). Bart and Taggar (1998) add to this conclusion that in order to have a financial impact, an efficient strategic direction (rational goals and objectives) must be set in line with the corporate culture (Bart & Taggar, 1998).

The conclusion of this section is that employees' role in the mission statement will influence the financial performance of the organisation. The message to underscore throughout all this scientific literature is that: "only when employees 'feel the heat of the mission' or have 'a sense of mission', will they execute and implement it with profound passion" (Bart & Taggar, 1998, p.23).

2.2.4 Phase 3 – Communication Analysis phase

The easiest and most straightforward tool to communicate the vision of the organisation to various stakeholders remains the mission statement. Hence, researchers view this tool as one of the essential forms of communication an organisation should focus on (King, Case, & Premo, 2012). As previously described in the theoretical model by Cochran et al. (2008), the third phase, *Communication Analysis phase*, is divided into two subsections; *denotative* and *connotative* analysis. Employees usually have no or very little buy-in to the construction of the mission, making it one of the main reasons why a coherent and powerful communication of the mission statement is justified and needed (Glasrud, 2001).

The *denotative* analysis focuses on whether form and content of the message is clear and easily understood by every member of the organisation (Cochran et al., 2008). In order to have a clear message efficiently spread over the MNE, the quality of the formulation of the statement has to be high. The mission should not contain more than two paragraphs (King et al., 2012).

The content of the mission has been discussed above but in order to be readable, the essential vision and goals should be well articulated within the statement while including several elements and stakeholders (Bart & Tabone, 1997; Bartkus et al., 2006; King et al., 2012; Swales & Rogers, 1995). Furthermore, conveying one global vision through all the countries where the MNE is implemented can be challenging, especially since “corporate values and beliefs are primarily culturally defined, reflecting the general philosophical perspective of the society in which the company operates” (Pearce II & Roth, 1988, p.43). Pearce II and Roth (1988) insist that reassessment of the mission statement has to be considered when an organisation is expanding in a new environment.

On the other hand, the *connotative* analysis focuses on how the message is delivered to members of the organisation (Cochran et al., 2008). As mentioned previously, communication has a tight relationship with management and is considered to be a basic but fundamental tool of management (Bain & Company, 2015; Brown & Yoshioka, 2003; Spillan, Mino, & Rowles, 2002). If used creatively, the statement of purpose can become appealing to the group as well as individuals within the organisation (Swales & Rogers, 1995). Building a collective identity in order to gather different professions and individuals within one organisation requires effective communication, one philosophy through rituals, ceremonies and stories (Dutton et al.,

1994). An example of ritual is Deloitte Belgium organising a “Start-Me-Up” ceremony during which new junior consultants receive the same Mini Cooper, showing that they belong to the Deloitte community (HR World, 2009).

2.2.5 *Retention rate of employees*

For years, retaining employees has been an issue for employers (Ivey Business Journal, 2011). Conveying an appealing mission statement can show an attractive brand image and would draw many applicants to try to join a certain company (O'Reilly et al., 1991). Also, O'Reilly et al. (1991) demonstrated that the likelihood of members staying within the company increases when there is evidence of a positive correlation with corporate identity. For example, for the American company, Nordstrom, the screening and hiring process from the HR department pays particular attention to their choice of salespersons since they receive so many applications due to the company's popularity with the public. They have so many motivated applicants that Nordstrom has to make sure to choose salespeople that are actually capable of fitting its mission statement (Leuthesser & Kolhi, 1997). They clearly have a mission that attracts candidates (Brown & Yoshioka, 2003) but the real question is when they have entered the company, is the mission still enough to retain them on the long run?

According to Brown and Yoshioka (2003), there are various factors that influence employees to stay or leave an organisation. Out of these, believing in the purpose of the business and feeling part of the achievement of the mission are the most prominent reasons why employees remain in an organisation. The empirical analysis also shows that other factors that improve retention rate were the desire to help people and the possibility for employees to grow on a personal and professional level (Brown & Yoshioka, 2003).

It also seems that a number of other variables like age and position in the organisation can play a role in the attitude of the workforce toward the company and will influence satisfaction as well as commitment (Griffeth, Hom, & Gaertner, 2000). Surprisingly, “older, long-time, and managerial-level employees tend to express lower levels of commitment, we would expect that they would hold similar, if not higher, attachment to the organisation's mission” (Brown & Yoshioka, 2003, p. 9).

Finally, Brown and Yoshioka (2003) conducted a qualitative study where the three main reasons why employees express the wish to remove themselves from the company are related to other career plans, insufficient pay and opportunities, and frustration with management.

2.3 Formal and informal institutional influences

This section will focus on institutional distance (formal institutional influences) and cultural (informal institutional influences) influences. It will ask whether they play a central role in the performance outcomes of mission statement organisations (*figure 1*). First of all, institutional distance will be defined using different frameworks. Then culture will be explained using Hofstede's model (1980) and the GLOBE survey (House, Hanges, Javidan, Dorfman, & Gupta, 2004).

2.3.1 In business, distance matters

The question of national differences is broadly debated among researchers. On the one hand, some such as Perlmutter strongly believes that "nationality has become irrelevant to the way which multinational companies are managed and organised" (cited in Bousseebaa & Morgan, 2008, p.25). Moreover, the slow evolution from national to ethnocentric to polycentric and finally to a geocentric orientation (Baldwin, 2016) proves that national influence is diminishing within MNCs.

On the other hand, a plethora of literature strongly supports the concept that nationality can influence MNEs management. Firstly, there is a sociological reason for cultural distance not to be disregarded; it cannot be denied that national values forge who we are as individuals (Hofstede, 1983). Secondly, on a psychological level, we are used to certain educational experiences that were conditioned by national culture factors (Hofstede, 1983).

Moreover, the response to Perlmutter expressed that "evolutionary arguments have been challenged by a growing field of research that draws upon comparative institutionalism to argue that national differences within MNCs are not hangovers from the past but an inevitable part of the present" (cited in Bousseebaa & Morgan, 2008, p.26). The authors pursue their

argumentation mentioning that “MNCs remain deeply rooted in their country of origin” (Bousseebaa & Morgan, 2008, p.26).

Thus, national practices and cultural divergences should be taken into account within an MNE (Gooderham & Nordhaug, 2011; Selnes, Jaworski, & Kohli, 1996). However, even though it plays a role in MNEs, competitive advantage can take roots in “the utilisation of their organisational capabilities on a worldwide basis through the leveraging of their best management practices across their operations [...], a tension lies between the need of global integration [...] and local adaptation” (Gooderham & Nordhaug, 2011, p.30).

Furthermore, companies such as MNEs trying to install a common vision within the whole organisation by removing cultural differences, avoid recruiting typical employees with deep nationalism (Vaiman & Brewster, 2014). “The extensive induction and training programmes about the organisation and its philosophies and ways of working, and the widespread ‘corporate culture change’ programmes, are designed to modify employees’ national cultural beliefs” (Vaiman & Brewster, 2014, p.158). Nevertheless, Selnes et al. (1996) explains that country variations in organisational behaviours depend on motivation in work attitudes and objectives.

2.3.2 Formal institutional influences

National differences can be observed from a cultural point of view but also by looking at the institutional approach (Berry et al., 2010; Vaiman & Brewster, 2014). Institutional differences play a role on how organisations are structured and behave (Vaiman & Brewster, 2014; Xu & Shenkar, 2002). The link between nationality and management should be valued because every country has their own political system and regulations that cannot be standardised or ignored by management (Vaiman & Brewster, 2014). Recent institutional theories explain firms must conform to the rules and values prevailing in the environment to survive (Xu & Shenkar, 2012). At the same time, they indicate the existence of a double pressure for global integration and local orientation (Xu & Shenkar, 2012).

This section outlines a sub-section of cross-national differences: institutional distance. Different approaches are introduced: a multidimensional approach, variations in HR practices, a differentiation between coordinated and liberal markets, and finally some theory on individual pay-for-performance systems.

2.3.2.1 A multidimensional approach

Berry et al. (2010) have used three institutional theories: ‘national business’ by Whitley (1992), ‘governance’ formulated by Henisz and Williamson (1999) and ‘innovation systems’ by Nelson (1993) to base their analysis on the institutional approach. They have identified nine variables of distance: economic, financial, political, administrative, cultural, demographic, knowledge, connectedness and geographic (Berry et al., 2010).

The conclusion is that a cultural approach is not enough on its own and that a multi-dimensional approach is recommended for firms to understand distance on managerial, organisational and business variables (Berry et al., 2010). Taking these factors into consideration helps making relevant managerial choices because stakeholders need to take those decisions within the fixed framework of a country (Berry et al., 2010). To conclude:

This approach can help resolve some of the inconsistencies reported in the literature concerning the effects on [...] firm performance and human resources, given that each of these questions may possibly require the use of different dimensions and measures of distance (Berry et al., 2010, p. 1477).

2.3.2.2 Liberal versus coordinated markets

An often cited model elaborated by Hall and Soskice (2001) differentiates between two types of capitalism; “*the liberal market economies*” (LMEs) which gathers countries such as the United Kingdom and the United States and “*the coordinated market economies*” (CMEs) which concerns countries such as Germany and Norway (Gooderham & Nordhaug, 2011; Hall & Soskice, 2001). Since this study focuses on a comparison between the United States and the Nordic countries, the divergence between the two ought to be noticed since the vision of the company will slightly differ from LMEs to CMEs. Even though both types can produce long-term financial performance (Hall & Soskice, 2001), LMEs tend to accumulate short-term profits

due to their will to please their shareholders (Hall & Soskice, 2001) and their tendency to target financial goals (Selnes et al., 1996).

In contrast, companies working within CMEs are much more restricted by institutions, thus, the managers' free movement is diminished, but at the same time the workforce retains more rights (Gooderham & Nordhaug, 2011; Vaiman & Brewster, 2014). The consequence of this institutional distance is explained by Brewster: "European firms are not generally free to determine HRM strategies because of institutional constraints imposed on them" (cited in Gooderham & Nordhaug, 2011, p.30). It can be easily assumed that HR practices will be influenced by this distinction.

Nevertheless, researchers have expressed some reservation on the model and distinguished various sorts of markets. For example, Amable (2003) divides more finely in four different types of modern capitalisms. Nordic countries⁴ are viewed as social democratic economies which share common characteristics with CMEs (Vaiman & Brewster, 2014) but where workers' rights have a stronger influence and where workforce is continuously trained. Concerning the States, there is no divergence with Hall and Soskice's (2001) model.

2.3.2.3 Institutional variations in HRM practices

According to Brewster, "not only was the original concept of HRM essentially North American, but (US) HRM should not be seen as universally applicable" (cited in Gooderham & Nordhaug, 2011, p.28). Thus, what considerations should management in MNEs take into account in order to adapt those practices to cultural differences?

Gooderham & Nordhaug (2011) divided international human resource practices into two divergent dimensions: '*calculative*' HRM practices (practices such as individual-performance related pay to improve the performance of the organisation overall) or '*collaborative*' ones ('soft' practices, etc.), where countries show different degrees of both (Gooderham & Nordhaug, 2011). The goal is to monitor the global integration as well as the local adaptations of HRM (Poutsma, Ligthart, & Veersma, 2006). North Americans companies will tend to adopt a more individual and calculative HRM which "treats each employee as an individual rather than as a member of a collective entity protected by collective bargaining contracts and

⁴ Sweden, Denmark and Finland

unionisation” (Poutsma et al., 2006 p.517). The collaborative HRM approach with insistence on employees’ commitment will be located usually in continental Europe (which includes Scandinavia) (Poutsma et al., 2006). Finally, Poutsma et al. (2006) insist on the fact that those HRM approaches are not mutually exclusive and even perform better combined than applied alone.

2.3.2.4 Individual pay-for-performance

Every country has been developing its own set of rules and regulations in order to protect workers argue Botero, Djankov, La Porta, Lopez-de-Silanes, and Shleifer (cited in Gooderham, Fenton-O’Creevy, Croucher, & Brookes, 2015, p.6). Employment laws will influence the range of contracts an employer can implement such as individuals pay-for-performance (Gooderham et al., 2015). Alternatively, collective relations laws focusing on collective agreements and labour unions, can be another source of constraints for managers (Gooderham et al., 2005). The results of the study demonstrate that culture and institutional dimension influence, at a country level, firm behaviour and that labour regulations are negatively correlated with the adoption of individual pay-for-performance (Gooderham et al., 2015).

Countries such as Norway, Sweden and Denmark that strongly support collective agreements and unions, stand also against individual pay-for-performance. Metcalf, Hansen, and Charlwood argue that “typically, labour union wage policies within and across firms have an egalitarian focus, which leads to significant resistance to individualised performance-related pay approaches” (cited in Gooderham et al., 2015, p.10).

In liberal market economies like the United States (Hall & Soskice, 2001), labour regulations are weak increasing the likelihood of individual pay-for-performance (Gooderham et al., 2015). Linked to Hofstede’ study (1980), the cultural dimension of masculinity also influences the adoption of individual pay-for-performance (Gooderham, et al., 2015).

To conclude, it is more likely that individual pay-for-performance practices will be found in liberal market economies than in coordinated market economies due, to some extent, to institutional and cultural divergences. Nevertheless, “legal systems influence but do not entirely constrain firms’ compensation practices” (Gooderham et al., 2015, p.22).

2.3.3 Cultural influences

The purpose of this section is to have a look at cross-national differences under the cultural factor that can trigger divergences in the perception of mission statements by employees in different countries (Helms & Stern, 2001). Helms and Stern (2001) wrote that “although an organisation strives to install a common set of values and beliefs to all of its employees, it is unlikely that perceptions of the culture within this organisation will be universal” (Helms & Stern, 2001, p. 417).

The term “culture” has been defined in many different ways by scholars, but I will follow the definition of culture viewed as “*acquired knowledge that shapes values, originates attitudes and affects behaviour, and which members of a society use to interpret experience and generate social behaviour*” (Vaiman & Brewster, 2014, p.152).

2.3.3.1 Masculine/feminine culture

Hofstede (1980) published one of the largest quantitative cross-cultural studies (Vaiman & Brewster, 2014) about employees’ behaviours and values related to work in fifty different countries. One of the goals of this research was to understand the behaviours of those employees at national level.

The study describes national culture using four different criteria: individualism versus collectivism; large or small power distance; strong and weak uncertainty avoidance; and whether a country is viewed as masculine or feminine. The last of these will be focussed on here for Scandinavia (Denmark, Norway and Sweden) and the United States since the paper includes a comparative analysis of these two nations. Scandinavia and the United States do not show significant differences in the three other dimension in Hofstede’s model (individualism, power distance and uncertainty avoidance) and as a result they are left out of the analysis in this section.

The graph labelled “*a masculinity-femininity x uncertainty avoidance plot for 50 countries and 3 regions*” (figure 2) shows the masculinity index (MAS) on the x-axis. When referring to masculinity and femininity, Hofstede does not refer to biological gender but rather the dominant values in a society that are ‘masculine’ or ‘feminine’. Masculinity relates to values

such as the differentiation of gender roles in society, the encouragement of performance, the importance of money and materialism, and the admiration of achievers (Hofstede, 1980). Its counterpart, femininity shows characteristics such as the importance of quality of life, the people and the environment, less defined gender roles in society and empathy with the unfortunate (Hofstede, 1980).

The y-axis shows the uncertainty avoidance index (UAI). This variable reveals whether citizens consciously face the reality of the uncertainty of the future or not. I am not going to discuss this variable since both the United States and Scandinavia relatively show the same degree of weak uncertainty avoidance.

Concerning the femininity/masculinity variable, our attention will be narrowed to specifically two regions, Scandinavia and the United States. There is a wide gap between the two regions. On the left side, Norway and the other Scandinavian countries (together with The Netherlands) are in a group considered to be ‘feminine’ countries, whereas the United States is located on the right side and viewed as a ‘masculine’ country. The values characterising both side of the femininity/masculinity variables can be applied respectively to those regions.

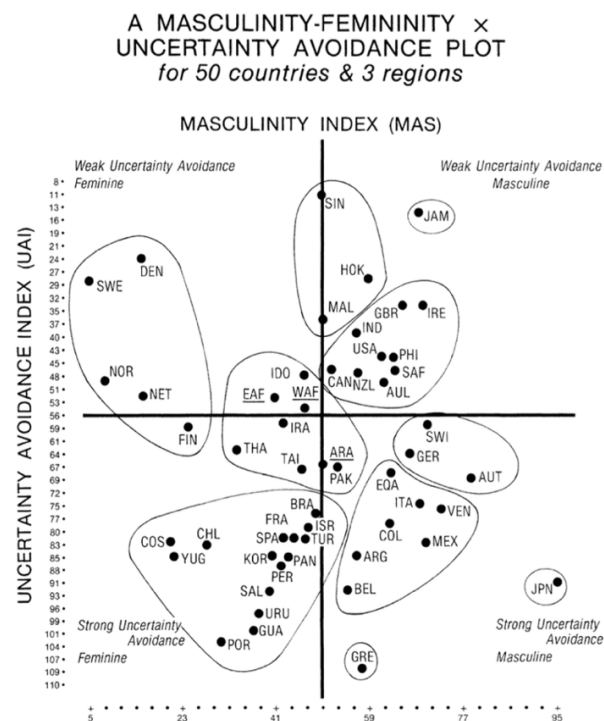


Figure 2: A masculinity-femininity x uncertainty avoidance plot
Source: Hofstede, 1983

With this model, Hofstede (1983) demonstrates that management diverges from one nation to another and this can be associated with motivation theories. To illustrate, the author explains that:

The dominant theme of the U.S. literature [...] is that people are basically motivated to achieve something. [...] The idea of ‘achievement’ and ‘challenge’, U.S. style implies two things: a willingness to take risk (weak uncertainty avoidance) and a need to be performant (masculinity)” (Hofstede, 1983, p.88).

On the opposite side, in the Nordic countries (weak UAI & femininity), the motivation (‘social motivation’) roots itself in the maintenance of good interpersonal relations, low competition for performance and improving quality of life (Hofstede, 1980).

Hofstede (1980) links this motivation theory with two main humanisations of work. One is developed in the United States aiming at restructuring individual’s jobs where individual performance is rewarded. Whereas in more feminine countries, the humanisation aims at the restructuration of work into group work where interpersonal relationships matter (Hofstede, 1980).

Finally, Scandinavian countries will tend to opt for intuitive and consensus-based decision-making processes due to their association to feminine values (Hofstede, 1980). Masculine countries such as the United States will generally make fast decisions based on facts and clear responsibilities (Hofstede, 1980).

To conclude, Hofstede (1983) argues that “characterising a national culture does not, of course, mean that every person in the nation has all the characteristics assigned to that culture” (Hofstede, 1983, p.194). It should be noted that Hofstede has received many critiques on the validity of his dimensions, lack of theoretical background, etc. (Berry, Gullén, & Zhou, 2010; McSweeney, 2002; Vaiman & Brewster, 2014).

2.3.3.2 The GLOBE survey

GLOBE is a worldwide project intended to understand the influence of countries on leadership. “There are compelling reasons for considering the role of societal and organisational culture influencing leadership and organisational processes” (House et al., 2004, p.10). The dimensions used for this analysis of 62 societies were inspired by Hofstede’s dimensions

(section 2.3.3.1), but instead of looking at one masculinity/femininity variable, the GLOBE survey divides it into ‘egalitarianism’ and ‘assertiveness’ (House et al., 2004).

Egalitarianism is defined as “*the degree to which an organisation or a society minimises gender equality*” (House et al., 2004, p.12). Assertiveness is described as “*the degree to which individuals in organisations or societies are assertive, confrontational, and aggressive in social relationships*” (House et al., 2004, p.12). This categorisation is made because the authors believe that Hofstede’s measure of masculinity lacks validity, with some items within the variable judged to be irrelevant to the concept of masculinity (House et al., 2004).

Again, the United States and Scandinavia will be compared in this study but it should be noted that only Denmark and Sweden were part of the survey (Norway was not included). For the egalitarianism dimension, both Scandinavian countries scored higher on gender egalitarianism than the United States (House et al., 2004). This means that Sweden and Denmark show characteristics such as having more women with a higher status or position of authority in society and less occupational gender segregation. In terms of leadership, the higher level of gender egalitarianism a society shows, the more likely managers will choose ‘participative’⁵ and ‘charismatic/value-based’⁶ leaderships where less gender discrimination and inequality should be expected (House et al., 2004). On the contrary, the United States shows lower gender egalitarianism, indicating a stronger male domination (House et al., 2004).

For the assertiveness variable, the trend is reversed with the United States scoring higher than the Nordic countries. Higher assertiveness is characterised by values such as progress and success, direct communication, emphasis on results over relationships, rewarding performance and building trust on the basis of capabilities or calculation (House et al., 2004). Lower assertiveness values cooperation, people and warm relationships, associates competition with defeat and punishment, stresses equality, solidarity, quality of life and loyalty and finally views ‘merit pay’ as potentially destructive to harmony (House et al., 2004). The leadership styles that will be endorsed by managers from high assertiveness will be ‘autonomous’⁷ and ‘humane-oriented’⁸.

⁵ leaders characterized as egalitarian, delegator and collectively oriented

⁶ leaders characterized as enthusiastic and self-sacrificial

⁷ leaders characterized as individualistic and independent

⁸ leaders characterized as modest and humane oriented

Hence, throughout this theoretical section on formal and informal institutional influences, the first question portrayed in the model (*figure 1*) is asked: Do formal and informal institutional influences have an impact on performance management and evaluation (talent management (I) – reward systems)?

2.4 Professional identity

Culture can characterise individuals at a national level but some individuals' behaviours might diverge from their country of origin for several reasons. This section will consider how individuals can be impacted by their profession and become a variable affecting the performance outcomes of the mission statement (*figure 1*). Professional identity is defined by Stenbock-Hult as:

To feel oneself as a person who can practice a profession with knowledge and responsibility, and who is aware of one's resources but also of one's limits. It also means development of certain knowledge and qualities, and further, identification with the norms and ethics of the own profession. (cited in Öhlén & Segesten, 1998, p.724)

In the case of Laerdal, the employees interviewed are sales representatives immersed in a medical context. As a result, the professional characteristics of nurses will first be presented, followed briefly by the perception of a mission statement in the health sector.

2.4.1 Medical professional identity

This section looks at the values underlying medical professionals, more specifically nurses. In this case, professional identity represents “the nurse’s conception of what it means to be and act as a nurse” (Fagermoen, 1997, p. 435), in other words, the profession’s philosophy, beliefs and values. An analysis reveals that values embedded in nursing practice can be divided into moral (other-oriented) values as well as work (self-oriented) values (Fagermoen, 1997). According to Fagermoen (1997), there is a greater diversity of other-oriented values compared to the self-oriented values which can be explained by their daily activity of caring for patients in need. Moral values such as altruism and care for patients seem to be overriding the others and constitute the global philosophy of nurses (Fagermoen, 1997). This philosophy corresponds to underlying attributes such as compassion, competence, confidence and commitment that are

attached to the professional nurse (Öhlén & Segesten, 1998). Finally, Öhlén and Segesten (1998) ascertain that nurses embed their professional identity because they feel that are a nurse compared to be merely working as a nurse.

This form of professional identity may be contrasted with professional business identity where profit is the main focus.

2.4.2 Perception of a mission statement in the health sector

An assumption made by Helms and Stern (2001) regarding the employee's status within an MNE conveys the hypothesis that hierarchical status in the workforce can change their perception of the company culture. In fact, it will depend on the amount of information they received, their interaction with top management as well as their training. The results of the study explain that this assumption can be only partially supported (Helms & Stern, 2001). Other evidence in the scientific literature concerning level of hierarchy and especially concerning sales representatives could not be unfortunately found.

Now, literature linking the medical industry and mission statement is difficult to retrieve when it comes to MNEs. Usually, the objectives between a profit-driven medical company and one with a prosocial mission such as Laerdal differ. In the latter case, the mission statement is placed at the centre of every decision whereas some medical organisations especially pharmaceutical MNEs have a primary goal to please shareholders.

Furthermore, most of the literature on prosocial mission statements concerns non-profit organisations (hospitals, etc.) (Bart & Tabone, 1997). According to Bart and Tabone (1997), the divergence between a profit and a non-profit mission statement are the components present in them. Non-profit organisations generally do not integrate (or to a minimal degree) elements in their mission such as; 'general corporate level goals', 'specific financial objectives' and 'specific non-financial objectives' (Bart & Tabone, 1997). Another characteristic of non-profit would be that money, more than the ultimate objective, becomes a means to accomplish broader goals (Brown & Yoshioka, 2003).

Through some theoretical background, the components of the third questions are addressed in this section: Does a professional identity, aligned with the mission statement, influence the identification and commitment to the mission statement?

2.5 Global talent management

This section defines and explains the concept of global talent management. As seen in *figure 1*, talent management is divided into two distinctive categories; selection and on-boarding (recruitment) on the one side, and performance management and evaluation (reward systems) on the other. Both can have an influence on the mission statement hence, its performance outcomes. Before detailing both sides of talent management, definition and purpose of global talent management will be introduced and I will conclude with some drivers of talents to give a good overview of the topic.

2.5.1 *What is global talent management?*

Talent management has been present for decades and was usually employed for arts, sport and education management. Focus on talent management in the business environment arose in 1997 with the book, “The War for Talent”, by Michaels, Handfields-Jones, and Axelrod depicting the insufficiency of talented employees (cited in Schuler, Jackson, & Tarique, 2012, p. 506).

Defining exactly what Global Talent Management (GTM) is can be difficult since researchers have a variety of interpretations of it. Some suggest, like Creelman, that it is a mindset, while others, like Piansoongnern, Anurit and Bunchapattanasakda, say that it is an integrated HR practice designed to attract and retain the right people in the right jobs at the right time (cited in McDonnell, Lamare, Gunnigle, & Lavelle, 2010, p.151). It is difficult to produce a precise definition of talent management due to the confusion and many assumptions about those terms made by authors (Lewis & Heckman, 2006; McDonnell et al., 2010).

Collings and Mellahi (2009) try to base their definition on three recommendations made to multinational enterprises (MNEs) in order to clarify the term talent management. Those three critical points suggest to organisations to:

- (1) Systematically identify the key positions within the firm which contribute significantly to sustainable competitive advantage,
- (2) Develop a talent pool of high-potential and high performing people to fill these positions,
- (3) Develop a differentiated

human resource architecture to facilitate these positions with competent incumbents (Collings & Mellahi, 2009, pp.307-309).

