

Unique Hungarian way of cross-cultural management Through an example of a multinational company in the oil and gas industry*

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Abstract

Multiculturalism is a new phenomenon in Central-East European countries and has a different meaning than in Western Europe. There are many historical and cultural differences within Europe, as the Eastern countries cannot duplicate the West regarding cross-cultural management, and so they have to make their own tailor-made strategy. The countries that later joined the EU have their own unique position in business in accordance with the Muslim countries. One of the biggest multinational company in Central-East Europe is able to make an entrance into the overruled oil industry successfully. Content analyses of the company published documents, websites are summarized in this current paper in order to highlight the uniqueness of their CCM.

Keywords: cross-cultural management, Central-East Europe, convergence theory, strategic management, international management

JEL Codes: F23; M14;

Introduction

International organizations have to build up a strong and efficient structure for the communication within the company in order to gather the members from different cultural backgrounds, build a team as well as create a synergy (Chua, 2013). Multiculturalism is a well known fact in Western Europe, however, multiculturalism in Eastern Europe appears in another form and raises a number of unique challenges. Multiculturalism in Central and Eastern Europe does not resonate with the one in Western Europe (Lane/Distefano/Hun-compnewski, 2008 a; Adler 2008 a). Europe has been seen as one culture overall and the same is true for Asia. In practise, Europe and Asia contain several different cultures. Surely, there are global standards that have to be followed (Festing/Knappert/Dowling, 2012), but besides these requirements, local knowledge is essential (Bacouel-Jentjens/Brandl, 2015). The EU member countries cannot be compared to each other, from an organizational management and organizational culture perspective, every country has its own way of conveying its principles and values (Jardon/Hun-compadchik, 2017). These values derived mostly from the national history, diplomatic relationships and also business strategies. According to these values, the EU member countries have significant differences and cross-cultural management (CCM) is incomparable between East and Western Europe.

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This phenomenon is new in Central-East Europe and countries such as Hungary have to face other issues than the Western countries (Brahim/Dupuch, 2016 a).

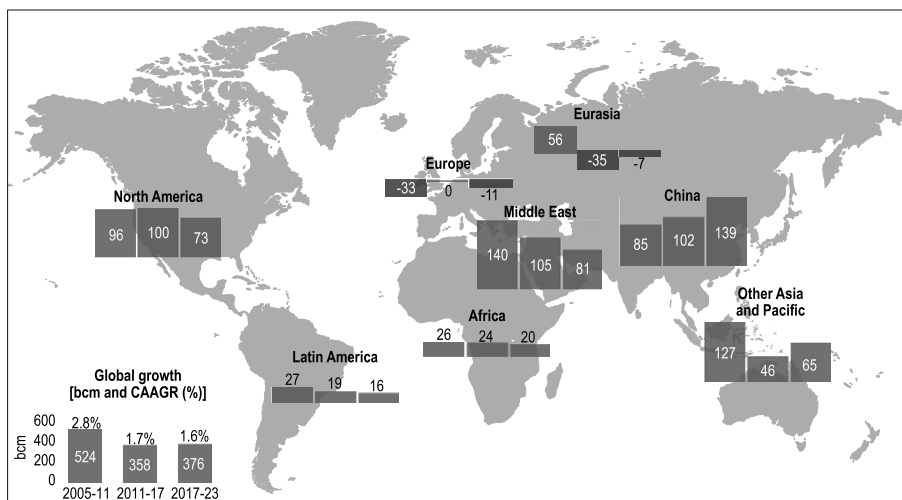
The main purpose of this paper is to highlight the unique way of CCM in Hun-comp (pseudonym), a Hungarian multinational company; to have a better understanding of the CCM challenges from one of the leading Central-East European company's perspective. The word diversity has another meaning in Western and Eastern Europe, furthermore, within each region of the same country (Kaasa/Vadi/Varblane, 2013 a; Lane/Distefano/Hun-compnewski, 2008 b). If the CCM is based on the diversity than it has to be clarified first, in order to create an effective strategy. Connected with the already used structures and best practices, tailor made proceedings might be more effective (Dikova/Wittelootstuijn/Parker, 2016; Marfelt/Muhr, 2016; Ahonen, et al., 2014). Hun-comp, a Hungarian multinational company has been chosen to present a unique way of CCM. As a multinational company, there are standards that may be followed at a basic level, such as the English language being the official language within the company (Vigier/Spencer-Oatey, 2017; Reiche, et al., 2015) but can not fully adopt to other companies' best practices. For instance, the Anglo-Dutch Shell oil and gas company's solutions regarding CCM can not be used effectively at Hun-comp. Shell's headquarter is in Hauge, Netherlands and is incorporated in United Kingdom as having different needs and challenges than at the Hun-comp in Budapest, Hungary. The daily work and the unique relationship within the Hungarian headquarter and the Asian subsidiaries need a perfectly fitted solution (Bobina/Sabotinova, 2017; Clark/Polesello, 2017; Peterlin, et al., 2015). The results definitely highlight the individual – Hun-comp's – way to convey their values and standards.

