



H.L. Muffer ApS

The challenges of export and language

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Acknowledgements

For Herdis

May you always shine bright in the sky

As I have been working for H.L. Muffer ApS for 5 years, I have once before written a semester project about the firm, whom at that time, was facing a change about wanting to expand the business with products to Germany. As nothing has happened, I wanted to investigate how I could help H.L. Muffer expand their business with an export unit, and how language might be a challenge for them, especially with the English language.

I would like to thank H.L. Muffer ApS and, nevertheless, both wholesalers, Sanistaal and AO Johansen, for contributing to this investigation.

Abstract

This investigation concerns the issue of language barriers and export intentions. H.L. Muffer ApS is a small company located in North-West Jutland. The company have developed shrink – and expansion joints, which form a 100% leak-proof transition between old concrete pipes and new. Their products are the preferred to use in Denmark, which gives them market superiority with almost no competitors. Due to the superiority, it has been a desire to expand the business with an export unit. However, due to language barriers, an uncertainty of continuing with the export process has left the company without exploring the opportunities. Hereby, I wanted to investigate what export opportunities the company had, and how critical the English language barriers were. The theories used for the analysis were English language theories with different approaches to the English language, and export theories that offered different approaches to export, such as managers' orientations to export, organisational culture and ownership type.

Kvale's 7 stages of interviewing were used as part of the qualitative method, in order to collect data for the analysis, and the two managers of H.L. Muffer were interviewed, just as their two largest wholesalers, AO Johansen and Sanistaal. All respondents were asked questions about company issues, language issue and export. The analysis was divided into two sections: language and export. The approaches to language consisted of linguistic, sociolinguistic and management approaches to language barriers. The linguistic perspective involved issues of English as a global language, the sociolinguistic focused on the individual language user, and lastly, management approaches focused on the barriers and how to deal with these issues. Within the language analysis it was discovered that the management had critical language barriers. Both managers claimed that they were capable of speaking English, but they were not able of speaking business or technical English, which is required when dealing with their kind of products. Both the Sanistaal and AO Johansen respondents stated that if you are not capable of speaking English at business level, it is complicated to trade internationally. As the barriers were established, the approaches of how to overcome these were revealed. The management could either hire a language professional or language training. Sanistaal furthermore suggested that H.L. Muffer should make language training a part of a 5-year plan. The export analysis revealed the managers intention to export. It was discovered that H.L Muffer is an organisation imbued with different organisational cultures.

The organisation is a mechanistic organisation with aspects of the market, adhocracy and hierarchical cultures that lead toward intentions of export. As the export intentions had been established, the next issue was how to enter new markets. It was discovered that H.L. Muffer could use both indirect and direct export mode, if the language barriers are dealt with. The use of the indirect export mode is with use of an intermediary, who in this case could be their wholesaler, Sanistaal. However, the intermediary would only be capable of establishing contact with their subsidiaries, and then H.L. Muffer would have to continue. Hereby, the direct export mode could be implied, if the management would be able to manage the language barriers. It was revealed that the indirect export mode would be an easy solution to penetrate a new market, and then direct export mode could follow.

A recommendation has been provided for H.L. Muffer, which offers some suggestions to the management. It has been suggested that both managers take language training, and hire a language professional that could help them in the start-up phase of export. It has also been suggested that H.L. Muffer use Sanistaal as an intermediary for penetrating new markets.

1.0 Introduction

According to OECD an SME is an independent firm that employs a few number of employees, however, the number varies depending on what country you live in. A small company is usually with fewer than 50 employees, in some cases 10 or 5, which then is defined as a micro-sized company. (OECD 2018) As the world continue to globalise it is important that the smaller companies follow the development. Globalisation can be defined as free movement of goods and services in an interconnected world. It is process driven by international trade and with the IT evolution is has only become easier for companies, and in particular SME's to seek toward international trade. (York 2018) The European Union advocates companies to trade within the EU with free trade. Free trade means that there is no limit quantities of import and export or any other restrictions. With the free trade, businesses are encouraged to trade with other EU companies, which create the chance of expanding their business. (Europe 2018) As The European Union advocates the international trade, it should be easy for companies to start with export, however when seeking toward export opportunities, is the somewhat expected that you are capable of speaking English due to the recognition of English as a global language. (Crystal 2003, 4) If a company or its managers, are not able to speak English it might cause the chance of international business opportunities. Many European companies adopt English as a corporate language, due to the recognition of English as a global language. Hereby, it becomes important to be capable of communicating in English, if the company desires to enter foreign markets. If the company has export intentions it is important that any language barriers are dealt with, in order to not miss out on any business opportunity.

1.1 Company profile - H.L. Muffer ApS

H.L. Muffer ApS, henceforth mentioned as H.L. Muffer, is a small, family-owned business based in the Northwest of Jutland. Hans Larsen founded the firm in 2000, but has more than 40 years of experience within the Entrepreneur and Sewer industry. (History 2018) The firm produces shrink – and expansion joints that form a 100 % leak-proof transition between old sewer pipes, such as concrete, clay and cast iron, and PVC/PP and PE. (Products 2018)

Additional to shrink and expansion joints, the production line, furthermore, consist of T-pieces for septic tanks, high water protection and such. As H.L. Muffer delivers products within a niche business, they also provide customised solutions for their costumers. (Products 2018)

The firm became a reality due to irritations of existing transitional solutions that was on the market at that time. After many years of experimenting, he invented the Shrink joint, which is a transitional solution that covers numerous dimensions at one time, and is, as mentioned, 100 % leak-proof. (History 2018) In 2000, the shrink joint got its first VA-approval from The Danish technological Institute. A VA approval is needed when dealing with products that come in contact with the subsoil. In 2008, the firm invented another product line that revolutionised the Sewer industry. Hans developed the expansion joint which, originally, was intended for septic tank T-pieces, however Sewer contractors from Denmark saw potential of the transition, which today is the best selling product of H.L. Muffer. (History 2018) Many awards have been given to Hans, and H.L. Muffer. However, the most important is the “Danish Environmental Award” that was presented to Hans Larsen at “Vantek Industry exhibition”, which is a Danish environmental exhibition. It was due to the development of the Shrink joint, and was a recognition from the authorities that the shrink joint is very environmental friendly. (History 2018) Today all products are VA approved. (Larsen 2018)

Due to H.L. Muffer being a family business there are some challenges for the company. In order to expand the business with an export unit, language barriers must be considered. Language is important as the world today is more globalised as ever. With the recognition of English as a global language, it becomes important when seeking toward export. (Crystal 2003, 4)

The English language is a barrier for H.L. Muffer due to the fact that not many of management or employees speak English. The firm consist of Hans, CEO, Henrik, Managing director, Heidi,

head of Freight department, and Herdis who helps wherever needed. Heidi and Henrik are the children of Hans and Herdis, and they have decent English skills, but not enough to establish an export unit, as both has stated in their interviews. In order to expand the firm with export, H.L. Muffer must look at what opportunities that might help them when wanting to start an export unit. Their two largest wholesalers, AO Johansen and Sanistaal both have subsidiaries throughout Europe, and might be able to contribute to the export unit.

AO Johansen is one of the largest wholesalers of heating, plumbing and sanitary in Denmark, with 50 stores throughout the country. (Johansen 2018) Their costumers are professional tradesmen, e.g. building contractors, sewer contractors and plumbers. AO Johansen has subsidiaries in Sweden, Norway and Estonia. In Sweden and Estonia the focus is on water supply and drainage products, however in Estonia the products are sold through local tradesmen, whereas in Sweden, AO Johansen have their own stores. (Johansen 2018)

Sanistaal is another major wholesaler in Denmark. Sanistaal employs 1600 employees and besides their stores in Denmark, they have international operations throughout Europe. Their main products are within VA and plumbing, tools, electric appliances and such. Their subsidiaries are located in Germany, Poland, Latvia and Lithuania. (Sanstaal 2018)

1.2 Problem statement

What opportunities does a company like H.L. Muffer have when wanting to expand their business with an export unit, and how can language barriers, such as the global language, English, be an obstacle for them?

2.0 Theory

The theory section serves as a literature review that will function as a theoretical basis for this investigation. There are two main topics, namely the English language and export. This review offers an explanation of English as Lingua Franca, defining the importance of the English language, and then different approaches to English that are divided into three sections, namely linguistic, sociolinguistic and management approaches to the English language. The linguistic perspective focuses on English as a global language, whereas the sociolinguistic perspective focuses on the individual language user, and lastly the management perspective focus on language barriers and options to overcome these. The export section offers different approaches to export, e.g. manager's orientations and perceptions toward export, direct and indirect export choices, followed by explaining organisational culture and ownership type.

2.1 English as Lingua Franca

A brief explanation of English as Lingua Franca, henceforth mentioned as ELF, is relevant for this paper, as the language barriers of the firm are essential and by establishing how important English language skills are, when seeking toward internationalisation, will contribute to the analysis in different ways.

A general concept of ELF interactions is *“any use of English among speakers of different first languages for whom English is the communicative medium of choice, and often only option (Formentelli 2017, 11)”*. This creates ELF speakers that studies ELF in order to communicate with native speakers and reach native language competence. (Formentelli 2017, 12) The concept is fairly developed by the English professor, Jennifer Jenkins, who claims that ELF becomes a specific context in communication when speakers from different cultural backgrounds chooses to share the same language. (Jenkins 2009)

Today, the English language, has been acknowledged as the global language of communication, and has led to a high percentage use of non-native speakers. (Crystal 2003, 6) When a company seeks toward international markets, there are three linguistic options: they

can either hire translators, rely on employees who speak the foreign language or chose Lingua Franca which link languages where none speak it as mother tongue. (Piller 2011, 85) Participants with different linguistic and cultural backgrounds use ELF when they interact, which creates diversity in the language. (Formentelli 2017, 10-11) When using ELF, it is important to remember that ELF speakers do not share the same idiomatic language as a native speaker, which means that the meaning of the word might be lost in translation. Here, cultural backgrounds and different linguistics causes the non-native speaker to not have full access to the English cultural conventions, which is where the idiomatic language stems from. (Formentelli 2017, 32) In business communication, nevertheless, in international purposes, English has become the Lingua Franca, which means that many business negotiations, multinational organisations and educational institutions all have English as Lingua Franca. With English as primary business language, is very fortunate for those who master English as second language, however, those who do not master these skills, are most likely to be denied access to resources and global markets. (Jackson 2014, 274) English as Lingua Franca in a business context, can be seen as “neutral” and non-controversial, which mean that many professionals, such as business people and technicians take EFL for granted within international perspectives. (Jenkins 2009, 202)

2.2 The Linguistic perspective

The linguistic perspective deals with David Crystal’s perspective on English as a global language and worldview, followed by Preisler’s perspective on the influence of the English language in Denmark.

2.2.1 Global English

According to Crystal, a global language can only be recognised as such if it develops a special role in every country. It might seem as an obvious thing, but there are many sides to a “special role”. One special role could be that the language is spoken as mother tongue in many countries, e.g. English is spoken in e.g. Britain, USA, Canada, Australia, South Africa and Ireland. (Crystal 2003, 3) However, a language cannot be recognised as global just on the basis

of mother tongue speakers. Non-English speaking countries must decide to give the language a special role, e.g. a country can decide to make English their official language and, hereby, it becomes mediator of communication in governments and such. It can also be the priority language, meaning that it is the main foreign language taught for educational purposes. (Crystal 2003, 4) Crystal claim that English is a global language as it is spoken in more than 70 countries, which give language advancement to any other languages (Crystal 2003, 4). As stated by Crystal, in Scandinavia, there is a high percentage of high fluency English speakers. (Crystal 2003, 6)

In international academic and business communities the global language is largely appreciated as the general English competence grows, which leads to a common `working language` and the adoption of Lingua Franca. (Crystal 2003, 12-13)

Crystal clarifies the spread of English by illustrating the three concentric circles, and explains that there are three different ways in which the English language is taught and used today. These factors constitute a leading role with political and economic dominance that will keep a continuing interest in the language and, hereby, causes it to further develop. (Crystal 2003, 59-60)

1. *The inner circle* denotes the traditional bases of English with it being the primary language. This includes USA, UK, Ireland, Canada, Australia and New Zealand.
2. *The outer or extended circle* includes the early spread of English where it plays an important second language role, and has become the language of country's chief institutions. This includes Singapore, India, Malawi and more than fifty other territories. (Crystal 2003, 60)
3. *The expanding or extending circle* is the nations who recognises English as an important international language, and has no history of English colonisation or given English any special administrative status. This includes China, Japan, Greece, Poland, Scandinavia and an increasing number of other states, where English is taught as a foreign language. (Crystal 2003, 60)

Example of the three circles of English as suggested by Crystal



Crystal continues to explain the spread of English within areas of the media, such as movies, music, advertising, travel and Internet, arguing that English has credit for the worlds knowledge. (Crystal 2003, 110)

2.2.2 The English language and its influence on the Danes

Preisler underlines the importance of the English language in Denmark. Preisler conducted two investigations, one quantitative analysis with adults and their approach to English, and one qualitative with youngsters that represent the Anglo-American subculture in Denmark. (Preisler 2003) The investigation about the Anglo-American subculture is not relevant for this thesis as the focus is on the importance of the English language, thus the review will focus on the first investigation. Preisler argue that English in Denmark is seen "*from above*" and "*below*", where "*from above*" is the use of English skills that are mainly promoted by the

media, the educational systems, and many official and semi- official agencies. (Preisler 2003, 110)

In Denmark English is taught from the 4th grade, which gives an English advancement of nearly 80% of adults in the age of 10-15 who have been taught English. Preisler argue that the *formal teaching* of English within the educational system offers a tool for leaning how to write and speak English, but the use of English from “below” also play an important factor when it comes to the Danes and their English. Code switching is the use of English between non-English speakers that speak English among themselves. It explains not only the *how* but also the *why* of speaking non-native English. (Preisler 2003, 112)

Certain areas within the Danish society, e.g. corporate businesses, Internet and universities, has been internationalised or are involved in some sort of internationalisation, which means that the communication must be in English. (Preisler 2003, 112) He further elaborates the English dominance also depends on the structure of the social network as “*Danes hardly ever make a complete switch to English unless the assumption is that the audience is international and that Danish would constitute a barrier to communication* (Preisler 2003, 112-113)”.

However, many educators and Danes do believe that it would be a good idea to implement more English into the educational system as this may improve Danish children’s English proficiency. (Preisler 2003, 113) Preisler further claims that English as a foreign language has high-status in Denmark and a high majority of Danes are high proficient speakers, however, a minority of Danes have little or no experience with English. Preisler refers to them as “*English – have-nots*”, meaning that this minority, who are mainly adults above 45, have not been exposed to English in the same way as the generations are today. (Preisler 2003, 124)

Preisler further emphasises the importance of the English language, as he believes it is the key to internationalisation process. (Preisler 2003, 125)

2.3 The sociolinguistic perspective

The sociolinguistic perspective focuses on the individual language user. Hanne Tange and Jakob Lauring investigated communicative practices and English as a corporate language within 14 Danish organisations. They examined language barriers within a multilingual workplace. The two barriers are language clustering and thin communication. As this thesis

investigation focus on language barriers and export in a small company, it is, however, relevant to include this investigation because it focuses on language within international and corporate perspectives. (Tange and Luring 2009)

2.3.1 Language clustering

Tange and Luring define language clustering as the informal setting between speakers of the same national language. Language clustering can be seen as linguistic incompetence, where individuals perceive themselves as being competent English users, but prefer to speak in their native language and, hereby, consult others from same speech community, rather than speaking to experts from another language group. (Tange and Luring 2009, 225) Hereby, the language becomes exclusive, omitting those who do not speak the same language. According to managers, clustering weakens the internationalisation process or the trans-organisational knowledge-sharing and networks. (Tange and Luring 2009, 226) If the interaction only occurs with people from same speech community, the linguistic boundaries are inherent and people might miss out on important information. (Tange and Luring 2009, 226)

2.3.2 Thin communication

As Tange and Luring continue their investigation, they define thin communication as the lack of communicative practices if these are performed in a foreign corporate language, such as English. (Tange and Luring 2009, 226) Hereby, the corporate communication becomes formal and task-orientated, leaving people with limited linguistic registers in their second or foreign language. Thin communication might have a negative impact on the organisation in terms of information networks and knowledge transfers. (Tange og Luring 2009, 227) Their study shows that the lack or formalisation of communication might be a threat to the coherence and integration in the organisation. As the study, furthermore, shows that “*when using a second or foreign language, employees find that they do not achieve the ability to participate in and benefit from peer-based networks and knowledge-sharing* (Tange and Luring 2009, 227)”, which means that the thin communication are a threat to the organisation.

Their conclusion is that language clustering and thin communication fuels communication practises, hereof the lack of informations and results are evident. It leaves language users to seek toward members of their own speech community, which is an obstacle to cross-cultural communication. (Tange and Luring 2009, 228) Thin communication is "*linked to employees' self-perception, possibly concealing a sense of linguistic inadequacy* (Tange and Luring 2009, 229), which creates an uncertainty when using the language. The lack of English skills might leave the language user to miss out on important information.

2.4 The management perspective

The management perspective focuses on the language barriers that lie within the company. As my investigation focuses on language barriers and export, it is relevant to include the investigation made by Alan J. Feely and Anne-Wil Harzing, who investigate language management and their barriers within a multinational perspective, however, their implications on language barriers are relevant for H.L. Muffer. Only those barriers and options relevant for H.L. Muffer will be explained.

Before considering language strategies, the management must consider the level of the barriers by confronting them within three dimensions. These dimensions are: *Language Diversity, the language penetration, and the Language Sophistication*. (Feely and Harzing 2003, 39) The *Language Diversity* is how many languages a company possesses and manage. The *Language Penetration* is the number of functions that operates within a cross-lingual field. The *Language Sophistication* is the complexity and refined language skills that an employee possesses. (Feely and Harzing 2003, 39-40)

2.4.1 Language barrier dimensions and impact of language barriers

According to Feely and Harzing, managers must not underestimate the importance of language barriers. Managers should evaluate on the organisation's foreign language capacity, and language training should be a part of the company's strategic decisions. (Feely and Harzing 2003, 40-41) Feely and Harzing argue that companies seem to underestimate

language barriers due to the fact that it is a costly and time consuming process, however, by hiring external language specialists might also be a costly affair. (Feely and Harzing 2003, 40) Language barriers facilitate miscommunication which will affect the company when seeking toward international markets. Feely and Harzing illustrate some of the most noteworthy consequences of miscommunication in a international perspective. (Feely and Harzing 2003, 41)

Buyer/seller relationships

If facing language barriers when seeking toward international markets, an uncertainty about new markets will be evident. It creates a greater distance between seller and buyer when both parties have to communicate in a second language, which leads to less profitable deals. With this in mind, buyers are more likely to demand, "*negotiations are conducted in the costumers language* (Feely and Harzing 2003, 41)". If companies are unable to perform in the language of the costumer, it will affect not only export markets, but also all areas of the company, e.g. the sales department. (Feely and Harzing 2003, 41)

2.4.2 Language options

As proposed by Feely and Harzing, language issues should be confronted and dealt with. In order to overcome these barriers, companies have different options in order to achieve linguistic skills.

External Language Resources

When a company faces language barriers, an option could be to employ external resources, such as language professional to overcome these barriers. However, both interpreters and translators might not be the best economical solution, and they will insist on fully understanding "*the context of the subject matter* (Feely and Harzing 2003, 44)", which is not always possible, due to the "*complexity or specialisation of the topic*" (Feely and Harzing 2003, 44), meaning that the wider context need to be explained to an external source or due to confidential information. When hiring an language professional a sense of ambiguity and cultural overtones might be apparent when consulting costumers, however, a good interpreter should be able to convey the meaning and spirit of the communication. (Feely og

Harzing 2003, 44) As hiring a language professional might seem as a good idea, the company must be aware of the loss of rhetorical power when communicating through a third party, meaning that an interpreter is a “*poor substitute for direct communication* (Feely and Harzing 2003, 44).”

Training

A reaction to overcome language barriers within a business context, would be to consider language training. The language training industry has developed many different programmes at every level in many languages. (Feely and Harzing 2003, 44) An example given is Volkswagen who developed a language strategy that could be considered a model as how to manage language professionally. Their approach emphasizes the fact that language training should be a strategic choice rather than a tactical one. (Feely and Harzing 2003, 44) In order to go from basic language skills to “communications competence” requires many hours of training, but with realistic expectations of how much time it will take to complete language training, it will help the organisation and its employees in the end. (Feely and Harzing 2003, 45)

2.4.3 Summary

The literature elaborated on above offers a view of the importance of the English language within a corporate context. The three language approaches are linguistic, sociolinguistic and management approaches serves as a theoretical basis for my investigation. However, the key theories are the linguistic and management perspectives. David Crystal's view on English as a global language and Bent Preisler's investigation on Danes and English is the theoretical basis for understanding the importance of the English language. Within the management perspective, Feely and Harzing's view on language barriers, will also serve as main theory as this case study focuses on the language barriers within H.L. Muffer. Their approaches to the language barriers, and how to overcome these are highly relevant.

2.5 Export

Within the export review, different theoretical approaches to export intentions are explained and divided into sections, and contributes to the theoretical basis of export.

2.5.1 Managers orientations and perceptions on marketing management in foreign markets

According to Antonio Navarro, Francisco J. Acedo, Fernando Losada and Emilio Ruza export intentions, traditionally, were economical, leading toward today where many different variables decides firms export intentions. (Navarro, et al. 2014) The theoretical model proposes a dynamic perception that considers the past, present and future as interconnected perspectives including managers' perceptions, orientations, behaviours and attitudes when involved in foreign markets operations. The additional models presented in the article reflect the evolution within export sales from the past three years, highlighting the importance of managers' behaviours, orientations and attitudes when it comes to export decisions. (Navarro, et al. 2014, 198)

2.5.2 Export-orientated culture for export performance

As explained by Antonio Narravo-Garcia, F. Javier Rondàn- Cataluña and Francisco J. Acedo-González, the corporate culture affects strategic orientations and hereby affects the export decisions, which leads to the overall business performance. (Navarro-Garcia, A & Acedo-Gonzalez 2013) Hereby, successes or failures of the firm depend on the strategic orientation of the organisation due to the fact that it is imbued with the organisational culture. Their framework seeks to explain how the corporate culture and the strategic orientation are precognitions of business behaviour, competitive advantage and export performance. (Navarro-Garcia, A and Acedo-Gonzalez 2013) Their paper illustrates the strategic orientation of the firm is a important antecedent of organisational behaviour in the foreign markets, due to the fact that financial performance, human and management resources decides the export commitment. (Navarro-Garcia, A and Acedo-Gonzalez 2013)

2.5.3 Export choices

As explained by Jolanda Hessels and Siri Terjesen, smaller and medium sized companies are likely to be resource- constrained when it comes to international markets and MNE's. To be resource-constrained mean that one does not share the same market power and resources as an MNE. (Hessels and Terjesen 2008, 204) However, many SME's choose to seek toward international markets despite their lack of resources.