Furthermore, talent management needs to be able to attract skilled workforce but simultaneously find employees that will match the company's culture and values. When new recruits can personally identify with the mission statement even before they are hired, positive repercussions such as motivation (Dutton et al., 1994), performance (Bart et al., 2001; Bart & Taggar, 1998) and retention rate (Brown & Yoshioka, 2003) could easily arise.

Overall, the emphasis is put on a good comprehension of factors that bridge effective talent management and performance of the organisation (Collings & Mellahi, 2009). But with the various definitions given in the literature, correctly defining becomes quite a hard task since the subject is fairly recent and researchers have various points of view about GTM. In their paper, Tarique and Schuler (2012) focus on two themes that are recurrent:

- Individuals with high/critical levels of talent
- Additional international HR management policies and practices to manage those highly talented employees

Global talent management can be defined as:

A subset of International Human Resource Management (IHRM) to attract, develop, retain, and mobilise individuals with high levels of current and potential human capital consistent for the strategic directions of the multinational enterprise to serve the objectives of the multiple stakeholders (Tarique & Schuler, 2010, p.10).

Finally, to win this “war for talent” the best path that organisations can follow is to fundamentally change the way the workforce is managed. The primary goal is not to continually bring better and brighter talents but sometimes to work with employees already there and have them gradually commit more to the mission and corporate identity (Becker, Huselid, & Beatty, 2009).

2.5.2 *Talents as human resource and competitive advantage*

Talent management has been influenced by the theoretical framework of the resource-based view (RBV) which implements strategies to build up internal resources, both physical and intellectual, as key source of competitive advantage and concurrently neutralising external threat (Barney, 1991). In this RBV model, attention is particularly focused on human capital (Becker, 1994) which is a key source of sustained competitive advantage (Becker et al., 2009).

With consideration to the RBV model, human resource management practices are depicted by Sheenan (2012) as:

A sort of investment in human capital and that the training and development activities of the HRM function is the internal intervention that is most likely to affect the level and quality of human capital in organisations, which in term, can have significant effects on the performance of the organisation. (Sheenan, 2012, p.67)

However, if there is no differentiation made between high-potential employees (talents) and the other members in the firm, a part of the investment will be a waste because, as said previously, those talents will be the source of sustainable competitive advantage (Sheenan, 2012). Moreover, a risk subsists if there is a poor coordination between employees and skills, which will indubitably end up in a loss in the investment in human capital due to workers not meeting business demands (Collings & Mellahi, 2009).

Therefore, high-potentials' cross-cultural awareness, language skills abilities and global management competencies remain essential. The development of talented managers should be viewed as an essential link between HR and organisational performance (Sheenan, 2012). MNEs develop a global network and relationships through talents, seconding managers, from one subsidiary to another, as well as developing a common corporate culture among management (Stahl & Cerdin, 2004).

2.5.3 *Selection and on-boarding*

The first subsection of talent management in *figure 1* considers the importance of selecting the right people aligned with the mission statement as well as designing an effective on-boarding process.

Multiple human resources policies and practices coexist and in order to attract and retain talented workforce (Beechler & Woodward, 2009; Schuler, et al., 2011). Also, Calo (2008) shows that the head of the HR department and CEO are the most influential in the enterprise's talent supply. Furthermore, some recurrent steps in HRM can be found in the company's HR strategy and Schuler et al. (2011) propose the following theoretical model:

- *Location planning and relocation management*: Recently, MNEs have been expanding but concurrently relocating their operations in emerging economies (Kleinert, 2001), where they can massively attract talented skilled workforce. The alternative strategic decision they tend to make is to move operations abroad by outsourcing part of their activity. For example, Laerdal is entering the Chinese markets and have some production plants in Mexico.
- *HR planning and forecasting*: As in traditional human resource practices, GTM forecasts the number of employees and skills needed. "Talent management is simply a matter of anticipating the need for human capital and then setting out a plan to meet it" (Cappelli, 2008, p.1).
- *Staffing*:
 - *Attraction & Selection*: Workers with the ability to fulfil a wide variety of tasks are really crucial for MNEs and finding them constitutes a difficulty, and this, worldwide (Becker et al., 2009). Then, to become more attractive for potential employees, organisations started developing "*employee value propositions*" (EPVs) (Guthridge, Komm, & Lawson, 2008). They tailored their marketing and recruitment process in function of the targeted groups of candidates.
 - *Retention*: Nowadays, retaining talents is a concern for MNEs. Especially since the generation of young talented employees rarely intend to stay long-term within the firm. According to Schuler et al. (2011), competent retention approach on the matter shows the following:
 - (a) making a strong commitment that talent management is a priority for all employees;
 - (b) assessing the efficacy of current recruiting sources; (c) expanding the list of recruiting sources; (d) sourcing talent globally; (e) constantly monitoring labour markets

worldwide; (f) establishing diversity programs; (g) establishing accountability amongst managers for retention goals; and (h) rewarding managers for improving talent retention. (Schuler et al., 2011, p.511)

- *Reduction and Removal:* Companies will take decisions on their workforce dependent on the economic global context. In challenging financial phases, MNEs have to try to manage their surplus of talent. Reductions can take several forms such as cutting work hours, benefits or wages, outsourcing and so on. Removal results in measures being taken to reduce the number of permanent employees. Bloom and Reenen (2010) explain that MNEs have to comply with different contexts, cultural norms and regulations when taking such HR decisions.
- *Training & development:* Organisations use training to develop the competencies of talented workers to fill gaps in the knowledge needed. It also rises the attractiveness of the company among young graduates conscious that an academic background should be completed with hands-on work.

2.5.4 *Performance management and evaluation*

The second subsection concerns how talent management rewards and assesses its talent through performance management and evaluation. The theoretical framework introduced by Schuler et al. (2011) is used as an explanation for this:

- *Performance assessment:* Every business designs their own performance assessment but they are nevertheless the cornerstone of successful GTM. Companies usually assess their employees on their results but also on values and behaviours. Those HR mechanisms aim to motivate, to improve results and to set up a basis for performance-based pay.
- *Compensation:* “Compensation rates around the world reflect today’s dynamic economic and competitive business conditions” (Schuler et al., 2011, p.512).

Performance management cannot be uniformly applied to all business contexts, because of the different objectives a company wants to achieve but also the criteria on which HR decides to evaluate employees (Otley, 1999). The ultimate goal of performance management is

improvement in the effectiveness of the organisation and a more optimal use of resources (Otley, 1999). On the employee's side, using different techniques such as individual pay-for-performance can trigger motivation and lead to better performance (Schuler et al., 2011). Employees' compensation through reward systems refers to tangible benefits (pay-for-performance, etc.) as well as relational benefits (status, new opportunities, etc.) (Aguinis, 2009). Not all tangible or relational returns may be directly associated to performance management with the example of seniority bonuses (Aguinis, 2009). In the end, good performance management will bring, according to Aguinis (2009), an increase in the employee's self-esteem, better performance, clarification of job duties and new opportunities. On the contrary, a badly designed performance management system can lead to a low retention rate, waste of time and misallocation of resources (Aguinis, 2009).

To sum up, multinational companies have numerous HR-processes at their disposal to tackle global talent challenges such as finding the right level of talent and motivation, at the right moment and right place (Schuler et al., 2011). The literature emphasises that the presence of recruitment and selection systems complementary to the competitive strategy, rewards, compensation systems plus training and development strategies will increase the overall performance of the company (Huselid & Becker, 2010).

2.5.5 Drivers of talent management

Tarique and Schuler (2012) believe that talent management is mostly triggered and influenced by three factors: demography, employees' behaviours, structure of work and cultural differences. The understanding of how talents are generated becomes crucial especially in a world where talent shortage concerns MNEs regardless of their location (Manpower, 2016).

2.5.5.1 Demography

In term of demography, we will be living in an era gathering five generations working at the same time which has no precedent. The reason is mainly because people live and work longer (Forbes, 2011; James, Swanberg, & McKechnie, 2007). Since the workforce is aging, babyboomers and older generations need a replacement, hence the necessary insurance of the transfer of valuable knowledge (Calo, 2008). According to a study of PricewaterhouseCoopers (2011), millennials will account for 50% of the workforce by 2020 worldwide.

2.5.5.2 Employees' loyalty and structure of work

Demographic changes influence the management of talent and subsequently transform the structure of work. In the past, employees would be loyal to their employer and change job internally, horizontally or vertically. Nowadays, “loyalty has been sacrificed to the realities of a fast-paced economy” (The New York Times, 2011, para. 3). The Bureau of Labour statistics reports that, on average, workers remain in their job for 4.4 years, but with millennials this number drops below 3 years (cited in Forbes, 2012, para. 1). It is why a stress on motivating and retaining talented workers, as well as valuable knowledge, cannot be considered a short-term issue (Calo, 2008). This is becoming a major concern since loyalty is decreasing.

This last section on global talent management raises the second, fourth and fifth questions of the model (*figure 1*). Do selection and on-boarding processes (talent management (II) – recruitment) foster professional identity? Do rewards (talent management (I) – reward systems) have an impact on performance outcomes of a mission-driven company? And finally, do performance management and evaluation (talent management (I) – reward systems) have an impact on the alignment of professional identity with the mission statement?

2.6 Conclusion

This chapter identified and explained the different concepts useful to understand the model of performance outcomes of mission-driven organisations, (*figure 1*) and the research question: the impact of the formal and informal institutional influences with professional identity on performance outcome. The theoretical concepts explained help to identify the relationship between sales representatives and Laerdal's mission statement (*helping save lives*) in the United States and Scandinavian countries (Norway, Sweden and Denmark) further in the analysis of the data.

First, the central topic is the mission statement and its influence on MNEs and their stakeholders. Secondly, it is shown that institutional and cultural differences arise even when a business tries to integrate one unified mission statement across different continents. Thirdly, some behaviours at the workplace can emerge and be associated with values derived from

professional identity such as compassion and altruism for the medical sector. Finally, the topic of the search for talent, their selection, on-boarding, performance management and evaluation is addressed.

Mission statements as depicted in the literature play a role of driver of economic performance when there is a clear definition of goals. It should also be implemented at every level of the company and can raise employees' motivation and sense of purpose. It is one of the main elements that this study will try to assess during the interviews.

Formal and informal institutional influences can be expressed through institutional and cultural distance. Those two sections show that similarities and dissimilarities coexist between the United States and Scandinavia and will have to be considered when interpreting the results from the collected data. It is especially important since one of the goals of this thesis is to compare both regions, with interviews split between the United States and Scandinavia. The theory on formal and informal institutional distance will enable the understanding of how employees identify with Laerdal according to the country they operate in and if cross-national divergences override the mission of the company.

Concerning professional identity, the field a person decides to work in is usually associated with several common attributes. Some professions project stronger embedded values than others such as in health care in opposition to sales representatives. Being a nurse can become a whole philosophy of caring for others rather than just a job. If there are some differences that can arise at national or regional level, the consideration of professional identity is relevant and can influence attitudes and mindset at an individual level.

Finally, with regard to global talent management, even if numerous researchers are pointing out to HR practitioners that talent management is a current and pressing issue, most organisations contemplate the question as meaningless for several reasons. Nevertheless, with the demand for talent increasing, the competition to attract and retain them will be even more fierce. MNEs cannot solely rely on external hiring, they need to set up HR strategies and exploit talent pools.

To conclude, the analysis of the collected data will demonstrate or not similar patterns to what has been mentioned in the above theory on the impact of formal and informal institutional divergences, professional identity and global talent management on performance outcomes.

Chapter 3 - Method

After understanding the useful theoretical concepts, this chapter will be dedicated to explain the chosen methodology to answer the research question of this thesis. Thus, it will describe the method applied to collect the data and the choice of sample. This chapter is mainly based on the books by Saunders, Lewis, and Thornhill (2005) and Flick (2009), together with course material from the *Séminaire d'accompagnement au mémoire* by Lejeune (2013) at the Louvain School of Management.

3.1 Choice of method

The methodology chosen in this master thesis is a qualitative approach, by studying different cases within a sole multinational company. The interviews take the form of semi-structured interviews referred as ‘non-standardised’ or ‘qualitative research interviews’ (Saunders et al., 2009).

3.1.1 Qualitative approach

The option of interviews is useful and relevant to collect data for a research question where the context matters. The qualitative method will also be required for an explorative and descriptive paper where a deep comprehension is needed (Lejeune, 2013; Saunders et al., 2009).

In the case of Laerdal, understanding the business environment is crucial for the research question since the study looks at the influence of its unique context onto the educated employees.

3.1.2 Semi-structured interviews

The option of a semi-structured interview suits an explanatory study where understanding the relationship between variables is at the heart of the analysis (Saunders et al., 2009). In this thesis, the relationship between mission statement and employees is studied and thus, the choice of non-standardised interviews was made according to the needs of the case. All semi-structured interviews cover the same topic but some questions can be added, removed or their order changed. It depends on the environment and the flow of the conversation

(Saunders et al., 2009). The gathering of data in a non-standardised form are “likely to be used not only to reveal and understand the ‘what’ and the ‘how’ but also to place more emphasis on exploring the ‘why’” (Saunders et al., 2009, p. 321).

Semi-structured interviews follow three concomitant processes in order to be evaluated and to extract interesting results. First, the data is reduced by codifying or writing a résumé of each case studied. Second, the organisation of the different pieces of information allows conclusions to be drawn and, finally, the data’s validity can be examined by questioning these conclusions (Lejeune, 2013).

The interviews were conducted some face-to-face in some instances and via Skype in others due to geographical distance. All interviews have been recorded either through taping or hand-written notes.

3.2 Choice of sample

When performing interviews, the main decision is about which people will be chosen and from which ‘group’ they belong to (Flick, 2009). In total, nine interviews were conducted in two distinct regions: North America and Scandinavia. Since the study looks at how Laerdal’s mission statement influences highly educated young sales representatives, the subjects picked out for the interviews were all employees hired and working at Laerdal. It should be noted that the interviewed sales representatives have been working for Laerdal for a maximum of 4 years.

Figure 3 schematises the structure of the sampling of the interviews. These can be divided horizontally, in three hierarchical categories (global Head of HR, regional HR and sales representatives) and in two vertical categories based on geographical situations (North America and Scandinavia). First of all, the hierarchical division represented in *figure 3* gives a good overall insight into the management of the sales representatives, the principal subjects of the study. Then part of the research question considers the comparison between Laerdal operating in the United States and in Scandinavia supporting the vertical categorisation of the respondents.

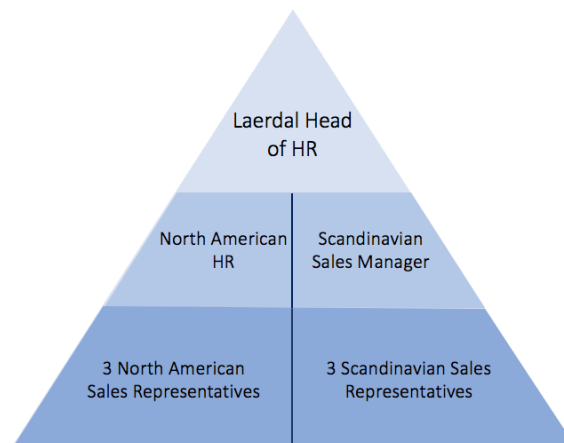


Figure 3: Structure of the sample of interviewees

Source: own illustration

Table 1 lists and gives details on the different respondents and the interview methods applied respectively for each interviewee.

Name	Position	Career details	Method of interview
Head of HR	Global Head of HR for Laerdal based in Norway	10 years	Skype interview (recorded)
US HR	HR responsible for North America	20 years	Phone interview (handwritten notes)
Norwegian Manager	Country manager	17 years	Face-to-face interview (recorded)
US Salesperson A	Territory manager	2 years, medical degree and background	Skype interview (recorded)
US Salesperson B	Territory manager	2 years, medical degree and background	Skype interview (recorded)
US Salesperson C	Senior program manager and former territory manager	4,5 years, medical degree and background in pharmaceutical sales	Skype interview (recorded)
Swedish Salesperson	Territory manager	8 months, medical degree and background	Skype interview (recorded)
Danish Salesperson A	Territory manager	1,5 years, medical degree and background	Skype interview (recorded)
Danish Salesperson B	Inside sales specialist in marketing	7 months, business degree and background	Skype interview (recorded)

Table 1: Information on the interviewees

Source: own illustration

3.3 Ethics on data collection

Respondents of the interviews were aware, from the beginning, of the context in which this master's thesis was written. They also were conscious that they were recorded for academic purposes and were notified beforehand.

Chapter 4 – Case presentation: Laerdal

Today, Laerdal Medical employs 1,400 people and operates in 24 countries spread all over the globe. Their core activity is implementing initiatives and solutions for resuscitation, emergency care and patient safety. They have specialised in the production of equipment for CPR, tools for medical professionals as well as high quality trainings. In parallel to the core business, Laerdal has been developing a non-for-profit enterprise called Laerdal Global Health (Laerdal, 2016).

The company derives its competitive advantage by delivering high-quality products and training driven by a powerful mission statement: *helping saving lives* which is embodied through different goals within the Strategy 2020 (Laerdal, 2017).

In order to better understand the business environment and the impact of the mission statement spread within the whole organisation, a description of Laerdal is a key element of this study. This chapter will focus on the development of the business, its core activity and finally the implementation and role of the mission statement and the Strategy 2020.

4.1 History: development of Laerdal

Laerdal was founded in 1940 by Åsmund S. Laerdal not as a company delivering medical products and trainings, but as a children toys company. Laerdal, when already famous all over the world for its toys, started to switch into making mannequins for CPR training. In 1967, Laerdal Medical Corporation in the United States was launched to provide simple and low cost products. With time, they started to develop new products needed to help prevent death and it was in 1978 that the mission became totally clear: *Helping save lives*. At the time, the company employed around 300 people with an annual turnover of 100 million NOK (Tjomsland, 2015).

One of the ultimate goals for Åsmund S. Lærdal was to build such a profitable business that he would be able to donate half of Laerdal's profits. In 1980, when that objective was reached, the Laerdal Foundation for Acute Medicine was established. They have been donating to the foundation since, which enables it to support various research projects.

In 1981, Åsmund's son, Tore Lærdal took over the family business with the drive to pursue his father's heritage and mission. The business was jointly owned by Åsmund's three children until 2004 when, in order to ensure its continuing independence, Tore's family became sole owner of Laerdal. In addition, internationalisation rapidly progressed with sales companies in eight countries, and production plants in the United States kept growing in size (Tjomsland, 2015).

In the 1990s, Laerdal collaborated for the first time with another company, First Medic in Seattle to prototype a 'thinking' defibrillator. This partnership was the first step for Laerdal into high-tech products. This breakthrough strengthened the Chain of Survival⁹ (American Heart Association, 2014) with its capacity to log vital medical data for out-of-hospital emergency crews to use. It was not the first to enter the market with such a device but Laerdal quickly became the market leader with 70% worldwide share by 1992. (Tjomsland, 2015).

In 2006, Laerdal was still focusing on lifesaving but now with a special attention to maternal, new-born and child health, which now accounts for the largest Helping Save Lives goals for 2020. The American Academy of Pediatrics (AAP) (2017) believes that the cornerstone of simulation is key to the training. Together with APP, Laerdal worked on advance educational sciences needed for teaching neonatal resuscitation.

In 2011, Tore Lærdal established the not-for-profit Laerdal Global Health (LGH) with a vision to help save 500,000 more human lives per year by 2020. LGH targets the rescue of mothers and babies in low-resource countries.

In 2015, the company celebrated its 75th anniversary and commemorated its founder with an exhibition of all products created at Laerdal. This family-owned company still lives by the same guideline principles set by Åsmund S. Lærdal and follows the value of helping others as central pillar for a successful sustainable business. Tore Lærdal kept this vision by rebuilding the strategy 2020 in 2013, with a clear objective of helping save 500,000 lives a year.

⁹ useful metaphor to explain the 5 elements (recognition, CPR, defibrillation, advanced life support and post pediatric arrest care) to improve chances of survival and recovery for victims of a heart attack, stroke and other emergencies.

4.2 Laerdal Medical's core business

Laerdal Medical core business activity includes resuscitation, emergency care and finally, patient safety. In line with their mission of helping save lives, Laerdal Medical innovatively works to have an impact by deepening research and implementing practices. This, including the Utstein Formula of Survival (*figure 4*), which is one of the core research principle on which Laerdal's activities are based (Laerdal, 2017).

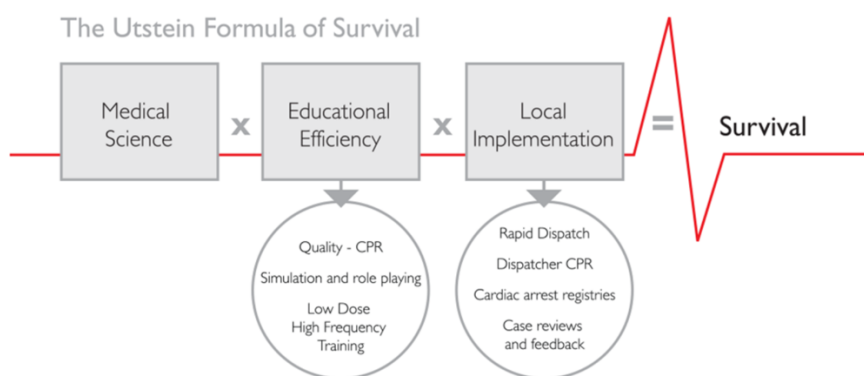


Figure 4: The Utstein Formula of Survival
Source: Laerdal, 2017

Laerdal's products can be divided into two main categories. First, lifesaving training for professionals as well as individuals from children to seniors. Second, Laerdal offers medical solutions in the forms of physical products to support the training that they provide. According to Tor Bryne, the Resuscitation Business Director:

In Laerdal, we see the opportunity of helping save more lives by developing products for training and therapy that have added functions: to record and assess performance, help maintain knowledge and skills, store data for the course leader, and serve for analysis (Tjomsland, 2015, p.52)

Laerdal's activities provide training for CPR. It concerns the education of professionals such as nurses, EMS workforce, firemen etc., but also making sure that individuals are able to come rescue their loved ones. The capability to perform simple tests in case of cardiac arrest is a major concern for Laerdal.

In order to support this education, Lærdal designs innovative products that vary from low-cost and simple products such as reanimation mannequins to high-tech solutions (Laerdal, 2017).

They have been partnering up with various associations like the American Heart Association (AHA) to release a Resuscitation Quality Improvement programme (RQI). This solution is a simulation station usually for nurses to refresh vital CPR skills. The mannequins are able to replicate real situations with different types of injuries, and the nurse's actions are monitored to provide the most efficient training sessions possible. These sessions are valuable tools to measure and assess CPR skills for healthcare professionals in order to deliver the best emergency treatments to patients. Laerdal is the authorised distributors for AHA to deliver courses material in the form of CDs, posters, e-Books and videos (Laerdal, 2017).

Another product category is the Automated External Defibrillator (AED) that replicates a real environment for efficient training. Less technical products are also available such as lifesaving kit (mannequins and educational CDs) to be able to learn CPR skills anywhere. Those products are adapted in function of the age of the patients (mannequins in the shape of babies or adults). Fourthly, the Quality CPR (QCPR) system provides a complementary assistance for rescuer when they are actually trying to save a life on the field (Laerdal, 2017).

Finally, another focus for Laerdal is to ensure the survival of newborns as well as their mothers. Simulators are set up to realistically reproduce birth and complications that could appear during the process, complemented with solutions to teach and improve neonatal clinic outcomes (Tjomsland, 2015).

4.3 Mission statement and Strategy 2020

This section deals directly with the theme of the thesis and its objective to assess how deeply the mission of the company is implemented in employees' day-to-day work and if they feel that it has an influence.

Laerdal's company culture and guiding principles took their roots under its founder Åsmund S. Lærdal. He has been able to build a unique company identity where employees all over the world feel that their work contains a stronger meaning: contributing to the mission of *helping save life*. His achievement was mainly due to the ability of understanding both patients' and caregivers' needs and his conviction that lasting success is based on that perception and on

hard work to fulfil those commitments. This way of doing business has not changed since Laerdal's creation and it is with that mission statement in mind that every single decision is made within the MNE (Tjomsland, 2015).

In 2013, the mission statement *helping save lives* was more present then ever with the launch of the ambitious Strategy 2020 aiming at helping save 500,000 lives each year. Laerdal Medical contributes to reach targets in resuscitation and emergency care and by financial contributions to Laerdal Global Health. LGH has an impact on making the business sustainable, fulfilling commitments and raising motivation among employees makes it a valuable asset to the group (Laerdal, 2016).

The final objective combines three contributing areas: the first two tackle issues for developed countries while the third one aims at low-resource countries (Tjomsland, 2015):

- 1) *Helping 50,000 more cardiac arrest and accident patients to survive*: The Chain of Survival (figure 5) represents the reference model to comprehend which mechanisms could be improved in order to prevent death caused by a heart attack. Previously, attention was mainly drawn to the resuscitation phase. To minimise the chances of failure, the recognition of the quality of each phase has to be optimal. Together with the Utstein Formula for Survival (figure 4), those models have become a true asset in maximising the impact of Laerdal's training and product designs.

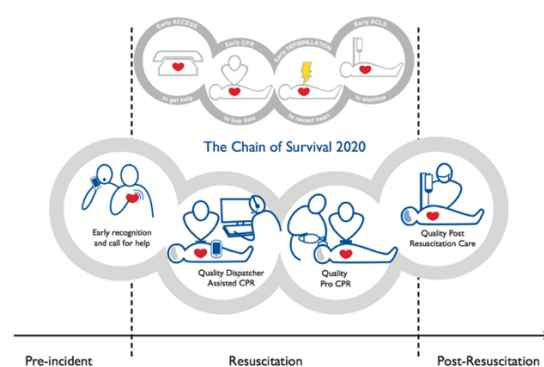


Figure 5: Chain of Survival 2020
Source: Tjomsland, 2015

- 2) *An extra 50,000 more saved lives by improving patient safety*: This section also relates to the Utstein Formula for Survival. Enabling an effective education and good local implantations can significantly improve rescue outcomes. This is put in place

according to the Circle of Learning¹⁰, exploiting a self-reinforcing mechanism combining e-simulations and hands-on practice.