This paper focus on the organization level CCM but in order to have a better understanding, the historical and social aspects regarding the non-native population have to be studied too. These aspects included in the research were needed in order to give better results. As we know, Western-Europe has a long history regarding colonization and immigration. In the UK, Germany, the Netherlands and in the Nordic countries there is also a big non-native population. According to the 2016 Eurostat database the immigration statistics were the following: in UK: 45.9 %; in Germany: 49.2 %; in the Netherlands 40.5 %; Norway 52.7 % of the population is from a non-EU member country. These countries already have a successful management system regarding how to live together. The East European countries do not have the same history and relationship with other continents. In Hungary the percentage of the immigration population is significantly less than it is in the Western countries (according to Eurostat in 2016 it was 24.7 % of the population is from a non-EU country). During the Soviet Union there were international relationships even with the far Asian countries, but after the collapse of the Soviet Union, these countries started to shut down

(Denéchère, 2014). Since there are many historical and cultural differences within Europe, the Post-Socialist countries cannot imitate the West regarding CCM.

The aim in this current research is not to map up the entire industrial (oil and gas) or historical background (immigration, colonization) but it is nevertheless a crucial to point out the main aspects that have an effect on the chosen organization's CCM (Skinner, et al., 2008) in order to highlight its uniqueness. The energy dependence makes the US and the Western EU countries have a strong relationship with the Arab countries. These relationships look back on a long history and it is hard to get into the inner circles. Other EU countries have not yet had such a relationship; although they have the same needs but have not had the same influence (Shapiro/Hobdari/Hoon, 2018). In Asia, there are countries which have also raw material resources. According to the OECD Annual Gas Market Report, the Middle East region will have the most increase in gas output in the next five years (Figure 1). Besides the tremendous opportunities which these countries have, they also face unique challenges. The cultural, political understanding is crucial. The Western style of business management can not address the rising challenges, and a better understanding in regards to this may help the Central-East European countries bond with the Islamic Asian nations (Topalli, 2016). In order to create more successful business relationships and gain economic success in these emerging markets, the parties undeniably have to be more flexible. The understanding of the local concept is in turn, defining the future of the partnership.

Figure 1. Global natural gas production growth by region and the shares of the region from the growth, 2005–11, 2011–17 and 2017–23



This map is without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries, and to the name of any territory, city or area.

Source: OECD iLibrary: Market report series: Gas 2018; p.69.

In the 21st century, the negative emotional judgement towards colonization has not faded away. A distance is still felt between the countries in Europe and Asia regarding that specific period of history (Barron, 2013). The lately joined EU countries – mostly Central and East European – are not included in this judgement towards them from Asian countries. They have no effect on this era so the cultural gap is not linked to any kind of perceptions. Cultural distance is not necessarily a disadvantage. There is no historical legacy that might affect the present therefore, it is up to the partners to create a relationship according to their own understanding. This may lead to their success regarding business with the Muslim Asian countries. For Central-East European countries it is a new challenge, therefore, the solution has to be new, too.

Insights from the related literature

The focus of this paper is close to two standards in international business literature discussing: (1) convergence theory and (2) best-practices versus adoption of local practices. Scholars have looked to convergence theory to understand emerging global business ethics. Early accounts of this theory are considered nowadays ethnocentric because they assumed that the United States and some Western European countries were the "correct" models to which all successful developing countries would eventually converge (Usunier, 2011). Convergence theory posited that as the world became industrialized, the demands of professional management resulted in having managerial styles and values in different countries to become more similar over time (Chong/Thomas, 1997). This aims to reduce organizational cultural differences that impede knowledge transfer. The other way to integrate different cultures within an organization or group is by creating a new platform for such transfer which means cultural crossvergence (Sarala/Vaara, 2010). Through cultural integration one creates a positive social dynamic for alleviating the risks of nationalistic confrontation, and for reaping the knowledge potential residing in distinctive national cultural systems.