The export choice depends on what perception owners/managers have toward internationalisation. The first perception is whether to export or not, and secondly, to choose between direct and indirect export modes. (Hessels and Terjesen 2008, 203-204) According to Hessels and Terjesen, resource dependency and institutional theories seek to explain these choices and concerns the relationship between an organisation and its actors. The institutional theory argues that organisations operate within a social framework of norms, values and assumptions of what is believed to be proper behaviour. (Hessels og Terjesen 2008, 208) Resource dependency focus on a firm's willingness to establish connections in order to access resources, and hereby make active choices that will help their overall objectives. If a firm have the desire to export, resource dependency theory can be applied, explaining that resource dependency sees the firm's location in a favourable home market might help to increase the resources that are needed for export. (Hessels and Terjesen 2008, 207-208) Hessels and Terjesen argues that SMEs' have a rather small capital compared to MNE's, and, hereby, relies on the resources that are available to them in their home market. (Hessels and Terjesen 2008, 207)

As explained by Hessels and Terjesen, when a company desires to export the choice is between direct and indirect export. The direct export mode is the choice to export directly to costumers overseas and requires strong capital and resources, whereas indirect export mode is with help from intermediaries. (Hessels and Terjesen 2008, 204,207,208) Export intermediaries are important middlemen, as they are the link between the SME and international trade. Firms often seek towards intermediaries because they perform certain functions better or at lower costs as to what the SME are able to. The export intermediary also possesses a country-specific knowledge that the SME do not have. (Hessels and Terjesen 2008, 205) Even though the easiest way to export is with the use of an Intermediary, the more an SME operates within a global field, it may be easier to collect information directly about

customers, and this may cause the use of intermediaries to reduce and for the direct mode to increase. (Hessels and Terjesen 2008, 208)

2.5.4 Organisational behaviour and Export intentions

According to Berrin Dosoglu-Guner, the size of a firm is an important factor when it comes to the propensity of export intentions. (Dosoglu-Guner 2000, 72) Other factors that affect export intentions are product-related firm advantages, age of firm, technological advantages and resource commitment, and whether managers view export as an important strategic goal. Dosoglu-Guner argue that lack of interest to export or vice versa, is due to the behavioural influence of the organizational culture and ownership type, and the lack of interest is caused by behavioural factors more than financial. (Dosoglu-Guner 2000, 72-73) An organisation can be defined as either being organic or mechanistic. If an organisation is organic, it possess flexibility and spontaneity, and if mechanistic, it is possesses individuality or control, stability, and order. (Dosoglu-Guner 2000, 74) If an organisation moves from mechanistic to organic structure the tendency is that their internal productivity and investment return increase. (Dosoglu-Guner 2000, 74) Based on the above mentioned dimensions, the organisational culture is classified into four categories: *The market culture, the clan culture, the hierarchical culture and the adhocracy culture*. The *market culture* is characterised by its focus on competitive advantages and market superiority. The effectiveness is measured with productivity achieved through market mechanism. (Dosoglu-Guner 2000, 74) The *clan culture* is characterised by internal maintenance consisting of commitment, cohesiveness, and morale. The organisational effectiveness is measured by cohesiveness and personal satisfaction, which is more important than reaching financial goals. (Dosoglu-Guner 2000, 74) The *hierarchical culture* consists of a bureaucratic structure of rules, structures and uniformity. Here, stability, predictability and smooth operations, organisational effectiveness is accomplished when clearly stated goals are met. (Dosoglu-Guner 2000, 74) The *adhocracy culture* is characterised as an entrepreneur, creative and adaptable culture that sees innovation, profitability and growth as important to the organisation, and is moreover defined by important beliefs of flexibility and effectiveness, which leads to finding new markets and directions for growth. (Dosoglu-Guner 2000, 74) As argued by Dosoglu-Guner, organisational culture affects corporate behaviour and, hereby, firms with an entrepreneur, adaptable, risk-

taking, and future-oriented organisational culture, such as the *market* and *adhocracy* culture, might pursue international expansions as part of the corporate culture, and can be categorised as export friendly. (Dosoglu-Guner 2000, 74)

Ownership type and export intention

As stated by Dosoglu-Guner, the ownership type is important in defining whether the company is export oriented or not. The difference varies in whether the company is owner or management controlled. (Dosoglu-Guner 2000, 75-76) Owner-controlled firms are those owned by individuals, families or an entity. Manager-controlled are companies controlled by managers who are not under supervision from external groups. Dosoglu-Guner argue that owner-controlled firms are more willing to take risks for short-term achievements, and manager-controlled firms are more resistant, because they pursue security and prefer investment in long-term growth. (Dosoglu-Guner 2000, 76) Export activities are a part of a company's long-term, as its efforts is to increase holdings in international markets. Hereby, as owner-controlled firms believe in fast investment returns, exporting may not fit with their firm objectives, as this is a long-term goal, whereas manager-controlled firms see exporting as a part of a long-term strategic activity with firm growth and market value. (Dosoglu-Guner 2000, 76-77)

2.5.5 Summary

The literature elaborated on above offers different perspectives to firm's export intension, and will serve as theoretical basis within the export analysis. However, the claims made by Hessels and Terjesen on direct and indirect export modes, and Dosoglu-Guners arguments on the ownership type and export intension will serve as key theories, as these are relevant in establishing what export objectives that are characteristic for H.L. Muffer.

3.0 Methodology

The purpose of this chapter is to explain which methods and approaches are used within this thesis. First, approaches, here research design will be explained, then followed by an overview of data collection and empirical data. It is important to understand the methods used as these lay the foundation for this thesis and will help explain the approach that leads to answer the problem statement.

3.1 Philosophy of Science

Social constructivism is a scientific approach, which is shaped around human interests and how the reality is constructed. The world is constructed through human actions and society, emphasising the importance of culture and context. (Collin og Kjøppe 2014, 419-420) The reality is not shaped around natural science, but rather through human actions. (Collin and Kjøppe 2014) It is an ontological position where researchers construct their own meanings and experiences of a social phenomenon. A social phenomenon is something that is in a constant change and view organisations with less rules and regulations. (Bryman 2012, 32) When taking the constructivism stance, the researcher is requested to view the social reality as a continuing process. The other approach to constructivism is the epistemological consideration which claims knowledge is constructed through a social context. (Collin and Kjøppe 2014, 422) It involves the question of how and if the social world should be investigated. If the choice to investigate, interpretivism is the study of the social world, and how to understand humans and institutions and their actions. (Bryman 2012, 28) Due to the fact that this investigation is a case study of an organisation, it is relevant to implement the constructivist approach as it investigates a social phenomenon in a constant change, and as this investigation, furthermore, entails aspects of how human and organisations act within a specific field, interpretivism is also relevant. Within this thesis, the key points are an organisation's willingness to change, as it acknowledges language barriers and such.

The hermeneutic spiral is an approach, which is a continuing process between interpretation and understanding. It means that a researcher has a pre-understanding of a given situation that will lead toward interpreting new knowledge. (Collin and Kjøppe 2014, 231-232) In accordance with the constructivist approach, the hermeneutic spiral will lead toward how the

analysis creates a new understanding of the issues presented within H.L. Muffer. Before starting this investigation, the pre-understanding was that H.L. Muffer wanted to start an export unit. As the investigation continued, I found that the company had language barriers, which had to be examined and helped by gaining new knowledge. As new knowledge arose, the interviews lay the background for further investigation, which then lead to another understanding of the issues presented. As stated by Fuglsang et al: *“This process is continuous, as one keeps interpreting the gained knowledge, which leads to a new or broadened view on the subject. By using the hermeneutic spiral it allows you to gain a new insight and a further understanding, which is a never-ending process (Fuglsang et al. 2013, 293)”*, meaning that knowledge and interpretation will lead toward an understanding of the element the researcher deals with.

3.2 Research design – Case study

Research design is a framework used for collection and analysis of data. When choosing a research design it will reflect decisions and priorities given to the research process. (Bryman 2012, 46) A case study is the analysis of a single case or organisation where you examine a problem or research question that is provided. As stated by Yin: *“the objective is to capture the circumstances and conditions of an everyday or commonplace situation (Yin 2009, 48).”* In the case of H.L. Muffer, they have requested an investigation of the export opportunities, which also led to an investigation of the language barriers that are present in the company.

3.2.1 Qualitative research

In research strategy there are two approaches, namely quantitative and qualitative. The distinction lies in whether one chooses to use measurement or not. (Bryman 2012, 35). The qualitative research is often based on case studies, meaning that the context to be studied is the history and complexity of the given case, e.g. the language barriers of the management of H.L. Muffer. (Kvale 2007) The qualitative research can be conducted through several investigations, in this case the semi-structured interview is the main data for the analysis.

3.2.2 Semi-structured interview

The semi-structured interview is the most common way to do interviews when doing qualitative research. It contains a set of prepared questions and themes that must be covered. Another interview strategy could be a set of indirect questions, called a funnel-shaped interview, where the interviewer will reveal the interview purpose after the interview is completed. (Kvale 2007, 57) However, the semi-structured interview creates openness, which might change the questions due to the conversation flow and how people may answer. (Kvale 2007, 65) A good interview question should be asked in regards to thematic and dynamic dimensions. The thematic dimension involves the “what” of the research topic, language and export, and the dynamic dimension involves “how”, meaning that the questions should encourage the conversation flow, thus, the questions should be easy to understand. (Kvale 2007, 57) The semi-structured interview covers certain themes, and the themes that are investigated within the H.L. Muffer case are, company/product information, language barriers, export and management intentions toward export. The same issues will be covered in the interviews with their wholesalers, AO Johansen and Sanistaal.

3.2.3 7 stages of interviewing

The advantage of conducting qualitative interviews is the openness it gives to the process. (Kvale 2007, 33) However, there are no procedures as to how to conduct an interview, but there some choices at the different stages of the interview process. An interview can be shaped around a seven-stage process from the first ideas to the final report. (Kvale 2007, 35-36) The seven stages are: *Thematising, designing, interviewing, transcribing, analysing, verifying and reporting.*

Thematising is the process of investigating themes before conducting interviews. When themes are clarified, research questions are easier to formulate. (Kvale 2007, 35) At this stage, I investigated the themes of company/product information, language barriers, export and managers intention toward export, which made it easier to formulate the questions to the respondents, as all questions were divided into themes.

Designing involved producing an interview guide. An interview guide will help to keep focus on the themes that are the main purpose of the investigation. It is the planning process of the interview. (Kvale 2007, 35) I produced an interview guide that, as abovementioned, was

divided into themes. Firstly, company and product information and export questions were asked in order to gain knowledge about how the respondents felt about export intentions and possible co-operations. Secondly, questions about language barriers were designed, and thirdly, questions to the management were asked about H.L. Muffer in order to gain knowledge, not only about the company, but also about their export intentions. The interview guides are enclosed as appendix 1 & 2.

Interviewing is the process of the conducting the interviews with a reflective approach to knowledge and the interpersonal relation of the interview situation (Kvale 2007, 35). Three of the interviews were conducted over the phone, and one in person. The lengths of the interviews are between 7-15 minutes. The respondents chosen for my investigation are chosen due to their positions within their organisations. From H.L. Muffer perspective the representatives are managing director Henrik V. Larsen, and head of freight, Heidi Kristensen. The AO Johansen representative is René Dalgaard, who is product and exports manager, and from Sanistaal the market manager, Ole Engholm Breinbjerg, was interviewed. All respondents have been made aware of their names or company name are mentioned within the analysis.

All interviews are conducted in Danish, as all respondents speak Danish as mother tongue, however, when analysing quotes will be translated into English.

Transcribing involves the process of transcribing all interviews, which will be used as text material for the analysis. (Kvale 2007, 36) The purpose of transcribing interviews is to create text material for the analysis. (Kvale 2007, 94) There is no standard for transcribing, but the researcher must make some choices as to how to transcribe. Firstly, it must be considered if the interview is transcribed word for word, including repetitions such as mmh's, pauses and laughter, or, secondly, should the interview be transformed into a formal written style. (Kvale 2007, 95) The interviews within this thesis will be transformed into a more formal written style, omitting pauses, mmh's and such. The reason for doing so is the fact that the analysis is not a linguistic conversational analysis, but rather an analysis of the topic and the knowledge that the respondents have accordingly. (Kvale 2007, 95) All transcribed interviews can be found in appendix 3,4,5 and 6.

Analysing is the process of choosing what analysis mode is appropriate for the interviews. (Kvale 2007, 36) The analysis mode for this investigation is divided into themes and will be

enclosed as appendix 7,8,9 and 10. The quotes that are considered relevant to the investigation are those used in the analysis. All quotes have been translated into English. *Verifying* is to determine the validity, reliability and generalizability of the interview findings. The reliability denotes the consistency of the results and validity is whether the interview study investigates the intended or not. The generalizability is not present in this thesis, due to the fact the case study investigates some single issues within a specific company. Furthermore, all respondents are only capable of speaking on their own behalf and not for their entire company. (Kvale 2007, 36)

Reporting is to sum up the findings in a scientific approach that involves the ethical issues of conducting an interview study. (Kvale 2007, 36)

By following these seven stages from the beginning of the interview process could contribute to reduce difficulties, meaning that the interviewer produces a better knowledge, which leads to high quality interviews. Producing high quality interviews will, most likely, contribute to a significant knowledge that will ease the processes of analysing, transcribing, verifying and reporting. (Kvale 2007, 50)

3.2.4 Data processing

The data used within this thesis are transcribed interviews that will serve as empirical data for the analysis. The analysis is a thematic analysis, meaning that the interviews are divided into themes, company information, export and language. All quotes that are used in the analysis are translated into English. The thematic framework will be enclosed as appendix 7,8,9 and 10. (Kvale 2007)

3.2.5 Research Limitations and quality of the study

According to Kvale, it is important to have an objective awareness when conducting interviews. Objectivity refers to trustworthy knowledge that has been checked and controlled without any personal or prejudice bias to the subject. (Kvale 2007, 120) However, there are no universal standards and bias and pre-understandings do occur when doing interview research. As I am a part of H.L. Muffer, I cannot do an investigation of the organisation without possessing some kind of bias or pre-understanding of the subject. However, as a researcher

you must always remember the validity of the investigation, which mean that you must have a critical eye on the analysis, in order to avoid bias and selective perceptions. (Kvale 2007, 123)

I chose to interview the management of H.L. Muffer, Henrik and Heidi, due to the fact that I wanted to investigate their intentions toward export and language barriers, however, I could have chosen to include the CEO, production manager and sales representative, but the latter would not be relevant to the investigation, because they are not a part of the daily management or part of any decision making. However, the CEO chose not to be interviewed as he is getting older, and are to hand over the responsibilities to Henrik. (cf. appendix 5) The reason for choosing only two wholesalers was because they have subsidiaries in Europe, and are the largest wholesaler in Denmark who distributes H.L. Muffer's products. They will give a thorough insight into the Danish market, and what export opportunities there might be for H.L. Muffer, and, nevertheless, they offer their view on language barriers and the importance of English. I chose to use the qualitative method, even though it has been criticised for not being comprehensive enough, but this investigation is a case study of export and language barriers and therefore the choice was to conduct interviews with the respondents. The reliability of this thesis is whether the research findings are trustworthy, and if the transcription is followed accordingly. (Kvale 2007, 122) As mentioned above, I am aware of the bias that might occur, and all transcripts are transcribed accordingly. (See 7 stages of interviewing) As a researcher one is always questioning and checking the findings, which will lead toward a reliable research.

4.0 Analysis

The analysis is divided into two main themes, language and export. The first part of the analysis focuses on language, namely, linguistic, sociolinguistic and management approaches toward the language barriers, and the second part focuses on managers' intentions to export and export opportunities.

4.1 Linguistic issues

The linguistic issues focus on the importance of English as a language, and what language barriers that seem to appear within the management of H.L. Muffer. The data provided offers different perspectives toward the English language and how the respondents use it.

As stated by Crystal there is a high percentage of high fluency English speakers in Scandinavia. Moreover, within the international academic and business community, English is highly appreciated due to the English competence grow, which makes it a 'working language'. (Crystal 2003, 12-13) Within the management of H.L. Muffer, the interviews suggest that there are some barriers when it comes to English. As Heidi explains:

"Well, I would have to say that internally, I feel like, at the moment we are about to build a new production hall, because if we expand our market, which we want to, then at the same time, have to expand the production, like more machines, more space, there will also be a need for more storage, and I think that the way things are at the moment, where the delivery men pick up the goods at the delivery of goods, the case is that there might be better conditions, larger conditions, if larger trucks need to reverse and such. So on a practical level there are some things. However, another and more important challenge might be on the communicative area, like language, I will acknowledge that, but yes, there are some challenges, and then, of course, other challenges about investigating the markets you want to penetrate, and to establishing some sort of base to some wholesalers or something that will help us to get them out and achieve some business agreements and such. It is not as easy, I am aware of that". (Kristensen 2018, min.3.06-4.38)

The respondent has had English at Higher Preparatory Examination, but has not used it since, and further elaborates on her English language skills when asked about what her proficiency:

“Well, speech and writing it is the same to me, because for the both, I can tell that I can myself understandable if I were to talk to someone, but only moderately well, you know to show direction and where to shop and such, understandable and moderately well English (Kristensen 2018, min. 5.00-5.23)”.

Hereby, she claims that she is capable of speaking English, but would not be able to speak within a business context. If agreements were to be made she would rely on others to help.

This could place her in the category of “*English- have- nots*”, as stated by Preisler. (Preisler 2003, 124) However, his argument of age is not consistent with people of today. The reason for putting her in that category is mainly due to her education, which did not include any English teaching and she has not been exposed to the language as would be expected of people today. Another reason for putting her in that category, is the comment made when asked about if she would be able to speak English within a business context:

“My honest answer is no, I am not capable of speaking English that in any way could match the vocabulary or terminology within that business, it is hard enough for me in Danish, I am not educated within sewerage or the contractor business, so it is hard enough already, if I had to come across another language or English I would not be able to, so my honest answer is no (Kristensen 2018, min: 5.24 -6.03).”

From her point of view, she has some major challenges when it comes to language and it would be difficult for her to enter any business agreements. She also believes that H.L. Muffer has huge challenges toward the English language when asked how she sees the barriers within the company:

“A huge challenge, I think, well our language barrier is great, and my thought is that of course we would be able to reach a small part of the way with the linguistic

proficiency that we have, but in the long term when agreements are to be made or if people calls to ask about some ting, such as different dimensions and needs, then I really think that we the employees must go back to school, or then we must hire someone who know how it works (Kristensen 2018, min:6.04-6.47)."

She clarifies that H.L. Muffer would be able to reach a small part of the way, but when it comes to the technical and business terminology there is an enormous challenge. This is quite consistent with Henrik, the managing director. However, Henrik do not quite see the language barriers in the same way as Heidi, which could have something to do with his English proficiency and how he has been exposed to English. He has been taught English since 4th grade and states: *"It is alright, I know how to order a beer when I am abroad, well, I know how to speak English, but of course not super professionally (Larsen 2018, min: 5.29-5.55)".*

Hereby, he claim to be able to speak English, but not in a professional way. As according to Preisler, this would place him in the category of those 80% of Danes that have been taught English since 4th grade, and this should give him an English advancement. However, when asked about if he would be able to speak English within a business context, he claim that he would not be able to: *"Well, numbers are not language, but no, I know how to do it if I have to, but I would not be super professional, I will admit that (Larsen 2018, min: 5.55-6.24)".*

With the comment made about numbers and language could insinuate that he know how to do business rather than speaking a foreign language. He also claim that there are some barriers within the company, but nothing more than it can be dealt with: *"Yes, of course, but you can do what you want (Larsen 2018, min: 5.55-6.24)"*

As categorised by Preisler, he is supposed to be exposed to *"English from above"*, meaning that he has been exposed to English from the media and the educational system. Even though one has been exposed to *"English from above"* there are different levels of speaking English, and it is another area when it comes to speaking English in a business context.

As stated by one wholesaler, the respondent from AO Johansen, when asked about the importance of being able to speak business English he states:

"That's whole different ball game. When we talk products, which is the case here, then there is no doubt that you have to study the specific English idiomatic phrases,

because when it comes to negotiation and such, everyone who deal with products have tried when they start with this, then pretty much every Dane speak good English, and some quite good. But you can still, “come up for sale”, you can still when we start talking about product and you are in a meeting longer than just 5 minutes, when it begins to be more specific, and then you have to study the different phrases, and how, what the products are called, and what they can do, and all sorts of thing, so on that note, if that is what you mean by Business English on product level, then it is important to be capable of, or at least be acquainted with, because it is not enough to speak good English, there is a big difference to meet a Briton at The Rådhuspladsen (Copenhagen City hall square) and have a chat with him for an hour for fun, and then be in a product meeting for two hours . So, so absolute, it is very important to be capable of it (Dalgaard 2018, min: 7.39-9.09). “

Hereby, he establishes the fact that it is important to be capable of speaking English that can be used within negotiations. He claims that almost every Dane speaks quite good English, but that there are different levels of speaking English.

His arguments are quite similar to the other wholesaler, the Sanistaal respondent, who also believes that English is an important global language, when asked about being able to communicate in English within a international perspective:

“YES, and you have to be capable of it.... And you have to be able to do it... Well, if you come as someone who want to sell something, then you have to gave, chances are that the recipient are not good in English, but is able to understand what is said, and such, but the person who want to trade something has to be quite good.... (Breinbjerg 2018, min: 5.47-6.14)”

As the management seem to have language barriers, is not consistent with both Crystal and Preisler’s arguments of high percentage of English speakers in Scandinavia, and that there is a high majority of Danes that are high proficient speakers. Crystal claim that Scandinavia is placed in the *extended circle*, which mean that Denmark should recognise English as an important international language, and the fact that the spread of English through the media and Internet should furthermore give an advancement. However, the “spread of English” do

not seem to appear within the management of H.L. Muffer. This is quite dissimilar to the argument made about English is recognised as a global language and is spoken in more than 70 countries. (Crystal 2003, 4)

As stated by Preisler, those who have little or no experience are to be categorised as *English-have-not's*. If looking from a business perspective, it would be appropriate to place the management of H.L. Muffer as some, who have little or no experience with English. This is based on the arguments from both Henrik and Heidi. The latter claim that she can make herself understandable in English and Henrik, argue that he is able to speak English, but not in a professional way.