- 3) *With the largest potential of saving life, the aim is to rescue 400,000 babies (under five) and mothers, improving the birth-related mortality rate:* Typically, about one out of every six babies needs assistance to start breathing and for this, some stimulations of newborns are required. In this matter, Laerdal Global Health plays a role of catalyst for the recent associations formed to fight for mothers' and children's survival.

However, Laerdal is clear on the fact that the key word in this mission and strategy is *helping*. They do not claim that Laerdal saves people, it is the training and physical support brought by the MNE that enable professionals to actually save human lives. To achieve this goal, they have been entering collaboration with, among others, several associations, NGOs, commercial and not-for-profit companies (Tjomsland, 2015). A part of Laerdal's vision takes its inspiration from the goals set in the UN Millennium Declaration, a commitment in eight goals to form a new global partnership to reduce extreme poverty (Millennium Project, 2006). Laerdal focuses on Goal 4, reduction of early childhood mortality, and Goal 5, reduction of maternal mortality (Millennium Project, 2006).

Furthermore, Laerdal believes that the Strategy 2020 of 500,000 lives will be achieved thanks to one of its core strength: caring, curious and hardworking employees looking every day for ways to improve patients' lives. This point of view is challenged in this paper by researching on the field on how practically, this mentality is spread out throughout the whole MNE. This corporate identity is shaped by the values, vision and mission statement of Laerdal.

The values accounts for Laerdal's six guiding stars:

- Implement what has been shown to work
- Collaborate to help save more lives
- Simplify products and programmes
- Drive therapy through education

¹⁰ Virtuous circle: knowledge acquisition, skills proficiency, decision making, simulation in teams and clinical experience.

- Embrace customer responsiveness
- Deliver quality in all we do

The vision of the company claims that *No one should die or be disabled during birth of from sudden illness or trauma*. Then, as explained earlier, the object of focus in this paper is *Helping save lives* coupled with the 2020 Strategy of 500,000 lives a year. Finally, this lifesaving impact achievement is triggered by suited workforce but also by innovation which is considered best by Laerdal when integrating the four factors shown on *figure 6*.

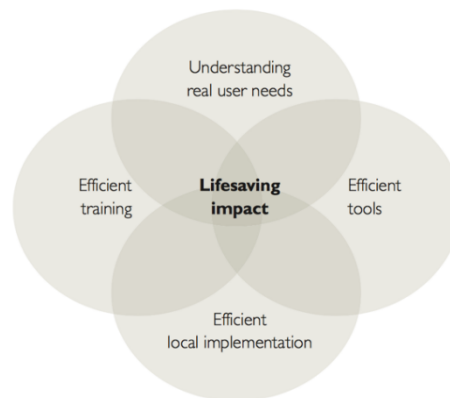


Figure 6: Four factors facilitation
Source: Tjomsland, 2015

Furthermore, achieving those goals asks for an economically sustainable business in order to provide the most efficient infrastructure for this prosocial mission to grow. Laerdal tries to incorporate in their day-to-day work and decisions their mission, vision and values. The employees believe that Laerdal values in their daily work will lead to better economic basis for further development economic (*figure 7*).



Figure 6: Steps to better economic basis for further development
Source: Adapted from Laerdal, 2011

To conclude, making a positive and tangible impact on society (especially poor countries) is the major challenge for Laerdal Medical and Laerdal Global Health. Both organisations are complementary when channelling their energy in helping save lives. Nevertheless, the numerous associations with whom Laerdal works or contributes to are to be accounted for in the achievement of the mission.

4.4 On-boarding process

This section reports how employees within Laerdal are hired and the process put in place by human resources to attract talents that would fit the company. As mentioned before in the literature review, a shortage of talents remains a worldwide challenge and the importance of a match between the corporate identity and a person's values is a driver of better performance for a company.

At Laerdal the process of on-boarding constitutes of four distinct steps called "*from manning plan to an effective on-boarding*":

- 1) *Clarification of needs*: when employees leave, it is always an opportunity to make organisational improvements. How roles and accountabilities are distributed should be regularly reassessed. In the case that the manager detects a lack of capabilities or skills, he may trigger the need to find new people.
- 2) *Manning planning*: A form needs to be filled to prove what competencies are lacking and how in the budget and strategy this is efficient to attract new employees.
- 3) *Recruiting*: the internal recruiter or headhunter can start looking into new potential candidates that meet its needs. The final assessment of the candidates (when there are only 2 or 3 left) evaluates if the candidates will be able to perform the job and provide the skills needed, and if all criteria of the strategy are met.
- 4) *On-boarding*: The on-boarding process is there to fill the gap of competences that the new recruit needs in order to perform well within Laerdal. In addition, learning objectives are also defined.

All new recruits will also be taught the history and values of the company as well as the Strategy 2020 of Laerdal. Each new member of the organisation will also receive the book for Laerdal's 75th anniversary written by Tjomsland, retracing the development of the company and explaining the mission and vision 2020 (Tjomsland, 2015).

4.5 Conclusion

This chapter was dedicated to a thorough description of the main aspects of Laerdal Medical and Laerdal Global Health (LGH). While LGH tries to reach its commitment of 500,000 lives saved by taking part in various programmes and alliances, Laerdal Medical will be the focus of this thesis.

As explained in the previous sections, Laerdal has been developing as a for-profit company with a prosocial mission, putting the wellbeing of humankind first. This unique environment has been set since the establishment of the MNE, paired with the heritage of a family-owned business, invites at an interesting study on how employees react by being immerge in such a corporate identity.

Finally, the business context that Laerdal has chosen to develop itself in, is quite unique. It is with the influence of this environment that the respondents will be assessed on their motivation to have joined, to work and to stay long-term (or not) within Laerdal. In addition, the on-boarding process takes a vital role in this context. If the match between the corporate identity and new recruits is effective, it will lead to a natural motivation from the mission statement and hence, it will be a factor of better retention rate.

Chapter 5 – Analysis of data

The analysis of the collected data among Laerdal's employees will be performed in this chapter. The purpose of the thesis is to compare the impact of formal and informal institutional influences with professional identity on performance outcomes in mission statement organisations which has been translated into the model portrayed in *figure 1*.

First of all, the five questions addressed in the introduction (chapter 1) will be answered in this section through interviews of salespeople working at Laerdal in Scandinavia and the United States. These questions explain the relationships between the different elements in *figure 1* with the objective to uncover which components have an effective influence on performance outcomes.

Secondly, an overview of the similarities and dissimilarities between Scandinavia and the United States in the context of Laerdal will be presented. This comparison allows to enhance the institutional cultural divergences between those two regions.

Finally, all findings and conclusions will be synthetically gathered in order to understand the entire model of the impact on performance outcomes at Laerdal. The discussion section of this analysis of data will answer the main research question of whether professional identity is able to override formal and informal institutional influences.

5.1 Do formal and informal institutional influences have an impact on performance management and evaluation (talent management (I) – reward systems)?

The first question addresses the issue of cross-national differences that can arise in an MNE, with subsidiaries located all around the world. This section is dedicated to performance management and evaluation as well as the influence of institutional and cultural influences on those two components of talent management.

5.1.1 Performance management

This subsection will look at how sales representatives work in their function, the goals they have to fulfil and how they are remunerated.

With the mission statement at the heart of every decision, it is likely that the performance of the sales representatives would be affected. According to the sales representatives, it constitutes an extra challenge to find a balance between closing the deal and at the same time staying in the mindset of the prosocial mission. The Head of HR added that if the mission statement is a bit forgotten in a country, they would fall into pushing products instead of looking at the customer's impact.

“If we don't focus on why we do what we do, it becomes a simple sales transaction.”
(Head of HR)

It is interesting to highlight that some of the territory managers interviewed in both regions do not feel like they are there to sell products. They seem to see themselves as consultants trying to help customers to find the best solution to improve their training. It is especially the case for former customers of Laerdal.

“For me, it still doesn't really feel like a sales job because I don't really feel like I'm going to visit my customers. [...] I think I go with a different perspective because I've really been in their shoes.” (US Salesperson A)

“I'm not that sales person at 200% but I'm feeling pretty confident in my own experience and my earlier job situation.” (Swedish Salesperson)

Another similarity between regions can be found in how they interact with their customers during their visits. All the respondents have expressed their enthusiasm to share the mission and the values of Laerdal with their clients. According to them, medical institutions often know what the company stands for. Outside the medical sector, the mission statement as well as the company is not that well known. In both cases, the mission 'helping save lives' gives a stronger value to the products and is seen by the territory managers as a competitive advantage compared to other companies.

In the United States the data shows that sales representatives feel that their job is stressful because of their function. They worry about meeting their targets, but for them it is part of the job as sales representatives to reach the number of clients visited and meet their budget. It might be fostered by the fact that they also get rewarded if they meet their targets.

“They do just like a President Club, if you make your quota then you get to go on a trip.”
(US Salesperson B)

In Scandinavia, sales representatives do not want to feel that pressure. If they do, they explain with macroeconomics variables such as the current economy and do not mention an internal pressure from management. For example, the Norwegian Manager knows that her team does not want to be pushed to sell more or being put in competition against each others. This is an example of divergence between the two regions demonstrating how people perceive their sales position.

Another source of differentiation between North America and the Scandinavian countries resides in the remuneration system. In the latter case, sales representatives are paid with a ratio of 75% fixed salary for 25% (sometimes even less) of commissions. This can be challenging for new recruits that used to work as nurses, explains the Norwegian Manager, but after a while, they seem to see the benefits. In North America, commissions account for about 40-50% of their wages. In the United States, management has been trying to reduce the domination of commissions but it seems that salespeople are more motivated by being able to influence their own salaries. The answer to whether or not commission-dominated remunerations should be allowed depends on if it helps the purpose: if there is no money, there is no mission.

To conclude, the qualitative analysis demonstrates that sales representatives in both the United States and Scandinavia do not share all the common characteristics that can be typically found in a salesperson because they perceive themselves more as consultants. Also, their healthcare background leads them to choose a company that embodies the same values and mission that they could find in their previous educational and professional experiences. The difference among the two regions comes up when the comparison is made between their respective remuneration systems and the notion of competition. Finally, Americans pressured

themselves to economically perform and to be rewarded for it. Their salary is dominated by commissions while this is not the case for Scandinavians.

5.1.2 Evaluation

In this section, the ongoing assessment of these sales representatives in the United States and in Scandinavia will be detailed. Both regions use one-to-one evaluation in the form of a discussion with direct hierarchical superior.

The US HR points out that there is no global evaluation system, but assumes that employees are reviewed around three or four times a year. The evaluation is sales-driven but also looks at soft skills. The three American territory managers mention that they definitively get a yearly feedback from their manager. One of them receives in addition a quarterly review but all of them feel pretty good about this evaluation system since they have an ongoing conversation with their managers.

The Norwegian Manager explains that her team receives formal feedbacks twice a year but since they are really close, it is not an issue to talk on a day-to-day basis. In Sweden and Denmark, sales representatives gave opposite answers. The Danish Salesperson A knows his objectives but does not receive regular feedback and wishes to have a more formal evaluation quarterly. The Swedish Salesperson, however, gets a weekly report where she can talk with her manager about the week to come. This difference might be coming from the fact that the Swedish sales representative has been with Laerdal for only eight months while the Danish Salesperson A has been in his position for a year and a half. Concerning the third interviewee, Danish Salesperson B, she got feedback after her first month and then she does not really know if there is a formal procedure put in place. It should be noted that the latter interviewee's function differs slightly from the other sales representatives since she works in marketing for internal sales.

Finally, the data shows that in the American subsidiarity of Laerdal, there is a yearly evaluation procedure put in place. For the Scandinavian counterpart, the evaluation system seems to diverge from country to country. In general, it appears that feedback is given to sales representatives through an ongoing discussion with their manager but no uniformed and formal procedure is set.

5.1.3 *Influence of formal and informal institutional distance*

With regards to institutional distance, American sales representatives' wages are still dominated by commissions despite the Norwegian management wishing to reduce the dominance of commissions. The reality shows that Americans want to be able to influence their own salary because of the environment that they have been living and working in. Even if Laerdal acts like a non-profit by investing its revenues in their global initiative (Laerdal Global Health), American sales people still want to partly fulfil personal achievements through meeting sales targets. They would get rewarded with a trip if they succeed to reach their financial objectives.

The effect of the culture variable and how it impacts the Laerdal's American subsidiary compared to its headquarters in Norway will now be considered. First of all, there exist some divergences between the evaluation system in the United States compared to the Scandinavian as mentioned in the above section (5.1.2). Since there seems to be no global evaluation system, subsidiaries have the choice to design their own evaluation system. The occurrence of the evaluations of Scandinavian sales representatives appears to be variable for each respondents whereas the method of an informal discussion with their manager seems to be homogeneous. In the United States, a harmonised yearly evaluation is required which focuses on sales performance.

Secondly, it is also interesting to note that there is a general influence of the Norwegian culture onto the whole organisation (including the United States). The American HR department recognises tight relations with their counterpart in Norway. Compared to other American companies, the US HR thinks that conflicts stay at a minimal degree within the organisation. US Salesperson A feels that values such as family and the balance between work and private life are enhanced because of the influence of the Norwegian company even in the United States. She explains that it is considered less of an issue to take personal time off than it is usually accepted in her country. Also, some of the American respondents affirm that the context in which there are working in is quite unique and they do not think they could have found such setting in another American company.

“I don’t think a company this size if they were American would be so mission based. I think in the US it is too much about the dollar and getting more done in less time.” (US Salesperson C)

The Scandinavians have very different perceptions of how the American subsidiary behaves. They believe that even with the mission deeply rooted, they are pushier and mainly focused on meeting targets. Finally, all interviewees truly acknowledge how interpersonal relations within the organisation are valued at Laerdal on both side of the Atlantic.

Finally, the results show that in fact cultural as well as institutional distance have an impact on how performance management and evaluation are performed. Both regions have embedded conventions and habits that shape this area of talent management. To conclude, the answer to the first question: Do formal and informal institutional influences have an impact on performance management and evaluation (talent management (I) – reward systems), is positive.

5.2 Do selection and on-boarding processes (talent management (II) - recruitment) foster professional identity?

The second question looks at the relation between the selection process, the on-boarding system and the socialisation of the sales representatives and the medical professional identity of the American and Scandinavian respondents.

5.2.1 Selection

At Laerdal, the biggest need when hiring new employees is competence development. In order to achieve this, they need to clearly define accountabilities and feel it is crucial to understand the purpose, ‘why am I here’. If they can integrate that, explains the Head of HR for Laerdal, then it is easier to figure out ‘what you are going to do’. He also mentions that the recruitment processes as well as talent management can differ from country to country. Laerdal usually goes through headhunters to make a first selection of candidates. Those recruiters are in limited number because they want to make sure that they select people with the right skills but most importantly the right attitude and mindset. The US HR explains:

“The pool of recruiters we work with is really small because we want to work only with recruiters that understand the values of Laerdal” (US HR)

At Laerdal when someone leaves, the person is not automatically replaced explains the Norwegian Manager. But when the need of an additional sales representatives is approved, they will start a recruitment process. According to the Head of HR, they usually spend 50 percent of the time looking for the right skills and 50 percent for an attitude aligned with the mission statement ‘helping save lives’. The majority of sales representatives interviewed expressed the opinion that the process was lengthy but they also felt it was worth it. Both in the United States and Scandinavia, they have realised that the organisation they were applying for was very careful on finding the right people:

“It was lengthy. I thought it was just me but when we went to the training I realised they want to make sure it is the right fit which is great. It was definitively worth it” (US Salesperson B)

“It was a long process and that was good. It felt like it was very important for Laerdal to hire a person who could stand behind their mission.” (Swedish Salesperson)

Concerning the background of the new recruits, they focus on selecting people that have the empathy for the customers and understand their needs. The Head of HR argues that being a former nurse or coming from the health care sector can facilitate that.

In the United States, US HR explains that the priority is first set on a sales background and then medical or pharmaceutical background.

“Sometimes we take our chances on people with only medical background but we are really cautious” (US HR)

Whereas in Scandinavia, the Norwegian Manager prioritises former nurses that have had some experience in budget or management. She explains that she has never recruited any one straight from school. The sales representatives are usually not paid as much compared to other sales companies but people choose Laerdal for the mission statement. She adds:

“When you are newly educated and you are trying to build your family, I can understand in some ways if you have a student loan you won’t be willing to get down 20% of your salary just because of values” (Norwegian Manager).

But actually, all the interviewed territory managers¹¹ (including Americans) hold some kind of medical bachelor’s degree or higher and have, in the past, been working in the health care sector either as a nurse or as an educator in contrast to what the American HR had stated. It should be noted that one American sales representative diverges with her former experience. She was a pharmaceutical sales person but got hired because of her medical education and publications aligned with Laerdal values. She is an exception because usually Laerdal does not pursue former pharmaceutical sales people due to the fact that their motivation is usually not mission driven. Moreover, half of the interviewees were in fact former customers of Laerdal and had heard of the open position through the sales person they were in contact with.

Another interesting element is that none of the respondents (except for the latter example) had any training in sales from their past professional experience or educational background. According to human resources, finding this duality of sales abilities and empathy for others truly remains a challenge. They absolutely want in priority employees that will be focused on achieving the mission but if they are not able to close a deal, there would be no money hence, no mission.

“It is difficult because if I went to a hospital and find 100 nurses, 95 of them will not have the DNA of a sales person. They will not be able to close the deal and do tangible deliveries.” (Head of HR)

5.2.2 On-boarding

After they have been recruited, Laerdal assumes that new recruits lack knowledge about the organisation and the products. Therefore, the on-boarding process focuses not only on the mission and the strategy, but also on the skills they need to acquire. Furthermore, the on-boarding process shows differences according to the country they are implemented in.

¹¹ Sales representatives’ title at Laerdal

In the United States, the on-boarding process lasts twelve weeks. All sales representatives are sent to the headquarters in Wappingers Falls, New York for two weeks training on the mission and values, together with demonstration of the equipment. Afterwards, they also go through the majority of the products, with continuing training done from home. US HR explains that it has only been a few years since the programme was implemented and they are not really good at assessing the benefits of it. Moreover, after this training there is no formal mentoring system put in place but the American sales representatives explain that their regional manager were very helpful and took the role of ‘coach’ for them.

“Our regional manager was like our coach. When I was not really sure where to go or where to find directives, it was the first stop and first call”. (US Salesperson B)

“I wasn’t formally given a mentor but I was lucky enough to have my predecessor working within Laerdal [...]. I feel that he was my mentor and still is”. (US Salesperson A)

In Scandinavia, the on-boarding process consists of an introductory course that is given once or twice a year in function of the number of candidates. The training is less formalised than in the United States. The new recruits do not automatically travel to the headquarters in Stavanger, Norway to receive their training. They use a more practical approach explains The Head of HR.

“You need to be in the situation to uncover what you know and what you do not know.”
(Head of HR)

Usually it takes about six months for a sales person to be able to fly on their own according to Norwegian leadership. But the foremost purpose of this on-boarding is to make sure that the employee has the values in mind before he or she starts visiting customers. Most of the newcomers’ training will consist of following around other members of the team or the manager and learning by doing. Nevertheless, like in the United States, they feel that they could make progress on assessing the effective results of the training of their new recruits. Concerning mentoring the opinions diverge within Scandinavia. The Swedish Salesperson feels that her education was too limited and that she received too much responsibility after her first month.

She explains it as a ‘learning by fear’ process. On the contrary, the Danish Salesperson A, received a mentor and had a full month, tagging along his country manager.

“After a month, I felt pretty confident in visiting customers myself but it is never enough because of the broad portfolio of products, you need to give it some time. For me, it took a year to get into all the products and that is just how it is.” (Danish Salesperson A)

This view is confirmed by sales representatives in both regions. They were in general all convinced that the training helped them understand the mission and that the company prides itself into giving information about the history of the organisation. Nevertheless, they also agree that the portfolio of products and amount of information to learn makes it hard to be quickly feel comfortable on their own. Some of the respondents explained that it took over a year to feel at ease with all the products which is longer than the on-boarding plan in both regions.

5.2.3 Socialisation

Being a sales representative can be a lonely job since most of the time is spent on the road visiting customers. The results show that most of the questioned territory managers work from home and have little physical contacts with their colleagues. It is especially the case in the United States where the territory is large and sales representatives are spread all over the different states.

In both regions, yearly sales meetings are organised for employees to meet, get informed on new products and socialise. During the day, presentations on new products and the mission are given, with evenings are dedicated to less formal activities to get to know their peers on a personal level, explains the US Salesperson A. Integrating the company is an ongoing process and depends on each team, says the US HR. An interesting fact is that both in the United States and Scandinavia, employees really have the feeling of being part of a family

In North America they have, complementary to the national meetings, biannual regional meetings. Some sales representatives wish for more informal team building activities, even though they can participate in activities such as baseball or a cruise on the Hudson river:

“The activities are not really team building, I would love to have some kind of ropes course or rafting, something where you have to work as a team”. (US Salesperson C)

In Scandinavian countries, it seems that they try to organise within the team some kind of activity to integrate new members. For example, the Norwegian Manager explains that they organise an informal dinner with the whole team for a new colleague's arrival. A cabin trip is also organised and she insists on the fact that everyone rides in the same car to spend as much time as possible together to bond. For her, this demonstrates that Laerdal has a company culture where good interpersonal relationships matter. All respondents from the Nordic countries shared their memories of team buildings when they joined the company.

“When I first arrived, a team experience was arranged at a fire station in an airport [...]. It was a really good experience and we try every time we have a new colleague to do something like that to integrate them.” (Danish Salesperson A)

To conclude, both regions organised yearly meeting for Europe and the Americas respectively as well as regional or country meetings. In addition, each team chooses if they want to organise more events and team building. It appears that Scandinavia proposes more informal team experience events to strengthen the cohesion within teams than in the United States.

5.2.4 Influence on professional identity

After analysing the different elements constituting this part of talent management, I can conclude that both Scandinavian and Americans recruiters have been choosing their candidates because of professional identity. They assume that a candidate will more likely suit the values, mission and vision because of his or her medical background. Nevertheless, they are able to precisely select and train their new recruits because they have put in place well-designed recruiting and on-boarding processes at Laerdal. This uniform professional identity among sales representatives in the United States and in Scandinavia might have not been obtained if the talent management function was not competent and effective in its job.

The results confirm that all the interviewees showed specific characteristics associated with health care professionals, and this is most likely the reason why they can easily align and identify their personal beliefs and purpose with the values and mission of Laerdal.

The fact that human resources have set in place strong and effective mechanisms that allow them to retain the best candidates with a professional identity aligned with the mission statement proves that the second question: do selection and on-boarding processes (talent management (II) - recruitment) foster professional identity, can be positively answered. The next section pushes this discovery forward to understand if this professional identity impacts the performance outcomes of Laerdal.

5.3 Does a professional identity, aligned with a mission statement, influence the identification and commitment to the mission statement (performance outcomes)?

The third link connects the alignment of medical professional identity with the mission statement and how this characterises sales representatives' motivation (identification) and low retention rate (commitment). To better understand the influence of the mission statement, this section will first look at how the mission is implemented (communication) and then the performance outcomes will be analysed.

5.3.1 Communication

At Laerdal the mission statement is at the centre of every decision and the goal is to reach every member of the organisation. In 2013, the CEO, Tore Laerdal and his executive management team launched the 'Strategy 2020' plan with clear targets and translated into tangible deliveries; helping save 500,000 lives a year.

"If the mission is tangible, it is much easier to say that it is not the details we are fixing, it is a dramatic change with the focus on consumer's impact." (Head of HR)

Laerdal tries to spread the mission 'helping save lives' to all its employees all around the world. The main tool they use to make their members embodying the mission is through

story telling. By sharing the stories, it leads to share the values of the company. It also allows the customers to understand the commitment of Laerdal in helping save lives.

“Story telling is truly an important instrument and easy to communicate when it [the mission] is as precise as that.” (Head of HR)

“I was a Laerdal customer and I could definitively pick up on that mission as customer and I still do today as an employee.” (US Salesperson A)

The company uses three different channels to reach every member of the organisation (including sales representatives). Firstly, they use an intranet portal for internal communication where they post successful stories of saving lives and encourage their employees to share their experiences. The US Salesperson A also says that watching discussions online about the company between the CEO, Tore Laerdal and the President of American operations, David Johnson, gives a very personal touch to what you do and makes you feel like you belong to a family.

Secondly, HR and senior leadership travel all around the different countries to give corporate presentations. Laerdal encourages the mission and values to ‘cascade’ from executives to employees in each factory and subsidiary. The Head of HR gives the example of Mexican and Chinese workers that really embody the mission by spending time giving CPR training to the outside public. The leadership also relies on managers to constantly remind their team of Laerdal’s values, as the Norwegian Manager does. During national meetings where they introduce new products, the interviewees affirm that in each presentation there is always a slide reiterating the mission.

Thirdly, a book called *“Saving more lives – Together: The vision 2020”* written by N. Tjomsland at the occasion of Laerdal’s 75th anniversary¹² was published and given to each employee. The book retraces the story of the company and the passion of the family behind the organisation. It explains the values and concretely details how the Strategy 2020 will be achieved.

¹² in 2015

To sum up, the results show that in both North America and Scandinavia, the mission is spread and known by their sales representative even for American employees who do not have a direct interaction with the headquarters of Laerdal in Stavanger, Norway. The mission seems clear enough to be understood by all the members of the organisation, even by the outside public. The family-owned business' objective to extensively convey the mission constitutes an important element differentiating them with profit-driven company owned by public shareholders.

“In my former job [pharmaceutical profit-driven company], they would have a mission statement but I could not tell what it was.” (US Salesperson C)

5.3.2 Identification with the mission statement

One of the consequences derived from the mission (*figure 1*) takes the form of higher degree of motivation among employees. If the mission is embedded into the organisation, it might be a catalysis for higher motivation and gives a sense of purpose for the workforce. The results pulled out of the data tries to show why it is the case and what causes an increasing motivation level.

A mission-driven company such as Laerdal tries to reach every member of the company and get them involved in the achievement of the mission. However, it is not that simple as salespeople are located at the periphery of the organisation. This is especially the case for the American sales workforce since they are, in addition, geographically remote from the heart of Laerdal in Stavanger, Norway.