The purpose of the cultural integration on one hand is quite positive, it helps the groups – or organizations – to work together and have an easier way to interpret the strategy. Unique challenges comes from the cultural differences which are shown in such elements such as language, values, and expectations. These differences are likely to influence the manner in which work is done and the underlying capabilities needed for success (Park/Ungson, 2016; Shin/Morgeson/Campion, 2007; Chevrier, 2003). Integration of the cultures under one standard – over all – culture might address the challenges. On the other hand, it indirectly creates standards that goes against all cross-cultural topics, since it diminishes the differences and creates a new common culture but not actually reaching out for each other and not aiming to have an understanding (Liu, et al., 2018). Business managers have long been interested in the standardization issue, it suggests

operational economies and the development of uniform best practices (Popli, 2016; Nikolic/Vukojanski/Nedeljkovi, 2014; Caligiuri/Tarique, 2012; Dorfman et al, 2012; Griffith/Hu/Ryans, 2000).

The growing pressure for performance, delivery, and increased globalization have created a debate on the use of standardized „best practices” across countries versus adaptation to the local context (Nadeem, et al., 2018). On the one hand, there are the universalists, arguing in favour of ‘convergence’ across countries, claiming transferability of these best practices irrespective of national boundaries (Pudelko/Harzing, 2007). On the other hand, there are those positing that despite globalization, direct transfer of „best practices” across countries is hindered by many contextual factors, such as; social, institutional and cultural factors. Some authors claimed that cross-cultural understanding is actually the key for people to reach one another from different cultural backgrounds and it also serves the companies growth and success. Synergy in a group of people means cooperative or combined action (Harris, 2004; Rohlfer/Zhang, 2016). It occurs when diverse or disparate individuals or groups of people collaborate in a common cause. The objective is to increase effectiveness by sharing perceptions and experiences, insights and knowledge. The complexity and concentrating of today’s global marketplace forces people to capitalize on their differences to progress together. The differences in the world’s people can lead to mutual growth and accomplishment that is more than the single contribution of each party.

Although most authors that have been investigating this issue mention that with increased globalization and emigration to many developed countries, organizations in these countries have become increasingly more complex demographically, and with employees of diverse cultural backgrounds working and interacting on a daily basis (Jeager/Kim/Butt, 2016; Shore et al., 2009; Darling/Fogliasso, 1999). A culturally diverse workforce poses significant challenges for leaders, furthermore the complexity of this issue is that the diversity and its effects are not very well understood yet (Minkov, 2018). With a doubt, the effective leadership would be even more important for cultural minorities who face difficulties in adjusting in a new organization (Rupert, et al., 2010 a). Moore (2015) notes that leaders need to be sensitive to cultural differences and must adopt different leadership styles to manage diverse employees and this task should be a priority (Adler, 1997 b, Kirkman/Shapiro, 2001). The concern is about how to integrate these cultural minorities within their organizations (Jansen, et al., 2016; Gaur/Bathula/Diaz, 2015; Hiranandani, 2012; Rupert et al., 2010 b; Harris, 2000). Creative problem-solving of cultural minorities, and also facilitating the development of positive diversity mind-sets of other employees directly and indirectly plays an important role in cultural minorities’ socialization process. (Malik/Singh, 2015). For this reason, it might be the key to integration where people

from diverse cultural backgrounds can meet and work or live together but not create a standard that results in the disappearance of cultures.

Methodology

Organizational context

Applying a purposeful sampling method and selecting information-rich cases that have insightful observations to the current research (Patton, 1990), one company has been selected only. The initial sample included four Hungarian companies that had a long history in operating at a global level. Performing focused searches required the clarification of the criteria and narrowing down the focus, therefore, by the end of the process, only one company met the requirements. This firm includes all the criteria that is important from the point of the research: (a) the location is Hungary: Central-East European company; (b) from its size and operating countries, it is considered a multinational enterprise; (c) for more than a decade it has been operating in several countries all over Asia, Europe and North-Africa. The selected company is the Hungarian multinational company: Hun-comp., which operates in the oil and gas industry and is recognized as the leading regional company in Central-East Europe.