As stated by Preisler, the English language is the key to the internationalisation process, which supports the claim made by the Sanistaal respondent when asked about the importance of being capable of (business) English when wanting to start up export:

“It is, but not business English in that way, as you might think, but you have some technical products, in which you must trade on technics, and not on showing up in suits and be proficient in English, it do not matter, but you have some products that you need to explain. You can easily memorise a sales speech and use Google translate and such, but you have to realise that you will be asked counter questions, and then it do not help with “oh shit that is not my area”, and then you start to, the things you have learned, it was on a roll, it was just like listening to it on TV, and then you start to actually not being able to speak English, or something like that, when you are under pressure, and I have some of those who addresses me, we sometimes have some Italian products, or something French, or Belgian or something, who want to trade some products in Denmark, and it is safe to say that I have my own reflections if they are not able to speak English, but on contrary, I am not good at speaking German, and we do have some Germans who want to trade something, and we then agree, well I speak okay German, but then we both agree on to speak English because we both then are on unknown territory. And you might face that, as well, if you go to The Baltic States (Breinbjerg 2018, min: 6.14-7.50)

He underlines the importance of being able to speak English in a Business and technical context, and if you lack on those competences, it might cause the chance of international trade.

His response is quite similar to the AO Johansen respondent, when asked about being able to communicate in English on the international market; *“We must say that it is. 100% (Dalgaard 2018, min: 6.19-6.39).* He support his claim as the conversation continues about the issue of business English:

“[...] everyone who deal with products have tried when they start with this, then pretty much every Dane speak good English, and some quite good. But you can still, “come up for sale”[sat til vægs], you can still when we start talking about products [.....] (Dalgaard 2018, min: 7.39-9.09).”

Both wholesalers claim that if you want to trade your products internationally, you must be capable of speaking English, especially technical English, which is something that the H.L. Muffer management must take into consideration. Especially when Heidi claimed that she has difficulties with the technical terminology in Danish and hereby would not be able to communicate internationally:

“My honest answer is no, I am not capable of speaking English that in any way could match the vocabulary or terminology within that business, it is hard enough for me in Danish, I am not educated within sewerage or the contractor business, so it is hard enough already, if I had to come across another language or English I would not be able to, so my honest answer is no (Kristensen 2018, min: 5.24-6.03)”

This statement underlines the issues of the English language and would also categorise her as someone who has little or no experience with English. To highlight the importance of the English language, both wholesalers continue with their statements. The AO Johansen respondent argues:

“Well, my opinion, due to many years in the business, is that of course it is an important global language, it is English, and that’s it. But there are different ways of English. Some French companies have English as corporate language, but yet

again it is good to be capable of French, and the same goes for Germany and so on, but in general it is a big yes, it is important to be capable of English. And you must be capable of communicating in English. Sweden is an exception, due to it being an Scandinavian language, in terms of AO, but in general, which I believe is what you mean, right? (Dalgaard 2018, min: 6.40-7.31)“.

This statement backup the claim made by Jackson who also believes that English is the primary business language. (Jackson 2014, 274)

Secondly, the Sanistaal respondent also mentions the fact that he speaks English when he talks with foreign business partners. He explains that:

[...]I am not good at speaking German, and we do have some Germans who want to trade something, and we then agree, well I speak okay German, but then we both agree on to speak English because we both then are on unknown territory.
(Breinbjerg 2018, 6.14-7.50)

Hereby, as both parties agree on speaking English, they use the adoption of ELF,¹ which links the languages. With his claim made about the English usage, it is consistent with the assumption of English being viewed as a neutral and non-controversial language. Hereby many businessmen and technicians assume the minority know how to speak English, and hereby, take it for granted within an international perspective, which also seems to be the case for the Sanistaal respondent. (Jenkins 2009, 202)

The above findings establish the fact that the management within H.L. Muffer have language barriers when it comes to English. However, Henrik seem to have been exposed more to English than Heidi, which creates two different views on the language barriers. Even though Henrik seem to have better linguistic proficiencies than Heidi, there are different ways of speaking English, as both wholesalers claim. They claim that it is important to be capable of speaking English when seeking toward international markets. Hereby, it seems as the

¹ English as Lingua Franca

wholesalers take English for granted, and this could be an obstacle for the H.L. Muffer management, when they are not able to communicate English at a higher level.

4.1.1 Management approaches and Sociolinguistic issues

As the language barriers seem to be quite evident with H.L Muffer's respondents, it is important to further investigate what can be done. As stated by Feely and Harzing, language barriers should not be underestimated and should be a part of the company's strategic decisions. (Feely og Harzing 2003, 40-41) There are three dimensions that the management should consider, which is the level of the barriers if they want to confront the language issues, and continue toward the impact of language barriers and solution to these issues.

Language Diversity, is how many languages a company possesses. It is the assumption that both respondents from H.L Muffer only possess one language, namely Danish. Both Henrik and Heidi claim that they are not good English speakers when asked about their language skills. Both claim that:

" (...) another and more important challenge might be on the communicative area, like language, I will acknowledge that (Kristensen 2018, min: 3.06-4.38)", which indicates that she is aware of the problem, and further elaborates on the language issues and internationalisation:

"[....] I really think that we the employees must go back to school, or then we must hire someone who know how it works (Kristensen 2018, min: 6.04-6.47)."

Her perspective is quite consistent with Henrik's statement: *"You could take some classes or then you could, if you could see that "oh we can make a profit on this", then we will have to hire someone (Larsen 2018, min: 6.24-7.02)."*

Language Penetration is to what extend that the language affects the communication within the company. As stated by Feely and Harzing, companies used to have language specialists dealing with the communication, but today all levels and functions within a company are affected by language. As H.L. Muffer is a rather small company, they do not have many different functions, which means that the management will be affected at all functions if they chose to seek toward international markets, due to the language barriers and the fact that

they choose not have any language specialists employed. Both wholesalers claim that it is important to be capable of English if seeking toward the international markets. The AO Johansen respondent states that:

“Well, my opinion, due to many years in the business, is that of course it is an important global language, it is English, and that’s it. But there are different ways of English. Some French companies have English as corporate language, but yet again it is good to be capable of French, and the same goes for Germany and so on, but in general it is a big yes, it is important to be capable of English. And you must be capable of communicating in English. Sweden is an exception, due to it being an Scandinavian language, in terms if AO, but in general, which I believe is what you mean, right? (Dalgaard 2018, min: 6.40-7.31)”

Hereby, he argues that English is an important language within an international perspective. According Feely and Harzing, the linguistic expectations within all functions of a company have changed, meaning that all employees must possess linguistic skills. Hereby, the management of H.L. Muffer are more affected than if they were a multinational company with many functions. The Sanistaal respondent puts it this way:

“... And you have to be able to do it.. Well, if you come as someone who want to sell something, then you have to gave, chances are that the recipient are not good in English, but is able to understand what is said, and such, but the person who want to trade something has to be quite good. (Breinbjerg 2018, min: 5.47-6.14)

As Sanistaal claim, if a company want to do international business the English linguistics must be quite good, which is consistent with the linguistic expectations that Feely and Harzing explains.

The *Language Sophistication* is the refined and complex language skills an employee possess. As mentioned above, the H.L. Muffer respondents do not possess any refined language skills. Heidi claims that she does not possess a English proficiency that it required for international business:

“Well, speech and writing it is the same to me, because for the both, I can tell that I can myself understandable if I were to talk to someone, but only moderately well, you know to show direction and where to shop and such, understandable and moderately well English. (Kristensen 2018, min: 5.00-5.23)

Henrik claims that he is capable of speaking English moderately well, but not on an international level, then the language would have to improve: *“Yes, exactly. It is either to take classes myself if you can manage it, or if you can see that you can profit from this, well then we are able to finance for another employee.. (Larsen 2018, min: 6.24-7.02)”*.

As the dimensions of the language barriers have been established, it is important to take a look at the consequences of miscommunication and language barriers. Thin communication, proposed by Tange and Lauring support the claims of miscommunication made by Feely and Harzing.

The *Byer/seller relationships* are affected by uncertainty and might cause for chance of making profitable deals. (Feely and Harzing 2003, 41) Their assumption is consistent with Tange and Lauring’s investigation on *thin communication*. The *thin communication* is the misinformation and lack of information that will appear in communicative practises when working in a foreign language, such as English. (Tange and Lauring 2009, 226) As H.L. Muffer desires to expand their business abroad, it is important that the language barriers are taken seriously. As clarified by both wholesalers above, it is important that you are capable of speaking English. When dealing with the byer/seller issue, Henrik elaborates on the fact that they have had some experiences with foreign trade, but not much:

“We have some. We have sold some to Norway and Sweden and a small amount to Germany.... “ It is primarily costumers who have addressed themselves directly. (Larsen 2018, 3.28-3.47)”

It is assumable that if the H.L. Muffer management had better English skills, there would be a chance that they already were in the internationalisation process. As stated by Feely and Harzing, a buyer is most likely to demand that any negotiations are conducted in costumers language, and if the seller is not able to do so, there might not be an agreement. (Feely and

Harzing 2003, 41) Furthermore, as proposed by Sanistaal, all foreign negotiations are conducted in English, and if the seller is not capable of English, it might have a negative effect on the negotiations:

[...] Well, if you come as someone who want to sell something, then you have to have, chances are that the recipient are not good in English, but is able to understand what is said, and such, but the person who want to trade something has to be quite good. (Breinbjerg 2018, min: 5.47-6.14)

It is not the buyer/costumer who has to have great English skills, but the seller has to be, however this seem as a quite arrogant comment, due to the fact that all participants must be capable of speaking English in negotiations. The AO Johansen respondent claims that all negotiations with their subsidiaries are conducted in English, but on the contrary to the Sanistaal respondent, his assumption is that if you are passionate about your products the language should not be an obstacle:

“Well, my opinion is that you start, if you want to and believe it is right. I have, of course, in connection with what I said earlier, then it is a must, but I would say that it is a challenge, of course. But it is no obstacle for a company to start selling their products abroad. In the end, it is about getting trade up and running, and then the language follows. My experience is that, by obtaining good relations will help and to get close to the people you trade with. So, if you are not that good in English, I still believe that if you are passionate for your products, and want to be heard, then I believe that you should walk the plank and try. It is, of course, a challenge because you want to look professional, within our business, and you in regards to H.L. Muffer (Dalgaard 2018, min: 9.43-10.51).”

This is not consistent with the *thin communication* issue or the fact that it creates a larger distance between the seller and buyer if they are not able to communicate with each other. If *thin communication* occurs, chances are that knowledge-sharing and important information regarding e.g. export opportunities will fail. Furthermore, if the seller is not capable of

communicating in English, chances are that it might be a threat to the company, as proposed by Tange and Lauring. (Tange and Lauring 2009, 227)

When language barriers occur it is important that the management acknowledge them and seek toward a solution. As suggested by Feely and Harzing, there are different options. Firstly, the company could employ external language resources, such as translators or interpreters. (Feely and Harzing 2003, 44) As already established, the management of H.L. Muffer are aware of the language issues. As Henrik states:

“You could take some classes or then you could, if you could see that “oh we can make a profit on this”, then we will have to hire someone (Larsen 2018, min: 6.24-7.02)”, when asked about improving the language barrier within the company. His statement is similar to Heidi’s statement:

[..] *“when agreements are to be made or if people calls to ask about some ting, such as different dimensions and needs, then I really think that we the employees must go back to school, or then we must hire someone who know how it works (Kristensen 2018, min:6.04-6.47).”*

Both managers agree that it would be a good idea to hire external language resources, if the company expands internationally. However, Henrik claims that he would only hire external resources, if he sees that H.L. Muffer can profit from it: *Well, if I can see that it will provide enough money to hire someone then that is what I will do (Larsen 2018, min: 7.02-7.34).”* As stated by Feely and Harzing, it is a rather expensive solution, which is also something that Henrik considers. Heidi, on the other hand do not seem to consider the economical issue, which might have something to do with the fact that she not part of the daily decision-making as Henrik is.

If a company chooses to hire language professional, Feely and Harzing suggest that a good interpreter should be able to convey the meaning and spirit of the communication, but they should be aware of the ambiguity it may cause. It is not always a good idea to use a third party, due to the fact that the direct communication is lost between the seller and buyer. (Feely and Harzing 2003, 44) The Sanistaal respondent share the same opinion and states:

“Yes.. The contract, you can say, and many potential terms you have to land, and so on, and if it comes to a place where you have to speak legal English in order to sign a deal, well, then you must purchase that performance, lets say, if you are not capable of, then you have to purchase a couple of hours with a lawyer, who is capable of English, and by that way push it through, and have them as legal counsel, but I would have more respect of someone who is able to explain to me in English what the product’s advantage and performance is, and such, instead of being capable of talking about the stock market in high pace, because I do not care about that, I want to hear about the products and how they work, and especially what that product can offer us and make a change. That is what I want to hear. And not smart English (Breinbjerg 2018, min: 11.40-12.49)”,

The Sanistaal respondent believes that when you have to land a contract, you are able to hire a lawyer that could help you with the legal and technical issues, but it would respect it more if the seller is able to explain the products advantages and how they can make a change. Hereby, it would be a good idea to consider language training as a part of the strategic choice for the company. As already determined, the H.L. Muffer management have considered language training. As argued by Feely and Harzing, it is time consuming to undergo training, but it will help the organisation in the end, which is also suggested by the Sanistaal respondent:

“Well, you just have to be capable of it, and then you could test it, what is the worse that can happen than to just go somewhere, it could be fun to see how far you can go with this, on the basis of what we have, if it is something you to do now, or in a year, or whether it is in your 5 year plan, and if it’s in 5 years, then they have to, well of course if you have 5 years, then Henrik (H.L. Muffer, red.) have to take evening classes for 5 years (Breinbjerg 2018, min: 9.24-9.58).”

As the Sanistaal respondent claims that you might as well prepare your business for export if it is a part of your business. The AO Johansen respondent has quite another assumption to the issue as mentioned earlier, and claims that it is more a challenge than an obstacle. He claims: [...] *But it is no obstacle for a company to start selling their products abroad. In the end, it is about getting trade up and running, and then the language follows[...]* (Dalgaard 2018, min:

9.43- 10.51)” and continues that to his experience it is more about achieving good relations, which will help to get close to the people you trade with.

However, if you are not able to communicate in English, and only communicates in your national language, it may cause for a *language clustering* effect, which weakens the internationalisation process as Tange and Luring suggests. (Tange and Luring 2009, 225-226)

The findings show that the language is important when a company seek toward international trade. The wholesalers claim that all their negotiations with foreign partners are conducted in English. If you are not able to communicate in English it may cause for international business opportunities not to succeed.

4.1.2 Managers intention to export

According to Dosoglu-Guner the size of the company matters when it comes to export intensions. These factors can be *product-related firm advantages*, resource commitment and whether the managers see export as a strategic goal. (Dosoglu-Guner 2000, 72-73) As stated by Henrik, H.L. Muffer have product-related firm advantages:

“There are competitors, but I would have to say that we are alone at the top. We are somewhat the preferred, also because that we, they know that, oh well, its H.L Muffer, they are also sewer contractors and all that, they know that they can get the help (Larsen 2018, min: 2.49-3.14).”

If a company does not have any competitors, or as stated by Henrik, there are some competitors, this might lead toward export, due to the fact that H.L Muffer is believed to have a rather large market position within in Denmark. It is assumable that when a company have achieved home market favourability, this could create an opportunity to expand internationally. Heidi’s statement is similar to Henrik’s, when asked about the products and how she sees export opportunities:

“Well, on the face of it [sådan lige umiddelbart], I think that our export opportunity is obvious, but it is about taking the plunge, the way I see it, because at one point

we are ready and on other points we are not, but to take that plunge need a bit more courage, I think, because the way I feel about it is that, we have developed, or the CEO has developed a great product, which considers a need that I believe is not only in Denmark, but generally worldwide, and then the huge challenge for us, is to investigate and inspect the markets that we intend to penetrate, and then to adjust out product and marketing to that, and approvals and such (Kristensen 2018, min: 2.02-3.05)."

She believes that H.L Muffer has developed a great product that not only considers a need within Denmark but worldwide. As the managers both agree on product advantages, it can be argued that they, furthermore, view export as an important strategic goal. As Henrik states: *"Previously it was long-term, but now it probably has become short-term, they are starting to demand the product (Larsen 2018, min:4.18-4.33)*

He, hereby claims that the export is part of the company's short-term goal, but only if H.L. Muffer is able to finance it:

"That I will, damn well, finance by myself, or else it will not happen. We run by being self-financing and have always done so. Then I would rather it taking more time to investigate the markets, we are certainly not putting ourselves into debt (Larsen 2018, min: 3.47-4.08)."

However, as the demand is to be self-financing throughout the internationalisation process the resource commitment will happen accordingly, seems quite self-contradictory to the point made about export being a short-term goal. However, it is assumed that the economical issues are considered as the company is in the process toward export. The marketing process will happen as the company figures out which markets to penetrate. Heidi states that: *"[...] is to investigate and inspect the markets that we intend to penetrate, and then to adjust out product and marketing to that[...]" (Kristensen 2018, min: 2.05-3.05)"*.

As stated by Dosoglu- Guner, the organisational culture influences export intentions, and the organisation is viewed as either organic or mechanistic. However, the assumption is that H.L

Muffer is mechanistic organisation. This assumption is based on what the interviews contributed. Henrik claims that H.L Muffer will finance the export by himself or else it will not happen, which could indicate that the organisation possesses control and stability and nevertheless order:

“[...] We run by being self-financing and have always done so. Then I would rather it taking more time to investigate the markets, we are certainly not putting ourselves into debt (Larsen 2018, min: 3.47-4.08)

Whereas Heidi claims that the organisation is somewhat ready for export, but it is about *“[...] taking the plunge, the way I see it, because at one point we are ready and on other points we are not... (Kristensen 2018, min: 2.05-3.05)”*

The organisation is not taking any chances, which could place them as a *hierarchical culture* where stability, predictability and organisational effectiveness are main factors. (Dosoglu-Guner 2000, 74) At the same time, the organisation can be categorised as the *market culture* due to the claims made above about their market superiority: *“[...]but I would have to say that we are alone at the top. We are somewhat the preferred (Larsen 2018, min: 2.49-3.14). “*

Dosoglu-Guner claim that those organisations, who are categorised as the *market and adhocracy cultures*, are those might pursue international markets, however in the case of H.L. Muffer the assumption is that the organisation is a mix of being a *hierarchical, market and adhocracy cultures*. The latter is mainly based on the fact that H.L. Muffer currently sees export opportunities as a short-term goal due to product inquires from foreign countries, and hereby, sees profitability and growth as important to the organisation as stated earlier by Henrik: *“[...]but now it probably has become short-term, they are starting to demand the product (Larsen 2018, min:4.18-4.33)”*

Henrik does, however, contribute to the *hierarchical* issue by stating:

“That would be to locate, of course to talk across a wholesaler abroad, maybe someone we already have a co-operation with today, it would be the easiest way instead of us having to send someone out to each costumer. That would be difficult, then we would have to start-up a new department, buy buildings and such, then we would have to borrow money, then it is better to use someone within the field (Larsen 2018, min: 4.46-5.28)”

Hereby, he claims that it would be easier to talk with foreign wholesalers instead of H.L. Muffer having to invest or even loan money to expand the business, which could be viewed as an hierarchical culture that believes in stability and predictability.

As H.L. Muffer is mainly viewed as a *hierarchical culture* could lead toward the assumption that the company was manager-controlled. As explained by Dosoglu-Guner, a manager-controlled firm is hesitating when it comes to export due to the fact that they pursue security and long term investment, leading toward export activities as a long-term goal. (Dosoglu-Guner 2000, 76) The case is that the company is, in fact, owner-controlled:

“Yes, my name is Henrik Larsen and I am co-owner of H.L. Muffer in Ranum, and I run the business with the old man (Hans Larsen, red.) each day and it is me who as such is the superior decision-maker on a normal day (Larsen 2018, min: 0.00-0.26).”

However, it can be argued that H.L. Muffer is owner-controlled with a management perspective imbued with an organisational culture mix. This assumption is based on different facts:

A) All quotes made about the company and its willingness to start export are argued to be from a hierarchical perspective, as H.L. Muffer do not wish to start anything without being capable of funding it themselves, (Larsen 2018, min: 3.47-4.08, 4.46-5.28) and the fact that they are resistant when it comes to taking chances. (Kristensen 2018, min: 2.05-3.05)

B) The fact that Henrik claims he is in charge of daily management and co-owner, and sees export as a short-term goal can be argued to be owner-controlled perspectives, as an owner-controlled company believes in fast investment returns and short-term achievements.

This hypothesis lead toward a company willing to start export based on it being an organisational culture mix of the *market, hierarchical and adhocracy* cultures. Firstly, the organisation possesses market superiority and hereby sees export as a short-term goal with

growth opportunities. Secondly, the organisation has a resistant factor, not willing to take any chances viewed is from a hierarchical perspective, which lead toward the owner and manager-controlled firm. Henrik is co-owner but is also the primarily daily manager, which could make him believe in strategic activities with more firm growth and market value, before making any decisions toward export opportunities.

H.L. Muffer ApS is viewed as a mechanistic organisation imbued with different culture perspectives, due to the fact that it is owner-controlled with a manager perspective:



4.1.3 Export choices

H.L. Muffer ApS can be defined as micro sized company as they only have 5 employees including the management. (OECD 2018) As explained by Hessels and Terjesen, many SME's choose to export even though they do not possess the same resources as MNE's, and that the choice depends on what perceptions that managers/owners have toward internationalisation. (Hessels and Terjesen 2008, 203-204) The choice is either to export or not, and to choose between direct and indirect export modes. As established above, the management are willing to start an internationalisation process, but due to the fact that it is a mechanistic organisation that demand stability and control, the managers are more resistant than what could be normally expected of such a company size. As stated both by Dosoglu-Guner, Hessels and Terjesen, smaller companies seem to be more willing to start export due to increasing their

profit. However, with some restraining forces, H.L. Muffer can be categorised as a company that have decided to export, which places them within the resource dependency theory that sees a home market favourability as a help toward increasing resources that is needed for export. (Hessels og Terjesen 2008, 207-208) As explained by Henrik, H.L. Muffer is in the process of expanding the business with export due to increasing product demands, and claims that “ *Well, the problems that they have in Denmark, those are also problems that they have abroad, so that should not be a problem* (Larsen 2018, min: 3.14-3.28)”, when asked about export opportunities. Heidi makes a similar statement, as she believes that the product, which the CEO has developed, it a product that can be used worldwide. (Kristensen 2018, min: 2.05-3.05) Hereby, the export choice has been identified, which lead toward what kind of export mode is preferable. The direct and indirect export modes are both considerable due to the different opportunities they offer. As explained by Hessels and Terjesen, the direct export mode is to export directly to costumers and indirect export mode is with help from an intermediary. As stated by Henrik, their largest wholesalers are AO Johansen and Sanistaal (Larsen 2018, min: 2.20-2.48), who both companies have intermediaries abroad. The AO Johansen respondent claims, when asked about their Danish market position:

“AO Johansen, on the area that concerns H.l. Muffer, which I assume it is about, which is the VA area, we are placed as no. 2. Brdr. Dahl must be the largest on the market, and then us. We also have a firm called scanpipe. (Dalgaard 2018, min: 0.46-1.10).”