“I am like at the edge of the arm, like the hand. New-York is a little bit toward the centre and Norway is definitively the centre.” (US Salesperson B)

The objective is that the mission reaches territory managers as they are the ones in contact with the customers and make the sales. The results of the interviews show a homogeneous pattern between Scandinavia and the United States. A strong majority of the respondents express that their personal motivation in their job was either helping save lives, having a meaningful job or seeing the impact on customers.

Speaking about impact, all of the interviewees declare that they experience first-hand in their function helping customers to get better training through Laerdal products hence making them successful at increasing the survival rate.

“Afterwards when I visit them [the customers] and I can see they have success; it is a very powerful motivation.” (Danish Salesperson A)

According to the US Salesperson C, she truly believes that she is helping save lives compared to her former pharmaceutical sales function where she did not feel like achieving any higher purpose than just selling products. The Danish Salesperson A explains that he uses Laerdal’s guiding stars’ principles to lead his decisions and is able to resolve the tension between closing the deal while committing to the prosocial mission.

Another interesting finding lies in the fact that both American and Scandinavian interviewees chose to work at Laerdal because the function conveyed the same values as their former job as a nurse or educator did. For most of them going into sales was a new challenge. Despite the job description of a salesperson, they feel that thanks to the mission statement, they have a purpose in their day-to-day work and that feeling is fulfilling. This conclusion is even more interesting to see in comparison with the interview that was performed with the inside sales manager in marketing holding a business degree. Unlike the territory managers who usually hold a medical degree, she primarily decided to integrate the company because of the job description rather than the values. She still believes that the mission is crucial but the distinction with the others¹³ might be supported in the fact that the sales representatives’ medical experience gives them a bigger motivation to find a purpose of ‘helping others’ in their job .

Furthermore, they were asked what aspects of their work they enjoy the most and appreciate the least. Besides embodying the values, mission and vision of the company, they add that the interaction with their customers and peers constitutes their favourite aspect. For the least enjoyable facet of their work, they unanimously mention the amount of time they spend travelling. It can be observed that building trust and altruism would be a characteristic of a

¹³ the sales representatives

medical professional while the daily travelling would be more likely associated to a sales function.

“The part I love the most is getting to go out and interact with customers on a day-to-day basis and help them. [...] I am a people person and so it is my favorite thing.” (US Salesperson A)

If the sales representative feels lucky to work for a company that shares the values that they believe in, the data shows that they actually think that the mission is not just words but actually translated into concrete actions. The mission statement is so deeply integrated that several sales representatives declared that they ‘live and breath’ the mission and do not have to make an effort to put it at the centre of their decisions. They also take pride in being part of this organisation that they identify as a large family. This aspect also matters; the family-owned characteristic reinforces the validity of the mission among sales representatives.

“This is a family-owned company with passion. And so the mission of helping save lives, I think is stronger to me as I really aligned the passion of the people that are running this company.” (US Salesperson B)

The opinions of HR and managers interviewed in relation with motivation were convergent to the results depicted in this section. The American HR manager explains that she chose Laerdal because she cares for the mission. She feels that she has an indirect impact when she hires the right people that will convey the mission. She also adds that if the company was all about profit they would have put their New York headquarters in New York City and not outside in Wappingers Falls. Being located an hour and a half from the city proves to a certain degree that they do not want to be in the middle of the actions motivated to make money at any price. The Norwegian Manager confirms this opinion where she could easily raise her salary for the same function in another company. The country manager feels proud to be part of Laerdal and even to the outside public it is something recognised. Finally, she states that being proud to belong to Laerdal and being motivated by such a mission statement cannot be diminished after the 17 years that she has been employed at Laerdal.

“It could be a cliché but it isn’t. I could not live a cliché for 17 years, definitively not.”
(Norwegian Manager)

To conclude this section, five different elements can be observed. Firstly, the mission statement has been able to reach and motivate right down to the bottom of the hierarchical pyramid of the sales organisation. Secondly, sales representatives are convinced of the direct impact of the mission ‘helping save lives’ through their daily interaction with their customers. Thirdly, most of the respondents chose this position at Laerdal because the values conveyed were similar to the ones from their previous health care profession. Fourthly, they pride themselves to work for a company with such mission statement and share the same passion with the family that owns and runs the company. Finally, it can also be noticed that the results are relatively homogeneous regardless of the sales representative’s nationality or geographical location.

5.3.3 *Commitment to the mission statement*

The third element that is analysed as a consequence of a deeply embedded mission discusses the decrease of the employee turnover. In general, the retention rate at Laerdal is really high but it has appeared to be a bit lower in the United States and in the United Kingdom for the last two or three years says the Head of HR. But he does not think that this lower retention rate is such an issue, but on the contrary, as it triggers a new dynamic instead of falling into habits.

On both sides of the Atlantic, the same observation is made and when employees stay within the organisation for four or five years, they will stay forever say both the American HR responsible and the Norwegian country manager. The two main reasons why employees would choose to leave the organisation are retirement or because they simply do not fit the company culture. So, it can be deduced in this paragraph that not identifying with the mission statement constitutes the main justification to choose to work for another company.

“If you don’t see the added value of a value-driven organisation, you will not be here.”
(Norwegian Manager)

Concerning the opinion of the sales representatives on their future at Laerdal they have all expressed their wish to stay long-term regardless their country of origin. Some just love their professional activity and others want to stay because they believe in the product or in a

career within Laerdal. For example, the US Salesperson C tells that she worked for three different pharmaceutical companies in eight years because it was her only chance to get new opportunities. But since she has integrated Laerdal she has found her 'forever home' and got opportunities to grow within the same organisation. This argument does not completely support the assumption that the mission statement lowers the employee turnover. Nevertheless, if it is combined with the fact that their motivation comes from the mission statement (section 5.2.2) and gives them satisfaction in their work, it can be deduced that they want to keep their work because they enjoy it and they believe in the mission statement.

Let us note that the all the territory managers interviewed have less than five years of experience within the organisation and therefore, it is not possible to know that their willingness to stay at Laerdal will not change. Nevertheless, the country manager in Scandinavia says that within her team she has seen only one person leave for familial reasons in 17 years

5.3.4 Influence of professional identity

The second external variable that could potentially influence performance outcomes concerns professional identity. Along the interview process, it appears that sales representatives identify with the mission statement because they could associate the company values with the values they had in their former profession in the health care sector. Most of the respondents say that their purpose remained the same as in their previous career: 'to help others'. This sense of empathy and understanding to find the best solutions in order for their customers to get the best training was similar in both regions. It seems that their personal motivation and willingness to stay within the organisation relate more to the values conveyed and taught during their past experiences than the characteristics associated to their nationality.

Finally, the arguments pulled out of the interviews seem to converge toward a positively answer to this third question: Does a professional identity, aligned with a mission statement, influence the identification and commitment to the mission statement (performance outcomes)? This finding is extremely important because it means that talent management (II) - recruitment is able to select people with the right professional identity that triggers sales representatives' motivation and will stay long-term within Laerdal. The next question will challenge this statement by looking whether or not professional identity is the sole factor affecting those performance outcomes.

5.4 Do rewards (talent management (I) – reward systems) have an impact on performance outcomes of mission statement organisation?

The fourth question asks whether or not performance management and evaluation help employees' motivation (identification) and their willingness to stay within the organisation (commitment). In section 5.1, the topic of reward systems through performance management and evaluation has already been detailed as well as performance outcomes in section 5.3. This section will focus on answering the question of whether or not performance outcomes can be influenced by rewards. Since the findings show an influence of cross-national differences on the component of talent management (I) – reward systems (section 5.1), the derived interpretation will demonstrate if there are any divergences between American and Scandinavian performance outcomes caused by formal and informal institutional influences.

5.4.1 Influence on performance outcomes

The results show that there is no noticeable variation in the motivation or in the retention rate between the Nordic countries and the United States. Based on the finding that cross-national distance affects performance management and evaluation (section 5.1) and on the assumption that talent management (I) – reward systems does influence performance outcomes, different level of motivation and commitment should be detected. Since the degree of identification and commitment to the mission statement remains homogeneous regardless of the regions where Laerdal's sales representatives operate in, it demonstrates that reward systems do not have an impact on the performance outcomes at Laerdal.

To conclude, the resolution of the fourth question: Do rewards (talent management (I) – reward systems) have an impact on performance outcomes of mission statement organisation, shows a negative answer. A verdict on this question cannot solely support the assumption that the influence of professional identity overrides formal and informal institutional influences. The last question needs to be answered to complete the model of impact on performance outcomes in mission statement organisations (*figure 1*) in order to draw the conclusion of this thesis.

5.5 Do performance management and evaluation (talent management (I) – reward systems) have an impact on the alignment of professional identity with the mission statement?

The last question focuses on talent management (I) – reward systems and if it has an impact on professional identity, as the area of talent management that is in charge of selection and on-boarding does. Since the data and findings on both talent management (section 5.1) and professional identity (section 5.2 and 5.3) have already been outlined throughout this analysis, will concentrate this section will concentrate on addressing the fifth question.

5.5.1 Influence on professional identity

The demonstration of the solution uses the similar pattern as the fourth question (section 5.4). All the respondents have shown a medical educational and professional background. Through the different interviews, none of them (in both the United States and Scandinavia) appears to have chosen Laerdal because of future financial benefits. They have decided to start and remain at Laerdal because they feel that their personal beliefs and values aligned themselves with the company's mission, regardless of their nationality. The only exception to this ascertainment concerns the Danish Salesperson B. She holds a business degree and her position differs from the other sales representatives since she works in internal sales and does the marketing. This interview was all the more interesting because it showed a contrast with the other sales representatives. She is the only one to have decided to join the company not because of Laerdal's values but because of the job description. She also seems to want to have formal evaluation where she could address the question of her salary. In the end, this special case shows that professional identity has to be aligned with the mission statement to avoid values promoting a person's enrichment to the detriment of the mission.

Finally, the answer to final question: do performance management and evaluation (talent management (I) – reward systems) have an impact on the alignment of professional identity with the mission statement, is negative. We can also conclude that professional identity overrides formal and informal institutional influences on performance outcomes in mission-driven companies such as Laerdal.

5.6 Discussion

To answer the five questions linking the different components of the model shown in *figure 1*, Laerdal' sales representatives working in Scandinavia and in the United States were interviewed and the results compared. The analysis of the collected data is summarised in *table 2* to provide an overview of the divergences between regions. The main characteristics for both Scandinavia and the United States have been drawn for each element.

There are two main observations differentiating the two regions in terms of talent management. Firstly, the HR department in the United States tends to prioritise a sales background and then look for complementary medical experience when recruiting new members, whereas the reverse is the case in Scandinavia. Secondly, the on-boarding, socialisation and evaluation procedures have generally been performed in a less formal framework in Scandinavia than in the United States.

Recruitment focuses on whether or not a candidate possesses the right qualifications as well as the right mindset to enter Laerdal. Talking to management in Norway, they definitively prioritise someone with experience and education in the health care sector. In Scandinavia, being a former nurse or educator ensures Laerdal that the candidates will have the necessary empathy for customers. They also look at some characteristics in candidates that will make them efficient in their sales role. Nevertheless, the on-boarding process will be set in place to fill the gap of knowledge that newcomers are lacking. What is interesting to discover is that the American HR department seems to proceed with a different approach. They first explained that they look at sales experience before considering a medical background. With this difference in mind, American sales representatives were interviewed and the opposite situation was discovered. As for Scandinavia, two of the three territory managers had a former profession in health care and their jobs at Laerdal were their first in sales. In conclusion, it seems that the search for a certain profile converges for Scandinavia and the United States.

	Scandinavia	United States
<u>Talent Management</u>	Talent management within the organisation differs from countries to countries.	
<i>Selection</i>	<ul style="list-style-type: none"> • External headhunters that understand the mission • Focus on the right behaviour and the right skills • Do not recruit straight from school • Prioritise medical background then sales. 	<ul style="list-style-type: none"> • External headhunters that understand the mission • Focus on the right behaviour and the right skills • Do not recruit straight from school • Say they prioritise sales background but results show a medical background first
<i>On-boarding</i>	<ul style="list-style-type: none"> • Less formal, learning-by-doing approach • Could improve assessing the on-boarding process • No formal mentoring • Introduction to the values and mission 	<ul style="list-style-type: none"> • Formal training in NY • Could improve assessing the on-boarding process • No formal mentoring • Introduction to the values and mission
<i>Socialisation</i>	<ul style="list-style-type: none"> • Yearly sales meeting • Informal team building activities 	<ul style="list-style-type: none"> • Yearly sales meeting • Almost no team building organised
<i>Performance Management</i>	<ul style="list-style-type: none"> • Do not feel pressure to perform • Do not want to be in competition against each other • Wage dominated by fixed salary 	<ul style="list-style-type: none"> • Stress to meet quota • Personal achievement rewarded • Wage dominated by commission
<i>Evaluation</i>	<ul style="list-style-type: none"> • No uniform evaluation system • Informal discussion 	<ul style="list-style-type: none"> • Sales-driven evaluation • Formal review yearly
<u>Mission statement</u>	Mission statement is understood and embodied by sales representatives	
<i>Communication</i>	Intranet, corporate presentations and book	
<i>Identification</i>	Homogeneous level of motivation through the organisation with a personal motivation of 'helping others' and having a purpose	
<i>Retention rate</i>	Low employee turnover	

Table 2: Similarities and divergences between Scandinavia and the United States

Source: Own illustration

The on-boarding, socialisation and evaluation procedures seems to already have a certain uniformity in the United States compared to Scandinavia, where divergence can be found within Norway, Sweden and Denmark. American recruits are systematically brought to

the headquarters in New York for a two weeks training programme. In Scandinavia some introductory courses are arranged, but the number of new sales representatives remains too low to organised a dedicated training programme. Nevertheless, in both territories, the values and mission are thoroughly explained to each member of the organisation. Scandinavian recruits learn by travelling with their team or managers (learning-by-doing). It might be possible that this general observation comes from the numbers of sales people in the United States (around 45) and in Scandinavia (around 7) that makes possible to put such a training programme in place.

Socialisation seems to focus on team building and getting to know the new members of a team, with informal team building organised by the team. The activities differ between the different Nordic countries but team building remains a systematic procedure for each newcomer. In the United States with sales representatives spread all over the country, it seems that the main events that bring them together are more formal national and regional meetings aimed at training on new products.

Another distinction noticed finds its roots in what has been defined as performance of the territory managers. It appears that the perception and level of stress associated with their sales role, as well as the remuneration system, vary between Scandinavia and the United States. In the latter case, sales representatives are rewarded for their personal achievement but feel more pressure to perform and meet targets compared to Scandinavian employees. Scandinavian territory managers do not want to feel the pressure of the job and are reluctant to be in competition with each other. Finally, the remuneration system is perceived by Norwegian management as mainly dominated by commission in the United States, which is effectively the case. Half the American salary is dependent on personal achievement in sales compared to a quarter (or sometimes less) for Scandinavian sales people.

Finally, employee evaluations are undertaken in the form of an ongoing discussion with the respective manager. What differs is the regularity of their occurrence. In Scandinavia, some of the respondents got a fixed weekly feedback while others received it informally on day-to-day basis or sometimes none at all. In North America, all interviewees seem to agree that they receive a formal review every year.

With regards to the mission statement, the differences between the regions appear to be less present. The communication, motivation and retention rates seems to be homogeneously influenced by the mission regardless the nationality of the sales representatives. The mission statement ‘helping save lives’ seems to be communicated through the same channels, raising motivation and giving a sense of purpose for all the interviewees. It also plays a role by lowering the employee turnover. Sales representatives find themselves lucky to be part of this organisation and are motivated by the mission statement.

5.7 Summary of findings

This chapter has been dedicated to the analysis of the qualitative data retrieved from interviews carried out among sales representatives and management at Laerdal. The main research question that has been answered is which of formal and informal institutional influences and professional identity have an impact on performance outcomes in mission-driven organisations. Five questions have been raised and answered throughout this chapter thanks to the data pulled out of the different interviews conducted. Subsequently, a comparison has been made between Scandinavia (Norway, Sweden and Denmark) and the United States. The results of this research questions will be summarised in this section.

The analysis has been based on the framework of the impact of performance outcomes of mission statement organisations (*figure 1*). As seen of *figure 1*, two external factors, cross-national distance and professional identity can potentially influence performance outcomes (identification and commitment to the mission statement). The resolution of the five questions stated in the introduction (chapter 1) led to the conclusion that professional identity overrides any cultural or institutional influences that could arise.

First, divergences between the United States and Scandinavia are observable but mainly in performance management and evaluation which lead to the conclusion that cross-national distance has an influence on reward systems (talent management (I) – reward systems).

Second, the HR department carefully chooses the people they integrate into the organisation to be sure that even before they enter, the sales representatives possess the right attitudes and stand for the same values and mission as Laerdal does. They tend to succeed in

this task, and talent management selects and trains employees that have acquired experience and education in the health care sector which leads to a medical professional identity common to all sales representatives. Thus, the way talent management (II) - recruitment is performed enables Laerdal to add new members to the organisation with medical professional identity aligned with the mission statement.

Third, this shared medical background in alignment with the Laerdal's mission acts as a catalyst for motivation (identification) and a high retention rate (commitment). Regardless of their nationality, sales representatives are all galvanised by the sense of purpose that is triggered by the mission statement. This positive influence is mainly possible because the goal of 500,000 lives saved each year is a clear and tangible message that can be easily spread. The answer to the third question supports the assumption that professional identity actually fosters performance outcomes.

Fourth, the results show that performance management and evaluation (talent management (I) – reward systems) has no impact on American and Scandinavian sales representatives' identification or commitment to the mission statement.

Fifth, compared to the selection and on-boarding processes, performance management and evaluation do not influence the professional identity of the sales representatives at Laerdal.

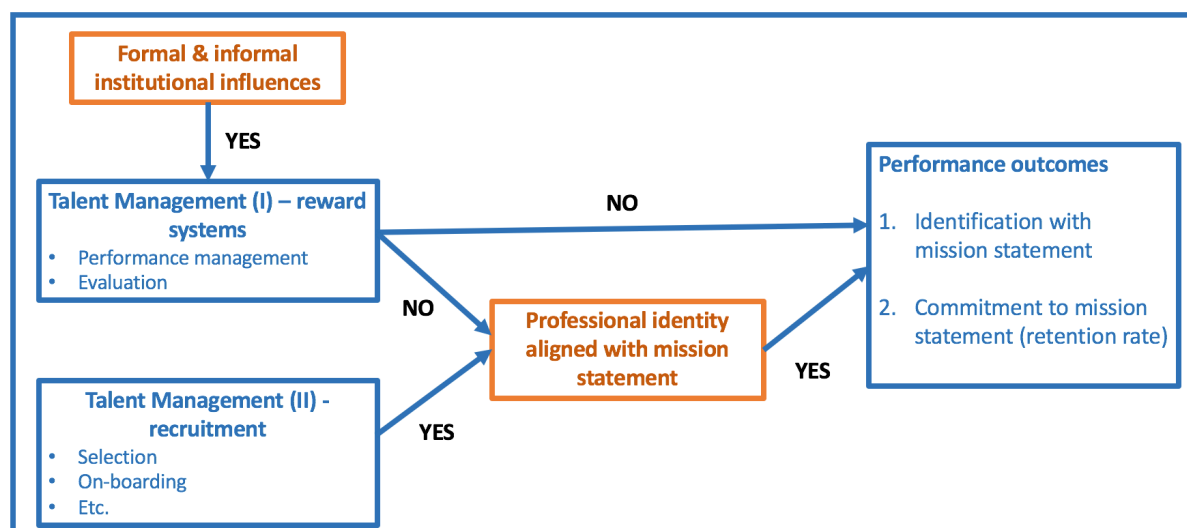


Figure 8: Summary of findings on performance outcomes in mission statement organisations

Source: own illustration

The conclusions and findings of the analysis have been summarised in the model in *figure 8*. The analysis explains that even though differentiations between the United States and Scandinavia exists (*table 2*), Laerdal has been able to build a meaningful mission statement and well-designed selection and on-boarding processes leading to identify themselves and to actively take part in this mission in their daily sales function.

Finally, the general conclusion of this thesis is that the impact of a professional identity in alignment with the mission statement overrides any cross-national distance and influences on the identification with the mission statement (raise in motivation) and the commitment to it (raise in retention rate) in the context of Laerdal.

Chapter 6 - Conclusion

6.1 Theoretical implications

The purpose of this thesis was to compare formal and informal institutional influences with professional identity on performance outcomes in a mission statement organisation. The theoretical implications derive from the five questions examined and summarised in *figure 8*. The main conclusion of this paper is that in a mission-driven MNE, it is possible for professional identity to cancel cross-national distance in a multicultural.

The comparison between the United States and Scandinavia exhibited some differences in how performance management and evaluation are performed across Laerdal. But these differences do not directly or indirectly affect either the professional identity of employees, or performance outcomes such as identification with the mission statement (motivation) and commitment to mission statement (retention rate).

Performance outcomes are affected by a strong professional identity in alignment with the mission statement overriding these cross-national influences. In the first instance, the analysis revealed that selecting, training and integrating new recruits with a suitable set of beliefs and the right mindset are the source of a uniform professional identity among the workforce. It should be noted that in Laerdal's context, a medical professional identity conveys similar values to the mission statement, 'helping save lives', does. Then, the second observation positively correlates this professional identity to performance outcomes. Lastly, formal and informal institutional influences within a mission-driven organisation can be avoided through a competent human resources department as well as a meaningful mission statement which, as mentioned before, raises identification and commitment to the mission.

6.2 Managerial implications

The results of this thesis demonstrate that it is possible to cancel national divergences in the context of mission-driven MNEs. Nevertheless, there are some conditions to be fulfilled in order to achieve these results:

The Laerdal case demonstrates that desirable performance outcomes are dependent on the mission statement of the company being at the core of every decision. It gives employees a sense of purpose, a source of motivation and a desire to stay because they share the same values and goals as the company they work for. To be well implemented, the mission statement has to be clear and translated into tangible deliveries. The main reason why sales representatives trust in their involvement in the mission of the company was because they could witness the impact of the mission in their daily work lives. Only a meaningful and tangible mission statement taken seriously into consideration by management will provide positive performance outcomes. Management cannot rely on an effective implementation of the mission statement if it is sporadically communicated. This should be an ongoing process, and the use of diverse channels can help reach each subsidiary and each member of the organisation.

The selection, on-boarding and socialisation process need to be thoroughly thought through and performed effectively. At Laerdal, the recruitment aspect of talent management is designed to select candidates with medical professional identities. Recruitment of the right people with the right attitude matters but on-boarding and socialisation should also not be underestimated. Training employees to become better acquainted with the mission statement and to boost skills leads to greater involvement of employees in the organisation, which in turn deepens their professional identity and alignment with the mission of the company.

When both criteria are fulfilled, the theoretical implications can be applied and cross-national distance can be avoided in mission-driven companies. However, if one of the two conditions (or both) weakens, formal and informal institutional divergences between different regions can resurface and could deviate employees' source of motivation and commitment from the mission to a profit-driven mindset triggered by reward systems. This thesis focuses on mission-driven organisations and consequently the same conclusions drawn from the analysis are not likely to be applicable to a profit-driven organisation.

6.3 Limitations

A few limitations were encountered during the study.

Firstly, during the analysis, the interviewees were conscious of the fact that they were being recorded which may have led them to withhold information. It could also be possible that they did not totally disclose their true opinions. It is a limitation for this study since the opinions and perceptions of the respondents is the main object of the analysis. It remains difficult to differentiate between what the respondents truly believe and in what they believe they should say.

Secondly, the study uses a qualitative approach and being the only person to collect the data, there may be some degree of bias in the analysis.

Thirdly, the methodology of this paper limits the possibility to generalise the findings to other mission-driven companies. Conducting a study on a single organisation with the limited number of informants does not allow an unequivocal conclusion that the results would apply to other mission-driven companies.

Fourthly, another limitation can be found in the fact that the geographic comparison used us between the United States and Scandinavia. Although the two differ, they are both relatively well regulated with little corruption. A more challenging analysis would involve countries where corruption is endemic.

6.4 Further research

This analysis uncovered other topics that could be the object of further research in the future.

First of all, other impacts of the mission statement in other professions within Laerdal such as the factory workers, could be interesting to research. This could confirm that the mission statement and professional identity have an impact on motivation and retention rate for every member of the organisation, or not as the case may be.

Also, more comparisons could be conducted with the different Laerdal subsidiaries around the world. Certain regions where Laerdal operates show even more extreme cross-cultural distances than the United States and Scandinavia. It would be useful to review if the answers to the research questions (*figure 8*) remain the same for those countries.

Finally, the context of Laerdal is quite unique and the research could be broadened to other sectors where a mission statement is also at the centre of the company's activities. Other impacts of the mission statement could be uncovered through an analysis including more variables.

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Appendix

Appendix 1: Notes on the interview with US HR (HR responsible for North America)

What is your position within the company?

- US HR is responsible for the HR department for the Americas including Brazil, Canada and the headquarters are located in NYC for the Americas. The Texas office is more for manufacturing and is not in charge of the sales representatives. They have a total 350 employees and they take care mainly of the administration, marketing, customers contacts and sales. They are not located in the NYC but 1h30 away from the city. It shows that to them that don't want to be in the middle of the action motivated by making money at any price.
- The US has been in the company for 20 years. She takes care of the administrative support, benefits, separation and involvement initiative. She has a tight relation with Arne and it seems that they have a good communication concerning the mission statement. Basically, they have their hands on everything concerning the support of employees throughout the units.

How many salespersons do they have in the US (in NYC)?

- They have 45 salespeople in the traditional sense in the US.

What are the target clients of the salesperson?

- Their target customers would be medical professionals such as hospitals, EMS (emergency medical services: nursing school, military, ambulance) and professionals in education.

How long have you been working for Laerdal? Have you been working elsewhere in the past, if yes in which industry, can you develop?

- The US HR has been working for 20 years. The main reason she joined is because of the mission and try to hire accordingly to the mission statement. She believes that it is not about how much money they are making.

Can you explain to me what does the mission statement of Laerdal mean for the whole company, for your unit and for yourself [*helping saving life*]?

- They think that HR doesn't have a direct impact on the mission statement but the way they exercise their work contributes.
- They try to immerse the new recruit in the mission statement with the onboarding process.