Hun-comp deals with upstream (exploration and production), gas midstream, downstream (refining and petrochemicals) and also Business Innovation and Services (retail and mobility). In this paper the upstream sector is highlighted. At Hun-comp, the upstream sector is responsible for the exploration and mining, therefore, this sector is in daily contact with the majority of Muslim countries, Hun-comp's Asian partner nations. Furthermore, in the upstream sector Hun-comp has subsidiaries with the longest history of over 20 years. The upstream sector means the core activity of the company. In the current research – Christian majority Hungary and its Muslim majority partner countries – upstream partners of Hun-comp were more appropriate to analyse.

Hun-comp has many Asian countries as partners regarding its upstream sector. These subsidiaries would need more quality improvement from relationship aspect. In this phase of business relationship understanding each other's culture is crucial. There are no initial, historical relationships, therefore the learning process may help to create a stable, mutually comfortable ground for further partnership (Hussain, Ismail/Javed, 2017; Ali, 2014;). Hun-comp management has to consider the political risk also in the everyday operation in its subsidiary host countries and this leaves a mark on business relationships too (Shoukat/Gomez/Cheong 2017).

Besides the Asian subsidiaries Hun-comp has several subsidies in the neighbouring countries. From the current research point of view, the subsidiaries based in Muslim majority countries are highlighted. Hun-comp's relationship with its

subsidiaries' is a „subsidiary role” (Rugman, 2009). The subsidiary role means that the subsidiaries job is mostly just to be in line with the HQ's order and decisions. A strong central control is efficient regarding the industry requirements and the form of the competition within the market (Shah/Barker, 2017). The cultures – meeting in the current business setting – are not close to each other and the communication between them needs to be clear and simple. At the present stage of the partnership the role of the headquarter is essential. Centralized structure and rules support Hun-comp's in building stable business partnership.

Research method

The purpose of this paper is to study Hun-comp's CCM, in order to explore this complex topic content analyse of the company's published documents seemed an appropriate choice. CCM is a definition not broadly shared, the related studies are strongly based on the context and the meanings are all understandable in that certain place and time (Chen, 2018; Tang, 2017; Stahl, et al., 2017; Denzin/Lincoln, 2011 b:188). Content analysis is an appropriate method to have a better understanding of the message a certain organization tries to convey and through this the position they aim to fill in (Xiao and Watson, 2017). Several documents have been coded in order to find the main messages and principles that the organizational culture tries to convey. The document analysis through the coding made it possible to see the whole picture. As a result of the coding, the essence of CCM became visible. First and foremost, it was important to find the common meanings and see the differences between the cultures as well as the headquarter and host countries. All the documents that were available for the public were analyzed and coded. On Hun-comp's website all the online published documents were in English and in addition to these official documents the organization history and the documents regarding this, the subsidiaries were also included in the research. This was necessary in order to map up the official organization culture (Géring, 2015) and through this reach a better understanding of the CCM at Hun-comp.

Coded data		Comment
Source	company website	Comment: in 2016 Hun-comp launched its new strategy 'Hun-comp 2030' therefore in 2017 several documents were added and others were updated. The documents published in 2017 were all included in the research since this were appropriate regarding the research;
Date	2017.01.01 – 2017.12.20.	Comment: Hun-comp official website – all the documents regarding the subsidiaries are uploaded here;

Coded data		Comment
Documents	18	Comment: published documents by the company's official website in English; (Appendix I.)

Analyzing all the published documents of Hun-comp in order to find the most commonly used words and to understand the meaning behind them, and have a better understanding of the main message. Besides the national cultures in order to understand Hun-comp’s organizational culture the oil industry, and Hun-comp’s position within it was also a factor that had to be considered to make the analyses in an integrated way. The following step was to compare this with the theories in the literature. Hun-comp’s documents (Appendix I.) such as the Governance Code, Ethic and Compliance, Business Partner Code of Ethics, Fair Market Behaviour, Human Rights to be able to see and frame the organizational culture and the management style. It is important to see what is the written, or – in other words the official culture – that the company tries to convey. Any other subculture and not official culture built on this ground so these documents are the basics to understanding the official culture and the rules (Cherrstrom/Robbins/Bixby, 2016:5).