AO Johansen has 2 subsidiaries, one in Sweden and one in Estonia, where it is possible to order H.L. Muffer’s products:

“We have 2 Subsidiaries, one is Swedish with Swedish departments, primarily here in North Sweden, or South Sweden, sorry, and then we have a company in Estonia, which is quite special, due to the fact that the company deal only with VA and small amount of tools, and do not have H.L. Muffer on stock. In Sweden is somewhat the same. It should be said that in Estonia is only water supply, which is quite special, we do not have that in Sweden. We have VA and tools only. We do not have in Sweden, or we have, H.L. products on stock, they are in Sweden, meaning that day

to day delivery, so you can say that the same 14 on stock products are available in Sweden, and, furthermore, they are visible on our web shop which we make an effort off. (Dalgaard 2018, min: 1.49-2.54)

Hereby, there could be an opportunity for indirect export, as it is possible to order on their web shop. The same opportunity is possible with Sanistaal, who has Subsidiaries in Germany, Poland, Latvia and Lithuania. The Sanistaal respondent claims that they are in the top 3 within Denmark, and are willing to have as many H.L. Muffer's products as the demand is for:

"As many as the costumers demands. I think we have many created in our system, and then we have something called stock products and T3 goods. The T3 goods are known as special order, which we still price and picture maintain, and make sure all data are also visible on our web. In that way, the costumers can see that we have them and can buy the. Just how many, I do not know, but we have quite a lot. Sanistaal is that type that if a costumer or if several costumers demand that we have them on stock as stock goods, well then of course we take them in. (Breinbjerg 2018, min: 1.12 - 2.18)."

As the choice for indirect export could seem as an obvious choice for H.L. Muffer, and the fact that Henrik made the comment:

"[.....] to talk across a wholesaler abroad, maybe someone we already have a co-operation with today, it would be the easiest way instead of us having to send someone out to each costumer[...] (Larsen 2018, min: 3.28-3.47)."

This would also be an indication of the export choice, however both wholesalers claim that they do not have the same products abroad as in Denmark. The exception is the Swedish AO Johansen department:

"[....] you can say that the same 14 on stock products are available in Sweden, and, furthermore, they are visible on our web shop which we make an effort off (Dalgaard 2018, min: 1.49-2.54).

At their Estonia department they deal only with water supply, which is quite different from Sweden. The AO Johansen respondent further estimates:

“Yes, it depends on the market that we operate in. Here we are talking, for what concerns AO, Sweden and Estonia, which we just talked about. Whether there is a tradition for shrink joints, which is H.L. Muffer’s domain, and if it is even legal, Estonia do not have traditions for using shrink joints at all, Sweden have it, partly, so that might be the market to penetrate via Denmark. (Dalgaard 2018, min: 3.02-3.33).”

The AO Johansen respondent estimates that there would not be a market for H.L. Muffer’s products in Estonia due to difficulties in market penetration, and the fact that Estonia do not have traditions for using shrink joints and continues that if H.L. Muffer were to penetrate the market it should be through their Subsidiary in Sweden.

The AO Johansen respondent further elaborates that it would be near impossible to penetrate Estonia:

“I have investigated a bit before today. In Estonia, it is very close to, if not impossible, or it is at least not something we would enter, or would say that we would enter, we do have the products on stock, so it is durable, but the opinion is that, in Estonia I do not think that there is a market for shrink joint. However, it would be easy for us to access. There is an small opportunity. In Sweden there is a better opportunity, as mentioned before, you are found in our web shop or our Swedish web shop, where we have stocked products at our central warehouse in Denmark, where all goods to Sweden are from, so it is day to day delivery, if the possibility is there. We might be able to make an effort, however, there is a tradition for doing it otherwise, but we have sold a small amount of H.L. Products in Sweden, not much. There is not a tradition for it, but there might be an opportunity to penetrate, in contrary to Estonia. (Dalgaard 2018, min: 4.11-5.22)

The AO Johansen respondent estimates that there might be an opportunity, but not something that would be relevant. It would be easier to penetrate Sweden as they have sold some H.L. Muffer products, and could do a day-to-day delivery to Sweden.

At Sanistaal the indirect export mode also seems to be difficult to utilize, due to the fact that they do not seem to have any contact with their subsidiaries other than central departments, such as HR and bookkeeping:

“Well, by principle, we do not have, as I wrote to you, we do not have that much contact with each other in the Subsidiaries, we do, of course, have some central things such as bookkeeping and HR and so on, but on products and market relations we do not talk that much.

We might have the same suppliers, but I do not negotiate e.g. a deal for Poland or Germany. They do that decentralised in the different departments (Breinbjerg 2018, min: 2.19-3.11).”

The difference is, however that the Sanistaal respondent is more positive toward H.L. Muffer’s products, when asked if he sees an opportunity for their products overseas:

“I do, lets say H.L Muffer would like to export and there is a market for it and if you could use those places, then, of course, I would hand on my experience to, I know who to contact over there, of course we have a dialogue. (Breinbjerg 2018, min: 3.12-3.36).”

Sanistaal further estimates that both Norway and Sweden would be a good place to start and that Britain also might be an opportunity:

“ If it is in your future business plan that you, you want to export on this, Denmark is too small, eventually, but why not Norway and Sweden instead (Breinbjerg 2018, min: 10.40-10.44)

“Britain is also a big market, but with someone who speak it as mother tongue (Breinbjerg 2018, min:10.41-10.44)

The Sanistaal respondent believes that it might be difficult to penetrate the British market due to the language barriers that seem to be consistent within the H.L. Muffer management.

Even though the Sanistaal respondent is positive toward an export opportunity, and the fact that Henrik states the easiest way for H.L. Muffer to do a market entry would be through an intermediary, and hereby not use the direct export mode:

" [...]That would be to locate, of course to talk across a wholesaler abroad, maybe someone we already have a co-operation with today [...] (Larsen 2018, min: 4.46-5.28)."

However, Sanistaal elaborates that they would not be able to start a co-operation due to the fact that they do not have much contact with their subsidiaries. They would be able to make contact with their foreign partners and hereby, establish a contact:

"So, of course you can pass on some information on what and how that this is a product we use a lot here and it is a good supplier, we support and such, is this something that you can use? But that would be it for me, and then it would be up to you to carry on (Breinbjerg 2018, min: 3.36-4.04)."

This leads toward the claims made by Hessels and Terjesen, who argue that firms seek toward intermediaries as they serve as middlemen and hereby link the SME to the international trade. Sanistaal could be categorised as intermediary, as they claim they would be able to establish a contact with their subsidiaries. However, as Hessels and Terjesen argue, an export intermediary possesses a country specific knowledge but that is not the case here. As the Sanistaal respondent explains, they do not have much contact with their Subsidiaries but know whom to contact if needed. The Sanistaal respondent believe that:

"[...] The Baltic States, or in Poland, I believe that there is a tradition for going out to present something, and then you might go out to dinner at night [...]" (Breinbjerg 2018, min: 10.44-11.19).

This could indicate that the Sanistaal respondent is aware of some business traditions, but do not possess any form of country specific knowledge, which leads toward the claim made by Hessels and Terjesen that the more SME's operates internationally the possibility for direct export mode increases. (Hessels og Terjesen 2008, 208)

However, giving the fact that, the H.L. Muffer management seem to have language barriers could cause some problems if they are to use the direct export mode. As explained by Henrik in the language section, he would be able to communicate in English, but not in a super professional way. (Larsen 2018, min:5.29-5.55) He would be, as stated by Preisler, placed among those 80% of Danes who have been exposed to English and hereby have learned "*English from above*", but there are many different ways of speaking English. He has thought of hiring a language expert, but this is an expensive solution. Heidi is considered to be an "*English-have-not*" and claims that she is not capable of speaking English with any foreign wholesalers. Hereby, there is a possibility that H.L. Muffer is not capable of utilizing the direct export mode.

The hypothesis is therefore that H.L Muffer is a organisation that will use both direct and indirect export modes, depending on how they deal with their language barriers. Sanistaal is capable of establishing a contact with their Subsidiaries, which is use of the indirect export mode, and hereafter H.L Muffer have to continue, which lead toward direct export mode. The direct export mode is more difficult when not being able to speak English, but is not impossible. If they decide to deal with the language difficulties, it would be possible for H.L Muffer to operate more within the global field and collect the information directly of costumers, and hereby continue with the direct export mode, which could profit more in the end.

H.L. Muffer is as an organisation capable of mixing the indirect and direct export mode, when dealing with their language barriers:



5.0 Discussion

The analysis focused on two main themes, language and export, as the purpose of the investigation was to investigate what obstacles language barriers would create when a company has export intentions. Another purpose was to investigate what opportunities the company had in order to start an export unit. Their two largest wholesalers, AO Johansen and Sanistaal was involved due to the fact that they both have subsidiaries in Europe, and could offer their view on language challenges and export. The first part of the analysis was to investigate language barriers and was divided into linguistic, sociolinguistic and management approaches to language barriers. Within the linguistic issue it was discovered that the H.L. Muffer management had language barriers, which was not consistent with the claims made by Preisler and Crystal, who claim that there is a high percentage of English speakers in Scandinavia and that there is a high majority of Danes who speak English at high level. As it is discovered that there are some language barriers lead toward the wholesalers that underlines the importance of being able to speak English when wanting to expand the business with export. Hereby, a part of the problem statement is answered, namely, how language barriers could be an obstacle, when seeking toward expanding the business with an export unit. The next issue involved management approaches and sociolinguistic issues toward the language, and it was discovered that several things could be done in order to overcome the issues. Furthermore, Sanistaal claimed that if it were a part of H.L. Muffer's business plan to start export, it would be a good idea to go back to school in order to improve the English language. AO Johansen, however, claimed that it was not an obstacle with the language barriers, if wanting to start export, it was more important to establish good associations with the foreign relations. With the language barriers recognised, the export opportunities were exposed. The analysis showed that the management has intentions of export, despite the fact that has aspects of a mechanistic organisation with a hierarchical culture. The export intentions lead toward the investigation of what export opportunities were possible for H.L. Muffer. The analysis showed that both direct and indirect export modes were possible for H.L. Muffer. The indirect export mode would be to use Sanistaal as an export intermediary, however, as Sanistaal claimed, they would only be able to function as an intermediary to establish a contact with their subsidiaries, and H.L. Muffer would have to use a kind of direct export mode if they deal with their language barriers.

Due to the fact that the export opportunities have been investigated has also led toward answering the problem statement.

6.0 Conclusion

As the analysis showed the management of H.L. Muffer have language barriers, which is an obstacle when seeking toward an internationalisation process. Both Sanistaal and AO Johansen claim that if you are not capable of speaking English within a business context, it will be complicated to trade at international level. As stated by both Sanistaal and AO Johansen, English is highly recognised and the adoption of ELF is fairly used in international perspectives. It was also discovered that there are different ways of speaking English, depending on what environment you are in contact with. Hereby, as H.L. Muffer deal with specific products, they have to be quite good at the English technical terms. The analysis discovered that the management have enormous difficulties with the technical terms, even in Danish, so this will be a challenge for them. As the language barriers have been clarified, the issue of how to overcome these was also revealed. Based on these facts, one way of dealing with the language issues was, for the management, language training or to hire language professional. As hiring a language professional is a quite expensive solution, it was suggested by Sanistaal that the language training should be a part of a 5- year plan. It would be easier to penetrate international markets if you are capable of speaking English at a business level. Within the export chapter, it was discovered that H.L. Muffer is a mechanistic organisation imbued with different corporate cultures. The mix of the different cultures and the organisational view toward export, established the fact that the managements intentions toward export were positive. It was discovered that H.L. Muffer is an owner-controlled company with a manager perspective, meaning that they see strategic activities with firm growth and market value as more important before considering any export decisions. As the managers intentions and the organisational culture were established as export friendly, the next issue was how to start export. When seeking toward international markets, direct and indirect export modes can be applied. Depending on how the company's intention is to export, either Resource Dependency theory or Institutional theory can be applied. The Institutional theory believes that organisations consist of a social framework of norms and values, which places H.L. Muffer within Resource Dependency theory. As according to the Resource Dependency, home market favourability benefits toward increasing resources needed for export. It was discovered that H.L. Muffer is the preferred to use in Denmark, and gives them home market favourability, which help toward direct and indirect export mode. As

established in the analysis, both export modes are available to H.L. Muffer. The easiest way to penetrate new markets would be to use indirect export mode with help from an export intermediary. AO Johansen estimated that there would only be a market for H.L. Muffer's products at their Swedish Subsidiary, whereas Sanistaal saw another opportunity within Europe. Sanistaal is capable of establishing contact with their foreign partners, which would place them as an intermediary, however, they would not be able to help on further business developments, this is something that H.L. Muffer has to continue with. Hereby, the direct export mode is applied. If the management deal with their language barriers they are able to imply both export modes, which would be a suitable solution for the company. Firstly, the use of indirect export mode would be an easy way to penetrate a new market, and establishing new business contacts, and, secondly, the direct export mode would profit more due to the direct contact without intermediaries.

7.0 Recommendation to management

A recommendation to H.L. Muffer is relevant, as it will help the company and guide them toward export opportunities. It was discovered that the management has language barriers when it comes to English, and this is something that need to be dealt with. Both Henrik and Heidi are aware of their language issues, which lead toward a recommendation of attending language training due to the fact that it will help them if the export unit is established.

Another recommendation is that H.L. Muffer establishes an export unit that deal with all foreign business, and hereby, do not affect the Mother Company. This will benefit the organisation if it turns out that the export do not profit. As already stated by Henrik, he would consider hiring a language professional, if the export profits. Hereby, it is recommended that they hire a professional, however, this should be done before the export unit is established. If Henrik and Heidi are to take some English classes, they will need someone who is capable of handling the export business in the start-up phase. It should, however, be someone who is capable of speaking the technical terms that is required for H.L. Muffer's products.

Furthermore, they will need more employees if the business expands.

The next issue is how to penetrate the new markets. It is recommended that they use both wholesalers. AO Johansen would be beneficial when it comes to penetrating Scandinavia, as they already have sold some of H.L Muffer's products to Sweden. Sanistaal would be the preferred to use, however, due to the fact that they are capable of establishing contact with the rest of Europe. H.L. Muffer should make use of the opportunities of indirect and direct export mode. They should use Sanistaal as intermediary as it would be an easy way to enter new markets. However, as Sanistaal claim, they would only be able to establish the contact and not continue any further. If H.L. Muffer hires a language professional, they could continue with the direct export mode.

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Appendix 1

Interviewguide for interview with wholesalers

Præsentation af Intervieweren	Hvem er jeg?	Jeg hedder Julie V. Heidemann, og går på SIV 10. semester
Formålet med interviewet og projektet	Forklaring af problemformulering	
Interview ramme	<ol style="list-style-type: none"> 1. Tidsramme 2. Optagelse 3. Rollefordeling 4. Redegørelse 	<ol style="list-style-type: none"> 1. Interviewet tager ca. 15-20 min 2. Jeg skal gøre opmærksom på at interviewet bliver optaget 3. Julie: Mit formål er, at stille spørgsmål 4. Du må endelig sige til, hvis der er noget som du er i tvivl om i forhold til spørgsmålene
Indledning	Præsentation af informanten	Vil du være sød at præsentere dig selv og din stilling?

Forskningsspørgsmål	Ledelsesspørgsmål	Opfølgende spørgsmål
Klarlægning af grossisternes position på markedet	Hvad er jeres position på det danske marked	
Produktinformation og salg	Hvor mange af H.L. Muffers produkter fører I?	
Eksport information	Hvilke produkter kører I med ved jeres datterselskaber	
	Ser du en mulighed for H.L. Muffers produkter i udlandet	
	Hvad er jeres position i udlandet?	
	Hvordan ser du på muligheden for at starte et eksportsamarbejde med H.L. Muffer?	
Sprog information	Hvilket sprog kommunikerer I på med jeres datterselskaber?	
	Hvad er dit synspunkt på det engelske sprog i forhold til at kunne kommunikere på det internationale marked? Er det et vigtig globalt sprog?	
	Er det vigtigt at kunne forretnings engelsk, hvis man gerne vil i gang med eksport?	
	Hvad er dit synspunkt på firmaer, som nødvendigvis ikke er gode til engelsk, men gerne vil i gang med eksport?	
	Hvordan ser du dine egne engelske	

	sprogkundskaber?	
	Hvordan står det til med jeres datterselskaber, er det engelske sprog i fokus?	

Appendix 2

Interviewguide for interview with management

Præsentation af Intervieweren	Hvem er jeg?	Jeg hedder Julie V. Heidemann, og går på SIV 10. semester
Formålet med interviewet og projektet	Forklaring af problemformulering	
Interview ramme	5. Tidsramme 6. Optagelse 7. Rollefordeling 8. Redegørelse	5. Interviewet tager ca. 15-20 min +/- 6. Jeg skal gøre opmærksom på at interviewet bliver optaget 7. Julie: Mit formål er, at stille spørgsmål 8. Du må endelig sige til, hvis der er noget som du er i tvivl om i forhold til spørgsmålene
Indledning	Præsentation af informanten	Vil du være sød at præsentere dig selv og din stilling?

Forskningsspørgsmål	Ledelsesspørgsmål	Opfølgende spørgsmål
Klarlægning af firmaets opbygning og ledelsesansvar	Hvordan blev H.L. Muffer en realitet?	
	Hvad karakteriserer jeres firma?	
	Hvordan er firmaet opbygget organisatorisk?	
	Hvem tager beslutningerne i firmaet?	
Klarlægning af grossister	Hvem er jeres største grossister, og hvordan er jeres forhold til dem?	
Klarlægning af positionen på markedet	Hvad er jeres position på det danske marked?	
Eksport information	Hvordan ser du på muligheden for at opstarte eksport til udlandet?	
	Hvilke erfaringer har H.L. Muffer med eksport?	
	Hvordan vil du finansiere eksport?	
	Er eksport en del af jeres langsigtede eller kortsigtede mål?	Hvorfor?
	Hvad er den mest hensigtsmæssige måde, for jer, at starte en eksport afdeling?	
	Ville et eksport samarbejde være en løsning for jer?	

Sprog information	Hvor længe har du haft engelsk i skolen?	
	Hvor god er du til det engelske sprog? <ul style="list-style-type: none"> • Skrift • Tale 	
	Ville du kunne begå dit på engelsk i forretningsøjemed?	
	Hvordan ser du på de sprogbarrierer i har i firmaet i forhold til engelsk, og vil du gerne forbedre dem?	
	Har du overvejet at ansætte folk der kan tale og skrive engelsk på et professionelt niveau?	
	Mener du, at engelsk er et vigtigt sprog at kunne i forhold til man som firma gerne vil du på det engelske marked?	
	Spørgsmål til Heidi:	
Fragtafdeling og eksport:	Hvordan fungerer fragtenheden?	
	Ser du et problem i forhold til fragt og eksport?	
	Hvordan ser du på muligheden for eksport?	
	Hvordan mener du, at I bør opstarte med eksport?	
Sproginformation	Hvor længe har du har engelsk i skolen?	
	Hvordan har du det med det engelske sprog? <ul style="list-style-type: none"> • Skrift • Tale 	
	Ville du kunne begå dig på engelsk i forretningsøjemed?	
	Hvordan ser du på de sprogbarrierer i har i firmaet, i forhold til engelsk?	
	Mener du at engelsk er et vigtigt sprog at kunne i forhold at skulle begå sig internationalt?	

Appendix 3

Interview 1 – René Dalgaard, AO Johansen

Interview længde: 13:16

0.00-0.28:

J: Hej René

R: Hej Julie

J: Vil du være sød at præsentere dig selv og din stilling?

R: Jamen jeg hedder René Dalgaard og jeg er produktchef for VA her hos Brødrene AO Johansen, og det vil sige at jeg er ansvarlig for de varer som kommer ind og ud af lageret, og etablering af nye varer, så som vi inspicerer de gamle varer ud som vi ikke sælger mere. Alt hvad der har med produkter at gøre hos AO, inden for VA området, det er mig.

0.29-0.45:

J: Super, og du er indforstået med at telefonsamtalen her den bliver optaget?

R: Det er jeg. Det er helt ok.

J: Jamen ved du hvad, jeg har nogle spørgsmål som jeg rigtig gerne vil stille dig, så jeg tænker vi bare tager det fra en ende af.

R: Det lyder som en god start.

0.46-1.10:

J: Hvad er jeres position på det danske marked?

R: AO Johansen er på det område, som vedrører H.L Muffer, som jeg går ud fra det drejer sig om, som er VA området, er vi på 2. Pladsen, placeret nr. 2, Brdr. Dahl må være den største på markedet, og så kommer vi. Og så har vi et firma der hedder Scanpipe.

1.11-1.48:

J: Okay. Super. Så i forhold til H.L. Muffer, hvor mange produkter fører i, af deres produkter?

R: Jamen vi har 14 produkter som er lagerført af H.L. hos AO Johansen. Og udover det har vi 29 produkter oprettet som P-vare, det vil sige, P-vare der ligger det ikke på vores lager, men er oprettet som en skaffevare, der opfører sig som en almindelig lagervare, som kan rekvireres fra jer lynhurtigt. Så i princippet, kan vi jo så se, det bliver 43 produkter, kan kunderne se og købe fra dag til dag, og 14 er lagerlagt.

1.49-2.54:

J: Okay. Så i forhold til jeres datterselskaber, hvad er det for nogle produkter I kører med der?

R: Vi har 2 datterselskaber, det ene er svensk, med svenske afdelinger, primært her i Nordsverige, eller sydsverige, undskyld, og så har vi et firma i Estland, som er lidt specielt, da firmaet kører primært på VA, og en lille smule værktøj, og har ikke H.L. Muffer på hylderne. I Sverige har vi lidt det samme. Det skal lige sige i Estland, det kører rent, det der er lidt specielt ved det, det er en vandforsynings del, det har vi ikke i Sverige. Der har vi ren VA og Værktøj. I Sverige, der har vi ikke, eller det vil sige, vi har lagerlagt H.L.'s produkter, men de ligger her på Sverige, det vil sige dag til dag levering, så man kan sige det er de selvsamme 14 lagerlagt produkter, som man har tilgang til i Sverige, og de er også oprettet på vores webshop, som vi gør meget ud af.

2.55-3.02:

J: Så på den måde kan man revikere produkter, hvis man gider det?

R: Lige nøjagtig ja.

3.03-3.33:

J: Ser du muligheder for H.L. Muffers produkter i udlandet?

R: Ja det kommer lidt an på det marked vi bevæger os i. Her snakker vi, for AO's vedkommende Sverige og Estland, som vi lige har været inde over. Om der er tradition for krympemuffer som er det H.L. Muffer har slået sig op på, eller om det i det hele taget er lovligt at gøre det, Estland har ikke tradition for at gøre det, bruge krympemuffer overhovedet, Sverige har til dels, så det marked kan vi måske penetrere, ved at gøre det via Danmark.