- They do that with a first orientation of 1 and 2 days to meet the new recruits. It focuses on Laerdal strategy and history. They show them video about the mission statement.
- There was also a gathering to celebrate the 50th year anniversary in the US.
- During the orientation the new recruits are giving the book of values. But on an ongoing basis, they always have a tight back to the strategy, values, guiding stars on every meeting. Even in disciplinary decisions, portion of the mission is present.
- At meetings, there is always a 'story' about Laerdal. They have put in place an intranet portal page to communicate and post successful stories of saving lives. They also ask people to share their personal story concerning Laerdal.

How and why you feel that the mission statement impacts your daily activity?

- Their function is really specific, very administrative so not directly but indirectly yes. It makes their day better when they feel that they have an impact when there is someone talking about their passion, not just doing their job to get rich.

How do you try to pass on the mission value to the different units?

- In Canada operational managers are in charge of that but they are supported in NYC big decisions HR.
- Same culture training in NYC even from Brazil and NYC. Really small offices.

Can you explain to me the current recruitment process in place to detect talent/salesperson?

- They do not see that as a black/white decision.
- They use recruiters sending a dozen resumes to Laerdal that they have chosen to would be suited for the company. But the pool of recruiters they work with is really small because they want to work only with recruiters that understand the values of Laerdal.
- Then, the candidates have a phone interview with the remaining 5-10 candidates because people are spread in different locations.
- When there are only 3-4 candidates, they again have a phone interview with another sales manager or senior sales representatives.
- Finally, because the sales representatives are split in different regions, sales managers from that regions will have a 2h meetings with the candidates and the manager bring the results to NYC.
- Sometimes they speed the process when they feel that the candidate fits for money reasons

What type of profile do you look for among young recruits? What kind of personality and academic background do you search?

- Bachelor degree or higher.
- Already located where they need because they know already the area.
- They do not take an aggressive approach when recruiting because they don't want people looking for the money. They want people who are hungry to save life and listen for customers' needs.

- Somebody with a lot of patience. Not only for the money especially if he talks about it during the interview.
- They say that the priority will be sales and then medical or pharmaceutical background. They want sales background sometimes take their chances on people only medical but really cautious.

Do you have a high or low employee turnover?

- Very low. Once people are there for 5 years, they stay for life.
- The causes for leaving the company is generally due to retirement, or because it was not a good fit the company culture.

How do you integrate new recruits to their team and in the company?

- They say that are maybe not that great at that. There is no formal mentoring
- In the team, somebody usually takes care of the new member
- for sales representatives there is a 12 weeks on boarding process. During which every skill is explained, every one receives the same training.
- Orientation in the NYC office but the rest is done in visits and where the sales representatives are located: week 1 is orientation in NYC and week 2 is e-learning training with demonstration of the equipment. Week 3, they come to the NYC office but not always because they wait for at least 2 people for sales training and hands-on training and they go through the majority of products. System training, reporting how to plan a territory planning. The rest of the weeks they are doing at home.
- Only a few years that the program is going. What they are not really good at is to assess the benefits of this program.

How does Laerdal organize team buildings or other events to deepen the company culture and are the mission statement conveyed?

- Each team is a bit different.
- Not team building directly on the mission but encourage people to go do training CPR in their communities. Companies events but not that tight to the mission.
- 50th anniversary event across the US.

What is/are your motivation in your job?

- The size of the company with a global reach.
- Not only to make money
- Different everyday with colleagues that truly have our back.
- They talk about respect to each other even in conflict but minimal compared to other companies.

Has your motivation changed since you have started and how?

- They seem to feel that their motivation has been consistent over the years.
- But that the competition is a bit harder.

What is the ratio of bonus on sales compared to your regular wage? And do you use commissions?

- Sales representatives receives a base salary and commissions divided 50%/50%

Do think that salespeople are motivated by the mission statement or do they try to sell as much as possible to make a better pay?

- Truly believe that they are tight to mission
- Not highest paid in the US compared to competition

How often and how do you evaluate your salespeople?

- Before annual formal evaluation
- But there is no more global system.
- They look at the performance.
- Generally, it is a conversation 3-4 times a year documented where employees and managers can add notes. A bit more a dialogue than before and a bit less formal in general at Laerdal.
- But in the case of sales representatives more formal because of their figures. Have to track their decision and clients and where are the clients in the decision on a scale 1-5.
- The evaluation is sales-driven but also look at the soft skills

Do the sales workforce have goals and objectives of sales they have to fulfill?

- They have fixed goals for every quarter.
- The commissions are planned every year.

They have strategic product groups where they will have a larger margin on certain products that they sell.

Appendix 2: Transcription of the interview with the Head of HR (Global Head of HR for Laerdal)

What is your position within the company and can you explain to me your daily activity?

To support the line organization (...) we have defined these deliveries areas so that is really my goal. It is for all corporate activities, for all countries. But it is actually true that the toolbox (...) is use to support the organization. The are 3 key roles I am playing: One is capacity building, competences development organization business development and change. But we don't have job outlines any longer, we have job accountabilities. And through this you see which accountabilities I have. So therefore, I need to figure out and understand what is going on in the organization to define how do we build the need and capacities in the organization. We are the best and biggest needs that we have to focus on with competence development. And where and what do I focus on organization development and change. So that is the overview of my role and I am accountable for corporate renewal manning plan (recruiting and on boarding process), guidelines for process termination. So all terminations are by default my accountability. If somebody is terminated in Mexico and it is done inappropriately, I am accountable for that. So I need to make sure that we have standards, procedures, systems and the understanding in the organization that people do things in a proper manner. (...) we have a need for letting people go. It is important for all that we have a defined accountability. And it's always important for us to understand the purpose, why am I here. It is not what am I going to do. So if you understand why you are here, it is easier to figure out what you are going to do.

How long have you been working for Laerdal?

10 years

How did come up with the number of 500,000 lives to save by 2020? Who decided of those objectives and with whom did you come with this objective in general?

It is the helping side of it that is truly important. You are not saving lives; it is the helping. So it is the impact that all products can offer to our customers, that is important. So that is number one but the way it came about was that the chairman of the board at the time, he is also now the CEO. He met with his external board and with the senior management team or the executive management team, and then he said this is what I really want to do, what the strategy 2020 is going to be. So then it took the mission and translated into tangible deliveries. He said that this should guide (...) where we go, what we focus on to develop and how we focus on the processes to what customers need. It makes the mission statement much more tangible, then it is easier to say this is not the details we need to fix, this is a dramatic change in focus on customer's impact.

And do you think the goal is achievable?

Yes, and this is the good thing because we all think that is achievable but there are two channels that we define that is achievable. All areas are good enough to really understand the impact that we are making. So, that is about the assessment tools, it tells how can we tell it is

500,000. So that is number 1, but (...) is that we are really focused on where we can make the biggest impact. (...) in areas like in Tanzania where we reduce child and mother mortality during the giving birth phase, in Denmark when it comes to CPR, in India etc. We start to see visible evidences on how far we are going but we are not that good in all areas to really assess the numbers. And we are working harder to prove the point. So it could be that we are not good enough to assess the real impact so maybe it looks like we are not getting there. But if we had better tools, we could prove differently but as I said, over the years we are getting better and better. It will be at least easier then when we started. And Secondly, we are now selecting activities, focus areas and so on that makes sure that we are focusing on where the biggest impact is.

How do you communicate the mission through the whole chain of employees, do you rely on those managers to pass on the mission statement?

I can say it's true by many means. We have an intranet, an internal communication channel to all our employees. There we are sharing different stories and different evidences on this. We are having corporate presentations as we are distributing which is also helping to distribute this. Using different channels, we are also having senior leadership and we are travelling around at different locations. We normally like to spend time in meetings just to also answer questions related to this. We do a lot to share as good as we can. But the single most important person is the managers. What he is focusing on and how he is doing. So therefore, so important that the managers help to embed this in the organization. It is important, it does have to become a top manager focus but it becomes a practical focus within each department. It would be good if all departments and we are encouraging that as much as possible that it cascades from the executive team into each department into each each factories and each countries and so on. That there is an impact goal on helping saves lives. For some it can be about quality, for some it could be about how there are working and so so on. Some example, both in China and in Mexico and the factories, the workers there spend lots of time doing CPR trainings for public outside. They really embody the mission and to deliver the mission. It is by many means, distributing it, but story telling is an important instrument.

Do you encounter any challenges while trying to put this mission statement in place in countries where there is a strong pro-profit mentality?

For some people coming to Laerdal for the mission, hopefully, they will come there for that because they want to be part of this journey. Some people afterward when they came, it is growing on them when there are in the organization for a while. It is easier to understand it. It might be so that people say no no no, I really like the mission, I want to work on it. It is like a party speech, it is not what you do everyday and focus on everyday and therefore it is often helping to work with people who have been in the organization for a while and to have these dialogues: What kind of impact do we have on the customer by doing this, how will help them better and why will it do. So you'll get these dialogues going. The danger is that if you look at complete Singaporean organizations there (...) forget the focus on this and then ok, let's go and sell. And then you push products instead of looking at customers' impact. And you focus less on why we do what we do and it becomes just like a transaction in sales instead of this focus. That is also why we travel a lot. I will travel in Japan for a week then I will travel to all

employees in India. They have a lot of new people there on the on boarding. The CEO will also be there at the time and then we will focus on why we do what we do. We are hoping that the further away from the corporate center you get, the hardest it is to embed. That is also been proven in the survey, it is something we need to all the time remind ourselves. It is easy to talk about but really hard to really to put it into our daily actions. And you need to keep reminding people and get people to understand it. It is not something you do because you are told but because they see 'now I get it, now I see it, it is easier for me to make it practical in the place I am working'.

Why do think that the mission statement contributes to the success of the company, do you think that the general quality of your products and training would have been affected if the mission statement was not that clear and why?

I think at it is easier to communicate it when it is as precise as it is. It makes it more tangible and much more possible to make sure that you put actions in front of it. The mission is pushed forward and makes it more alive.

About talent management, how is the recruitment process and does it differ between countries?

It absolutely differs between countries and probably the seriousness in it, between different levels. If you are hiring some country managers in a country where there are no expats, it is extremely focused in the interviews both from our side and from headhunter of the other side which we spend a lot of time on. (...) for the head to really really understand what kind of mission you are driven by, what kind of values we work according to, what kind of ethics. I would say that 50% of the time is spent on finding people with right behaviors. And as you really believe what you are looking for. The last 50% is just the test out the experiences and skills and so on to be able to understand it. I think you can do even more to make sure that we are understanding the process in this respect but I think we are at least very much focused on it. When I say focus, understand, if I ask this question how much will this add value and how I perceive you as a candidate. We could do better on it. But the focus in the interviews is very much focus on it and assessment tools are ok but could be better. We talk about the job outline, in this job outline (...) let's say this is Japan, they have a strategy very clear and there is a clear delivery plan which is based on scenarios for different developments. Is it a growth scenario? is it a stable scenario or is it a declining scenario? In Japan, it is a growth scenario and then the country manager there has a management team distributes the accountabilities within them. So, based on that data, they decided that they more capacity or new skills in this organization, we need somebody that can help us moving forward and to meet the strategic needs. Then they define the competencies that they need for and then we are looking (...) with the Laerdal leadership principles, mission, values, strategy, we develop a new job outline as we believe this new person needs to be able to. And when we develop that then we also think carefully to what kind of approach, what kind of attitudes and behaviors we are looking for that. For all the talents that we are recruiting in, we are really really clear on which skills do they need to have and which attitudes they need to have to complement the team. Sometimes, you may feel that it is all so much embedded that the country president and country managers are so much into the values and mission and then you may not need to focus as much on corporate. It is still valid

but you feel it is embedded in the organization and they can make sure that everybody lives according to that. So attitudes are a big part of it. When you define this job outline, the accountability for the new person, you make sure that this person is defined as it is coming to live up to, the Leader leadership principles. And then for each of these accountabilities, in this example, 3 people are doing an example. You take for each of the lines in the accountability, job outlines, you move into the assessment. I believe this person has the right attitude, and can work with key opinion leaders because of (...). We are looking for evidence, why would we believe this is a good person to do this or this and to deliver all of this accountabilities. And then you go to the on boarding. Then you know what this person is meant to do. You know based on the interview (...) believe this person is capable of doing and then you define an on boarding plan just to make to sure that you are focusing on this. That means that this person needs to embed after this training program, on boarding program all the accountabilities that is outlined there. But we assumed that people who are coming in are lacking internal knowledge about Laerdal, product knowledge about Laerdal, they may lack some knowledge about the customers we are directly involved with and so on. So therefore when you talk about on boarding for the new people it is about the mission, about the strategy but also about the skills they need to acquire. And therefore it is most important problem that we are focusing more and more is that we need to be really really solid on defining what people need to learn during this on boarding and then a good assessment afterwards to really understand it. I need to do a certain assessment about it.

How long this on boarding process last and after how long do you assess if this person has acquire the skills that they were lacking in order to be Laerdal?

The on boarding plan usually go for 6 months, so we say it is a 3 to 6 months on boarding plan. But normally a 6 months' plan. I think I must admit that we are not that good at doing a proper assessment afterward. So from an HR perspective, we need to push even harder on that. I think we assume that we have told them so, we have learned them so but it does it get between what I told you and what you really understand. And that's really where we are not solid enough on that part. That's one of the improvement I guess and one on the focus areas at the moment is to do backward assessment.

This on boarding process, did you develop it internally or did focus on an existing model from another purpose driven mission company?

This process is internally developed. And then let's say that you have a competence gap in Laerdal. We need to better at something they we have a strategy that defines it, you have different functions and so on, and then you have to look at where are the learning areas for people. And then we talk about it could be through recruiting. Let's say that we need somebody that is a digital expert on the new digital reality, 'what do we need to do about it'. Then you can go a recruit that competency. So instead of developing it, we decide to find somebody that is able to do it. On boarding is another way of building competences in the organization. But in the on boarding program and also in normal training program, we believe that all the job training, the 70/20/10 is a very important way of thinking. We need to use people to travel out if you are a sale people. If somebody is very good at doing something and just learn from them and the processes they are (...) planning. We are running learning in Europe in sales

organizations; they are having a lot of small learning on weekly basis to keep people on track on what we are doing. And so and so, but you just see that. It is important when you talk about learning it is not formal training program. There are many ways of learning and we try to be very much open to consider of those so we are not losing focus on is this really the best methodology or of there is other ways we could learn even more effectively.

Except for the right attitude to be in Laerdal, what kind of background do you look into to recruit sales representatives?

What we have seen is that the successful people doing sales in Laerdal has often been educated all within a medical profession before. And just think about it. If you are selling used cars, you might be the one who is pushing sales. If you are selling the Laerdal products, you should be someone who focuses more on understanding the needs. So therefore, if you have been an educator on a training center for simulation, worked with training nurses and doctors and others, you understand what the learning needs are, you understand how we can help them to develop knowledge better. So, when we talk about this, when you meet a customer, you should always start with why we do what we do. We do this to help them, to find better solutions for helping save more lives and therefore we need to find the process, the products, the cluster products that can help doing so. So if you are a nurse you have this customer intimacy much more embedded than if you just take a salesperson. That's really why we are recruiting this empathy for the customers needs. If you want to help save lives, a nurse probably has more embedded in the heart than somebody who is just coming from being a car seller. We are looking for people that really focus on what can we do to help them to do a better job. If you have been in that role yourself, you have that empathy and maybe also if you are a nurse doing this purchase you would like to meet these salespersons more than you would like to meet someone who is pushing sales. And they probably have a much better platform to really understand what the customer's needs are.

Has it always been like that or did you realize with time that those sales representatives should have a medical background?

I have here for 10 years and the focus has been like that but we are focusing more and more on that. The customers' empathy and it starts with why we do what we do and if the purpose is to save lives, it is good to have people that knows what that means in the organization. But it is difficult because if I went to a hospital and find 100 nurses, 95 of them will not have the DNA of a sales person. So they still need to be able to close the deal, they need to be able to take it on and do tangible deliveries. They need to understand a bit of the technologies behind the solutions that we are having. It is hard to find so it takes a lot of time to find the right people with the right attitudes and the DNA to cope with both sides.

Do you send your new recruit to get some economic background? Do you succeed to find those people with the drive to make those sales?

Maybe these nurses have become department managers and have done some purchases before, maybe have they work a bit in accounting. I will be very careful on recruiting a nurse that always been a nurse before because then, both she or he and us don't really know if they have these capabilities to do something like that. So we are reducing risk by finding people that

has been in both areas before. But again, back to the gap what they have as competence and what the job requires of competences, you need to build an on boarding plan that addresses those issues where you see the gaps.

In the end, you never recruit people as just came out of school?

Not really for sales. They might do it much closer from school in the US with sales people because then they might be able to afford it. But I think they do exactly as we do here focus with somebody with experience and have those duality, that we believe they have customer's empathy, customer's knowledge and they seem to have the DNA of a sales person. That requires more than straight from school. But of course, we recruit many people straight from school from engineering school that will work within the engineering department and so on. So we have a lot of people with different backgrounds but a sales person is a very lonely person in the sense that they often work from home like some one might sit in Miami and the Head office is in New-York and they travel each morning to meet customers and sell solutions. Of course, we train them and develop them but in the end, there is not somebody travelling with them everyday. So they need to have this maturity and experience that helps them to structure their day etc.

How is the employees turnover rate? It is similar in other countries?

You can talk to Stacy about it, but I think we had a big turnover this year in the States but in reality, if you look at the total turnover in the States it is really low turnover. So, over the last year they had a bit more of turnover. And actually, it has been helpful for us because people get into the habit of doing things and you get a bit of a new dynamic if new people come in. Some of the renewal help us getting the dynamics going and have this endless curiosity and so on. But in general the turnover is really low but in the US and UK we have had having a larger turnover over the 2-3 years.

About mentoring, when you have a new recruit integrating a team, after how long this new recruit is giving responsibility and autonomy?

For some products, it is easy to go after a couple of weeks, for some others, it is important to learn more and to get deeper into it to do it. (...) this assessment (...) to travel with them. And then to learn what they have grasp and where do they need to work more on it. So (...) it is also where the assessment comes back. I think one of the best processes that we have is that a sales person and the manager is planning to go to a customer together. And then, the manager asks 'so tell me what do you plan to achieve in this visit, what is the purpose of the visit, are you planning on map needs, are you there just to shake hands and introduce yourself' and then after that what is the plan for achieving the purpose in that meeting. What are do you want to do, what are your plans on doing. And then he might say 'I plan on listing the needs and that and that and they discuss on that. Then they have the visit and then they go back, have a lunch together or whatever and then they do a debrief. So 'what happened, you said that was your plan, did you feel it was happening, why didn't it happen, is it that anything you see from this meeting that you say' (...). And then they make a plan. It is a very practical approach about this and sometimes you need to be in this situation to really uncover what you know and what you don't know. It helps you to put you in the right context. If he was only training by himself,

it will not be good. You need to train in what looks like a real game. Then you really see into a right context and it is the same for salespeople. It is really where the assessment is done for the majority and how much more needs they should focus on before they can travel alone.

Does Laerdal organize team buildings or other events to deepen the company culture?

Simple answer to that, I think most countries are having country meetings. I am not sure if they are having it once or twice a year. But they gather everybody and they invite people from the outside and they go through new products and they go different things and so on. But on top of that, every year we have a big sales meeting. For all of the Americas, including Brazil, US and Canada, they are gathering the salespeople this year and then we had the CEO talking about the mission and why it is important to understand why we do what we do and they had a three days' workshop where they introduce a bit of the new products but where we talk a lot about the mission, vision, deliveries and so on. So that brings the salespeople together. There is a lot of social activities, good dinner, good breakfast and so they can chat with everybody. But it also a good way to bring them into the organization. We have done the seminar in January in Europe, in February we have done it in the US. But at the moment actually, I was in the Europe meeting, I was at the US meeting but I am not at the Asia meeting at the moment but the week after because then we will work more on the organization. It is a lot of time that is spent on products and so on. But anyways, in Asia, we will divide into smaller meetings because the Japanese don't speak English to an extend and then they go to a meeting with Australians, the language barriers will be slowing us. Si therefore, this week I have 2-3 day sales meetings in Japan for Japan and Korea. Starting on Sunday afternoon, there will be a 2 to 3-day meeting in China, and then in the end of next week there will be a meeting in Australia. So that's the way we are moving around and have these sales people meeting and make sure everybody is meeting Tore Laerdal and we can also listen to him talk on the strategy, on the mission and so on. And we do this annually and we have doing it for many years.

Is it possible to assess if your employees are motivated by the mission statement?

We try do at least to do a proper assessment during the interviews. Another way to assessing it, it through the employee's survey. So through the employees survey we get some of this. So we call it an employee perspective survey, we are focusing on what your perspective is. (...), we learn how high people are scoring relatively on different things. We ask about leadership, we ask about stress, we ask about if they believe in the Laerdal products and so on. So it is a good way for way for us to see how we are developing. How can we say that the mission is embedded and to assess it. But what you can see among the highest score on this survey, you try make people understand the strategy. They feel that what they do is related to the mission.

What is the ratio, and is it the same in Norway and the US, between the bonus they get on their sales compared to their fixed wage?

There is a big difference between the US and Norway. US is much more dominated by bonuses so the ratio, because the bonuses are more or the less the same but they have some commissions on top of that in the US. That means that is paid out on short intervals, so that you get the commission (...) on certain product segment and so on. Let's Stacy talk about that

because it varies also between experienced and non-experienced people. It always the dialogue with managers within the different countries. There has been a dialogue with the US, how big of proportion should be bonus and salary and commissions. It seems that sales people are much more stimulated by being able to influence their own total pay. Therefore, they are very stimulated by bonuses more than in other groups. In other groups. We have accepted more than I like this bonus. In Norway, they have been a switch in that direction and in the US is more an opposite development. So what we do is that we ask this question, is really helping the purpose and also make sure that is a mission, a prosocial-driven organization or how much of these bonuses and incentives. It is also about sales because if there is no money, there is no mission, we will not be able to live the mission. We need to get people early up in the morning and I have had this conversation now with the senior leaders in the US and what they are saying is that you need to think about things: How do you get them to get in the morning, the conversations with customers. And because we have products that we believe can have an impact for the customers, it is possible to combine them all. I mean if something doesn't work, you may be pushing sales more than it's realistic to do. So they say that you need both sides of it. But this is a good question and we have started the dialogue and more in the years to come. The DNA of a sales person is different from the DNA of an HR person. So we just need to find this balance.

Do you think it would be possible only for the sales people to unify the ratio of fixed wage versus bonuses between countries?

I think you need some overall guidelines on what you want it to be and the dialogue that goes with it and then you need to let local leadership do. And together conclude what you are doing in each country. So therefore you need some drive to make sure that the mission and the values is not lost in the commissions system that you are having. But still the local leadership is very different between Norway and the US.

How often sales person get evaluated on their work and do they have sales goal that they have to fulfil?

You can say that the bonus is divided in three elements: one is the corporate portion; how well is the company is doing, one is for the internal focus and the third element is focus on the sales person own delivery. When it comes to the commission it is all related to their own delivery. So, bonuses are annual pay out and commissions could be more monthly or bi-monthly. Also, a formal conversation should be made with managers. So the one thing is to discuss the KPIs, what you do and the other part is why you do it.

Appendix 3: Transcription of the interview with Norwegian Manager (Country manager in Norway)

What is your position within the company?

I am a country manager for Norway.

What is your daily activity?

Very different. From day-to-day, I am travelling quite a lot. I am trying to have an overview of the market within our alliances partners and key opinion leaders. What is going on in the market, contacts with the government, with everyone that is working with the simulation and of course most important thing is to follow up the sales managers in the different regions. I am focusing only on Norway and I am part of different projects within the company. And since I have been here so many years, there is always different things to do but my main focus is Norway.

Which products are sold in Norway?

We have 30% that is defibs¹⁴ but I don't spend a lot of time on that because we have distributors that I am responsible for. But the sales don't focus on defibs, they focus on competences development and defibs is not part of our focus because that is more to the industry and a little bit to the hospital but that is mainly on tenders. So out on the field, we work on how we can increase the knowledge in the field, in hospitals and in the university which is our main customer segment. But you are asking about the products, we produce very little product-focused. And normally like we have a new person that started yesterday that is going to have the West part of Norway as a sales rep. And I have no plans for when she is gonna have the part of training. Because now, it is more about to get to know the market, and who is our customers, the organization, the values so I can make sure that the values is integrated in her mind before she starts alone to visit customers.

Can you explain to me what the mission statement means to you personally and what it represents for the team you manage?

The reason I have been here for 17 years. I planned to stay maybe 2, 3, 4 years when I started but there reason I stayed here is because of the values of the company. It has been a couple of years where the values have not been so integrated in different things we do, then I felt that 'maybe I should try something else then'. Because the reason why I am here, is because of the values. And also, I have different positions within the regions like market clusters, innovation, fund raising. Every time I am there people ask 'who do you work for?', I can feel how proud I am to say that I am working for Laerdal Medical. 'Oh you do?'. 'Yes I do'. It is something recognized from the outside, for the mission statement. And I know that I could (...) about the money everything, because I could at least increase my salary by 30, 40% if I changed my job. But I would never do that. But the only thing that I have discussed with HR here, is that one thing is for me that is, I was done educated 20 years ago and my finance is ok then I

¹⁴ defibrillators

prefer the values but there is a balance here. When you are newly educated and you are trying to build your family, I can understand in some ways we need not to compare with others but I guess if you have a student loan for half a million NOK, you won't be willing to get to down to 20% of your salary just because of the values. So there is a limitation here. But I am sure the ones we get employed here, they would never regret because they realize how important it is.

Can you feel that some of the new recruits come and have to pay the student loan or is it more a theory?

No, because the ones that we have out in the field, I have never recruited any straight from school so they normally have worked as a nurse for a couple of years and nurse is not the highest paid work in Norway. And I have prioritized nurses and then we can compete with the salary. But if we hire somebody from the medical industry, or absolutely from the oil industry we can't compete on the salary.

Can you feel an impact of the mission statement on your daily activity?

Yes, in a way because as long as you have that in your back head, is like all the prioritizations and so on, then you are like 'ok that increase, we will be part of increasing the survival rate, (...) then I think we just focus on this project'. For example, if there is something that would take my time, if it was to make a new product, I would not do that. I would focus on where we could help to increase the survival rate. It is a part of the daily business.

When you send your salespeople to train or talk about Laerdal, do they actually spread the mission and values outside from the company?