Through the seven steps of the content analysis (Table 1) it was possible to capture the organization culture and its main message (Archibald et al., 2015; Zhang/Widermuth; 2009). At the last round of coding there was a long list of codes so these had to be categorized for better understanding. Three steps of coding were manageable: I. basic codes, II. organizing codes, III. one overall global code. Through these three steps of coding, drawing a map was needed to visualize the outcomes and clarify the hierarchical order (Armborst, 2017:2; Attridge-Stirling, 2001). With this approach, the values and messages the management tried to convey to the lower level of the organization (Figure 2).

1. Prepare the data: the documents are all downloadable from the company’s website. It consists of the company commitments, board of committees function and duties and the code of ethics. All are available in Hungarian and English in a pdf file. The texts are all clear, simple and understandable.
2. Define the unit of analysis: Each individual theme has been used as a unit. One idea or theme might be expressed in one single word while another might be in a sentence or in a paragraph. Dividing up the text happens according to the structure not according to the themes.
3. Develop categories and coding schemes: in the inductive way of the theories the categories were developed according to the contents of the documents:
 - Our company
 - General

- Governance of the company
- Code of ethics

The contents and the categories had been made after the first reading of the documents. There were several similarities and overlaps between the different sections of each document. The categories were built up according to the content discussed within the documents rather than the way the company built it up and published it on its website.

4. Test the coding scheme: the coding scheme had been changed many times and ever since new categories have appeared after rereading all the documents. In order to clarify and make it easy to map up the outcomes, the categories were merged or created but the process – creating categories according to the texts and its contents were not changed.
5. Code all the text: actual coding of the text, after all the data has been coded, the codes were grouped by similarities. Six ‘Basic code’ group have been developed by the similarity of the codes (Table 1).
6. Recheck the coding: in coding the last step was the map drawing. According to the map the codes had been checked several times so that it could be made sure about the rationality of process and structure.
7. Draw conclusion from the coded data: the similar nature codes have been merged and put into one category, this process has been made several times till the three top levels have been clarified.

Results

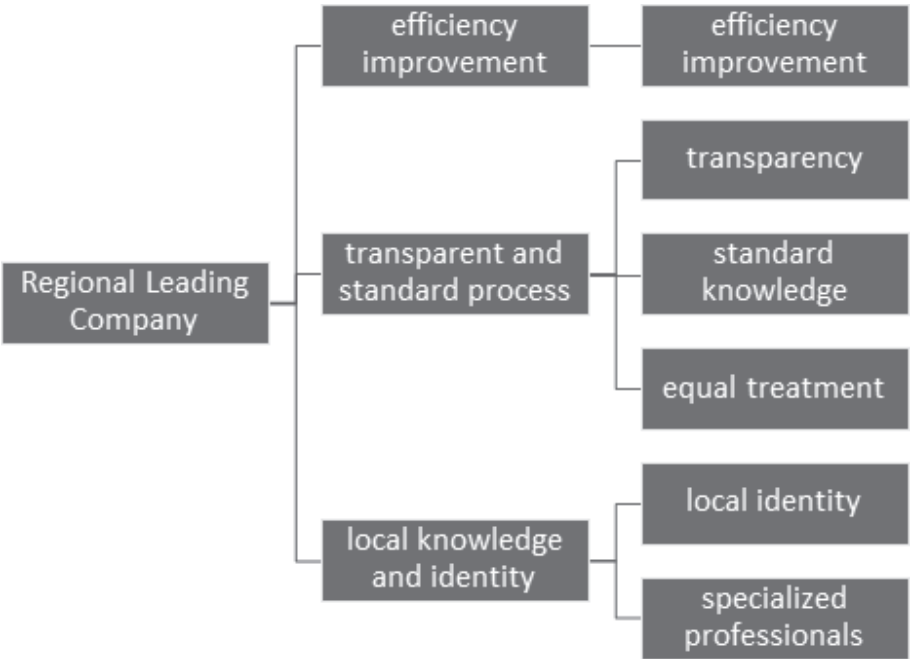
Table 1. Codes

Codes	Basic code
transparency towards investors ensuring planning processes transparency in compensation	transparency
Central and Eastern Europe leading Central European company Hungarian-European	local identity
improving in international level result-oriented manner	efficiency improvement
shareholders’ equality equal treatment independent directors	equal treatment
independent professionals economic/law background appropriate professional background	specialized professionals