3.34-4.10:

J: Og du har jo sådan set svaret på hvad jeres position er i udlandet, det er jo at i har et selskab i Estland og så i Sverige.

R: Det er rigtigt, med mindre i har interesse i at vide hvordan og hvorledes, i Estland er vi en af markedslederne, hvis man tager på det rene vandforsyning, men det er meget svært at vurdere Estland, I Sverige der ligger vi en 3'er, efterfulgt af 2 meget store Svenske spillere.

4.11-5.22

J: Okay, det som der så leder ned til næste spørgsmål, hvordan ser du på mulighederne for at skulle starte et eksport samarbejde med H.L. Muffer?

R: Jeg har undersøgt det lidt inden i dag, I Estland er det tæt på, om ikke komplet umuligt, i hvert fald ikke noget vi vil gå ind i, eller det vil sige, vi vil gerne gå ind i det, vi har jo i princippet varerne på hylderne, så det kunne lade sig gøre, men man mener, I Estland tror

jeg ikke der er et marked for krympemuffer, som sådan. Men vi kan jo nemt gå til det hvis det skulle være. Muligheden er der, men den er lille. I Sverige er der en lidt større mulighed, kan man sige, i og med som tidligere sagt i er oprettet på vores webshop, i vores svenske webshop, hvor vi har lagerført ting på vores centrallager i Danmark, hvor alle varerne til Sverige også kommer fra, så det er dag til dag levering, hvis det kunne være. Der kan vi måske gøre noget ved en indsats. Der er lidt en tradition for at gøre det på en anden måde, men vi har solgt en lille smule H.L. Muffer i Sverige, ikke ret meget. Der er heller ikke tradition for det, men der vil måske være en mulighed for at komme ind der, i modsætning til Estland.

5.23-6.18

J: Så i forhold til jeres datterselskaber, hvilket sprog kommunikerer i på, både med Estland og selvfølgelig også Sverige?

R: I Estland kommunikerer vi kun på Engelsk. Og i Sverige kommunikerer vi Dansk/Svensk, forstået på den måde, at når man er dansker skriver man på dansk og taler dansk, og omvendt ved svenskerne, vores kolleger i Sverige, skriver svensk og taler svensk. Så har vi, hvis det har noget betydning, har jeg det produktmæssige ansvar for den svenske afdeling, vores svenske datterselskab, og så dem der har mig, de begynder at forstå bedre svensk, men generelt har vi den regel at danskerne taler og skriver dansk, og så skal svensker forstå det og omvendt. Det går fint.

J: det går perfekt

6.19- 6.39

J: Så i forhold til det engelske sprog, hvad er dit synspunkt på det, i forhold til at skulle kommunikere på det internationale marked? Mener du det er et vigtigt globalt sprog?

R: Det må vi sige det er. 100%. Med hensyn til synspunkt, hvad mener du, i forhold til at kommunikere på? Hvad mener du helt nøjagtigt?

6.40-7.31:

J: Altså jeg mener bare, jeg vil gerne have din mening i forhold til det internationale marked, og det med om du mener at engelsk et vigtigt sprog, og kun i den forbindelse.

R: Altså min holdning generelt efter en del år i branchen, eller mange for den sags skyld, er at ja selvfølgelig, er det vigtigt globalt sprog, det er engelsk, og den er ikke længere. Der er lidt forskellige måde at gøre det på. Nogen franske firmaer har jo engelsk som koncernsprog, men igen er det ret godt at kunne fransk, og sådan er det også lidt med Tyskland og så videre, men generelt er det et stort ja, det er vigtig at kunne engelsk. Og man skal kunne kommunikere på

engelsk. Sverige er lidt en undtagelse fordi det er et skandinavisk sprog, når man tænker AO, men generelt tror jeg at det er du mener, ik?

7.32-7.38

J: Jo helt sikkert.

R: Så er det et must at man skal kunne det. Det er der ingen tvivl om.

7.39-9.09:

J: Nej, okay. Det leder videre til mit næste spørgsmål. Det er nemlig det der med, mener du det er vigtigt at tale forretnings engelsk hvis man gerne vil i gang med eksport? Altså du ved der er jo forskellige måder at snakke engelsk på. Du kan tale på det normale niveau, men forretnings engelsk, det er jo lidt en anden boldgade.

R: Det er en helt anden boldgade. Når vi snakker produkter, hvad vi gør her, så er der slet ingen tvivl om at man er nødt til at sætte sig ind i de specifikke talemåder på engelsk, fordi en ting er når det kommer, det har alle prøvet der også har med produkter at gøre, forhandlinger og alle sådan nogle ting at gøre, har prøvet når de starter med det her (eksport, red.) så taler alle dansker stort set ret godt engelsk og nogle taler rigtig godt engelsk. Men man kan stadig, om end ikke sat til vægs, kan man jo stadigvæk når vi begynder at tale produkter og man sidder i møder der er længere end bare 5 min, så begynder det at blive mere specifikt og man skal sætte sig godt ind i de forskellige talemåde, og hvordan, hvad de produkter hedder og hvad de kan, og alle mulige ting og sager, så på det måde så, hvis det er det du mener med forretnings engelsk, rent produktmæssig, der skal man, der er det meget vigtigt at man kan det, eller i hvert fald få sat sig ind i det, fordi det er ikke helt nok at kunne tale godt engelsk, der er forskel at møde en englænder på Rådhuspladsen og så og snakke med ham en times tid for sjov, og så sidde i et møde i to timer med produkter. Så det er absolut meget vigtigt at man kan det.

9.10-9.16:

J: Ja okay, og det leder jo så videre til næste spørgsmål, det er jo meget heldigt,

R: det kommer jo som perle på en snor

9.16- 9.42 (forbindelsen røg)

J: Ja, det er nemlig det, hvad hedder det, så vil jeg også gerne høre dit synspunkt på de firmaer, som nødvendigvis ikke er gode til engelsk men gerne vil i gang med eksport, altså er det et mangler på et eller andet plan, eller hvordan ser du på det?

9.43- 10.51:

J: Jamen vi starter så igen. Og det var så i forhold til hvad dit synspunkt det er på de firmaer som nødvendigvis ikke er gode til engelsk, men som gerne vil i gang med eksport?

R: Altså min holdning er den, at man går i gang hvis man har lyst og mener det er det rigtige. Jeg har jo selvfølgelig i forbindelse med det jeg sagde lige før så er det et must, men jeg vil mene det er en udfordring selvfølgelig. Der er på ingen måde en hindring for at gå i gang for et firma der gerne vil sælge sine varer i udlandet. Til syvende og sidst, så handler det jo om at få noget handel i gang og så må sproget jo komme noget senere. Min erfaring er, at ved at opnå gode relationer, det vil hjælpe på det her og komme ind på folk man handler med. Så hvis man ikke er super piv god til engelsk, så synes jeg jo stadigvæk at det man brænder for sine produkter og på anden måde brænder for at få det her budskab igennem. Jeg mener bare, det er sådan jeg er, man skal hoppe ud på planken og forsøge det. Det er selvfølgelig en udfordring fordi man vil jo også gerne se professionel ud. I den branche vi er i, og du i hensyn til H.L. Muffer, så er det heller ikke raketvidenskab vi snakker om

10.51-11.20:

J: Nej, det er rigtigt

R:, altså, så handler det om indenfor vores branche om rigtig meget om relationer for at komme til det på livet og så må det andet komme senere. Jeg har siddet i efterhånden rigtig mange møde med eng... franskmænd, hollændere og tyskere, og det er langt fra alle, uanset hvor mange år de har haft i branchen er rigtigt gode til engelsk, så nej det er ikke nogen udfordring, eller undskyld, det er en udfordring, men bestemt ikke en hindring.

J: Nej, okay, det er din erfaring

R: ja

11.20-12.03

J: Og så i forhold til jeres datterselskaber, nu ved jeg godt I har talt om i kommunikerer på engelsk til Estland og dansk/svensk i Sverige, men er det engelske sprog i fokus?

R: Altså sådan rent generelt, mener du?

J: Ja altså sådan på det generelle niveau

R: Jamen det er det, fordi det er det sprog, med undtagelse af vores kollegaer i Sverige, så er det udelukkende engelsk det foregår på. Alt hvad der foregår her, også hos mine kollegaer i de andre segmenter her hos AO Johansen. Og især i vores, jeg hører til indkøb og forhandlingsafdeling, der foregår alt på engelsk uden udtalelse.

12.03-12.50

J: Okay, super, og så lige i forhold til, de egne engelsk kundskaber hvordan ligger du der, altså har du noget uddannelse indenfor det, eller hvordan ser det ud?

R: Nej det har jeg ikke, jeg har lært mig selv det, kan man sige, så jeg har rimelig gode engelsk sprogkundskaber. Jeg forbedrer mig hele tiden og i relation til de tidligere spørgsmål som gik på, du spurgte tidligere med datterselskaberne og de ting og sager, man må jo bare komme i gang, og i dit forrige spørgsmål, så må man, det skal jo ikke være en hindring for at komme i gang, så jeg er ret god til engelsk, med hensyn til det rent produkt tekniske, den svære del af vores del, så bliver man jo hele tiden bedre

12.50-13.16:

J: ja, selvfølgelig. Ja men det var jo sådan set mine spørgsmål. Jeg siger tak for hjælpen. Ja den røg ud igen, jeg vil bare sige tusind tak for hjælpen

R: Jamen det var så lidt, Julie, kan du have det godt

J: Ja i lige måde.

Appendix 4

Interview 2 – Ole Engholm Breinbjerg, Sanistaal

Interview længde: 14.37

0.00- 0.14:

J: Ja men Ole vil du være sød at præsentere dig og hvad din stilling her er hos Sanistaal?

O: Jeg hedder Ole Breinbjerg og er markedschef indenfor VA og jeg er selvfølgelig med på at jeg bliver optaget.

J: Det var godt, så er jeg fri for at stille det spørgsmål.

0.15-1.12:

J: Ja men så mit første spørgsmål det går ud på hvad er jeres position på det danske marked?

O: Vi er jo en af Danmarks største VVS grossister indenfor teknik, og vi har jo, kontra brdr. Dahl og AO, har vi jo et stort spektre af artikler også, og blandt andet stål, og stål er jo med til at gøre at vi på VA segmentet får fat på en hel masse andre kunder end nogen af de andre gør, fordi vi kan jo levere armeringsstål til sokler osv. Vi har en sådan rimelig fremtræden position på markedet. Vi ved jo hel nøjagtig hvad vores markedsandel er i markedet

J: Og hvad er den på?

O: Den holder vi for os selv

J: Nå den beholder i for jer selv? Det er helt i orden.

O: Vi har jo en ide om hvor vi ligger henne af

J: Ja selvfølgelig

O: Vi er med i top 3

1.12-2.18:

J: I er godt med. Så i forhold til H.L. Muffer, hvor mange produkter fører i af deres produkter?

O: Så mange som kunderne efterspørger. Jeg tror vi har oprettet rigtig mange af dem i systemet, og vi har jo noget som hedder lagervarer og noget som vi kalder T3 varer i vores hus. T3 varerne er kendte skaffevarer, som vi stadig pris vedligeholder og billede vedligeholder og sørger for alle data på det og de er synlige på vores web også. Sådan at kunderne kan se vi har dem og kan købe dem. Lige hvor mange ved jeg ikke, men vi har rigtig rigtig mange. Og Sanistaal er sådan en type, at hvis der er en kunde eller hvis flere af kunderne

efterspørger at dem skal vi have på hylden som lagervarer, jamen så er det klart så tager vi dem ind.

J: Så tager I dem ind, okay

O: Vi kan også, hvis nu det var Aalborg herovre, som siger at jamen der er en speciel type som man bruger her i Aalborg, så må de også gerne lagerføre dem decentralt her i byen, uden at jeg lige har dem på centrallageret.

2.19-3.11:

J: Så i forhold til jeres datterselskaber, hvad er det for nogle produkter I kører med ved dem?

O: Jamen sådan rent principielt, så har vi ikke faktisk ikke, som jeg også skrev til dig, vi har egentlig ikke så meget kontakt til hinanden ude i datterselskaberne, vi har selvfølgelig nogle centrale ting bogholderi, eller noget HR og så videre, det gør man jo, men produktmæssig og markeds-mæssig der snakker vi ikke så meget sammen.

J: Der snakker I ikke så meget sammen, det er mere de kører med deres

O: De kører med det som de nu bruger i

J: I de lande som...

O: ja præcis. Vi kan godt have leverandører som er sam faldende, men jeg sidder f.eks. ikke og forhandler en aftale for Polen eller for Tyskland. De gør de decentralt ude i de forskellige afdelinger.

3.12-3.36

J: Så i forhold til H.L. Muffers produkter, ser du en eller anden mulighed for de kunne blive solgt i udlandet?

O: Det gør jeg, for hvis man kan sige, hvis det var at H.L. Muffer gerne vil eksportere og hvis der var et marked for det derude, og hvis man ku bruge det de steder, så er det da klart så kan jeg jo give min erfaring videre til, jeg ved jo hvem jeg skal tage fat i derovre, selvfølgelig har vi en dialog

3.36-4.03:

J: Ja selvfølgelig

O: Så man kan jo godt videresende nogle oplysninger omkring hvordan og hvorledes, at det her et produkt vi bruger meget herhjemme og det er en god leverandør, støtter op osv., som kan man bruge det ovre ved jer? Men så ville den, kan man sige, så ville den nok dø der for mit vedkommende og så vil det så være op til jer selv og bære den videre derfra.

4.03-4.52:

J: Ja okay. Så i forhold, altså nu snakkede du om at du selvfølgelig godt kan give kontakten videre og sådan noget, hvad så i forhold til starte et eksportsamarbejde med dem, er det noget?

O: Det er noget I skal gøre decentralt ude..

J: Det skal vi gøre decentral, det er det som du siger, her har vi kontakten, så er det jeres tur til ligesom at tage over for at få etablere....

O: Jeg kan skrive til vedkommende der, jeg har jo et match kan man sige derovre, ham eller hende kan jeg skrive til og så sige "jamen prøv at høre her, jeg har en leverandør, sådan og sådan, de vil gerne udvide deres marked, er det noget for jer?", og jeg har tilladt at give jeres nummer videre, så I bliver nok kontaktet.."

J: ja okay.

O: Det får I jo selvfølgelig også en kopi af, og så er det op til jer selv og gøre det.

4.52-5.26:

J: Okay. Så i forhold til jeres position i udlandet, hvordan er den,?

O: Den er lille. Der er selvfølgelig nogle områder, altså lige de områder hvor vi er repræsenteret, Baltikum er vi nok stærkere i end vi er i Tyskland. I Tyskland har vi ikke, der er det ikke VVS, der er ikke bygningsinstallation på den måde. Det er mere stål og tekniske ting, sådan på den måde. I Tyskland er vi ikke eksisterende indenfor vores område. Polen er vi lidt og Baltikum er vi også.

5.26-5.33:

J: Okay, hvilket sprog kommunikerer i så på med jeres datterselskaber

O: Det gør vi på Engelsk

5.34-5.47:

J: På Engelsk? Okay, så i forhold til det engelske sprog, hvad er dit synspunkt på at man kan kommunikere på det, mener du det er et vigtigt globalt sprog?

O: JA og man skal kunne gøre det..

5.47- 6.14:

J: Man skal kunne gøre det

O: Og man skal også kunne gøre det på... Altså hvis I kommer som nogle der gerne vil sælge noget, så bliver man også nød til at have, det kan være modtageren ikke er særlig god til

engelsk, men godt kan forstå hvad der bliver sagt, og kan også svare igen og sådan noget, men den der kommer og ligesom vil sælge noget, skal bare være rimelig ferm på det.

J: På engelsk

O: Ja og også på teknisk engelsk

6.14-7.50:

J: Det er jo så også det der leder mig videre til næste spørgsmål. Det der med altså, er det ikke vigtigt at kunne tale forretnings engelsk, hvis man gerne vil i gang med eksport? Du ved, det er en helt anden jargon.

O: Det er det, men ikke forretnings engelsk på den måde, som I jo nok lige tænker på, men I har nogle tekniske produkter som I skal ud og sælge på teknikken, og ikke på at I kommer i jakkesæt og kan være skide gode til engelsk, og sådan noget, det er sådan set lige meget, men I har nogle ting som I skal forklare. Man kan jo godt lære en salgstale udenad på engelsk, og bruge google translate og al muligt andet, og være klar, men du skal bare være klar på at hvis man får stilt nogle modspørgsmål, så hjælper det ikke noget at, ”pis det er udenfor min øvre område”, og så begynder man, at det man har lært udenad det kørte bare, det var lige som at høre det på fjernsyn, og så begynder man ikke at kunne snakke engelsk, faktisk næsten måske eller et eller andet, når man bliver presset, og dem har jeg også nogle af der henvender sig til mig, vi har sommetider nogle italienske produkter eller noget fransk eller noget belgisk eller et eller andet, som gerne vil sælge nogle produkter her i Danmark, og man kan sige, der sidder jeg og tænker mit hvis ikke de sidder og næsten ikke kan snakke engelsk, men modsat så er jeg pisse dårlig til tysk, og vi har nogle tyskere som også gerne vil sælge os noget, og så aftaler vi, altså jeg kan godt sådan rimelig tysk, men så aftaler vi at vi begge tager den på engelsk, for så er vi begge to på udebane. Og det vil I nok også møde hvis I tager til Baltikum,

7.50-8.13:

J: Det er det samme så...

O: De er ikke særlig gode til engelsk, så der behøver man ikke være top/top. Men skal stadigvæk kunne ramme ind i en som har studeret 14 år i London, og bare kan det, du må ikke falde igennem der. Det kan godt blive taget som sådan lidt dårlig måske

8.13-8.33:

J: Det kan sætte en i et dårligt lys, hvis ikke man....

O: Ja hvis ikke man kan svare ordenligt på de der tekniske spørgsmål

J: Så kan man virke uforberedt

O: ja.. Så nej sådan rigtig forretnings engelsk vil jeg ikke sige, men teknisk

J: Mere teknisk engelsk

O: Ja så man kan forklare sig

J. Okay.

O: Det er teknik I skal sælge jer på derovre hvis

8.34-9.07:

J: ja okay, så i forhold til firmaer som ikke nødvendigvis er gode til engelsk, men de gerne vil i gang med eksport, det er også lidt ledende til det jeg spurgte om før, hvad er dit synspunkt på det. Er det, at man, altså det skal man bare i gang med at lære, eller hvordan ser du på det?

O: De der vil eksportere, de kan jo prøve, er det fordi I er virkelig dårlig til engelsk

J: Altså jeg vil sige der er måske, hvad skal man sige, lidt barrierer på engelsk, men det kan jeg jo sagtens sidde og sige, jeg er ved at tage mig en uddannelse i engelsk, så jeg kan jo sagtens sidde og sige...

9.07- 9.23:

O: Så er det jo bare dig de skal have med jo

J: Ja det er jo det, haha

O: Er du egentlig ansat i firmaet?

J: Ikke endnu

O: Det kunne jo godt være

J: der er ikke nok til det endnu, det kommer forhåbentlig

O: Du havde da en mail adresse på firmaet?

J: Jo det har jeg også, det er min mail adresse

9.24-9.58:

O: jamen hvad hedder det, man bliver jo bare nødt til at kunne det, så kan man jo prøve at teste det af, det er jo ikke være end at tage et eller andet sted, det kunne være sjovt at teste af hvor langt kan man komme med det her, på det basis vi har, hvis det er noget I gerne vil i gang med her og nu, eller om et år, eller hvis det ligger i jeres 5 års plan, og det er om 5 år, så skal de i gang med, jamen så er det klart man har 5 år til at, så må Henrik (H.L. Muffer red) til at i gang med aftenkursus i 5 år

9.58-10.11:

J: ja det er rigtigt, altså det vil sige jeg er jo ansat i forhold til at jeg tager mig af kommunikation og al sådan noget der, men det er jo ikke fordi jeg er derude hver evige eneste dag.

O: Der er jo mange måder at gøre det på

10.11-10.40:

J: Ja det er jo det. Altså du mener, lad os sige det er i en 5 års plan, altså så er det det der med så kan du lige så godt forbedre dig på det.

O: Hvis det ligger i jeres business plan fremadrettet, at I, i vil eksportere på det her, Danmark det er for lille, efterhånden ikke, men hvorfor ikke tage Norge og Sverige i stedet for

J: Jo men det er jo selvfølgelig også en mulighed

O: Det ville måske være nemmere at gøre

10.41-10.44

J: At starte der og så måske udvide

O: England er jo også et stort marked men med nogle som har det som modersmål,

10.44-11.19

J: Jamen så kunne det jo også være man skulle få det sparket lidt mere i gang i selve sproget

O: Men hvis det vitterligt ligger i ens plan, det her det vil vi gøre, for at se, så bliver man altså nødt til at lære det. For ellers kommer du ud på, det kan også være, at du, hvis det er i de Baltiske lande eller hvis det er i Polen, der mener jeg at der har man en tradition for at tage ud og præsenterer et eller andet, så går man måske også ud og spiser om aftenen, og hvis du så ikke kan sidde og smalltalke på engelsk, så kan det edderøvme blive en lang aften

11.19-11.40

J: ja det er rigtigt, men så slemt står vist heller ikke til, men ved godt hvad du mener, men i forhold til at kunne føre en samtale

O: Ja og man vil nok typisk også sidde og snakke arbejde sådan en aften og produkter og sådan noget, så skal man også sidde og snakke noget teknik

11.40-12.49:

J: Ja selvfølgelig, så du mener fremfor business engelsk, som vi snakkede om, så er det mere de tekniske termer og de måder at kunne fremføre sig teknisk på engelsk der skal være mere i fokus?

O: Ja.. Kontrakten, kan man sige, og alle mulige vilkår i skal have landet, osv, og hvis det kommer frem et sted hen hvor man skal til at snakke noget juridisk engelsk for at få en kontrakt på plads, ja så må man jo tilkøbe sig den ydelse, kan man sige, hvis du ikke kan, hvis det nu er, så må man jo tilkøbe sig et par timer ved en jurist der kan engelsk og så få det kørt igennem på den måde og have dem som bisidder, men jeg vil have mere respekt overfor en der kan sidde og forklare mig på engelsk hvad produktet det kan og fordele og egenskaber og al det der fremfor at kunne sidde og snakke et eller andet om aktiemarkedet i et eller andet højt tempo for det er jeg sådan set ligeglad med, jeg vil høre omkring produkterne og hvad de kan, og især, hvad er det som det produkt kan tilbyde os, og gøre en forskel. Det er det jeg vil høre. Og ikke smart engelsk

12.50-13.01:

J: Men også i forhold til datterselskaberne, i snakker engelsk, og på den måde er det engelske sprog også hele tiden i fokus

O: ja det er det

13.02-13.56:

J: Er det meget teknisk engelsk i bruger i forhold til at kommunikere med dem, eller hvordan, eller er det bare sådan generelt?