Yes, I think it is really important, because if we do too much of that it would be like [sound of yawning] for the customers so we need to be focused on why we are there and the reasons why. But of course, it could an impact of the discussion. 'Have you seen this statistic from the US or from Australia; that if you train or if you have a plan for training all your employees that could increase the survival rate to 10% for example. So in that way, we could but we would never talk about Laerdal what I said to you now. Because it is more that it becomes a part of your personality in a way. But I would never go out and talk about Laerdal that would be [sound of yawning].

Can you talk about your target clients?

It is hospitals, pre-hospital; the ambulance for example. It's military and air ambulance but mainly focus area is pre-hospitals and hospitals. University is the one with money for the moment so they are maybe number one but it depends on timing, hospitals and university. Education is the one and pre-hospitals.

Can you feel that it is the same level of commitment with the mission statement in other subsidiaries in the world?

You can see divergences but not that much actually. And what we see here (...) that I am quite sure that if Arne did some statistics about the people that get hired, the ones that don't fit in, they normally disappear after 2 years. And if you stay for 4 years, you stay forever. It is

more about how are you and how important it is as you as a person. And if you don't see the added value of a value organization, you would never be here, because you are not paid as much as other places and there are also different things that if it is not important to you, you would feel like staying here.

How do you decide that you have a need of recruiting a new person and how is the recruitment process?

The need is if, number one, we already have one and he is gonna quit and then I think 'do we need a new one?'. We organize within the team to replace the position without having a new person. If we have to, then it is clear. Or it is that we open up a new market and some new products that are coming in or out and we need more competences within that. But normally, we don't add a new person, then you need to have a very business case to add a new person. So normally it is replacement. We don't replace automatically.

What type of profile do you try to reach to match those values?

I think number one, they need to have a healthcare background, preferably a nurse. But it would nice if they could have a sales background. And I tell you it is really hard to find a nurse that is good in sales. But it has something to do, if you choose the direction of being a nurse, you definitively do not have the sales genes. So then, what we search is competitors and nurses. And hopefully that can be someone, some nurses with a sales background. I think this time it was 90/10¹⁵. 90% nurses but a lot of the people that applied for it had only a sales background. And it is because of the region here. So number one, they need to have the background, either sales or nurses or ideally both. And if they have, I have some kind of speed interview with them, 20 minutes very informal and front. This is only a cup of coffee, 20 minutes so they don't get disappointed and then after 5-10 minutes, you see who should we check up more. So after we have probably 10 left. Then I ask HR to have a deep look into the papers, do they actually have this background, do they have any references, I also check if I know anyone of them. 'Do I know someone who knows them' to see if they could be the right personality. Then we have 6-7 for an interview. By that time, my goal is that all of them have the right papers, so then the only thing I focus on the interview, not only, but 95% is the personality. And I don't care if they have an A or an C on the papers. As long as they have the papers in place and average or better, this is HR's job I think, my job is to find the right person. And to match the team, that is also important. If I have a very strong one in something, this person should be stronger in something else.

How do you try to integrate new members in the team?

I probably focus more than anyone on exactly that thing. And that is because we are such a small team and it is very important that we work very close together. So now for example for Marion, she started yesterday, I have a plan for her to get to know the different departments in house. Have good a very guided tour with Arne here who is the expert on guided tour here. And we have an informal dinner tonight with everyone in customer service and marketing to get to know her a little better. We have sales meeting because Marion, well it is in April/May but because of her, we have that in 2 weeks and we are going to stay in an(...), they make food

¹⁵ last recruitment

for you but it is a big cabin. You can ski, they have a big fireplace outside. So it is again, I think it refers a lot to the company here. With informal, it is not very cheap, but the money goes to the scouts and that is not seen for the team. It seems to be quite cheap but the quality is good, the food is good, you get to socialized perfectly. We have your own living room with a fireplace during the night so we can stretch out, we have a quiz, we play together and we also do activities during the day because we love to be active. I think it is a very Laerdal's way of doing things. We travelling together in the same car and not separate. So this is my way of showing her what is this company. And also we get to know each other in a complete different way than if we would have stayed here. Everyone that is living in Stavanger would go home for the night. We would eat breakfast separately. We could also go to a nice place outside Oslo, that would be more expensive and it would like in a hotel so here we get to get closer together.

Does Laerdal more globally organize team building events?

The sales meeting organized in Europe. We have a yearly meeting together with the sales units at Laerdal. Not customer service but all sales reps. And I guess the product groups, the different product groups they have different get together gathering but I mean 1600 employees and we never go together, all of us.

Within your team do you have people from different culture?

It is only Norwegians in the sales team but in the customer's service here, they use to be 2 in Finland, 2 in Sweden, 2 in Denmark and 2-3 in Norway. And now we have them altogether working in an office here. And we reduced the amount of people by 40% because it is more effective to work together. But of course there is some disadvantages too but in total we are happy with that.

Even though it is still Scandinavia, are there different way of doing business?

Oh yes. You have the way of working. When the people that work here, they lived in Norway, they probably got use to that culture. But when they used to be for themselves in the other countries. We felt that for example the Swedish if they have sales meeting they rent their own consultants to put the phone directly over to them to take a message. We would never do that in Norway because then we loose the customer. But now they are here, we can all do the same way and we can learn from each other. But there is some different culture. The Swedish is much more extroverted but they promise and that is not important. If we promise we try to be very polite and nice but if we promise, we keep. In the beginning I was kind of wondering is this a kind of personality issue but it is maybe a culture issue.

In general, what do you appreciate in your job?

The team, I love the team. There have been issues. And I always defend even if I don't agree with them and I tell them 'I don't agree this was really bad of you' but we fix. So I would always be nice to them and if it is something in the house here, I would defend them and be there for them. And that is important for me and for my integrity. So, the team I look forward to see them, to talk to them. The ones that are not here and follow up and wondering how was it in the meeting yesterday because he was so nervous and how did it go etc. So as soon as I am

in the car (...) I follow up on that. And it is also a proudness of being part of the company. And it could be cliché but it isn't, because I could not live a cliché for 17 years, definitively not.

How many members are there in your team?

If you don't include customer services, it's four plus me.

Has your motivation since you started?

Of course that changes. And it surprised me that it changed not so much because it was not falling 50% but you start to think well maybe it is not the right thing and yeah. And especially as a manager because when you hear it from your team and you are the one to defend and trying to tell them 'no no it is not like that' (...), this is not for all the company and in a way you 100% agree with them, that is not a good feeling. So maybe not for myself but I was disappointed on behalf on the company for my employees. I could live with it(...). It will change in a year and in the end it is a good company. But the thing is for the sales people that is not working within the house here because I have communication with a lot of different people in our department. But there are by their own, even in the car with a customer or at home. So they need to get it from me and I need to push the values, not that I feel but the way we work. So when you come to a level and it's not good at all, then you get so disappointed and then the motivation will be reduced. But you lift it up to the different people and you don't get listen and it's ok then you have to take the consequences. Should I go or should I try to do something with it. But things change. And after 17 years it would be strange if there was not so few fluctuations. I think for myself that it only happened once only for a year.

How are sales people remunerated?

It depends when they have started because one of the sales people have been there for 12 years. Instead of compensations (commissions) with would increase salaries. The last 6 years, he has got more and more bonus. And his salaries have been staying at the same level. For the new comer, she has 25% is bonus based which it's hard. If you think and you are a nurse you are not paid with bonus so that was a long way to go to convince her, if you look at this it could be an upside. For the moment I don't think it motivates her but I think after a while it will motivate her. I think it's really different from a normal company and a value-based company because as long as you have some kind of ok salary we will need trade that much for bonus. As a normal company, they will use bonus even more. Just my opinion.

When a new recruit comes in, do they get some kind of mentoring?

We have yearly, it depends how many new comers in sales, we have once or twice a year an introduction courses for new comers but the way we do it since there is no introduction course now for her. She joins us on travelling, she will be on her own I think before end of May, after 2,5 months. But it is because this time of year, it extremely busy and there is different conferences and network meeting, sales meeting. Different things going on so it is fairly easy to her to join. It is not something that we only made up for her. But it is 60% of the time and the last 40% is me joining her in one part of the region that she is going to be responsible for. One of the territory manager, he will join her in another region where she will the next time visit by her own. So we make a plan for those 40% that we are travelling with her. And there it

could be after that trip that we can't cover everyone so there will somewhere that next time she visits the same region that someone that she hasn't met before that she has to contact. But the main customers in that regions, we will join her the first time. But I would say completely by your own, 6-8 months. And I am on the phone with her and the rest of team, not customer service but the rest on the field and everyday or every second day.

Within your team is there a big employee turnover?

They never quit. Since I have started 17 years ago, there is one person that has quit and that was the one now. And he was employed for 8 years. I have never experienced someone leaving for example after 2 years.

So, you think the recruitment process is efficient?

It is efficient but in a way, for now I try to look at it as a we need a change. It is good that the reason why he left, I got a baby and all the travelling, new wife and everything. He needed a change and be more home. I think is good that we have something new in the team. After a while you get into a course and you follow that maybe a little too much. We need to open up now and see what can we give her, hopefully and she will hopefully give us something and for example, the customers we have, we visit the same too often. With her in the team, the few negative things with the sales reps. Should not overlap to her. We have to make sure that we don't coach her on the negative things.

Do your team get evaluated often and what is the process?

It is one-to-one. It is either with a talk together. Because we have these official ones, appraisal meetings, twice a year, we should have more. For us, we talk about every time we go to a meeting together, we have reflection together, debriefing or whatever you call it. And we go on asking questions. We have a very close contact and also about the things that are not very easy to discuss because it is how you act with the customers. But it's good to have the two times a year, 'ok what is your plan?', 'do you need more education?', 'do you need a course?' and this is not part of the daily discussion so the two areas are good. I know that company wise we should have had it more.

Do you set sales goals?

We have KPIs at the beginning of the year so they always know what is the goal for the year. But I think we could have probably worked more at being more dedicated and talk about the goals. But again, it is the culture in the company, we are not measured focused as other sales organization. But I think we could do more on that. But it is not because my team is so value-focused so every time if we come with a campaign: who can sell the most simulators within 8 weeks, they will be like 'ok come on, give me a break'. 'I do my best, I am out on the field every day, visit the customers, speak to them. We try to influence (...) don't come with a campaign now'. 'ok I tried'. But also the marketing team, they want to have more of that and it is very much the American culture, we think. We could be a little bit more goals oriented. But they deliver and do a good job, so I don't focus too much about that.

Do you experience much tensions between KPIs and a value-driven organization?

I think, as long as the sales people in the team are nurses and have a strong mission, I need to be focused on the sales and numbers. If I was a nurse and the same background as them, we could forget about the number. I am a master in Business Administration so I am into the numbers and if I didn't work here I would run something for myself. I am definitively on the money. But at the same time, my personality is very strong value-oriented and my background. So the combination that I have but in my position we definitively need someone on the money. But if not we would not sell anything. We would talk and do the mission and vision (...) and deliver in tenders but we would never ask to close the deal. So I am the one to push the deal. Close, close, close. Because we don't have a mission if we don't have money.

Is it something typically Norwegian compared to the Americans where they always want to push to close the deal?

Americans yes they do. And I think for employees they have number one, sales background and it would be nice to have a healthcare background. Here, we have a healthcare background and would be nice with sales. Because there are pushier.

Is it like that in Laerdal New-York?

It is. But I think the Netherlands, they are the ones with the most common culture that we have in Norway. At least the Laerdal Netherlands. We are always not the party team but socializing, we have the same jokes, and seems to work a little bit the same way. Because we always end up working together. Even more than the Norwegian and the Finish team. So maybe the culture there and I have also seen from other companies that I am part of a board with that the Netherlands is strangely close. And I don't see why because the Netherlands is placed very different from us. But there is something there that works. But in the other teams, normally the sales manager as more money background. If not, it's someone that has worked themselves up in Laerdal. But what I have seen in Sweden, we applied one of the sales, that was good in sales in Sweden and put him as a sales manager but that did not work. Because he did not get the whole team with him. So it is not the same to be a good sales person than to be a good sales manager, it is very different.

Appendix 4: Transcription of the interview with US Salesperson A

What is your position within the company?

I am what used to be called a territory manager, the title has changed to client executive for Laerdal. And I cover North East Ohio and Western Pennsylvania.

Can you explain your daily activity?

I am responsible for that territory and day-to-day I have to visit with customers in the academic field so nursing, med school, physician's assistant schools, EMS training facilities and then in hospitals as well. Typically nursing education for higher education and in the EMS community as well so EMS, paramedics that are practicing in the field as well as military account. I am responsible for visiting customers and obviously generating sales but more important working with them in a consulting type of approach, looking at their needs for stimulation training, helping them with you know what their specific needs are in their academic areas of in they day-to-day in-house care.

Can you describe to me the type of products sold and how many clients do you see weekly or monthly?

Well, the product is all based on simulations in healthcare so patient's simulation so there is a variety of products such as the high-fidelity mannequins that breath and bleed and blink, have pulses to lower fidelity mannequins that are more static mannequins but all have different purposes based of what the learning objectives are. Virtual simulations as well where learners can log onto the computers and treat the patients. And then different services around those products as well, so products in services for education on how to use the specific products but also how to just teach with simulation. So, something that we have really focusing on is using simulations as a tool for education and making sure that you are delivering good simulations. So, not only are we selling actual hard products that we can deliver in packages, we are also selling services, technical services to maintain the equipment and things in that nature. As far as the customers that I see, I would say in a quarter I see at least 120 customers.

How long have you been working for Laerdal and have you been working elsewhere in the past? If yes, in which industry?

I have been with Laerdal now for a bit over 2 years. I celebrated my 2 years' anniversary in March and before that I have been working (...) industry but in a different role as in a more educational role. So I use to be a Laerdal customer and used the products on a day to day basis. I've worked with other representatives from Laerdal as a customer. So I was very fond of the company, very fond of the mission and very fond of the equipment and really saw what simulation can do for learners. So I was always very intrigued with simulation and it was just the perfect fit for me to join Laerdal. So I worked (...) it in education and prior to that I worked clinically in the operating room as anesthesia technologist. So I worked in a liver transplant operating room theater and I was responsible for the blood management interoperability of the liver transplant patients.

Is it your first job in sales?

Very first job in sales.

Can you explain to me what does the mission statement of Laerdal mean for you and for the people you work with?

For me, you know it's helping save lives that is extremely important and I believe that it's not just something that we say it's definitely something that we do and it's something that is living and breathing within our organization. And you can see that through and through with various stories that are shared with the values that Laerdal put into resuscitation and their commitment to helping to save more my lives. For me, as I said I was a Laerdal customer so I could definitely pick up on that mission as a customer and I still do to this day as an employee. So it's definitely extremely important for me. I see firsthand how our products help save lives and educate the health care providers from, today in the world that we live in.

So it impacts your daily activity?

Right. Absolutely.

How does it motivate you, the mission statement in your everyday job?

Yes, absolutely. Absolutely. Put it bluntly. I wake up every morning and I don't want to pinch myself I don't want to wake up because I love my job. I adore what we are all about. And I guess is not something that we say is our mission statement. We live and breathe it every day.

When you are meeting clients do you explain Laerdal's mission statement?

Absolutely. And a lot of times you talk about the global mission as well with the helping basic breather and how Laerdal is very involved in this global mission as well. I think that's very important to point out because some of our competitors don't really have that advantage. And again I think it just shows the true value. And again really back to our mission statement that it's not just words that we're putting on. (...). It's something that we do every day in our overall job as an organization that we truly believe.

So you think it's a competitive advantage towards your competitor that you are putting in action the mission?

Absolutely

How many people is part of your team?

I do not have anybody reporting directly to me. When I use the word management It means that I'm managing territory. So I'm responsible for the customers within that specific territory. But I don't have anybody reporting directly to me but I am still part of a very large team. So I have on my team whole other regions and different associates that work in different territory, different areas of the United States but still within the northeast Region of the United States. And then I have my regional manager as well as educators that cover the northeast region. We have field service engineers. So I am a part of a very large team and I have a lot of resources at my fingertips so I'm definitely blessed in that regard.

Do you work from home or are you in an office with others?

I am on the road four days out of the week. I get myself one office day, at my home one day a week. We do administrative work and make appointment for the future.

How have you been introduced to the mission statement and the values of the company?

Yes, absolutely. Absolutely. I think there is so much information about the mission and the history of our company that is shared not only when I first started but it still shared on through different continuing education. And we actually you know just talked about it a lot. National sales meeting that we had in January so it was a big topic of conversation and part of our break and activities. (...). Last year in January.

So how was the experience for you of the recruitment process? How did you feel about it and what were the different steps that you had to go through in order to get hired?

Well as I mentioned I was a Laerdal customer. So my (...) territory manager at the time, he was moving onto a new position within Laerdal where he was being promoted to a new position and he knew that I had interest in Laerdal and really enjoyed the company. (...) they mentioned (...) truly values what they brought to the table. And so he mentioned to me that he was moving onto another role and ask if I would be interested in his position and of course I. I said yes. And at that point then I did apply officially and was put through the interview process. So for me, it was pretty easy to go through the on boarding process and very soon. (...). It just worked out really well.

What is your academy background?

Yes, I have a two-year associate degree in anesthesia technology. And then I have a four-year bachelor degree in health science business management.

So you had a bit of sales course then?

Mostly medical related. It was the whole science business management degree. So I really wasn't focused specifically on sales but I did take some business classes. But it was more like an understudy of business management more focusing on the sciences.

Which factors made you choose to come to work at Laerdal?

Well as I mentioned I use the products but also I was very involved in the simulation community. So it just seemed like a perfect fit for me. And you know I could use my existing knowledge using the simulation products that I was already familiar with and go out and share it with other folks (...). And for me it still doesn't really feel like a sales job because I don't really feel like (...) I go to visit my customer. I'm not going to sell them a product. So ultimately I know that my my job (...) I do have a quota to meet but I'm going in there and see how I can help them and that sales just actually come with that. So I think go in with a different perspective because I've really been in their shoes. I've been the educator and I've been the person kind of in that role. And so I feel like I come to the table with a different perspective (...).

How did you integrate yourself within the company and how long did you did it take you to feel to be part of the company?

(...) I felt comfortable right away because there was a lot of people that I already knew from working with the company for many years. Of course, there were some new faces (...). But I feel like I kind of just hit the ground running and I didn't have any issues meeting many people. Everyone was very welcoming and friendly and nice. They were there to help me. And I try to do that with new people as well because it can be scary in any job. And you just don't know where to turn to if you have a question (...). You shouldn't come to them and ask them a question. Actually very welcoming but I did know a lot of people already just from working with them as a customer myself. So I think that helped me a lot. So I really don't feel like I had any issues. I'm getting comfortable within the organization.

How would you define your relation with your manager?

I would define it as very good. My regional manager is wonderful to work with and (...) he is very accessible. He's there when I need him but he's not overbearing at the same time. No. It's a perfect (...) to describe like a happy medium. Like I said he's there any time I need his assistance or help or guidance. But he's not micromanaging me as well. So it's a great relationship and a very positive one.

Are there team building or other events to deepen the company culture?

Yes, yes we do different activities (...). I think it's a little bit of both. We do some formal trainings together where we meet in our New York base office. And so we have more formal education and work together as a team. But also we do activities while we're there like baseball games or picnic golf outings or a boat ride. So different things like that to kind of you know remove yourself from the work and just socialize and get to know each other, more of a personal level.

Doing those team buildings and activities, they introduce the value of the company?

Absolutely during the actual formal training sessions. I think that we're always added to our curriculum has you know education. In the evening if we're doing something (...) just for fun. You know I think we separate the work in that kind of pleasure. Yes, definitely during the actual formal training.

Do you feel a difference of the way of doing business because you are part of a Norwegian company?

I really don't (...) I think that it is very streamlined and fluid. But actually some times I do see a little bit of a difference but in a positive way. I think the American culture is different when it comes to things like health and wellness although that was very important for our company obviously going back to our mission statement. But I think they value your work and family time. A little bit differently than an American based company and I think that's a positive thing. So I think that. You know that is bred into the American side of our company because Norwegian (...) culture (...) I think that's a good thing. Yes, yes. We have a lot to learn in America.

What do you appreciate in your job and what are the aspects that you enjoy less?

So the part I love the most is getting to go out and interact with customers on a day to day basis and help them and see this. (...) the start to finish (...); walking in and starting with a customer that really has no experience in simulation. But they have a goal and kind of an end in mind in helping them get there and then seeing that achievement and see the difference that it makes in either their students or their health care professionals. If we're talking of a hospital setting. I think that's extremely fulfilling. And I really enjoyed the day to day interaction. I'm a people person and that's definitely my favorite thing. (...) I'm not a person to sit behind a desk. I couldn't do that on a day to day basis to get up and go and interact with people. So that's one of my favorite things to do. The least thing. It kind of has a double edge so to speak. basically at the same time that comes with sometimes a lot of travel a lot to what we call windshield time where behind the wheel of the vehicle. You know sometimes that's not so fun when it comes to hazardous road conditions. I just drew from Pittsburgh Pennsylvania to Columbus Ohio. I hit a lot of rain in a lot of traffic (...) that can be stressful and that just comes with the job. So that's the one thing that I keep saying. I think that it's like a different type of way to get to my customers.

And what is your personal motivation in your job?

My personal motivation is to do the best I can every day and try to help somebody. Again I feel like you know I've been in their roles and their situations. (...) I know their pain points. You know often times what they're experiencing. So if I could just help alleviate some of that for folks. That is my personal goal on a day to day basis should be customer service driven and help my customers out the best I can and make things as easy as possible for them and help them out in any way I can.

And has your motivation changed since you have started?

No I would say. No. Still the same motivation for me today.

Are you planning on staying at Laerdal?

Absolutely. I always say God willing I would love to retire from Laerdal one day. Where I'm going to be. And this is a wonderful company and organization and I have found the place I'd like to continue my career.

Do you do you feel stress about performing economically? Is it a positive or negative incentive for you?

Sometimes. (...) I can't say that I don't feel stressed. It is very new to me to have a quota in sales. (...) I really don't feel like I'm in a failed position. I know that ultimately that is the end goal and my responsibility. Day to Day is to meet a quota. But I look at it a little differently. Like I said I feel like when I visit a customer I'm not going to specifically sell them a product I just want to try to help them the best they can and I feel like the same will come with that. And it's a longer term type of process. It doesn't mean I'm going to go in and talk about a product and they're going to turn around a buy within the month sometime a year and a half maybe longer down the road. But I think it's just establishing that trust and being there for them. And then so will come eventually from that. So it is stressful at times because you do have a goal to meet every month and that is like your sad news. For me, It is different because I used to have

jobs where I had objectives and goals to meet were just solely based off my performance. And sometimes I feel that I could do the best (...) I can personally and I could give it all a 100 percent. (...) but if money is an issue just, on a local level or at a national level sometimes budgets are cut. Funding is very low and purchases are on the hold and freeze them then. I really don't have that control. And so that scares me at time. I feel like (...) if you continue to do what you do every day there are times (...) that is an issue. I feel like your past performance experience can kind of help with that. It would be looked at on an individual basis. 'OK you didn't meet quota maybe for (...) a few months but you did really well' (...). I never really had an issue with it before. Maybe it's something bigger than that first and not doing anything.

What is the ratio between your commission and your fixed wage?

My commissions are about 40 to 50 percent and my salary is about 60 percent.

When you arrived in the company, did you have a specific training or a mentor assigned to you?

Yes. We had onsite training as well at the New York office. The first training was just about a week long and that was more human resources related and learning more about the company's mission and the values than learning about the benefits and things of that nature. Kind of just getting you involved with (...) getting your computers and every other (...). That was a week long and then I went back home and was working a little bit more and then I returned back to the New York office for another two weeks and I had just product training (...) for two weeks with some other colleagues. And I wasn't formally given a mentor but I was lucky enough to still have the gentleman, my predecessor working with the company so the gentleman whose role I took over, he had just done another role within Laerdal. And he is very close to me as well locally. We're not very far distant where we are located. So I feel that he was my mentor and he still is. I still can't go to him at any point and ask him (...) for any help or feedback. And he is there to help me.

After how long did you feel that more responsibilities were given to you?

(...) I feel like I'm within my first month I was doing some things on my own already. And the thing with customers that. Could go in and have a conversation with them about stimulation (...)

Do you get regularly evaluated and how often?

Yes. About yearly and we receive an evaluation from our regional manager.

How do you get evaluated?

Sometimes face to face depending on travel. And because our regional manager covers about eight people in the region. So there are times with our travel schedule coincide and maybe he is traveling with me around that time frame. He will sit down with me face to face and conduct that review. But if the travel doesn't permit the nature of our job we'll do via a Skype meeting.

What do you think of this evaluation system?

I feel that it is adequate to the way it is conducted now. I really don't have any complaints. I really wouldn't change anything. There are times you know just verbally from (...) the vice president of sales or the president of the company verbally you'll get them (...), some kind of recognition and approval basically. But on a formal type of situation it's through my regional manager.

Do you think that the goals put in place are realistic to achieve?

I do, yes.

Do you have anything to add?

Again I summing it up I as you can probably tell I love Laerdal. Like I said it is a place that I would like to have my career and retire eventually from (...)

Appendix 5: Transcription of the interview with US Salesperson B

What is your position within the company?

We just change our names. We used to be Territory Manager and I am the client executive in my position and my territory is Ohio.

Can you explain to me what is your daily activity?

Of course so I manage the territory from the field. So I work from home and then I am in charge of going out and visiting my customers and at their locations and then in charge of education on new simulators, demonstrations of new simulators, assistance for problem solving, is something might not work in the field if they're looking to adjust their programming, if they're looking to add new simulators to their programs. And or really look at what they have and see if they need to improve it or (...) to go with their simulation program whether that be in nursing schools, EMS facilities, hospitals. And sometimes even public entities. You know we'll look at some type of simulation piece. We do have some programs or consulting services that we're starting to grow into Laerdal. So within my own territory with me being the client executive, I'm kind of in charge of everything within it. So those kind of pieces I have I work with a sales support specialist and she does a lot of my quotes. I work with what we now call an account manager and he is my counterpart on the inside so he's in New York and he stays in New York (...). And then we have field service engineers that come out and either put the simulators together or they do maintenance on them and then, we have educators that come out and educate the individuals either they need a refresher course, (...) something that someone's left and the new person doesn't know what's going on. Or maybe they got a new simulator, get new education. So I kind of oversee all of that in connection to make sure that (...) the train is staying on the track and being as efficient as it can be. So a lot of moving parts of the Laerdal fall underneath my territory and really everybody else too. You know those are pieces any client executive in the U.S. or probably beyond really you know connect all those moving parts here.