Codes	Basic code
international standards respect for governance standards strict timing agenda well-defined standardized systems ethical standards	standard knowledge

Source: own research result

Figure 2. Coding map of the analysed contents



Source: own research result

Starting with the coding of all the company’s public codes, the information and the website helped to understand the main message Hun-comp wanted to convey. The codes made it easy to see the main pillars the company communication stands on. The code definitions made it possible to put the different codes from different sources in one structured system and highlight the connections (Lacy, 2015:795–796; Saldana, 2013:46–47). Content analyse is similar to constant comptonization analyse, in current research for a better understanding this was

crucial. Advancing the search, the coding was combined with analysing the cultural backgrounds of the country's headquarters and the subsidiary host countries. Hungary and partner countries' cultural differences and similarities as well as their CCM factor was also considered in order to keep the codes clear.

According to the content analyse coding results indicate that Hun-comp is a regional – Central-East European – leading company which means it has its own standards and rules. In the documents the regional knowledge was highlighted. The way they manage their international relationships, their history and their limited access cannot be compared to any Western multinational enterprise. Hun-comp tries to make their own road and not follow the paved path. Based on the studied documents the local existence and leading role in the region is crucial for the company, and their present and future strategy is heavily based on this fact. Not every multinational enterprise can efficiently manage at a global level, therefore, regional knowledge is needed, especially when the regional circumstances have many methods of differentiation from the World's standards (Verbeke/Kano, 2016 a). Different rules, different routines and different style of business management is followed by Hun-comp. This attitude is conveyed in almost every single document they publish. Aside from many important factors, this study identifies two main pillars that Hun-comp's CCM is standing on: local knowledge and understating; crucial role of the leaders.

Local meaning of CCM

In accordance with the content analyse results it came clear that the regional identity is the most important (Figure 2), within this the local – Hungarian – is dominant. The company highlights the fact of the regional knowledge and the unique position they have. This position allows them to think differently (Chakravarty et al. 2017; Verbeke/Kano, 2016 b). Hun-comp and the whole image of the company focuses on the basics, they are not a Western superpower and not related to that (Brahim/Dubuch, 2016b). Hun-comp is a Hungarian company which tries to build a strong relationship with the oil industry members. For example, Shell, being one of the largest companies, has a major impact on the oil and gas industry, Hun-comp does not have the same influence but still manages to address crucial needs and successful international business. Despite the fact that they do not have a long history in the oil industry, the lack of strong partnership regarding business for decades, and the missing tools and practices to manage cultural differentiations within the organization all together gives a new start to the company. Every step towards a successful CCM is based on the present partnerships Hun-comp has with the partner nations.

In the coded documents Hun-comp places a strong emphasis on the Hungarian headquarter and the leading role it has in the region. Upstream sector includes exploration and production as its core activities links Hun-comp to far distance,

Muslim countries; the business relationship with them has been managed with this attitude too. Adler (2008 c) highlights that both researcher and managers assumed that the American work ethics were universal. This assumption was leading the international business for decades. Also, in Hofstede's research (1984 b) he executed a large survey study including 64 countries and 117,000 IBM members. In this study one company's members were studied but many national specific differences were highlighted. Even if a company is large and has a standard recruitment process to people with higher positions yet with the same skills, differences still exist regarding the values and interpretations. Hun-comp follows the values that they agreed on within the company. The headquarter is based in Budapest and they convey their own values and business style toward their subsidiaries.

It is also stressed in each text that Hun-comp is able to build up its organization culture and create their own CCM according to its own needs. Based on common practices, Hun-comp stands on its rules and own standards. All the analysis documents highlight the fact that they have their own identity and way to manage their international business. Not mentioning the industry's best practices only tailor-made solutions were listed based heavily on their present needs. Every company has its own values but the reason behind these values are differentiated (Schein, 2010 a), Hun-comp's reason is their headquarter's location and the regional specialities they find important to include in their organization culture. Studying the documents these reasons and values were the most crucial ones thus serving as a link to all the subpart of each document.