O: Generelt snakker vi jo ikke særlig meget, men hvis jeg snakker med mine udenlandske leverandører, så er det jo, kan man sige teknisk vi gør det på, og jeg er ikke 100 meter mester i engelsk heller ikke, men jeg kan det til husbehov og lidt mere, også noget teknisk engelsk og sådan noget, men jeg har jo fordelene i at jeg er modtageren, jeg skal ikke vise noget, men det er vedkommende der sidder overfor mig, hvis nu jeg stiller et eller andet spørgsmål, så forventer jeg også at han kan svare, så kan det godt være jeg ikke får den rigtige endelse på og al mulig, men han forstår godt hvad jeg siger, og så skal han kunne svare, fordi at det er ham der ligesom komme til mig og siger, at han gerne vil sælge mig et eller andet, men modsat hvis jeg har sat mig i hans stol, så skulle jeg nok lige ha taget aftenskole, bare lige et enkelt år

13.56-14.22:

J: Så du skulle måske også lige ha pudset dine kundskaber

O: Så skal jeg også have pudset mine af, ja, fordi det har jeg ikke brugt det nok til, men så længe jeg kan forstå og svare og forstå alt hvad de siger, men igen jeg er modtageren, jeg er ikke budgiveren, og det er budgiveren der skal kan det

J: Det er budgiveren der skal kan det, ja, det tror jeg da du har helt ret i.

O: Det sådan som jeg ser det i hvert fald

14.22-14.37:

J: Ja okay, men jeg tror faktisk det var de spørgsmål jeg havde indtil videre, eller det er det, så jeg vil bare sige tusind tak fordi du gad svare på mine spørgsmål

O: Jamen det var så lidt da. Mojn.

Appendix 5

Interview 3 - Henrik Larsen, H.L. Muffer ApS

Interview længde:08.06

0.00-0.26:

J: Hej Henrik

H: Hej Julie

J: Vil du være sød, at præsentere dig selv og din stilling hos H.L. Muffer?

H: Ja, jeg hedder Henrik Larsen og er medejer af H.L. Muffer i Ranum, og jeg sammen ved roret sammen med den gamle (Hans Larsen, red.) hver dag og det er mig der sådan set er den overordnede beslutningstager i dagligdagen.

J: Okay, og så skal jeg lige høre om du er indforstået med at interviewet bliver optaget?

H: Ja selvfølgelig

0.27-1.16

J: Okay, jamen så har lige nogle spørgsmål til dig i forhold til H.L. Muffer. Hvordan blev H.L. Muffer en realitet?

H: Jamen hvad kan man sige, firmaet blev stiftet i år 2000, da den første godkendelse den kom i hus, men der var jo en hel del arbejde inden det kunne lade sig gøre, så der har nok været 5 år forinden hvor der egentlig er blevet eksperimenteret en del med at finde ud af hvad er det rigtige. En godkendelse kommer ikke bare lige af sig selv. Det krævede en del samarbejde med noget der hed BIC Nord dengang, hvor man kunne få noget rådgivning igennem, og ja så teknologisk institut der stod for prøverne. Men det var min far der stod med det dengang, der var jeg jo ikke andet end en ung knægt.

1.17-1.43:

J: Haha, nej okay, hvad karakteriserer jeres firma?

H: Jamen det gør sådan set det at vi egentlig leverer en rigtig god service til vores kunder fordi vi selv er udlært indenfor området, og jeg er jo kloakmester, og det er min far også, sælgeren er gammel kloakmand, vi kan snakke med om problemerne når folk de står med noget de vil have en løsning til.

1.43-2.06:

J: Okay. Og hvordan er jeres firma opbygget organisatorisk?

H: Jamen kan man sige, mig og min far vi står med den daglige ledelse. Heidi står for lager og pakkeri, Bent står for produktion, og så har vi Ole, ja han laver kørerende salg.

2.06-2.20

J: Ja okay, og det leder jo sådant set ned til næste spørgsmål, det er hvem der tager beslutningerne i firmaet, der har du jo været lidt inde på det er primært dig og din far Hans.

H: Ja det er det og jeg tager mere og mere over, han bliver jo også ældre.

2.20-2.48

J: Ja, selvfølgelig, hvem er jeres største grossister og hvordan er jeres forhold til dem?

H: Jamen det svinger lidt, men jeg vil sige de sidste åringer der har det været AO Johansen og så er Sanistaal kommet lidt mere på banen, og det er jo fordi det er licitationsarbejde, det har de masser af og det er jo den der er billigst der får de fleste projekter, men det rører jo ikke os, bare de vil købe vores produkter så er vi jo glade

2.49-3.14:

J: ja det kan jeg godt forstå. Så i forhold til jeres position på det danske marked, hvordan er den?

H: Der er konkurrenter, men jeg vil sige vi sådan lidt alene på toppen. Vi er lidt den foretrukne, også fordi at vi, de ved godt at åh ja, H.L. Muffer jamen de er også kloakmestre og alt det der, de ved godt der er lidt hjælp at få.

3.14-3.28:

J: Okay. Så i forhold til, hvordan ser du på muligheden for at opstarte eksport til udlandet?

H: Jamen de problemer de har i Danmark dem har de helt sikkert også i udlandet, så det skulle ikke være noget problem.

3.28-3.47:

J: nej okay, hvilke erfaringer har I indenfor eksportområdet?

H: Vi har lidt. Vi har solgt lidt til Norge og Sverige, og en lille smule til Tyskland

J: okay, så det er ikke fordi I har den store erfaring indenfor det område

H: Nej, det er primært kunder der har henvendt sig hertil

3.47-4.08:

J: Okay, hvordan vil du så finansiere eksport?

H: Den vil jeg selv finansiere ellers bliver det ikke til noget. Vi kører med den ting at vi sådan set er selvfinansierende og det har vi altid været. Så vil jeg hellere have det tager lidt længere tid og finde markedet, vi skal i hvert fald ikke sætte os i gæld.

4.08.4.17:

J: Nej, så det er når I har pengene til det, så vil I starte op med eksporten?

H: Yes, eller finde en god samarbejdspartner der kan betale omkostningerne.

4.18-4.33:

J: Så i forhold til eksport, er det en del af jeres langsigtede eller kortsigtede mål?

H: Førhen var det jo langsigtet, men nu er det jo nok blevet kortsigtet, de begynder at efterspørge produktet.

4.33-4.45:

J: Okay, så I kan godt at mærke det begynder at røre på sig med udlandet og de vil ind over?

H: Der kommer flere og flere henvendelser især fra Sverige

4.46-.5.28:

J: Okay, hvad er så den mest hensigtsmæssige måde for jer at skulle opstarte med en eksport afdeling

H: Det var nok at finde, selvfølgelig at snakke på kryds og tværs med en grossist i udlandet, måske en vi allerede har et samarbejde med i dag, det vil være den nemmeste måde i stedet for vi skal sende ud til hver enkelte kunder. Det ville være svært, så skal vi til at opstarte en ny afdeling, købe bygninger og diverse, så skal vi til og ud og låne penge, så det er bedre at bruge en på området

J: Ja, så der vil et eksportsamarbejde eventuel være en løsning for jer?

H: Helt sikkert

5.29-5.55:

J: Ja okay, så i forhold til engelsk hvor lang tid har du haft det i skolen?

H: Jeg tror det er siden 4. Kl.

J: Siden 4 kl, okay, og hvordan har du det med det engelske sprog, her tænker jeg både skrift og tale

H: Det er okay, jeg kan da bestille en øl når jeg er i udlandet, ej, jeg kan sagtens snakke engelsk men selvfølgelig ikke sådan super professionelt

5.55-6.24:

J: Nej, okay, det er jo så også det der leder mig videre til den næste spørgsmål, altså vil du kunne begå dig på engelsk i forretningsøjemed?

H: Altså tal det er jo ikke sprog, men ej jeg kan da godt hvis det skal være med, det vil jo ikke være super prof, det vil jeg godt indrømme.

J: Så du mener du har lidt sprogbarrierer i forhold til forretningen?

H: Ja selvfølgelig, men man kan hvad man vil

6.24-7.02:

J: Det er rigtig. Så i forhold til, altså hvordan ser du på de sprogbarrierer I har i firmaet i forhold til engelsk? Er det noget du gerne vil forbedre.

H: Man kunne jo tage nogle kurser eller så kunne man, hvis man kan se at "nå vi kan godt tjene penge her", så må vi jo ansætte en.

J: Okay, så det er det du mener vil være vejen frem i forhold til at få gang i noget sprog halløj?

H: Ja lige netop. Det er enten at tage nogle kurser selv hvis man selv kan overkomme det, eller så hvis man kan se vi kan tjene penge her, så kan vi jo godt finansiere der bliver ansat en mere.

7.02-7.34

J: Ja, det er jo så også det der leder mig ned til det næste spørgsmål, altså har du overvejet at ansætte folk der eventuelt både kan tale og skrive engelsk på et professionelt niveau, altså der er jo forskel på at kan engelsk til husbehov, og så rent faktisk kunne begå i forretningsverdenen og indenfor det tekniske

H: Jamen kan jeg se det kan give penge nok og ansætte en så ansætter jeg en.

J: Så vil du ansætte en uden at stille nogle spørgsmål?

H: Yes, prøvetid det kan altid bruges

7.34-7.55:

J: Yes, det er rigtigt. Mener du at engelsk er et vigtigt sprog at kunne i forhold til man som et firma gerne vil ud på det internationale marked?

H: Helt sikkert. Det er kun i Tyskland man ikke snakker engelsk.

J: Nå okay, der er jo selvfølgelig også andre lande end Tyskland.

H: Det er også det, der er rigelig lande at tage af

7.55- 8.06:

J: Ja men det er jo det, men det var jo sådan set de spørgsmål jeg havde til dig, så du skal have tusind tak for hjælpen

H: Det var så lidt og fortsat god dag

J: Jo tak, i lige måde.

Appendix 6

Interview 4 – Heidi Kristensen

Interview længde: 7.28 min

0.00-0.02:

J: Hej Heidi

H: Hej Julie

0.02-0.13:

J: Vil du være sød at præsentere dig selv og din stilling?

H: Ja, jeg hedder Heidi Kristensen og er ansat hos H.L. Muffer

00.16: forbindelsen røg

00.16-0.36:

J: Kan vi lige tage den igen? Du er ansat ved H.L. Muffer

H: Ja, og jeg er ansvarlig for pakkeri og forsendelse, og så en del af indkøbsfunktionen, som omhandler diverse emballageprodukter, og sådan noget.

J: Okay, og du er indforstået med det her interview bliver optaget?

H: Ja helt sikkert.

0.36-1.30:

J: Okay, super, jamen så har jeg lige nogle spørgsmål jeg gerne vil stille dig i forhold til H.L. Muffer. Du har jo selvfølgelig lige præsenteret din position i firmaet, at du står for fragten, så vil jeg gerne lige vide hvordan fungerer fragtenheden?

H: Jamen altså vi bruger de Danske Fragtmænd, og det har vi gjort i rigtig lang tid, og dem er vi rigtig glade for, men vi bruger dem kun til leverancer her i Danmark, og vi indberetter elektronisk de bookninger vi har inden kl.13 dagligt, og så bliver de afhentet, og allerede dagen efter skulle de meget gerne være ude hos kunderne. Og så de leverancer vi har i Norge og Sverige, der benytter vi os til gengæld af DHL der har vi ikke haft så gode erfaringer med de Danske Fragtmænd, men det har vi til gengæld med DHL, men der skal man så bare booke dagen før man gerne vil have det afhentet, og leveringstiden bliver forøget med 3-4 dage.

1.31-2.05:

J: Ja okay, ser du et problem i forhold til jeres fragtenhed og så en mulig opstart af noget eksport? Nu nævnte du lige at I leverer lidt til Norge og Sverige?

H: Ja, og jeg vil sige derfor er mit svar nej, jeg synes faktisk at vores samarbejde med DHL fungerer rigtig rigtig godt, så jeg er helt overbevist om at det ville de sagtens kunne hjælpe os med, også med det papirarbejde der ligger, fordi der vil givetvis være en del mere papirarbejde og sådan noget der skal ordnes når vi snakker eksport, men det har jeg tillid til at de kan hjælpe os med.

2.05-3.05:

J: Okay, hvad så i forhold til, eller hvordan ser du på muligheden for at I starter op med en eksport afdeling?

H: Jamen sådan lige umiddelbart så synes jeg jo at vores mulighed for eksport ligger lige for, men det er lige det med at turde og springe ud sådan som jeg ser det, fordi at på nogle områder er vi jo klar og på andre områder er vi ikke, men lige det at tage springet det skal der nok lidt mere mod til tror jeg, fordi jeg har det sådan, at vi har jo udviklet eller chefen har udviklet et rigtig godt produkt og det tilgodeser et behov som jeg tror jo ikke bare er i Danmark men generelt rundt i verden, så det der er en kæmpe udfordring for os, det bliver jo nok at undersøge og tjekke de markeder som vi påtænker og gerne vil ind i og så rette vores produkt og markedsføring efter det, og godkendelser og sådan noget

J: Ja, der er jo mange ting der lige spiller ind i forhold til eksport.

H: ja det er der

3.06-4.38:

J: Hvad så, hvordan mener du i bør opstarte eksporten? Altså nu har du jo lige været lidt inde på det der med du mener jo på nogen punkter er I klar og på andre punkter er I måske ikke så klar til det?

H: Ja altså jeg vil sige så rent internt der har jeg lidt sådan at vi er i øjeblikket ved at gøre klar til at skulle bygge en ny produktionshal, fordi hvis vi udvider markedet, som vi jo gerne vil, så er vi jo samtidig også nød til at udvide produktions apparatet, altså flere maskiner, mere plads, der bliver behov for lagerplads også, og jeg tænker også at lige som det er nu, hvor at hvor chaufførerne kommer og henter varerne ved vareudleveringen, det kunne godt være at der skulle blive lidt bedre forhold, lidt større forhold, hvis det er lidt større biler der skal kunne bakke ind og sådan noget. Så rent praktisk er der nogle ting. Men en anden og nok lige så væsentlig udfordring er det nok lidt sådan på det kommunikative område, sådan med

sproget, det vil jeg godt erkende, men ja, så er der selvfølgelig også nogle andre udfordringer i at det der med at undersøge de markeder man gerne vil ind på, og lige sådan det at få etableret et eller andet fundament til nogle grossister eller et eller andet som kan være behjælpelig med at få dem ud for os og lave nogle samhandels aftaler og sådan noget. Det er ikke bare lige, det kan jeg godt se.

4.38- 4.59:

J: Nej, det er det ikke, så i forhold til, nu sagde du jo lige I var lidt udfordret på det kommunikative og det leder jo så videre til mit næste spørgsmål, i forhold til hvor længe har du haft engelsk i skolen?

H: Jamen jeg havde engelsk også da jeg gik på HF, men så er det også stoppet der,

J: Så er det stoppet, okay

H: Ja så HF niveau, det er der den stopper

5.00- 5.23:

J: Okay, hvordan har du det så med det engelske sprog, altså her tænker jeg både i skrift og tale?

H: Altså skrift og tale det er faktisk et fedt for mig, fordi for begge to, der kan jeg sige at jeg kan gøre mig forståelig hvis jeg skal tale med en, men det er kun til husbehov, altså det er sådan noget med at finde vej og ud og handle og sådan noget, altså forståelig og til husbehov.

5.24- 6.03:

J: Ja okay, altså mit næste spørgsmål det er jo også sådan lidt ledende, altså det hænger jo lidt sammen det hele, men altså, i forhold til ville du kunne begå dig på engelsk i forbindelse med forretninger?

H: Mit ærlige svar det er nej, jeg har på ingen måder et engelsk sprog der kan matche det ordforråd eller terminologi der er inden for den branche, det er svært nok for mig i forhold til på dansk, jeg er jo ikke uddannet indenfor kloakering eller entreprenørbranchen, eller noget, så i forvejen er det svært, hvis jeg så skulle finde et sprog eller på det engelske, ja det ville jeg ikke kunne, så mit ærlige svar er nej.

6.04-6.47:

J: okay, hvordan ser du så på de sprogbarrierer I har i firmaet i forhold til engelsk?

H: En kæmpe udfordring, det synes jeg, ja vores sprogbarriere er stor og jeg tænker at selvfølgelig ville vi kunne nå et lille stykke af vejen med de sprogkundskaber vi har nu, men på længere sigt, når aftaler skal indgås eller folk ringer og spørger om nogle ting, omkring

forskellige mål og behov, der tror jeg virkelig det kræver at enten skal vi der er ansat virkelig på skolebænken igen eller også er vi simpelthen nødt til ansætte nogen som bare kan det der.

6.47-7.13:

J: Ja okay, og hvad så i forhold til, mener du engelsk er et vigtigt sprog i forhold til det der med at skulle begå sig internationalt? Altså nu er I jo baseret i Jylland, altså her tænker jeg, mener du at man skal kunne det for at kunne begå sig internationalt?

H: Ja, ingen tvivl om det. Jeg tror det er alfa omega. Det tror jeg, så ingen tvivl om det.

7.13-7.28:

J: Ingen tvivl om det, men det var sådan set de spørgsmål jeg havde til dig. Så jeg vil bare sige tusind tak for hjælpen

H: Jamen det var så lidt

<p>Min: 1.49- 2.54</p>	<p>datterselskaber, hvad er det for nogle produkter I kører med der?</p>	<p>ene er svensk, med svenske afdelinger, primært her i Nordsverige, eller Sydsverige, undskyld, og så har vi et firma i Estland, som er lidt specielt, da firmaet kører primært på VA, og en lille smule værktøj, og har ikke H.L. Muffer på hylderne. I Sverige har vi lidt det samme. Det skal lige sige i Estland, det kører rent, det der er lidt specielt ved det, det er en vandforsynings del, det har vi ikke i Sverige. Der har vi ren VA og Værktøj. I Sverige, der har vi ikke, eller det vil sige, vi har lagerlagt H.L.'s produkter, men de ligger her på Sverige, det vil sige dag til dag levering, så man kan sige det er de selvsamme 14 lagerlagt produkter, som man har tilgang til i Sverige, og de er også oprettet på vores webshop, som vi gør meget ud af.</p>	<p><i>departments, primarily here in North Sweden, or South Sweden, sorry, and then we have a company in Estonia, which is quite special, due to the fact that the company deal only with VA and small amount of tools, and do not have H.L. Muffer on stock. In Sweden is somewhat the same. It should be said that in Estonia is only water supply, which is quite special, we do not have that in Sweden. We have VA and tools only. We do not have in Sweden, or we have, H.L. products on stock, they are in Sweden, meaning that day to day delivery, so you can say that the same 14 on stock products are available in Sweden, and, furthermore, they are visible on our web shop which we make an effort off.</i></p>
<p>Min: 2.55-3.02</p>	<p>Så på den måde kan man revikere produkter, hvis man gider det?</p>	<p>Lige nøjagtig ja.</p>	<p><i>Exactly, yes</i></p>
<p>Min: 3.02-3.33</p>	<p>Ser du muligheder for</p>	<p>Ja det kommer lidt an på det marked vi</p>	<p><i>Yes, it depends on the market that we operate in. Here we are talking, for what concerns AO,</i></p>

	H.L. Muffers produkter i udlandet?	bevæger os i. Her snakker vi , for AO's vedkommende Sverige og Estland, som vi lige har været indeover. Om der er tradition for krympemuffer som er det H.L. Muffer har slået sig op på, eller om det i det hele taget er lovligt at gøre det, Estland har ikke tradition for at gøre det, bruge krympemuffer overhovedet, Sverige har til dels, så det marked kan vi måske penetrere, ved at gøre det via Danmark.	<i>Sweden and Estonia, which we just talked about. Whether there is a tradition for shrink joints, which is H.L. Muffer's domain, and if it is even legal, Estonia do not have traditions for using shrink joints at all, Sweden have it, partly, so that might be the market to penetrate via Denmark.</i>
Min: 3.34.4.10	Og du har jo sådan set svaret på hvad jeres position er i udlandet, det er jo at i har et selskab i Estland og så i Sverige.	Det er rigtigt, med mindre i har interesse i at vide hvordan og hvorledes, i Estland er vi en af markedslederne, hvis man tager på det rene vandforsyning, men det er meget svært at vurdere Estland, I Sverige der ligger vi en 3'er, efterfulgt af 2 meget store Svenske spillere.	<i>That's right, unless you have an interest to know how it works, in Estonia we are one of the market leaders if you only look at water supply, but it is very difficult to estimate Estonia. We are no. 3 in Sweden, followed by 2 large Swedish actors.</i>
Min: 4.11-5.22	Okay, det som der så leder ned til næste spørgsmål, hvordan ser du på mulighederne	Jeg har undersøgt det lidt inden i dag, I Estland er det tæt på, om ikke komplet umuligt, i hvert fald ikke noget vi vil gå ind i, eller det vil sige, vi	<i>I have investigated a bit before today. In Estonia, it is very close to, if not impossible, or it is at least not something we would enter, or would say that we would enter, we do have the products on stock, so it is</i>

	for at skulle starte et eksport samarbejde med H.L. Muffer?	vil gerne gå ind i det, vi har jo i princippet varerne på hylderne, så det kunne lade sig gøre, men man mener, I Estland tror jeg ikke der er et marked for krympemuffer, som sådan. Men vi kan jo nemt gå til det hvis det skulle være. Muligheden er der, men den er lille. I Sverige er der en lidt større mulighed, kan man sige, i og med som tidligere sagt i er oprettet på vores webshop, i vores svenske webshop, hvor vi har lagerført ting på vores centrallager i Danmark, hvor alle varerne til Sverige også kommer fra, så det er dag til dag levering, hvis det kunne være. Der kan vi måske gøre noget ved en indsats. Der er lidt en tradition for at gøre det på en anden måde, men vi har solgt en lille smule H.L. Muffer i Sverige, ikke ret meget. Der er heller ikke tradition for det, men der vil måske være en mulighed for at komme ind der, i modsætning til Estland.	<i>durable, but the opinion is that, in Estionia I do not think that there is a market for shrink joint. However, it would be easy for us to access. There is an small opportunity. In Sweden there is a better opportunity, as mentioned before, you are found in our web shop or our Swedish web shop, where we have stocked products at our central warehouse in Denmark, where all goods to Sweden are from, so it is day to day delivery, if the possibility is there. We might be able to make an effort, however, there is a tradition for doing it otherwise, but we have sold a small amount of H.L. Products in Sweden, not much. There is not a tradition for it, but there might be an opportunity to penetrate, in contrary to Estonia.</i>
Sprogforhold Min: 5.23-6.18	Så i forhold til jeres	I Estland kommunikerer vi kun	<i>In Estonia we communicate only English, and in Sweden we</i>

	datterselskaber, hvilket sprog kommunikerer i på, både med Estland og selvfølgelig også Sverige?	på Engelsk. Og i Sverige kommunikerer vi Dansk/Svensk, forstået på den måde, at når man er dansker skriver man på dansk og taler dansk, og omvendt ved svenskerne, vores kolleger i Sverige, skriver svensk og taler svensk. Så har vi, hvis det har noget betydning, har jeg det produktmæssige ansvar for den svenske afdeling, vores svenske datterselskab, og så dem der har mig, de begynder at forstå bedre svensk, men generelt har vi den regel at danskerne taler og skriver dansk, og så skal svensker forstå det og omvendt. Det går fint.	<i>communicate Danish/Swedish, meaning that the Danes write and speak in Danish, and the Swedish, the people in Sweden write and speak Swedish. We also have, if it has any relevance, I have the responsibility for all product within the Swedish department, our Swedish subsidiary, and those who answer to me, are starting to understand better Swedish, but the rule is that the Danes write and speak Danish, which the Swedish have to understand and likewise. It's all right.</i>
Min: 6.19- 6.39	Så i forhold til det engelske sprog, hvad er dit synspunkt på det, i forhold til at skulle kommunikere på det internationale marked? Mener du det er et vigtigt globalt sprog?	Det må vi sige det er 100%. Med hensyn til synspunkt, hvad mener du, i forhold til at kommunikere på? Hvad mener du helt nøjagtigt?	<i>We must say that it is. 100% But what do you mean with viewpoint, exactly? It is in relation to communicating?</i>
Min: 6.40-7.31	Altså jeg mener bare, jeg vil	Altså min holdning generelt efter en del	<i>Well, my opinion, due to many years in the business, is that of</i>