How many people do you work with in general in total?

(...) So I'd say on an average, so we have someone who schedules it. That's one, the field service engineers can be up to three to four. They go all over. Same thing with educators, probably three to four. We have account executives, their education executives that's probably one per territory. There's an EMS manager and that's usually one per territory and then the inside. When I said inside folks, people call it Norway or even really New-York. As far as product needs or education that you are kind of reaching out to whoever is really in charge of the product or where that product is in the process.

How many clients do you see clients weekly or monthly?

So we have we have a general objective. This might be easier to go because it does change but a general objective at the time was between 90 and 120 customer visits per quarter. So that's kind of what we're measured on if you will. Obviously the more individuals that you see the more you're able to sell and touch your customers but on average that's probably where people have a tendency to pay around those numbers I would say 90 to 120 a quarter.

How long have you been working for Laerdal and have you been working in the same area before in another company?

I have been working for Laerdal, it was two years in March (...) and I worked for a distributor, that is distributed Laerdal products but never as far as an individual company in healthcare sales.

How long have been working at Laerdal?

I graduated from college in 1998. I actually (...) have (...) only been in sales for four years. (...) And so almost 20 years and only four of it was in sales. I was a recreation therapist at a children's hospital (...) for the majority of my time being outside of school.

Can you explain to me what does the mission statement of helping saving life mean for for you?

(...) I think the fact that I've been in healthcare all my life and that was what I studied (...) was really aligns with my mission (...) helping save lives. You know I wanted to do something to be able to help others. So that's what got me into recreation therapy initially. And I did that and I loved it but I was just wanting a new challenge. And so I looked into getting into sales and then the distributor that I worked for did sell pre-hospital and EMS supplies. So I kind continued that mission within myself to continue to help save lives by making sure that these ambulances and fire departments and paramedics etc. had the equipment that they needed. And then when I had the opportunity to work with Laerdal it continued to align with that when I go to not only for myself internally but you know when I was in school, we would learn through case studies we would read how to deal with a lot of situations. And as I've seen my customers use simulators, the impact on how they learn and what they absorb if you will just multi-fold when it comes to simulators. (...) they're (...) right wrong or indifferent there's they're going through and instead of reading that the patient dies they're seeing it (...). They're seeing the monitor and the beeps and they're hearing it and that's not something that goes away. And so I pride myself greatly on going to these customers and saying you know my simulators are going to help your students eventually take care of me when I get older. So it's very important to make sure that they get the right simulator and the education to make sure those students are well educated because they are our future to help save our lives. Now the simulators are definitely (...) the catalyst, they're more the connection there if you will. (...) I take great pride into following out the mission not only of Laerdal but then in turn I think with these students and (...) my family and friends and colleagues (...) to continue to help save others lives.

Can you see that it impacts your daily activity?

Oh yes. Yes, definitely. And I'm not doing my job and (...) educating the students or the faculty on what simulator is right for them or if they can't use it then I'm not really in charge of helping them save lives as much and through selling simulators. My little piece of this puzzle you know (...) is important to me to make sure that they're educated and that allows that impact because they do (...) run the simulators and then (...) have educational opportunities from them.

When you promote those simulators, do you explain that Laerdal's mission is aligned with what they do?

I do. (...) I think I pass it. (...) Almost more so not the mission but the fact that this is a family owned company with a passion. And so that the mission of helping save lives I think is stronger to me as I really aligned the passion of the people that are running this company. Though probably more with that it's family owned. (...) I am one of 11 kids and my dad started his own company and my brothers and sisters still run it to this day. And so there's a connection there for me that there's that when you have family in the business there is a personal touch to it because there is a vested interest and there's a passion that allows them to continue to do this. So probably not push submission as much. Inadvertently, I push it because it's through the passion of the family that's created these letters to help save lives.

How have you been yourself introduced to the mission statement and values of the company?

Yes, I think they really pride themselves on giving you the information of the history of the company and where it is and where it's going. We just left the national sales meeting in January. And I don't think there was one presentation that didn't have a slide that reiterated the mission. You know we are celebrating 50 years in the Americas. So you know they had what they called a fireside chat. Now if you get a chance to look at it or not but it was on our website and it's really Tore Laerdal sitting there with David Johnson the president talking about the company. You know if that doesn't give a personal touch to what you're doing I'm not sure what does to you.

How was your experience of the recruitment process?

Intense. I actually heard of the position so I reached out to Laerdal. More so than them coming to recruit me. (...). I did the good old fashioned submit my resume to the website. And the H.R. contacted me and look to follow up I think my first call was a call with my regional manager to kind of review my resume and go through things. (...). I'm not sure I can remember all of them. I had one (...) a face to face interview with the sales training manager. He lived in Ohio so I think that was just a close connection because he could drive up. So I interviewed with him, I interviewed with the old Territory Manager face to face. She came up, I had a phone interview with another regional manager colleague. That's four. Then I had a face to face interview with the regional manager again. And then I came to Laerdal to New York for two days. And I interviewed with the marketing director, the vice president of sales, my sales associate counterpart. (...). So it was a long day. It was lengthy. (...) I think I told my parents if I don't get this job and I am going to get fired for my other job. It was worth it. And I thought it was just me but when we do go to training (...) they want to make sure it's the right fit which is which is great. So yes it was definitely well worth it.

What is your academic background?

Sure, I have a bachelor's degree in therapeutic recreation and I have a minor in psychology.

So you have never done a business degree?

No. Correct. (...) it's interesting. I was a manager. I manage the recreation therapy department. The last (...) seven or eight years that I was at Children's Hospital, I got a lot of budgets and profit and loss and stuff through that experience I think.

Which factor made you choose to come to work at Laerdal?

Well, I was slightly familiar with their products because they were a vendor of a district distributor that I had worked for. So the fact that they were simulator's and nursing school excited me because of just the product itself. It was interesting to me. I had never been doing sales out on my own in the field. It was more internal sales. So that yet was another exciting piece. Since then I'm you know the territory. You know it worked out for me and everything. You know the other pieces and parts of (...) compensation and (...) they all kind of went into alignment with what I was looking for to continue my career in sales and challenge me to that now kind of go out on my own. (...)

How did you integrate yourself within the company?

I think that's ongoing. (...) we had two our training was two weeks at the New York office (...) a lot of people got to come in and tell you about their area of Laerdal so you starting your family (...). And then as we kind of grow into our regional meetings and then our national meetings and then (...) on the phone with a lot of people. So when you put a name with a face it adds that kind of connection. I think I'm continuously looking to feel connected but yet you know your colleagues in your own individuals within Laerdal. If they need to speak with them regarding so many things to me and your territory. So I think that's just it's ever changing but I think the meanings as far as regional meanings and our national sales meetings those help to kind of network different individuals to be just even that much closer.

Do you feel more like you sell products for the company or that you are part of the company?

I think Laerdal it is so well known and in my territory they're well known here that you feel like you're in a company because so many people know others that have worked with Laerdal. So like it allows me to feel grounded within the company. I do sales in my territory, I kind of take on as my own just because it's mine and that's how I organize it. But yet I'm not taking on my own without the direction from the company. (...) you still have those directives (...) to make it one whole group.

How would you define your relationship with your manager or regional manager?

(...) So I had a regional manager. (...) we just got a new one in January I guess. But she was our regional coach when I started. So I feel like she was already kind of my manager because I would go to her for a lot of things. My initial manager was awesome. He was. He was great. (...). He was great at giving a good holistic direction and really finding creative ways to talk with customers and create solutions for them. And I think (...) that's one of the hardest things to learn about Laerdal because there are so many things there's so many pieces. I always tell my customers; we have so many pieces when I need to find which piece is going to be the right fit for your puzzle. Because there's tons of ways and he was really great about teaching me that. And then Rebecca is my new regional manager and she has been with us since January.

She's the opposite of Jeff, I think we get in a complementary way. So she's very direct in an organized and specific as far as different routes. And so I think that having both of those aspects was for me to continue to grow.

You have used the word coach. So you do see them like as a kind of a mentor?

Yeah. (...) That was kind of like (...) when you were released into the world. 'Here you go'. She was or they are really just like I said to be your coach. You know when you're really not sure where to go or where to find those directives. They were kind your first stop and your first call was to contact the coach and (...) I would contact her. She would say 'OK you could try this this or that' or she would give some information or give direction. So yes she was very helpful.

So do you feel comfortable asking questions?

You know what I mean (...) I think I do. I think it's interesting because I think you come to a point where you don't know what you don't know. So there's that period. You can ask questions and then there's a period just not to the short after you're out in the field (...). 'Am I supposed to know or am I not supposed to know that'. So then that gets a little hairy (...). But I mean she was always really comfortable and (...) I would tell her (...). (...) you are for two weeks you're drinking from a fire hose and probably about half of it is setting in. And I tell her (...) 'sorry if I missed it but what about this'. And the reality is there are so many moving parts to this position. It's hard to keep up. So I think in some positions where that would be more the case you would be afraid that you were supposed to know that. I think with Laerdal and its ever changing technology equipment processes, I don't think that would be the case. That would be hard for anyone to keep up 100 percent you know. I mean I'm constantly talking to my colleagues and asking them questions and I have to say half the time they don't now. And these are colleagues; I've been with on and off for 10-20 years. (...) Sometimes it's even harder, when you're here for longer because then you're like 'oh shoot I don't know why that changed a couple of times' but this is the last time (...) that I had heard it.

Does Laerdal organize team buildings or events to deepen the company culture?

Yeah we do. Yes. I'm trying to think I mean will do and probably more just at our regional meetings. And at our national meetings so that's probably every six months that we get to get together and learn more about certain products or networking (...). (...) see like a lot but you know when we get together that is three or four days or more. I mean so then it seems like we get a lot at one time.

During those meetings do you do various activity not related to your function or speeches about the values?

Yeah. I mean I think each our sales meetings or our regional meetings we have what's new and what's keeping up with the company during the day. And then, we usually have at least one night a fun event that we can just network with each other and just talk which is really, I wish we did more because we're really learning from each other. You know on how everybody does it but at the national sales meeting and they're probably even at the regional, now they do just like a Presidents Club if you make your quota then you get to go on a trip. Due to your

success. But outside of that we usually don't have social events if you will that's not tied to a work day.

Do you have any contact with other units, outside of the US?

If someone is a contact in Norway, it's usually through New York. For me where I am (...) I'm like at the edge of the arm. I'm like the hand, New York you know a little bit more towards the center than you know. Norway is definitely the center.

Do you see any divergence between the way of doing business in Norway and doing business in the U.S?

Yes, I don't think and I'm not sure if it's my position or my short tenure with the company. But either way I would say that, I can't say I am that well versed of that change between Norway and the US.

What do you appreciate in your job and what are the aspects that you enjoy less?

I love my job on an average and not many people can say that. It's unique. And it's just in my life (...) it's a blessing for me. I love the products and I love the people and I love to find the right fit for them. I feel as if I'm knowledgeable with a product that I can say what about this or what about that. And I tell them you know my moral compass heads north and I feel like I'm not trying to oversell them or undersell them because I'm trying to see what fits for them and that whole puzzle is super exciting for me to do. I can't do all that on my own. So it's all the red tape. That (...) is the product ready and what if it doesn't get there on time or what if this is not working, it's all the I tell people Laerdal has all the support which is great but yet you need all that to work in your favor to make something happen, that can be hard. You know if someone is not as invested in this relationship, (...) the relationship to our customers is 100 percent. So if I ruin that relationship then I'm in trouble. And I take that professionally as well as I do personally. So the products and the customers is what I love the most. Some of their documentation and you know red tape to get through things is probably the downfall. But be that way probably in any job.

What is your motivation and has your motivation change since you've started?

My motivation is from my family and taking care of my family. Now I am a single income household. So for me to know that my work and my blood sweat and tears is often able to provide for me and my family is probably my motivation, doing that job well is motivating me from my relationships with my customers. My relationships with my customers make me do my job well, my need to support my family makes me get the job done and go further.

Has it changed [motivation] since you have started?

I don't think so. No, I still have that motivation on both hands either.

Do you feel that you want to stay at Laerdal long term?

(...) I actually I've been here for two years already and it's just it's ever changing which is really exciting. So it's not the same product. And I believe that our product and I believe the

people that I'm selling it to. So (...) I don't have any any needs or wants to go anywhere else that's good and (...).

Do you have set goals on your sales and do you think it is a positive or a negative incentive?

(...) Our budgets are new and they're still working through them so I'm not sure it's realistic yet. But they just they changed so many things with going from quarters to trimesters (...) we have Manager MBO, manager by objectives. So that's different this year. So there's a lot of different things this year that I'm still getting used to especially when I've only been here for two years so I feel like I was just getting used to where my territory was and what's happening. Now they took out you know a lot of difference. I think they took a product out of my territory that was a huge product so I'm still learning on that. So I'm hoping that they're not setting me up for sale failure. I'm going to say yes that it is attainable. I think it's always stressful when you're in charge of when you're in sales. Sales is stressful period. (...) you're in charge of what you do. And sometimes part of what you do and you don't have any control over it and sometimes that's hard too. So I'd say on average a year in sales and you have a commission you're going to be stressed out.

What's the ratio between your fixed wage and the commission you get?

I am about 50/50 OK 50 percent base 50 percent commission.

Were you assigned a mentor after your on boarding process?

My mentor would've been the coach the regional coach so I would once I left two weeks [New-York training] the regional coach was my connection.

How long did you feel that you got more responsibilities?

(...) I don't know I think probably (...) It's just continuously learning. (...) I feel like I was on my own after two weeks that I could do that. But yet I say that I was on my own only because I knew I had all the support I could reach out to. So I was in charge of (...) what support I can do.

So you have your regional meeting but do you have like in going specific training on the products?

I think it's it's more of an ongoing not necessary quote training. But our regional sales meetings kind of say where we've been and where we're going or where we are on. So not something you know workshop's specific thing yet. You know things change and we're getting introduced to that kind of stuff comes up at our meetings.

Do you get a regularly evaluated?

We have to do a forecast each month. So when you're looking at your review that's kind of looking at our territory where we were last month, where we are this month and where we are going to be for next month. So that's monthly as far as reviews sitting down as far as specific performance objectives. I didn't do a lot of that's outside of my annual review and yet I was it was kind of address just an ongoing conversation. 'How are you doing with this. What can I

help you out with this?' etc. So nothing necessarily quarterly or or you know monthly that I had to sit down and make it more of a quote review.

From whom did you get your feedback?

I would get it from my regional manager, my regional coach and then I went you know reach out if I had worked with people saying you know let me know how I'm doing or what I'm doing and when I'm not doing well.

What do you think of the evaluation system?

(...) I think I'm going where I am right now. Now I don't know. Again I have not been long enough to know because the process has just changed this year. So I don't feel like my tenure has allowed me to probably speak to that too well.

Do you have any thing to add?

I mean you know Laerdal is a pretty amazing company from what I know (...)

Appendix 6: Transcription of the interview with Swedish Salesperson

What is your position within the company?

I work in Sweden and I'm Territory Manager. In Sweden we are to two persons working as a territory manager and so I have as area half of Sweden. So my area is like 150 miles from north to south. So it's a very big area the territory.

Can you explain to me your daily activity?

My daily activity is different from day to day. One day maybe I will see customers in the hospital, the ambulance services or in nursing school to discuss their way of maybe training or performing CPR education or something like that. Some days, I live in Stockholm and we have a lot of big hospitals and schools the place to visit so many times, I'm around the Stockholm area but other times, I have to travel by car or plane to get to my other customers in the area.

Do you work in a team or from home?

Both I can work from home but in Stockholm where I live, we have our office where we have the inside salesperson. So some day I go to the office and sit there and make stuff from the computer and call customers and everything like that. So it depends. Now (...) I can work wherever my computer and my phone is.

Can you describe to me the products that you're selling and how many clean clients do you see in a month or quarter?

We work with products from very small equipment to have when you educate in CPR. And up to very difficult. (...) With simulators where the hospital personnel can train anything they want to train from a sick person. So very big simulators. So everything. Between that we work with. So if someone to work with it, maybe emergency care or even the older person. Whenever they want to train something they can do at their job. We can solve the problem to make products so they can work with. And for a month maybe I meet about 20 customers we sit when I go to meet one customer. But we also work with something we call RUN meetings and some meetings where we're just stands for simulation user network or resuscitation user network where we gather about 50, 60 people at the same time. And make them use their own network and we maybe have someone to talk about the good topic for them and see our products or maybe have some workshops to learn more about our products and how they can use them. So we have some RUN meetings where we're going to see much more customers but very much at the same time.

How long have you been working for Laerdal and have you been working elsewhere in the past? And if yes, in which industry?

I started at Laerdal in September last year so I've been there for 8 months now. And before that I was, I still am anesthesia nurse and worked almost about 15 or 17 years. So pre-hospital nursed the ambulance helicopter.

Can you explain to me what does the mission statement mean for you and do you feel an impact on your daily?

For me it is so close to what I worked with my whole working life as a nurse and I love to try to help to save lives and. Save many lives through my working years. So I had the best job in the world. When I was in the ambulance but because of the circumstances that had to change work and when I saw that Laerdal was searching for new people to work with, I wanted to be at Laerdal just because of their values. I think it's the most important mission that is and what I've been working with it all my life. So to be at Laerdal, I feel like one by one step back and will help people to help save lives instead of be the ones who actually help save lives.

Do you feel that when you go see a customer?

Yes, and to have the discussion about why we are doing what we're doing and why they are working with what they are doing, makes a big value in what we have in our products and what we can do to help them be better at their job and at the end for their patients and people they are trying to help them.

When you meet clients do you explain the mission?

Both. Some of them know about Laerdal and have heard about the mission but when I tell them a little bit more and dig a bit deeper why they're saying that will help them save lives. The customers not so often know the whole story. They like to hear, it gives stronger value for the customers and to Laerdal too.

How was your experience of the recruitment process?

It was a long process. And that was good. I met a few people, the Swedish manager and also another person. And I had to do a few personal tests. And it felt like they were very important for Laerdal to hire a person who could stand behind their mission, to feel why were working what we're doing.

Did you have a lot of interviews before getting hired?

I think I had like three or four interviews so I think I had to have one some Skype interview because I could not be that place where it was. And then I had a personality test and then met more people so like 3 or 4 interviews before it was done.

What is your academic background?

I have a master degree and I am an aesthesia before that.

Why did you choose to come to work at them?

Because of their mission and their products (...) I think I can always stand hundred percent back of Laerdal and I have nothing to hide for the customers. nothing I can stand behind everything that Laerdal stands for.

How long did it take you to feel as part of the company?

Oh I'm not up there yet. (...) I think everyone is very kind and helpful from the beginning. So it it feels very good from first day at Laerdal because like I said every one is taking good care of you when you're new in their company.

how do you define your relationship with your manager?

I'd say very good almost daily contact. So it's of course very good.

Does Laerdal organize team building or other event to deepen their company culture?

Yes. Both for just Sweden, we have done when we have bigger sales meeting they also want us to get to know each other from the whole Europe better. They're working with that.

During those build team building activity, is it more formal or informal and do they introduce the value of the company?

No, it is both but they always want to talk about the mission, the values are so that we can we can feel why we're working with Laerdal what Laerdal stands for. It's like I know that it's very important for them that. We all can feel it and stand for it. But every time we meet we also have a not so formal activity to get to know each other better so we can be a better team and work together when we know each other better. It is a combination.

Do you feel any divergence in the way of doing business with Norway?

I think in Sweden and Norway is quite the same. Yes, like almost I think the same structure in the countries.

Do you think they do differently in the US?

I haven't had any contact with them. I think it's not like here in Scandinavia. I think it's different and so much more customers so much more every year to meet more so it's kind of people so I think it's very different.

What do you appreciate in your job?

I like to meet people. I like in meetings help people more, to help them to learn more about what we can do for them and why they are doing what they do. And so maybe I'm not that sales person 200 percent but I'm feeling (...) very confident in my own experience and my earlier job situation. So with that I can work for a little sufficiency to help save lives. And I like to meet people.

Is there some aspect that you enjoy less?

Traveling maybe yes.

What is your personal motivation in your job?

Helping save lives, it is quite that simple.

Are you planning on staying on staying long term at Laerdal?

Yes.

Do you feel pressure to perform economically? And is it a good or bad incentive?

Of course, I know that in the end we have to make a good job. So I try not to think about it and make it make me feel pressure. But of course if we have numbers that not so good, I can feel a little bit more pressure. But also I feel that I do what I do. I follow the plan we have made and if I do it the best I can I can't do anything else just to keep on working. So no, I'm not feeling that much pressure.

What is the ratio between your fixed wage and and your commissions?

We have fixed some. And if we do good it's not so much more. It's like a little bonus. (...) Nothing to live on. If if the bonus guessing, we have just one extra month's salary again yes again.

When you arrive in the company did you get a specific training to do your job. Or did you get a mentor?

Not so much that I would have hoped for. It was a little plan for my education but like everyone else I think the time wasn't there. No, not so much. Learning by fear.

How long did you feel that more responsibilities were given to you?

Just after the first month I was working by myself. A little bit too much responsibility I think is hard to maybe do everything, very good from the beginning.

Do you feel supported enough during your daily activity?

Of course I can always ask I guess. Find out which one I will ask and they will answer.

Do you get regularly evaluated?

Yes. weekly basis. We get a weekly report on our economics which my manager sees and then where we can do things when we talk about the week or what's to come.

How do you feel about that?

It's OK. I think it's OK.

Do you have any goals that you have to fulfill?

Yes. We have a yearly budget which we can take down to quarterly. So we follow all of it.

Appendix 7: Transcription of the interview with Danish Salesperson A

What is your position within the company?

I work in Denmark and I'm my position is Territory Manager. And I have the territory that is the western part of Denmark. We are only two sales people in Denmark, it's a small country.

Can you explain to me your daily activity?

Mostly visiting customers and to consult customers when they need some advice on their simulation set up. It's very different perspective of customers. It can be institution of learning institution, nursing school, public schools. It can be hospitals. It can be universities. So this segment is very broad. There's a lot of different customers. And most of my days goes with the visiting customers and then occasionally, I'll have some education at some courses for other customers where they learn to use simulation and learn something about the products that are still good.

Can you describe to me the products that you are selling?

it's mostly simulator's but also airway management products, spine board. And then it's BLS products for resuscitation training.

How many clients do you generally see?

Well around 12 a week. That's the way we compare, with the weeks.

How long have you been working for Laerdal and have you been working elsewhere?

I've been working form Laerdal since November 2015 and before that I worked at a nursing school as an educator. So that's quite a different industry. And before that I worked as a nurse anesthetist and in between all that I have a master's degree in ICT as a nurse anesthetist I got a bachelor's degree.

So is your first job in sales?

Indeed, yes

Can you explain to me what does the mission statement, helping save lives mean for you?

For me it means a lot. That's what it's all about when I'm with the customers and I use a lot the Utstein formula for survival. I use that a lot to explain to customers in which way we can help them with solutions. But also the way that we collaborate in Laerdal is very important. We always say that it's better to collaborate with our customers and with organizations so we always team up with some other people to make the best solutions. So that's also part of the mission I think to collaborate to save lives.

And do you feel it impacts your daily activity?

Yes, indeed. We have something called our guiding stars and I very often look at those because when you work as a salesperson you really need to cut to the bone sometimes and say

well this is what I'm doing. And then I don't need to do all things I need to do. What's important for the mission. Because our customers still have a lot of needs and we need to educate them to understand that the best way to get success in their programs.

When you go to clients, do you explain what is Laerdal's mission?

Always, always

Usually, do they know the company beforehand?

In the hospital sector it's very well-known. And but when I go to public schools and some nursing school, they are not very familiar about Laerdal. They have heard the name of the company but they don't know what it's all about.

How have been introduced to the mission statement and values?

We have yearly sales meeting. We got some introductions there. And also when I started at the company I had special courses about the mission and about how we work and collaborate with organizations.

How was the experience of the recruitment recruitment process?

It was very long, it lasted almost five months. It was very thorough. Well I think I began with two Skype meetings as I remember it. Then there were several tests. And then I have physical meetings with Ingrid Laerdal and Michael from Denmark. And I think I met with them three times. So it was very important for them to find the right person. And also that the mission was very clear to me when we had these interviews. So that's quite remarkable.

Which factor made you choose to come to work at Laerdal?

That's a very good question. Well I've always been working with simulation for a long time. (...) And the pace that Laerdal have in there and the product development is very good. And they're in front I think. I always have a lot of respect on how they were able to do so (...), to create new products and the pace at creating new products have been very fast. So it was mostly that way I saw it and why I chose it.

Do you feel a tension between that kind of function of having to sell but at the same time having this prosocial mission?

There's a lot of tension there because sometimes I go to a customer who doesn't have the organization to run one of our complicated simulators, the high end stimulators and I need to tell the customer that either they need to do some competence development or they need to create an organization around this product. And then I often suggest that they take a simulator that is less advanced. And if I only were selling because of the money it would be easy. But we're selling to get some success and in the end. We need to do it. We need to help our customers educate for example nurses to be better in their clinical practice soon. So yes there is tension.

How did you integrate yourself within the company? how long did you take you to feel part of the company?

I think it took me almost a year when I started some of the old salespersons. They said it will take two years (...) until you have the overview of all the products. What we're doing. And in some way that is very correct for it. I would say within the first year what is very positive about Laerdal when you meet people from the company, your colleagues from other countries, they are always very helpful and welcoming so. So in the people way it was very easy to be adopted in the company but in the product way, well all the technicalities about the products. It was very difficult. It was a lot to read and remember. And it took a while until I had the confidence in the product.

Do you work from home or do you work in a team?

(...) We have two salespersons and then we have an inside sales manager and then we have our Country Manager, Michael but he's also affiliated with something we call IQA, Nordic project. And then we of course have a field technician part but it's very rare that we are all together in the same place. So we mostly work from home or from the car. And then we use Skype a lot to get all when we are having meetings in the team.

How would you define your relationship with your manager?

Very good relation. But I have also known Michael for several years. I was a customer with the Michael for several years. So very good.

Does Laerdal organize team building or even events to deepen the company culture?

Yes, the sales meeting, we have some of the team building activities. But we also have it national. When I first started in the company we arranged a team experience, we were team building in a fire station in an airport. And we needed to go in and put out fires. It was a very good team building event and we try every time we have new colleagues to do something like that again to integrate them (...) and it is a very good way to get to know people. And its more informal way right.