Creating the organization's own, unique CCM can be the best advantage Hun-comp has. The psychological negative emotional judgement in the former colonies still remain strong. This judgement is not only true for the Western cultures but also for the Asian empires, where the superior positions are still attached. History and the colonization movements are still in the culture and it appears even in business relationship (Kakar, 2017; Richardson/Yaapar/Low Abdullah, 2017). The fact that Hungary is not included in this group helps Hun-comp find partners in Asia and Africa and also to be able to manage their business on the present needs, without any historical effects. Observing differences and managing these correctly during business cultural awareness is crucial but there is not only one way to do so.

Crucial role of leaders in CCM at Hun-comp

In addition to the regional knowledge, the role of the leaders seems to be the second most important factor according to content analyse. Undoubtedly, one of the most crucial points is to have leaders who have skills in order to manage an organizational culture as a whole (Nicolic, et al., 2014; Toegel/Kilduff/Anand, 2013). The role of the managers and leaders are essential in building up the ap-

propriate CCM. The leaders could be the forerunners of any change. The changing and the learning process should be started at the top and it should be promoted as an example to the lower levels. Since Hungary does not have the same statistics regarding immigration as the West European countries, and Hun-comp does not have the same resources as the Western multinational companies. For this reason, the organization culture and the atmosphere will not be the same either (Poór, et al., 2015). In the oil and gas industry IPIECA (International Petroleum Industry Environmental Conservation Association) non-profit association member companies for example does not only operate but innovate, and focus on social impact too all together. Such companies are; Shell, British Petrol, OMV, and many American companies: Chevron, Exxon Mobil. The membership depends on many requirements that Hun-comp at this point does not meet. It does not have that much impact but nevertheless is still one of the most successful companies in the industry for decades. Creating its own rules and standards can be a way to build up another CCM style that address their needs.

In the research it became clear that organization culture is made at the top and communicated down, it strengthens the low levels of the company and then changes and rejuvenates with time. The leaders can also keep control on the sub-cultures in the company and they can manipulate the direction too (Brett, 2018). According to the documents Hun-comp enables the managers in order to address all the needs in their own team. In the documents it has been underlined that since Hun-comp is managing business from afar, and dealing with the subsidiaries on a daily basis, they need to build up a strong and stable ground which is based on clear rules and standards. Shaping this in the future according to their own needs in order to serve their success and address their challenges regarding CCM. The results show that Hun-comp's rule creating, decision making processes are all about to have clearer, standardized systems (Figure 2). In order to make it easier for the employees all around the world – to connect and have an overall view of all the necessary operations. Despite the world standard regarding giving autonomy to the subsidiaries as much as possible in Hun-comp, this strictness is promoted in order to create a common ground for all the different subsidiaries as well as the headquarter.

Discussion

Standards and rules help build a common understanding and common language. The leaders' job is to make the employees understand that there are more effective ways to deal with a certain process. Within an organization there are different people and their backgrounds, attitudes and mind-sets can be different from one another, but a brand, a company name and mission can bring them together in an efficient CCM (Selmer/Lauring, 2016). Every culture has its own charac-

teristics and they do not have to give them up and assimilate. Hun-comp's company culture consists of many rules and a strict style is conveyed in the documents. There is a strong belief in standard processes and transparency. The regional special knowledge and experience in business is highly required (Friesl/Silberzahn, 2017), mostly since Hun-comp is specialized in the Central-East European market. The rules try to make the processes easier but it seems too complex. On the other hand, regarding CCM it builds up a structure and helps Hun-comp members and shareholders have an overview on the actions and processes going on within the company. This involves that every member in the daily life of the whole company and engages them even from a far distance.

If we step back and look at the whole picture, we might see that the situation is a paradox. Since the rules, structure and the meaning of all the factors can be very different from each other amongst different cultures. Although the rules and common principles are important in order to build up a manageable multinational company, nevertheless, it still has to be highlighted that the rules and principles in one country may convey a certain message and in another country it may convey a different one (Chen, 2016; Means/Davey/Dewe, 2015). No amount of rules nor authority mean a more effective way to reach the best CCM for a certain company. The crucial point is to put an effort on the understanding process.