	<p>gerne have din mening i forhold til det internationale marked, og det med om du mener at engelsk et vigtigt sprog, og kun i den forbindelse.</p>	<p>år i branchen, eller mange for den sags skyld, er at ja selvfølgelig, er det vigtigt globalt sprog, det er engelsk, og den er ikke længere. Der er lidt forskellige måde at gøre det på. Nogen franske firmaer har jo engelsk som koncernsprog, men igen er det ret godt at kunne fransk, og sådan er det også lidt med Tyskland og så videre, men generelt er det et stort ja, det er vigtig at kunne engelsk. Og man skal kunne kommunikere på engelsk. Sverige er lidt en undtagelse fordi det er et skandinavisk sprog, når man tænker AO, men generelt tror jeg at det er du mener, ik?</p>	<p><i>course it is an important global language, it is English, and that's it. But there are different ways of English. Some French companies have English as corporate language, but yet again it is good to be capable of French, and the same goes for Germany and so on, but in general it is a big yes, it is important to be capable of English. And you must be capable of communicating in English. Sweden is an exception, due to it being an Scandinavian language, in terms if AO, but in general, which I believe is what you mean, right?</i></p>
<p>Min: 7.32-7.38</p>	<p>Jo helt sikkert.</p>	<p>Så er det et must at man skal kunne det. Det er der ingen tvivl om.</p>	<p><i>Then you must be capable of it. Without a doubt.</i></p>
<p>Min: 7.39-9.09</p>	<p>Det leder videre til mit næste spørgsmål. Det er nemlig det der med, mener du det er vigtigt at tale forretnings engels hvis man</p>	<p>Det er en helt anden boldgade. Når vi snakker produkter, hvad vi gør her, så er der slet ingen tvivl om at man er nød til at sætte sig ind i de specifikke talemåder på engelsk, fordi en</p>	<p><i>That's whole different ball game. When we talk products, which is the case here, then there is no doubt that you have to study the specific English idiomatic phrases, because when it comes to negotiation and such, everyone who deal with products have tried when they start with this, then pretty</i></p>

	<p>gerne vil i gang med eksport? Altså du ved der er jo forskellige måder at snakke engelsk på. Du kan tale på det normale niveau, men forretnings engelsk, det er jo lidt en anden boldgade.</p>	<p>ting er når det kommer, det har alle prøvet der også har med produkter at gøre, forhandlinger og alle sådan nogle ting at gøre, har prøvet når de starter med det her (eksport, red.) så taler alle dansker stort set ret godt engelsk og nogle taler rigtig godt engelsk. Men man kan stadig, om end ikke sat til vægs, kan man jo stadigvæk når vi begynder at tale produkter og man sidder i møder der er længere end bare 5 min, så begynder det at blive mere specifikt og man skal sætte sig godt ind i de forskellige talemåde, og hvordan, hvad de produkter hedder og hvad de kan, og alle mulige ting og sager, så på det måde så, hvis det er det du mener med forretnings engelsk, rent produktmæssig, der skal man, der er det meget vigtigt at man kan det, eller i hvert fald få sat sig ind i det, fordi det er ikke helt nok at kunne tale godt engelsk, der er forskel at møde en englænder på Rådhuspladsen og så og snakke med ham en times tid for sjov,</p>	<p><i>much every Dane speak good English, and some quite good. But you can still, "come up for sale", you can still when we start talking about product and you are in a meeting longer than just 5 minutes, when it begins to be more specific, and then you have to study the different phrases, and how, what the products are called, and what they can do, and all sorts of thing, so on that note, if that is what you mean by Business English on product level, then it is important to be capable of, or at least be acquainted with, because it is not enough to speak good English, there is a big difference to meet a Briton at The Rådhuspladsen (Copenhagen City hall square) and have a chat with him for an hour for fun, and then be in a product meeting for two hours . So, so absolute, it is very important to be capable of it.</i></p>
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<p>Min: 9.43- 10.51</p>	<p>Og det var så i forhold til hvad dit synspunkt det er på de firmaer som nødvendigvis ikke er gode til engelsk, men som gerne vil i gang med eksport?</p>	<p>og så sidde i et møde i to timer med produkter. Så det er absolut meget vigtigt at man kan det.</p> <p>Altså min holdning er den, at man går i gang hvis man har lyst og mener det er det rigtige. Jeg har jo selvfølgelig i forbindelse med det jeg sagde lige før så er det et must, men jeg vil mene det er en udfordring selvfølgelig. Der er på ingen måde en hindring for at gå i gang for et firma der gerne vil sælge sine varer i udlandet. Til syvende og sidst, så handler det jo om at få noget handel i gang og så må sproget jo komme noget senere. Min erfaring er, at ved at opnå gode relationer, det vil hjælpe på det her og komme ind på folk man handler med. Så hvis man ikke er super piv god til engelsk, så synes jeg jo stadigvæk at det man brænder for sine produkter og på anden måde brænder for at få det her budskab igennem. Jeg mener bare, det er</p>	<p><i>Well, my opinion is that you start, if you want to and believe it is right. I have, of course, in connection with what I said earlier, then it is a must, but I would say that it is a challenge, of course. But it is no obstacle for a company to start selling their products abroad. In the end, it is about getting trade up and running, and then the language follows. My experience is that, by obtaining good relations will help and to get close to the people you trade with. So, if you are not that good in English, I still believe that if you are passionate for your products, and want to be heard, then I believe that you should walk the plank and try. It is, of course, a challenge because you want to look professional, within our business, and you in regards to H.L. Muffer.</i></p>
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<p>Min: 10.51-11.20:</p>		<p>sådan jeg er, man skal hoppe ud på planken og forsøge det. Det er selvfølgelig en udfordring fordi man vil jo også gerne se professionel ud. I den branche vi er i, og du i hensyn til H.L.</p> <p>altså, så handler det om indenfor vores branche om rigtig meget om relationer for at komme til det på livet og så må det andet komme senere. Jeg har siddet i efterhånden rigtig mange møde med eng... franskmænd, hollændere og tyskere, og det er langt fra alle, uanset hvor mange år de har haft i branchen er rigtigt gode til engelsk, så nej det er ikke nogen udfordring, eller undskyld, det er en udfordring, men bestemt ikke en hindring.</p>	<p><i>Well, in our business it is much about relations in regards to getting close, and then everything else must follow. I have been in many meetings with Bri... Frenchmen, Dutchmen and Germans, and it is far from everyone, no matter how many years they have had in the business that are good English speaker, so no, there is no challenge, or sorry, there is a challenge but no obstacle.</i></p>
<p>Min: 11.20-12.03</p>	<p>Og så i forhold til jeres datterselskaber, nu ved jeg godt I har talt om i kommunikerer på engelsk til</p>	<p>Jamen det er det, fordi det er det sprog, med undtagelse af vores kollegaer i Sverige, så er det udelukkende engelsk det foregår på. Alt hvad der</p>	<p><i>Well, it is, due to the fact that it is that language, with exception of our colleges in Sweden, then it is exclusively English. Everything that occurs here, also with my colleges in other segments here at AO</i></p>

<p>Min: 12.03-12.50</p>	<p>Estland og dansk/svensk i Sverige, men er det engelske sprog i fokus?</p> <p>Okay, super, og så lige i forhold til, de egne engelsk kundskaber hvordan ligger du der, altså har du noget uddannelse indenfor det, eller hvordan ser det ud</p>	<p>foregår her, også hos mine kollegaer i de andre segmenter her hos AO Johansen. Og især i vores, jeg hører til indkøb og forhandlingsafdeling, der foregår alt på engelsk uden udtalelse.</p> <p>Nej det har jeg ikke, jeg har lært mig selv det, kan man sige, så jeg har rimelig gode engelsk sprogkundskaber. Jeg forbedrer mig hele tiden og i relation til de tidligere spørgsmål som gik på, du spurgte tidligere med datterselskaberne og de ting og sager, man må jo bare komme i gang, og i dit forrige spørgsmål, så må man, det skal jo ikke være en hindring for at komme i gang, så jeg er ret god til engelsk, med hensyn til det rent produkt tekniske, den svære del af vores del, så bliver man jo hele tiden bedre</p>	<p><i>Johansen. Especially in our, I belong to the purchase and negotiation department, everything is in English, no exception.</i></p> <p><i>No I have not, I have taught myself, so to speak, so I have quite good English linguistic skills. I am improving all the time, and I, relation to the former questions, you asked earlier about the Subsidiaries and such, you just have to get started, and in your previous question, you have to, well, it must not become a barrier to get started, so I am quite good at English, in relation to the product technical, the difficult part of our job, well you keep on improving.</i></p>
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Appendix 8

Final coding scheme – Interview with Sanistaal

<p>Markedsposition/ produktinformation:</p> <p>Min: 0.15-1.12</p>	<p>Ja men så mit første spørgsmål det går ud på hvad er jeres position på det danske marked?</p>	<p>Vi er jo en af Danmarks største VVS grossister indenfor teknik, og vi har jo, kontra brdr. Dahl og AO, har vi jo et stort spektrum af artikler også, og blandt andet stål, og stål er jo med til at gøre at vi på VA segmentet får fat på en hel masse andre kunder end nogen af de andre gør, fordi vi kan jo levere armeringsstål til sokler osv. Vi har en sådan rimelig fremtræden position på markedet. Vi ved jo hel nøjagtig hvad vores markedsandel er i markedet.</p>	<p><i>We are one of the largest heating, plumbing and sanitation wholesalers in Denmark, and we have well, versus Brdr. And AO, a large spectrum of items also, such as steel, and steel is why we on the VA segment get a whole other costumers than any of the others, due to we can deliver reinforcement steel for building sockets and such. We have a rather upfront position on the market. We know exactly what our market position is on the market.</i></p>
<p>Min: 1.12-2.18</p>	<p>I er godt med. Så i forhold til H.L. Muffer, hvor mange produkter</p>	<p>Vi er i top 3</p> <p>Så mange som kunderne efterspørger. Jeg tror vi har oprettet</p>	<p><i>We are in top 3</i></p> <p><i>As many as the costumers demands. I think we have many</i></p>

	fører i af deres produkter?	<p>rigtig mange af dem i systemet, og vi har jo noget som hedder lagervarer og noget som vi kalder T3 varer i vores hus. T3 varerne er kendte skaffevarer, som vi stadig pris vedligeholder og billede vedligeholder og sørger for alle data på det og de er synlige på vores web også. Sådan at kunderne kan se vi har dem og kan købe dem. Lige hvor mange ved jeg ikke, men vi har rigtig rigtig mange. Og Sanistaal er sådan en type, at hvis der er en kunde eller hvis flere af kunderne efterspørger at dem skal vi have på hylden som lagervarer, jamen så er det klart så tager vi dem ind.</p>	<p><i>created in our system, and then we have something called stock products and T3 goods. The T3 goods are known as special order, which we still price and picture maintain, and make sure all data are also visible on our web. In that way the costumers can see that we have them and can buy the. Just how many, I do not know, but we have quite a lot. Sanistaal is that type that if a costumer or if several costumers demand that we have them on stock as stock goods, well then of course we take them in.</i></p>
<p>Eksport</p> <p>Min: 2.19-3.11</p>	Så i forhold til jeres datterselskaber, hvad er det for nogle produkter I kører med ved dem?	Jamen sådan rent principielt, så har vi ikke faktisk ikke, som jeg også skrev til dig, vi har egentlig ikke så meget kontakt til hinanden ude i datterselskaberne, vi har selvfølgelig	<p><i>Well, by principle, we do not have, as I wrote to you, we do not have that much contact with each other in the Subsidiaries, we do, of course,</i></p>

		<p>nogle centrale ting bogholderi, eller noget HR og så videre, det gør man jo, men produktmæssig og markeds mæssig der snakker vi ikke så meget sammen.</p> <p>Vi kan godt have leverandører som er sammen faldende, men jeg sidder f.eks. ikke og forhandler en aftale for Polen eller for Tyskland. De gør de decentralt ude i de forskellige afdelinger.</p> <p>Det gør jeg, for hvis man kan sige, hvis det var at H.L. Muffer gerne vil eksportere og hvis der var et marked for det derude, og hvis man ku bruge det de steder, så er det da klart så kan jeg jo give min erfaring videre til, jeg ved jo hvem jeg skal tage fat i derovre, selvfølgelig har vi en dialog.</p> <p>Så man kan jo godt videresende nogle oplysninger omkring hvordan og hvorledes, at det</p>	<p><i>have some central things such as bookkeeping and HR and so on, but on products and market relations we do not talk that much.</i></p> <p><i>We might have the same suppliers, but I do not negotiate e.g. a deal for Poland or Germany. They do that decentralised in the different departments.</i></p> <p><i>I do, lets say H.L Muffer would like to export and there is a market for it and if you could use those places, then, of course, I would hand on my experience to, I know who to contact over there, of course we have a dialogue.</i></p> <p><i>So, of course you can pass on some information on what and how that this is a</i></p>
Min: 3.12-3.36	Så i forhold til H.L. Muffers produkter, ser du en eller anden mulighed for de kunne blive solgt i udlandet?		
Min: 3.36-4.03			

<p>Min: 4.03-4.52</p>	<p>Ja okay. Så i forhold, altså nu snakkede du om at du selvfølgelig godt kan give kontakten videre og sådan noget, hvad så i forhold til starte et eksportsamarbejde med dem, er det noget?</p>	<p>her et produkt vi bruger meget herhjemme og det er en god leverandør, støtter op osv., som kan man bruge det ovre ved jer? Men så ville den, kan man sige, så ville den nok dø der for mit vedkommende og så vil det så være op til jer selv og bære den videre derfra.</p> <p>Det er noget I skal gøre decentralt ude.</p> <p>Jeg kan skrive til vedkommende der, jeg har jo et match kan man sige derovre, ham eller hende kan jeg skrive til og så sige "jamen prøv at høre her, jeg har en leverandør, sådan og sådan, de vil gerne udvide deres marked, er det noget for jer?", og jeg har tilladt at give jeres nummer videre, så I bliver nok kontaktet.."</p> <p>Det får I jo selvfølgelig også en kopi af, og så er det op til jer selv og</p>	<p><i>product we use a lot here and it is a good supplier, we support and such, is this something that you can use? But that would be it for me, and then it would be up to you to carry on.</i></p> <p><i>That is something you need to do decentralised.</i></p> <p><i>I can write to the person concerned, I do have a match over there, and I could write "listen, I have a supplier, so on and so on, they would like to expand their market, is this something for you?, and I have allowed to pass on your number, so you might be contacted.."</i></p> <p><i>You will get a copy, of course, and then it would be up to you to continue</i></p>
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<p>Min: 4.52-5.26</p>	<p>Okay. Så i forhold til jeres position i udlandet, hvordan er den,?</p>	<p>gøre det</p> <p>Den er lille. Der er selvfølgelig nogle områder, altså lige de områder hvor vi er repræsenteret, Baltikum er vi nok stærkere i end vi er i Tyskland. I Tyskland har vi ikke, der er det ikke VVS, der er ikke bygningsinstallation på den måde. Det er mere stål og tekniske ting, sådan på den måde. I Tyskland er vi ikke eksisterende indenfor vores område. Polen er vi lidt og Baltikum er vi også.</p>	<p><i>It is small. There are, of course, some areas, well those areas where we are represented, in The Baltic States our position is stronger than in Germany. In Germany we do not have, it is not heating, plumbing and sanitation, it is not construction installation like that. It is more steel and technical things. In Germany we are non-existing within our field. In Poland and The Baltic States we have a bit.</i></p>
<p>Sprogforhold</p> <p>Min: 5.26-5.33</p> <p>Min: 5.34-5.47</p>	<p>Okay, hvilket sprog kommunikerer i så på med jeres datterselskaber?</p> <p>På Engelsk? Okay, så i forhold til det engelske sprog, hvad er dit synspunkt på at man kan</p>	<p>Det gør vi på Engelsk</p> <p>JA og man skal kunne gøre det..</p> <p>... Og man skal også</p>	<p><i>We do that in English</i></p> <p><i>YES, and you have to be capable of it.</i></p> <p><i>... And you have</i></p>

<p>Min: 5.47- 6.14</p>	<p>kommunikere på det, mener du det er et vigtigt globalt sprog?</p>	<p>kunne gøre det på... Altså hvis I kommer som nogle der gerne vil sælge noget, så bliver man også nød til at have, det kan være modtageren ikke er særlig god til engelsk, men godt kan forstå hvad der bliver sagt, og kan også svare igen og sådan noget, men den der kommer og ligesom vil sælge noget, skal bare være rimelig ferm på det.</p> <p>.... også på teknisk engelsk</p>	<p><i>to be able to do it.. Well, if you come as someone who want to sell something, then you have to gave, chances are that the recipient are not good in English, but is able to understand what is said, and such, but the person who want to trade something has to be quite good.</i></p> <p><i>.... Also in technical English</i></p>
<p>Min: 6.14-7.50</p>	<p>Det er jo så også det der leder mig videre til næste spørgsmål. Det der med altså, er det ikke vigtigt at kunne tale forretnings engelsk, hvis man gerne vil i gang med eksport? Du ved, det er en helt anden jargon.</p>	<p>Det er det, men ikke forretnings engelsk på den måde, som I jo nok lige tænker på, men I har nogle tekniske produkter som I skal ud og sælge på teknikken, og ikke på at I kommer i jakkesæt og kan være skide gode til engelsk, og sådan noget, det er sådan set lige meget, men I har nogle ting som i skal forklare. Man kan jo godt lære en salgstale udenad på engelsk, og bruge google translate og al muligt andet, og være klar, men du skal bare være klar på at hvis man får</p>	<p><i>It is, but not business English in that way, as you might think, but you have some technical products, in which you must trade on technics, and not on showing up in suits and be proficient in English, it do not matter, but you have some products that you need to explain. You can easily memorise a sales speech and use Google translate and such, but you have to realise</i></p>

		<p>stilt nogle modspørgsmål, så hjælper det ikke noget at, ”pis det er udenfor min øvre område”, og så begynder man, at det man har lært udenad det kørte bare, det var lige som at høre det på fjernsyn, og så begynder man ikke at kunne snakke engelsk, faktisk næsten måske eller et eller andet, når man bliver presset, og dem har jeg også nogle af der henvender sig til mig, vi har sommetider nogle italienske produkter eller noget fransk eller noget belgisk eller et eller andet, som gerne vil sælge nogle produkter her i Danmark, og man kan sige, der sidder jeg og tænker mit hvis ikke de sidder og næsten ikke kan snakke engelsk, men modsat så er jeg pisse dårlig til tysk, og vi har nogle tyskere som også gerne vil sælge os noget, og så aftaler vi, altså jeg kan godt sådan rimelig tysk, men så aftaler vi at vi begge tager den på engelsk, for så er</p>	<p><i>that you will be asked counter questions, and then it do not help with “oh shit that is not my area”, and then you start to, the things you have learned, it was on a roll, it was just like listening to it on TV, and then you start to actually not being able to speak English, or something like that, when you are under pressure, and I have some of those who addresses me, we sometimes have some Italian products, or something French, or Belgian or something, who want to trade some products in Denmark, and it is safe to say that I have my own reflections if they are not able to speak English, but on contrary, I am not good at speaking German, and we do have some Germans who want to trade something, and</i></p>
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<p>Min: 7.50-8.13</p>		<p>vi begge to på udebane. Og det vil I nok også møde hvis i tager til Baltikum,</p> <p>... De er ikke særlig gode til engelsk, så der behøver man ikke være top/top. Men skal stadigvæk kunne ramme ind i en som har studeret 14 år i London, og bare kan det, du må ikke falde igennem der. Det kan godt blive taget som sådan lidt dårlig måske</p>	<p><i>we then agree, well I speak okay German, but then we both agree on to speak English because we both then are on unknown territory. And you might face that, as well, if you go to The Baltic States</i></p> <p><i>... They are not good at English, so you do not have to be top/top. But you still have to be capable of meeting someone who has studied 14 years in London, and knows what he is doing, you cannot fall through, it may put you in a bad light.</i></p>
<p>Min: 8.13-8.33</p>	<p>Det kan sætte en i et dårligt lys, hvis ikke man...</p> <p>.... Så kan man virke uforberedt..</p>	<p>Ja hvis ikke man kan svare ordenligt på de der tekniske spørgsmål</p> <p>... ja.. Så nej sådan rigtig forretnings engelsk vil jeg ikke sige, men teknisk</p> <p>... Det er teknik I</p>	<p><i>Yes, if you cannot answer properly on those technical questions</i></p> <p><i>Yes... So no, I would not say proper business English, but technical</i></p> <p><i>...It is the</i></p>

<p>Min: 8.34-9.07</p>	<p>ja okay, så i forhold til firmaer som ikke nødvendigvis er gode til engelsk, men de gerne vil i gang med eksport, det er også lidt ledende til det jeg spurgt om før, hvad er dit synspunkt på det. Er det, at man, altså det skal man bare i gang med at lære, eller hvordan ser du på det?</p>	<p>skal sælge jer på derovre hvis</p> <p>De der vil eksportere, de kan jo prøve, er det fordi I er virkelig dårlig til engelsk</p>	<p><i>technique you have to trade yourself on if</i></p> <p><i>Those who export, they could try, is it because you are bad at English?</i></p>
<p>Min: 9.24-9.58</p>		<p>..... jamen hvad hedder det, man bliver jo bare nødt til at kunne det, så kan man jo prøve at teste det af, det er jo ikke værre end at tage et eller andet sted, det kunne være sjovt at teste af hvor langt kan man komme med det her, på det basis vi har, hvis det er noget I gerne vil i gang med her og nu, eller om et år, eller hvis det ligger i jeres 5 års plan, og det er om 5 år, så skal de i gang med, jamen så er det klart man har 5 år til at, så må Henrik (H.L. Muffer red) til at i gang med</p>	<p><i>.... Well, you just have to be capable of it, and then you could test it, what is the worse that can happen than to just go somewhere, it could be fun to see how far you can go with this, on the basis of what we have, if it is something you to do now, or in a year, or whether it is in your 5 year plan, and if it's in 5 years, then they have to, well of course if you have 5 years, then Henrik (H.L. Muffer, red.)</i></p>