During those events or even meetings does Laerdal introduce the values of the company?

Well Laerdal has a system, I think it's called learning link where we get small assignments and so when they were given new product there would be a small assignment an e-learning program where we can learn about the products. (...) we get some arguments why this product is very good. So they have a learning link and that is actually very helpful. And then of course at the meeting we have a lot of training.

Laerdal is Norwegian, do you see a divergence in the way of doing business?

Well the value of personal relations is very important. (...) I don't know if that special because it's a Norwegian company but the way that the family behind Laerdal have been able to get the right relations all the time and always relevant collaborations with other companies and organizations. That's quite remarkable I think and also Laerdal Global Health speaks for itself. (...) It's that saves a lot of lives that way to organize it.

Do you think that in the US they work a bit differently?

I do have contact with them actually. I have an access to the American (...), they have a learning place in our Intranet where they put on the standards and they've put all, they have some (...) cards for their products, training cards and it's very very organized over there. And they have a lot of tools to help their sales people. Again every time they launch a new product they get a very short description of the product and sales arguments. And it's very easy to be a sales person over there I think?

Easier than in Denmark?

Yes, because we need to do everything else. In the US taking calls inside sales to get quotes done and to contact customers, to set up meetings. All that we do ourselves. But also I think in the U.S. I'm not sure if they are organized differently, I don't think necessarily the salesperson will have a lot of education always in the health area. They have a lot of sales education.

What do you appreciate in your job and what are the aspect that you enjoy less?

I think the mission statement to help save lives is very important. And I think it's very meaningful. That's a great motivation. But the best motivation is when I sell a solution to a customer. And afterwards when I visit them I can see they have success. And that's a very powerful motivation. Aspect that enjoy less would be driving my car 100 thousand kilometers in a year. No but that's how it is (...). And of course this is an area of business where development is going tremendously fast and you need to get updated almost every day. And that's just how it is.

How long are you planning on staying working at Laerdal?

That's a very good question. I have no plans to leave Laerdal in any way. I'm very satisfied how things are now. So I'm planning to stay and you have a career in Laerdal I hope.

Does your manager or the organization pressure you to perform economically? And if so do you feel it's a good incentive or a negative incentive?

I feel both because of course that there is some pressure with the economy, we have a budget and and in some way it's really irritating that you need to get reminded all the time if you're behind. And also when you're sometimes when you're behind that can be a perfectly good reason for that. And but in the other way it's very good to have that because then you have something to motivate you when you have a budget you need to achieve. It's a very good motivation to get this done. So if it works in two ways I think

What is the ratio between the commission that you get on sales on performance and your fixed wage?

That must be 25 percent commission and 75 percent salary.

When you arrived in the company, did you get specific training or did you get a mentor to guide you?

I got a mentor. And I had a full month of training following our country manager. And that was very very good to have that time. After a month I felt pretty confident in visiting customers myself. And I had also backup from Michael in the following period of time. So I had a full month and he may make the structure of that.

Do you think it was enough?

It's never enough. But that's impossible because when you have a broad portfolio of products as Laerdal has, you cannot take it in within a month. You just need to give it some time. And for me, it took a year to get into all the products and that's just how it is.

Do you feel supported enough and comfortable to ask question even now?

Yeah. That's very easy in Laerdal. You have always someone to call, you have always people you can contact, our customer service in Stavanger. They are very good at helping. And if they cannot find an answer, (...) they'll call you back with an answer. And also our technical support is very good here and in the Nordic area.

Do you get regular evaluations and how often?

Not I don't get very much. Well, I know how much of my budget I achieved. You know that's some sort of evaluation. But there hasn't been any systemized evaluation. No. I had something three months after I started. Talking about KPIs and stuff like this. We had a very chaotic period in Denmark because one of the salespersons when I started was ill and she never came back. And then we got a new sales person and it was very chaotic the first year. I got day-to-day evaluation you know. Michael telling me 'oh this is very what you need to do this better'. And so it was a more informal evaluation.

Do you feel that you would like to have maybe more formal evaluation?

Yeah I've talked with Michael about it and we need to we agree on that we need to do it four times a year, once a quarter. Because that's the only way you can grow in your position.

In terms of of sales, do you get goals to fulfill?

I had in the beginning but now I don't. So I use the guiding stars.

Do you think it is realistic?

I would be very good with some more clear goals (...) that would be very helpful. Then you can also better prioritize what you're doing and what you are using your time for us. So that would be welcome.

Appendix 8: Transcription of the interview with Danish Salesperson B (Inside sales specialist in marketing)

What is your position within the company and where do you work?

I work in the Copenhagen office in Denmark. And then my position is inside sales and marketing.

Can you explain to me your daily activity?

It's working with the inside sales. It's mainly to support the territory managers in the best possible way. It's sort of a corporation off maybe come with some ideas what to support them or say and will ask me if I can help them with doing different things and the marketing is. Whenever we have product launches or news from Laerdal to promote it on our web, newsletters, taking care of exhibitions and all different kinds of stuff so yeah.

What kind of products that you do the marketing for?

It is all products from Laerdal. Today we have just launched the little Anne QCPR, it's a mannequin. It can be both mannequins and it could be learning programs, service installations whatever could boost the sales and what we sort of decide to focus on (...).

How long have you been working for Laerdal? And have you been working elsewhere? if yes, in which industry?

I started with Laerdal the first of November last year and (...) before I was working with Novartis, the medical pharmaceutical company for 11 years and before that I've been working in the graphic industry.

Can you explain to me what does the mission statement of Laerdal mean for you?

Well it's the bottom line of everything we do. I think before you start thinking sales or marketing wise you always have this helping save lives at the bottom to say 'does it make sense, what we are now doing is that really helping save lives'.

Do you feel it impacts your daily activity?

Yes, I think about it every day. You see the statement everywhere and I also feel in the office that whatever we do it's just sort of in the back of our minds.

Do you work within a team or do you work from home or in the office?

I can decide whether to work from home or in the office but I often go to the office because it's I like to be part of a group of people. I'm sort of placed in the daily sales marketing team with here, consists of five people.

How have you been introduced to the mission statement and the values of the company?

(...) When I started the first months my boss, sort of, had planned both the introduction to the company and introduction to different kinds of products. I visited Stavanger, the head office, where I also met some of the product managers. And I met colleagues from the Nordic

countries, Sweden, Norway, Finland working in the same position. So we sort of make sure that we create a network.

How was your experience of the recruitment process?

It was, it was two nice meetings. I sat face to face with my boss and I had a Skype with Ingrid Laerdal and H.R. person and it was a nice talk. And then I went to the second interview where they have sort of created some tasks for me to give some feedback for. And so it was 2 good meetings. (...) When I sort of introduced Laerdal and I came to talk about myself as well.

What is your academic background?

It's something between a bachelor and a Masters in marketing and economics.

So you have an economic background?

Yes.

Which factors made you choose to come to work for Laerdal?

It was mainly the description of what the job consists of. Not as much as it was what kind of company it is. It's difficult, I didn't know Laerdal when I applied to that position and it's not easy to get an impression of the company and start with our webpage the Danish was not very good. We're changing that now. But that would of course be there when you seek out information. I didn't really know much about it when I arrived for the interview.

How did you integrate yourself within the company? I mean how long did you take you to feel that you were actually part of the company?

Within the small Danish team, it was very quick because we only those five people we sort of got to know each other very easily and very quick. But I'm also sharing the office with the development department. And we don't really (...), our jobs, what I'm working with on a daily basis doesn't really interfere with their kind of business so (...) it's a little bit more difficult but they are very helpful and welcoming. So (...) it's getting to know them by the coffee machine or (...) at the lunch break or whatever. But it's really a very open culture and people are very friendly.

How would you define your relation with your manager?

Oh very good. He's very concerned. But I think it's because he's a nurse. I have (...) those teams. I mean (...) if you choose to be a nurse it's because you have some kind of service or a mindset that is willing to listen and to help. So yeah I think I have a very good boss.

Does Laerdal organize team buildings or other event to deepen the company culture?

Yes. (...) He hasn't done for the Danish team yet but we are discussing it very much and he's very keen on doing that because (...) my impression is that he thinks it's important to have some kind of team building once in a while.

And you think it's important for you as well?

Yes, I think because we have a lot of contact by phone especially the two territory managers and the service person who is in the field a lot of the time. So it's important that we sit down once in a while. Not just only the skype but sitting face to face.

Laerdal is Norwegian so do you see a divergence in the way of doing business?

No, I don't think, it's quite the same. I've been in other companies where you have a Dutch culture or American culture, that's really different. But I don't see any difference between Norway and Denmark at all.

Do you have any contact with people working in the U.S?

No. I've been e-mailing. I'm not quite sure where people are sitting sometimes the product managers are spread all over the world. I've been e-mailing with some Americans but they might as well be in Stavanger as well as in the U.S. I'm not sure.

What do you appreciate in your job?

I appreciate the freedom you have in your job to decide yourself to come with inputs to how things can be done. I don't have any pressure or what ever that I need to do things the same way as the person who had the job before me. So it's a very open minded spirit in the team. Ideas are welcome. I really appreciate that the flexibility and the job as well. Sort of prioritizing your time, on your own, as long as you are getting things done.

And what aspect did you enjoy less?

I don't know, when you come to a new company especially when they're in my position where the person that was here before you have left the company and you don't really have any role or anybody else to talk to here in Denmark. (...) I think Laerdal has a lot of systems. So it's really difficult to find information on them.

What is your motivation in your job?

My motivation is that I can use (...) my experience and I can come up with ideas. That's really so. And also in learning, I think being the better to what I'm doing. I also like to have some feedback or ideas from other persons.

How long are you planning on staying at Laerdal?

I've just started. I don't have any plans of leaving. I have had other people calling me to ask if I want to to join them but I have said no, I'm very fond of staying at Laerdal and at the moment I'm not thinking at it at all.

Do you feel any pressure to perform when you are working and do you feel it's a positive or negative incentive?

The pressure (...) or the stress would be that I don't really have the feeling of what has been done before. So (...) I'm not sure if I'm sort of doing it in the right way, I'm doing worse or better. But I need to sit down with my boss and have some kind of feedback once in a while to see if I'm on track or not.

When you arrived in the company did you have a specific training or a mentor assigned to you?

The training I had was mainly focused on sales training because I started together with a new territory manager. So we sort of paired up in the introduction to Laerdal and it was very much focused on sales procedures and product understanding the product. So I haven't really had any sort of deep introduction to my specific tasks so I sort of discovered them on my way, asking colleagues in other countries to see what they do and what has been expected.

How long do you feel that you were giving more responsibilities?

Well it's I think the first month was very confusing. A lot of new input. The second month, I started to figure out what particularly my idea was concerning. That I did not just take its work, it was my way slowly to do with a different task that are presented to me or I try to come up with some ideas.

Do you feel supported enough during your daily activity?

Yes, there are always people I can call.

Do you feel comfortable asking questions when you are unsure of a situation?

Yeah, its getting better I think in the beginning it was difficult to figure out who to ask. And also if you have the impression that your colleagues are very busy especially you can't really see my colleagues because I'm sort of interacting because they are sitting in Norway or Sweden and so I don't have the feeling if they're very busy. So you also have this feeling of not to interrupt too often. So sometimes when I really needed help and wanted to ask a question and I sort of said 'no let's see if I can figure it out myself instead of disturbing people'. So it's a bit difficult in the long distance, I think it would be easier if you had people sitting next to you. You could see if they were busy or not or if you could just ask a question.

Do you get regularly evaluated and how often?

I'm not sure that I have had one evaluation and it was sort of just by coincidence. Well we said well we ought to sit down and talk how the first month first has been. But I'm not sure if there's any procedure from Laerdal side that you have to sit down once a month so once every year I don't really know but I think my boss is very open. So if I need to sit down I guess I can just ask him.

But do you feel that you would like that? Getting feedback in a formal way.

Maybe just to know that maybe once a year because (...) there's also the discussion about salary or whatever so it's not something you want to sit down every month. Or maybe it would be appropriate to ask about a salary raise. But if you have this you know that once (...) a year this is on the agenda.

Do you get any commission for the work you do?

Yes, I do get commission from the inside sales and marketing position.

What is the ratio between your fixed wage and those commissions?

I don't really know actually. I only have this one so this is something that they can't really remember. It must be in my contract (...).

It's nothing more than 25 percent for example?

No no.

Do you have like specific goal that you have to fulfill?

No no. Maybe the goals we have this kind of a marketing plan coming from the Nordic side saying what they want us to focus on for the next year. Then we sort of come up with proposals to activities and we feed it back to the organization. So I think that would probably be something they are looking at the end of the year, looking at sales results, looking at the activity plan. Has it been followed or did we not make the right activities or did we miss some activities. I think that would be an activity plan, it will probably be to go all day sort of measuring up again.

Do you have anything you want to add?

No, Nothing perfectly. There is a very good company. I can feel a big difference from my last year position at Novartis. You really feel that it's a shareholding company compared to Laerdal who is family owned. I don't feel the same pressure. But you really can feel a pressure from the shareholders. I think there's a big difference to working in a shareholder's company and in a family driven company.

Do you prefer that way, a family-owned company?

Yes, I think the mission comes clear. I think the family are very keen on sticking to the mission whereas if you have missions in a shareholder's company. You can't forget a little bit about it because if you don't reach the budget you will feel huge pressure because you have to fulfill your targets according to what shareholders want.

So could you say that a family owned organization prioritize more the mission statement whereas in company with shareholders maybe reverse the budget and then the mission?

That's my experience between those two companies, I've been working with recently.

Appendix 9: Transcription of the interview with US Salesperson C (Senior program manager and former sales representatives)

What is your position within the company?

Well, I am currently the RQI senior program manager (...) I work with the development teams and the sales and marketing teams for improving the RQI, which is one of our big programs collaborative effort between Laerdal and the American Heart Association. And so I do that now. (...) I started that in January. Before that I spent four years in sales with Laerdal.

Can you explain to me your activity when you were in sales?

Yes, so the first two years, I was a Territory Manager which basically meant that I had a smaller territory, I sold to all of our customers all of our products. And for the last two years leading up to January, I only sold the RQI programs so it was more of a specialized sales force.

How many clients during that time were you generally seeing during a quarter?

So when I was this territory manager. The expectation was that we had, I believe, it was 70 face-to-face customer meetings in a quarter. And (...) I usually were right around 70 maybe a little bit higher. As an RQI specialists our expectation was 50 because the appointments were more specialized.

How long have you been working for Laerdal and have you been working elsewhere in the past? If yes in which industry?

Yes, I've worked with Laerdal for almost four and a half years now, the first four years was in sales in this two positions I told you about, and then five months in this new more managerial position. Before I started with Laerdal, I was in pharmaceutical sales for eight years and I worked for three different companies in Florida Southeast United States area.

Can you explain to me what does the mission statement of Laerdal mean to you?

So it's actually one of the things I love about Laerdal is the mission statement, is that it's not just words that are said it's actually meant. You know this, the mission statement is really helping save lives. And I honestly believe that we do that all the time. And you know any time there is a sales issue in question is what we feel we are doing is indeed helping to save more lives. Even leadership is very supportive of what we feel we need to do. And so you know it means a lot to me. When I was in pharmaceutical sales, I liked the job but I didn't like the industry. It was mainly because I just didn't have that mission. (...) I didn't feel like I was doing good. I was just doing a job.

The company you work before for, were there more driven by profits?

They would, they would have a mission statement, I couldn't tell it was. You know it wasn't something that really that much I did. The last job that I had in the pharmaceutical sales was with a small biotech company that invested in, (...) very unique drugs for niche markets. So I did feel better about that than (...) when I was selling (...) the drugs because there's some need to draw it out there. So everybody is just trying to get a piece of the market.

When you were meeting clients for Laerdal did you explain the mission statement and what they were trying to achieve?

Yeah, (...) the story of Laerdal and how it came about and how we still work towards our mission is something that I think all our clients know and we do talk about in sales. You know, I mean it's funny, we just had two operations manager in America's office and she asked me, she said 'why is Laerdal not a nonprofit organization, they act like one'. All the profits go to the global initiative so why are they not. It's funny because we were a profit company but it really does do a lot with those profits.

When you were doing your sales function, did you feel a sort of tension between having to at some point close the deal but at the same time respecting this prosocial mission?

You know personally, I'm pretty driven my morals. And so (...) there were times where a customer would say that they wanted to buy something that I thought was more than they really needed. And (...) when I was first hired and going through training and learning all these different products and what they do and that cost and everything. I was even said to me in training from my trainer that 'you know a lot of times we're talking customers out of buying the most expensive thing because we would rather them actually get us out of what they're buying than buy something that is way more than they need them'.

How have you been introduced to the mission statement and the values of the company?

Yes. That's part of orientation the first few days and the company you go through Laerdal about the mission statement and the values and the story and history of Laerdal.

Did you have a specific training when arriving in the company?

Yes. So it's something that is general. Well yeah everybody there is up to the head quarters. In the first few days of orientation, you get you learn all about the company and the mission.

What's your experience of the recruitment process at Laerdal?

It was really great that I actually worked with a professional recruiter and I'm not sure if he still works with the company but he actually reached out to me. I think he saw my resume on CareerBuilder or monster.com or something and then he called me and he said 'hey you know I got a job with this company that doesn't usually pursue pharmaceutical help (...) is unsuitable salespeople'. He said you have an interesting history from graduate school with publications. And so I wanted to talk to you about it. And at the time, I had not heard the name Laerdal but when he said CPR Anne, I said 'I know that'. He said 'well here's the website check it out'. He even told me: 'pay attention to the mission statement the about us section of the website. And if you're interested let me know'.

How was the process practically?

I went through a lot of the interviews, I think between phone interviews, face-to-face interviews and Skype interviews. I think there was a total of 13 or 15 interviews on the offer.

What is your academic background?

So I studied nutrition in undergrad and in graduate school and my focus I actually got a master's degree and worked a couple of years towards Ph.D. but decided not to continue to pursue that. But all of that was in nutrition but more kind of than the research science route. So I actually had done some studies with rats and mice when I was in grad school and did have some publications. And then I also taught while I was in graduate school as well. And I caught the science of nutrition class while I was in grad school.

In school, you didn't have any business class or sales class?

No, I didn't know that. (...) when I got out of when I decided to discontinue my Ph.D. program a friend of mine had been in pharmaceutical sales for a couple of years. And (...) she suggested I try and (...) it took a while I didn't get interviews for a long time and then finally I got my first interview in that industry I got the job.

Which factor made you choose to come work at Laerdal?

You know, I really loved the company and the people that I work with that I was talking to and I also loved what they did. And the idea of having a job kind of similar to the type of job I had in pharmaceutical sales but with a more important purpose.

How did you integrate yourself within the company? How long did you take you to feel that you were actually part of the company?

(...) I felt welcomed right away because the product portfolio was so huge I think I felt like I was brand new for at least the first two years.

How do you define your relationship at the time with your manager?

It was fabulous. I mean honestly (...) I actually pursued the RQI position because my husband had moved to another city for a job and I felt extremely comfortable reaching out to my current manager to tell him: Look you I know I've only been doing this job for two years but I need to move on I'd love to see the company if I can. And he said 'well do you need to move right away or can you wait a couple of months because I think there's something coming that might be good for you'. I said I can wait a couple of months if you think there's something good. And a couple months later, he told me about your RQI position.

Do you think that at Laerdal interpersonal relations are more important than maybe in your former jobs at other companies?

Definitely more important. I think feeling like you are part of Laerdal, part of the family. You know it's a family run company and the family still runs it. If you're a part of that family is really important. I've seen some sales people come in and leave fairly quickly but they just weren't quite right.

Does Laerdal organize team building or other events to deepen the company culture?

(...) we get together periodically for meetings but not really for team buildings. Though it will say about once a year they do have meetings where they'll have some kind of an activity. About a year ago, we had some of the regional meetings, just two years ago now, we had some

of the regional meetings and depending on which week you went up there you either went to a baseball game or you went on a river cruise on the Hudson River. The activities are really not team building (...), I would love to do some kind of like ropes course or an outing or what rafting or something where you have to kind of work as a team and then really do those kinds of activities. But we do a lot of meals together. (...), those kinds of things. They try to be a little frugal with the budget too.

Laerdal is a Norwegian company. Do you see any divergences in the way of doing business compared to an American company?

I do. And that's one of the things that I like about it. I don't think a company this size if they were American would it be so mission based. I think in the U.S., it's too much about the dollar in getting more done in less time. And I think with Laerdal of course they care about profits that they care about more, they care about balance. I think they're very work life balance.

What do you appreciate in your job?

(...) it's funny because my family says I never stop working but I feel like I really enjoy it. To me, I feel like to work all the time because I'm enjoying what I'm doing. But I think what motivates me is that what I'm doing I know I'm actually having an impact on people's lives. Some of the activities that I do will ultimately lead to more people having more days with their families. So it's really motivating in the fact that you have the support from your peers and from management and leadership. If anything ever happened and actually, I have had a situation where I needed to take some time off pretty suddenly. And they were very accommodating. A colleague of mine who I just started working with this year. As soon as I started this new role, his mother was sick and for five weeks he only works a few days. When he came back as she did end up passing away that he was able to spend that time with her. When he came back he told me well you know it's good to have you back. He said it's good that I took that time off. He said it really means a lot to work for a company that feels that way.

What are the aspects that you might enjoy less in your job?

So sometimes working in the U.S. and sometimes when something needs to be done it's got to do over the pond, wait for Norway to do their things. Sometimes they're on holiday. I think there are on holiday right now. But this it's all about that work life balance here and the U.S. is like 'holidays what's that'. You know we'll take a day here, a day there. Over there, they are like, we'll take two or three weeks. Sometimes that can get a little frustrating. But then on the other hand it's like as frustrating as it might be but I kind of appreciate that and it always makes me feel like if I want to take a week or so to just go and relax and step away from it all, they will be completely understanding of you know just in the U.S. we, I guess we don't take extended time like that.

Are you planning on staying at Laerdal?

For as long as they'll keep me. No I really don't look for another job. For eight years, I was in pharmaceutical sales. And in those eight years I worked for three different companies. And when I interviewed with who was the vice president of sales here in the U.S. He told me he said 'I had a problem with that'. And I said well here's the thing. I said 'Joe do you know

anything about the pharmaceutical industry?' And he said 'yes I do'. I said 'there's no loyalty there'. I said 'I had to jump ship to do better. To succeed I had to continue to take new opportunities'. I said 'I don't want that I want to find my forever home'. And I said if Laerdal is the right company you'll have me for a very long time and I feel like it is the right company and I don't plan on leaving.

When you were in sales did your manager pressure you to perform economically. And if so, do you think it's a positive or negative incentive?

Yes, there was always discussion about seeing more customers in less time. Being smart about your travel, being smart about your budget. You know so there's all these pressures that are normal in sales but there's been times that I can remember one situation specifically where a customer received a product that she felt was apart and I agreed with her and I insisted that we swapped that out. Well the swap out was going to cost us a lot. So my manager at the time argued with me a little bit about it to make sure that I felt like it was the right thing to do and he made the comment he said 'this is our budget here and he said so you need to behave as if this is your budget'. And I said 'I do'. Now this is why I'm doing this. This is the right thing to do. And then he backed off and he agreed with me and he allowed me to do the swap like I suggested that we do. But he did challenge me. So it was a little frustrating at the time, but I think you know in the end I could tell he just wanted to make sure that I dealt without a doubt it was the right thing to do because it was going to be costly for the company. And I think that what ended up costing us about \$16,000. And (...) that there was he was pushing me and he was challenging it in the end. He let me do it because it was the right thing to do you know.

At the time, what was the ratio between your fixed salary and the commission that you would get on sales?

Yes. So in my first sales job as a territory manager, I think, my base salary was about maybe three fifths of my total income. So a little bit more than half was the base salary and then the commission. in my RQI position was about 50/50. But I exceeded sales, so I ended up probably two thirds of my income came from commissions. But the goal was if you reached 100% of your goal, half of your income was your commission.

Arriving in the company did you have a specific training or you did or a mentor to guide you in your task?

Yes, so a couple things we did have there was three weeks of training. The first week was really just orientations of the company and then the next two weeks, I was using the different databases that we had to use and programs and then learning the products. So three weeks of training when I first started within. After that I spent about probably the first month writing with my colleagues. We had one person in the region with designated as the region trainer and so I did spend most of my time with him. But then I also rode with other people within the region to kind of get a feel for what their day to day activities were and how they communicated with their customers. And of course, those are just ongoing support. I don't think the training in the first two years ever really stops, it just wasn't normal after that first couple of months.

And today you still feel that you have enough support in your daily activity?

I do. Right now I'm in a very autonomous position (...) I'm still in same sales position. It was very supportive because we're selling something that was new. We were actually kind of developing things as we sold and you know we were learning more. It's still kind of our way because it's still a fairly new program and there is a lot of support probably not as much maybe marketing materials that we would prefer because, there's not a whole lot more sense here but that's probably the one resource that I think we lack. But as far as personal support there's plenty.

After how long do you feel that more responsibilities we're giving to you?

(...) probably six months in, I've probably felt like I wasn't messing up too much. It. Maybe after that first year I started to say occasionally 'Wow I really have this'. So I would say it was probably a year before I felt like I really knew what I was doing. But the portfolio at Laerdal is so huge that when you're selling all those products you never can be an expert of anything. You have to kind of know a little bit about everything and then know who to call when you need the expert.

Do you get regularly evaluated and how often?

Yeah yearly, there's this required evaluation that they do every year and then I think some managers do them more frequently. My first manager when I was in the territory management position, I want to say it was about quarterly we would discuss things in progress and then a formal evaluation every year. But in my new role there wasn't as much it was just the yearly and (...).

In terms of sales did you have goals to fulfill?

Oh yes, so there are sales goals and there are specific product goals and then there are also activity goals which they call MBOs and those are you know making sure that you do your expense reports, you know on time, making sure that you're documenting your calls and making sure that you're seeing a specific number of customers each quarter.

Did you think that those goal where realistic?

(...) They were realistic. It was a little challenging in the RQI position because that was a new position and there wasn't really anything to base it on because they did have the sales force before I started. So there was a lot of flexibility in the targets early on and I think some people met the target some people didn't. I don't think there was a lot of penalty. So I would say that we're realistic.