Besides the human factor, the structure of a multinational company is also a crucial point to analyse regarding CCM. The way an enterprise is framed and built up define the communication and information flow. It also gives a glance regarding the organizational culture, by looking at the hierarchy, the horizontal and vertical pillars of the organization tell the story of the whole company. From the organizational culture point of view, the company's leadership is the most important focal point (Hernandez/Long/Sitkin, 2014). Hun-comp's members including managers, leaders and employees at every level are strictly selected, the Governance Code refers to professionalism and knowledge. The number of requirements are more and more as we go up the corporate leader. The laws and policies are stated in black and it gives a stable ground to stand on.

Conclusion

The message that Hun-comp conveys through their documents, website and all online communication focus on the regional identity and crucial role of the leaders. From this perspective CCM at Hun-comp is based on their strong local, Central-East Europe existence; and the hierarchy that conveys rules and standards they created for themselves based on their own needs. There is no overall truth and standard in CCM, therefore the focus might need to be shifted over in order to build a tailor-made strategy (Adler, 2008 d). A company can highlight similarities among cultures that they operate in, thus, promoting these and making the differences fade away (Kaasa/Vadi/Varblane, 2013 b; Fischer/Poortinga

2012). Hun-comp gives a good example on how to highlight the cultural similarities and thus build a strong long-lasting relationship on these basic principles. Hun-comp headquarter and subsidiary host countries' culture might be different from each other (Hofstede, 1940 c) but there are similar needs of their employees (Schein, 2010 b). Highlighting the common values can provide a good way to understand the differences and be more resilient towards each other within the company (Stoermer/Bader/Froese, 2016).

According to the documents at Hun-comp, organizational culture builds on clear rules and give important roles to the leaders, thus having to address every upcoming need. Authority is not the best solution in every circumstance, even though the world trend shows it so. The current research shows that Hun-comp creates their own processes and communicate their rules and also helps its partners to have a better understanding. Taking all this into consideration, we can say that Hun-comp has a clear vision of the future. It is a way to build up a more robust relationship with the nations they have subsidiaries in (Li/Park/Selover, 2017). In Hun-comp they highlight similarities and attract people with similar mind-sets. All the parties need clear, standard rules and processes, therefore Hun-comp's strict and standardized way of business management is mutually accepted and serves the company's success. Hun-comp, as a Hungarian multinational company follows its own path. CCM has a different meaning in the West and East part of Europe, so it can not be seen as they are the same. Since these words give the essential foundation to the efficiency of CCM than these are indeed the main focal points that have to be analysed and clarified before building up a strategy and starting a communication with other cultures. The rise of Hun-comp shows that there is another road that can be taken instead of the paved path, a tailor made solution for unique challenges.

Further research

In Hun-comp the new strategy the human side of the company has quite an important role. "Human capital" and "Community" are two of the six main pillars. In the last few years Hun-comp has become more diverse regarding the employees' background and nationality and therefore, plan to keep this ratio. In continuation with the research of understanding and mapping up Hun-comp's CCM, the next step would be to study the new strategy and highlight two pillars: Human Capital and Communities. The best way to accomplish these objectives is to do ethnography research (ER) within Hun-comp, mainly focusing on the Pakistani subsidiary. This certain subsidiary will be highlighted in order to have a better understanding in the CCM challenges within the organization. The Pakistani subsidiary is the first one in Asia and the biggest one, therefore it is an appropriate choice to study it.

Limitations

This research has a number of limitations. One limitation is the fact that the sample consists of only one company. This company is not a representative of the whole CCM in Hungary but as an initial step it helps to start a discussion of the many ways CCM is understood. The goal of the current paper is to indirectly contribute to a clarification of the Hungarian peculiarity for future international comparative studies. The other limitation is to have a better understanding of a certain company from a cultural perspective where more research is needed. Addressing this ethnography research is planned as a next step, in order to highlight the deep structure through the individual meaning within the company.

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Appendix I.

Area	Document
Ethics and Governance	Hun-comp's Ethics Management System
	Ethical cases
	Human rights
	Anti-corruption
	Fair market behavior
Standard-based Management Systems	Management commitment
Business Partner Code of Ethics	Business Partner Code of Ethics
Communities	Social Investment Strategy
	Social Investment
	Green Belt program
	Talent Support and Child Healing programs
	Social Investments in Upstream Operational Areas
	Social impact on communities
	Contributing to local development
Investor presentation	November, 2017
	August, 2017
	May, 2017
	February, 2017