<p>Min: 10.11-10.40</p>	<p>Ja det er jo det. Altså du mener, lad os sige det er i en 5 års plan, altså så er det det der med så kan du lige så godt forbedrede dig på det.</p>	<p>aftenkursus i 5 år.</p> <p>Hvis det ligger i jeres business plan fremadrettet, at I, i vil eksportere på det her, Danmark det er for lille, efterhånden ikke, men hvorfor ikke tage Norge og Sverige i stedet for</p> <p>... Det ville måske være nemmere at gøre</p>	<p><i>have to take evening classes for 5 years.</i></p> <p><i>If it is in your future business plan that you, you want to export on this, Denmark is too small, eventually, but why not Norway and Sweden instead?</i></p> <p><i>... It might be easier to do</i></p>
<p>Min: 10.41-10.44</p>	<p>At starte der og så måske udvide</p>	<p>England er jo også et stort marked men med nogle som har det som modersmål,</p>	<p><i>Britain is also a big market, but with someone who speak it as mother tongue,</i></p>
<p>Min: 10.44-11.19</p>	<p>Jamen så kunne det jo også være man skulle få det sparket lidt mere i gang i selve sproget</p>	<p>Men hvis det vitterligt ligger i ens plan, det her det vil vi gøre, for at se, så bliver man altså nød til at lære det. For ellers kommer du ud på, det kan også være, at du, hvis det er i de Baltiske lande eller hvis det er i Polen, der mener jeg at der har man en tradition for at tage ud og præsenterer et eller andet, så går man måske også ud og spiser om aftenen, og hvis du</p>	<p><i>But if it truly is a part of your plan, this is what we want to do to see, well you have to learn, or else, it might be that you, if it is in The Baltic States, or in Poland, I believe that there is a tradition for going out to present something, and then you might go out to dinner at night, and if you are not</i></p>

<p>Min-11.19-11.40</p>	<p>ja det er rigtigt, men så slemt står vist heller ikke til, men ved godt hvad du mener, men i forhold til at kunne føre en samtale</p>	<p>så ikke kan sidde og smalltalke på engelsk, så kan det edderøvme blive en lang aften</p> <p>Ja og man vil nok typisk også sidde og snakke arbejde sådan en aften og produkter og sådan noget, så skal man også sidde og snakke noget teknik</p>	<p><i>capable of smalltalk in English, then it going to be a hell of a long night.</i></p> <p><i>Yes, and you would typically talk about work on such a night and products, and then you must be capable of technical speaking.</i></p>
<p>Min: 11.40-12.49</p>	<p>Ja selvfølgelig, så du mener fremfor business engelsk, som vi snakkede om, så er det mere de tekniske termer og de måder at kunne fremføre sig teknisk på engelsk der skal være mere i fokus?</p>	<p>Ja.. Kontrakten, kan man sige, og alle mulige vilkår i skal have landet, osv, og hvis det kommer frem et sted hen hvor man skal til at snakke noget juridisk engelsk for at få en kontrakt på plads, ja så må man jo tilkøbe sig den ydelse, kan man sige, hvis du ikke kan, hvis det nu er, så må man jo tilkøbe sig et par timer ved en jurist der kan engelsk og så få det kørt igennem på den måde og have dem som bisidder, men jeg vil have mere respekt overfor en der kan sidde og forklare mig på engelsk hvad produktet det kan</p>	<p><i>Yes.. The contract, you can say, and many potential terms you have to land, and so on, and if it comes to a place where you have to speak legal English in order to sign a deal, well, then you must purchase that performance, lets say, if you are not capable of, then you have to purchase a couple of hours with a lawyer, who is capable of English, and by that way push it through, and have them as legal counsel, but I would have more respect of</i></p>

		og fordele og egenskaber og al det der fremfor at kunne sidde og snakke et eller andet om aktiemarkedet i et eller andet højt tempo for det er jeg sådan set ligeglad med, jeg vil høre omkring produkterne og hvad de kan, og især, hvad er det som det produkt kan tilbyde os, og gøre en forskel. Det er det jeg vil høre. Og ikke smart engelsk.	<i>someone who is able to explain to me in English what the product's advantage and performance is, and such, instead of being capable of talking about the stock market in high pace, because I do not care about that, I want to hear about the products and how they work, and especially what that product can offer us and make a change. That is what I want to hear. And not smart English.</i>
Min: 12.50-13.01	Men også i forhold til datterselskaberne, i snakker engelsk, og på den måde er det engelske sprog også hele tiden i fokus?	ja det er det	<i>Yes, it is</i>
Min: 13.02-13.56	Er det meget teknisk engelsk i bruger i forhold til at kommunikere med dem, eller hvordan, eller er	Generelt snakker vi jo ikke særlig meget, men hvis jeg snakker med mine udenlandske leverandører, så er	<i>In general we do not speak that much with each other, but if I speak with my foreign suppliers,</i>

<p>Min: 13. 56-14.22</p>	<p>det bare sådan generelt?</p>	<p>det jo, kan man sige teknisk vi gør det på, og jeg er ikke 100 meter mester i engelsk heller ikke, men jeg kan det til husbehov og lidt mere, også noget teknisk engelsk og sådan noget, men jeg har jo fordelene i at jeg er modtageren, jeg skal ikke vise noget, men det er vedkommende der sidder overfor mig, hvis nu jeg stiller et eller andet spørgsmål, så forventer jeg også at han kan svare, så kan det godt være jeg ikke får den rigtige endelse på og al mulig, men han forstår godt hvad jeg siger, og så skal han kunne svare, fordi at det er ham der ligesom komme til mig og siger, at han gerne vil sælge mig et eller andet, men modsat hvis jeg har sat mig i hans stol, så skulle jeg nok lige ha taget aftenskole, bare lige et enkelt år</p> <p>.....Så skal jeg også have pudset mine af, ja, fordi det har</p>	<p><i>then it is technical we speak, and I am not proficient in English, but I speak English moderately well and then some, also some technical English, but I have the advantage, I am the recipient, I do not have to prove anything, it is person sitting across me, if I ask some question, then I expect that he can answer, and then it might be that I do not get the right suffix and such, but he understands what I say, and then he has to answer, because it is he who comes to me and say he wants to trade something, but if it was me who was in his shoes, then I probably had to have taken evening class, just for a year or so.</i></p> <p><i>Then I should have polished mine off, yes,</i></p>
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		<p>jeg ikke brugt det nok til, men så længe jeg kan forstå og svare og forstå alt hvad de siger, men igen jeg er modtageren, jeg er ikke budgiveren, og det er budgiveren der skal kan det</p>	<p><i>because I have not used it enough, but as long as I understand and can answer anything they say, but again, I am the recipient, I am not the messenger, and it is the messenger who has to be capable of it.</i></p>
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Appendix 9

Final coding scheme – Interview with Henrik Larsen - H.L. Muffer ApS

Firmaforhold			
Min: 0.00-0.26	Vil du være sød, at præsentere dig selv og din stilling hos H.L. Muffer?	Ja, jeg hedder Henrik Larsen og er medejer af H.L. Muffer i Ranum, og jeg sammen ved roret sammen med den gamle (Hans Larsen, red.) hver dag og det er mig der sådan set er den overordnede beslutningstager i dagligdagen.	<i>Yes, my name is Henrik Larsen and I am co-owner of H.L. Muffer in Ranum, and I run the business with the old man (Hans Larsen, red.) each day and it is me who as such is the superior decision-maker on a normal day.</i>
Min: 0.27-1.16	Okay, jamen så har lige nogle spørgsmål til dig i forhold til H.L. Muffer. Hvordan blev H.L. Muffer en realitet?	Jamen hvad kan man sige, firmaet blev stiftet i år 2000, da den første godkendelse den kom i hus, men der var jo en hel del arbejde inden det kunne lade sig gøre, så der har nok været 5 år forinden hvor der egentlig er blevet eksperimenteret en del med at finde ud af hvad er det rigtige. En godkendelse kommer ikke bare lige af sig selv. Det krævede en del samarbejde med noget der hed BIC Nord dengang, hvor man kunne få noget rådgivning igennem, og ja så teknologisk institut der stod for prøverne. Men det	<i>Well, what to say, the company was founded in the year 2000, when the first approval came, but there was a lot of work before it was even possible, so there must have been 5 years prior, where a lot of experimenting went on in order to find out what was right. An approval is hard to get. It took a lot of cooperation with something called BIC Nord at that time, where you could get counselling and then well, The Danish Technological Institute handled all testing. But it was my dad who dealt with it back then, I was nothing but a big boy.</i>

<p>Min: 1.17-1.43</p>	<p>Haha, nej okay, hvad karakteriserer jeres firma?</p>	<p>var min far der stod med det dengang, der var jeg jo ikke andet end en ung knægt.</p> <p>Jamen det gør sådan set det at vi egentlig leverer en rigtig god service til vores kunder fordi vi selv er udlært indenfor området, og jeg er jo kloakmester, og det er min far også, sælgeren er gammel kloakmand, vi kan snakke med om problemerne når folk de står med noget de vil have en løsning til.</p>	<p><i>Well that does in way that we actually deliver a very good service to our costumers, because we are educated within the field, and I am also a sewer contractor and so is my dad, the salesman is an old sewer man, we are able to talk about the problems people deal with and want a solution to.</i></p>
<p>Min: 1.43-2.06:</p>	<p>Okay. Og hvordan er jeres firma opbygget organisatorisk?</p>	<p>Jamen kan man sige, mig og min far vi står med den daglige ledelse. Heidi står for lager og pakkeri, Bent står for produktion, og så har vi Ole, ja han laver kørerende salg.</p>	<p><i>Well, you can say that my dad and me we are responsible for the daily management. Heidi handles the Stock and packing department, Bent handles production and we have Ole, he does driving sales</i></p>
<p>Min: 2.06-2.20</p>	<p>Ja okay, og det leder jo sådant set ned til næste spørgsmål, det er hvem der tager beslutningerne i firmaet, der har du jo været lidt inde på det er primært dig og din far Hans.</p>	<p>Ja det er det og jeg tager mere og mere over, han bliver jo også ældre.</p>	<p><i>Yes it is and I take more over, he is getting older.</i></p>
<p>Min: 2.20-2.48</p>	<p>Ja, selvfølgelig, hvem er jeres største</p>	<p>Jamen det svinger lidt, men jeg vil sige</p>	<p><i>Well, it depends, but I</i></p>

<p>Min: 2.49- 3.14</p>	<p>grossister og hvordan er jeres forhold til dem?</p> <p>ja det kan jeg godt forstå. Så i forhold til jeres position på det danske marked, hvordan er den?</p>	<p>de sidste åringer der har det været AO Johansen og så er Sanistaal kommet lidt mere på banen, og det er jo fordi det er licitationsarbejde, det har de masser af og det er jo den der er billigst der får de fleste projekter, men det rører jo ikke os, bare de vil købe vores produkter så er vi jo glade</p> <p>Der er konkurrenter, men jeg vil sige vi sådan lidt alene på toppen. Vi er lidt den foretrukne, også fordi at vi, de ved godt at åh ja, H.L. Muffer jamen de er også kloakmestre og alt det der, de ved godt der er lidt hjælp at få.</p>	<p><i>will have to say that within the last years it has been AO Johansen and then Sanistaal have entered the frey, due to the fact that it is competitive bidding and they have plenty of that, and whoever is more cheap gets the projects, but that do not consider us as long as they buy products then we are happy.</i></p> <p><i>There are competitors, but I would have to say that we are alone at the top. We are somewhat the preferred, also because that we, they know that, oh well, its H.L Muffer, they are also sewer contractors and all that, they know that they can get the help.</i></p>
<p>Eksport</p> <p>Min: 3.14- 3.28</p> <p>Min: 3.28- 3.47</p>	<p>Okay. Så i forhold til, hvordan ser du på muligheden for at opstarte eksport til udlandet?</p> <p>nej okay, hvilke erfaringer har I indenfor eksportområdet?</p>	<p>Jamen de problemer de har i Danmark dem har de helt sikkert også i udlandet, så det skulle ikke være noget problem.</p> <p>Vi har lidt. Vi har solgt lidt til Norge og Sverige, og en lille smule til Tyskland</p>	<p><i>Well, the problems that they have in Denmark, those are also problems that they have abroad, so that should not be a problem.</i></p> <p><i>We have some. We have sold some to Norway and Sweden and a small amount</i></p>

			<i>to Germany</i>
Min: 3.47- 4.08	okay, så det er ikke fordi I har den store erfaring indenfor det område	Nej, det er primært kunder der har henvendt sig hertil	<i>No, it is primarily costumers who have addressed themselves directly.</i>
	Okay, hvordan vil du så finansiere eksport?	Den vil jeg sgu selv finansiere ellers bliver det ikke til noget. Vi kører med den ting at vi sådan set er selvfinansierende og det har vi altid været. Så vil jeg hellere have det tager lidt længere tid og finde markedet, vi skal i hvert fald ikke sætte os i gæld.	<i>That I will, damn well, finance by myself, or else it will not happen. We run by being self-financing and have always done so. Then I would rather it taking more time to investigate the markets, we are certainly not putting ourselves into debt.</i>
Min: 4.08-4.17	Nej, så det er når I har pengene til det, så vil I starte op med eksporten?	Yes, eller finde en god samarbejdspartner der kan betale omkostningerne.	<i>Yes, or find a good business partner who can pay for the expenses.</i>
Min: 4.18-4.33	Så i forhold til eksport, er det en del af jeres langsigtede eller kortsigtede mål?	Førhen var det jo langsigtet, men nu er det jo nok blevet kortsigtet, de begynder at efterspørge produktet.	<i>Previously it was long-term, but now it probably has become short-term, they are starting to demand the product</i>
Min: 4.33. - 4. 45	Okay, så I kan godt at mærke det begynder at røre på sig med udlandet og de vil ind over?	Der kommer flere og flere henvendelser især fra Sverige	<i>More and more enquiries are incoming, especially from Sweden</i>

<p>Min: 4.46- 5.28</p>	<p>Okay, hvad er så den mest hensigtsmæssige måde for jer at skulle opstarte med en eksport afdeling</p> <p>Ja, så der vil et eksportsamarbejde eventuel være en løsning for jer?</p>	<p>Det var nok at finde, selvfølgelig at snakke på kryds og tværs med en grossist i udlandet, måske en vi allerede har et samarbejde med i dag, det vil være den nemmeste måde i stedet for vi skal sende ud til hver enkelte kunder. Det ville være svært, så skal vi til at opstarte en ny afdeling, købe bygninger og diverse, så skal vi til og ud og låne penge, så det er bedre at bruge en på området</p> <p>Helt sikkert</p>	<p><i>That would be to locate, of course to talk across a wholesaler abroad, maybe someone we already have a co-operation with today, it would be the easiest way instead of us having to send someone out to each customer. That would be difficult, then we would have to start-up a new department, buy buildings and such, then we would have to borrow money, then it is better to use someone within the field.</i></p> <p><i>Defiantly</i></p>
<p>Sprogforhold</p> <p>Min: 5.29- 5.55</p>	<p>Ja okay, så i forhold til engelsk hvor lang tid har du haft det i skolen?</p> <p>...Siden 4 kl, okay, og hvordan har du det med det engelske sprog, her tænker jeg både skrift og tale</p>	<p>Jeg tror det er siden 4. Kl.</p> <p>...Det er okay, jeg kan da bestille en øl når jeg er i udlandet, ej, jeg kan sagtens snakke engelsk men selvfølgelig ikke sådan super professionelt</p>	<p><i>I believe it is since 4th grade.</i></p> <p><i>...It is alright, I know how to order a beer when I am abroad, well, I know how to speak English, but of course not super professionally</i></p>

<p>Min: 5.55-6.24</p>	<p>Nej, okay, det er jo så også det der leder mig videre til den næste spørgsmål, altså vil du kunne begå dig på engelsk i forretningsøjemed?</p>	<p>Altså tal det er jo ikke sprog, men ej jeg kan da godt hvis det skal være med, det vil jo ikke være super prof, det vil jeg godt indrømme.</p>	<p><i>Well, numbers are not language, but no, I know how to do it if I have to, but I would not be super professional, I will admit that</i></p>
<p>Min: 6.24- 7.02:</p>	<p>Så du mener du har lidt sprogbarrierer i forhold til forretningen?</p>	<p>Ja selvfølgelig, men man kan hvad man vil</p>	<p><i>Yes, of course, but you can do what you want.</i></p>
<p>Min: 7.02-7.34</p>	<p>Det er rigtig. Så i forhold til, altså hvordan ser du på de sprogbarrierer I har i firmaet i forhold til engelsk? Er det noget du gerne vil forbedre.</p>	<p>Man kunne jo tage nogle kurser eller så kunne man, hvis man kan se at "nå vi kan godt tjene penge her", så må vi jo ansætte en.</p>	<p><i>You could take some classes or then you could, if you could see that "oh we can make a profit on this", then we will have to hire someone.</i></p>
<p>Min: 7.02-7.34</p>	<p>Okay, så det er det du mener vil være vejen frem i forhold til at få gang i noget sprog halløj?</p>	<p>Ja lige netop. Det er enten at tage nogle kurser selv hvis man selv kan overkomme det, eller så hvis man kan se vi kan tjene penge her, så kan vi jo godt finansiere der bliver ansat en mere.</p>	<p><i>Yes, exactly. It is either to take classes myself if you can manage it, or if you can see that you can profit from this, well then we are able to finance for another employee.</i></p>
<p>Min: 7.02-7.34</p>	<p>Ja, det er jo så også det der leder mig ned til det næste spørgsmål, altså har du overvejet at ansætte folk der eventuelt både kan tale og skrive engelsk på et professionelt niveau, altså der er jo forskel på at kan engelsk til husbehov, og så rent faktisk kunne begå i</p>	<p>Jamen kan jeg se det kan give penge nok og ansætte en så ansætter jeg en.</p>	<p><i>Well, if I can see that it will provide enough money to hire someone then that is what I will do</i></p>

Min: 7.34- 7.55	forretningsverdenen og indenfor det tekniske		
	Så vil du ansætte en uden at stille nogle spørgsmål?	Yes, prøvetid det kan altid bruges	<i>Yes, a trial period is always available</i>
	Yes, det er rigtigt. Mener du at engelsk er et vigtigt sprog at kunne i forhold til man som et firma gerne vil ud på det internationale marked?	Helt sikkert. Det er kun i Tyskland man ikke snakker engelsk.	<i>Definitely. It is only in Germany that you do not speak English.</i>
Nå okay, der er jo selvfølgelig også andre lande end Tyskland.	Det er også det, der er rigelig lande at tage af	<i>Exactly, there are plenty of countries to choose from.</i>	

Appendix 10

Final coding scheme – Interview with Heidi Kristensen, H.L. Muffer ApS

<p>Firma forhold</p> <p>Min: 0.36-1.30:</p>	<p>jamen så har jeg lige nogle spørgsmål jeg gerne vil stille dig i forhold til H.L. Muffer. Du har jo selvfølgelig lige præsenteret din position i firmaet, at du står for fragten, så vil jeg gerne lige vide hvordan fungerer fragtenheden?</p>	<p>Jamen altså vi bruger de Danske Fragtmænd, og det har vi gjort i rigtig lang tid, og dem er vi rigtig glade for, men vi bruger dem kun til leverancer her i Danmark, og vi indberetter elektronisk de bookninger vi har inden kl.13 dagligt, og så bliver de afhentet, og allerede dagen efter skulle de meget gerne være ude hos kunderne. Og så de leverancer vi har i Norge og Sverige, der benytter vi os til gengæld af DHL der har vi ikke haft så gode erfaringer med de Danske Fragtmænd, men det har vi til gengæld med DHL, men der skal man så bare booke dagen før man gerne vil have det afhentet, og leveringstiden bliver forøget med 3-4 dage.</p>	<p><i>Well, we use De Danske Fragtmænd, and have done so for a long time, and we are real happy for that, however we only use them for deliveries in Denmark, and we do electronic reports of the bookings for the day before 1 a.m., and then gets collected and already the day after it should be at the costumers. For those deliveries to Norway and Sweden, we use DHL, due to the fact that we have not had good experiences with De Danske Fragtmænd as with DHL, here we just have to book the day before collection, and time of delivery increases with 3-4 days.</i></p>
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Eksport Min: 1.31-2.05	<p>Ja okay, ser du et problem i forhold til jeres fragtenhed og så en mulig opstart af noget eksport? Nu nævnte du lige at I leverer lidt til Norge og Sverige?</p>	<p>Ja, og jeg vil sige derfor er mit svar nej, jeg synes faktisk at vores samarbejde med DHL fungerer rigtig rigtig godt, så jeg er helt overbevist om at det ville de sagtens kunne hjælpe os med, også med det papirarbejde der ligger, fordi der vil givetvis være en del mere papirarbejde og sådan noget der skal ordnes når vi snakker eksport, men det har jeg tillid til at de kan hjælpe os med</p>	<p><i>Yes, and I would say my answer is no, I actually think that our collaboration with DHL is quite good, so I am convinced that they, without a doubt, would be able to help us, also with the paperwork that follows, because there will certainly be much more paperwork and such that needs to be taken care of when it comes to export, but I have faith in them to help us.</i></p>

<p>Min: 2.05-3.05:</p>	<p>Okay, hvad så i forhold til, eller hvordan ser du på muligheden for at I starter op med en eksport afdeling?</p>	<p>Jamen sådan lige umiddelbart så synes jeg jo at vores mulighed for eksport ligger lige for, men det er lige det med at turde og springe ud sådan som jeg ser det, fordi at på nogle områder er vi jo klar og på andre områder er vi ikke, men lige det at tage springet det skal der nok lidt mere mod til tror jeg, fordi jeg har det sådan, at vi har jo udviklet eller chefen har udviklet et rigtig godt produkt og det tilgodeser et behov som jeg tror jo ikke bare er i Danmark men generelt rundt i verden, så det der er en kæmpe udfordring for os, det bliver jo nok at undersøge og tjekke de markeder som vi påtænker og gerne vil ind i og så rette vores produkt og markedsføring efter det, og godkendelser og sådan noget</p>	<p><i>Well, on the face of it, I think that our export opportunity is obvious, but it is about taking the plunge, the way I see it, because at one point we are ready and on other points we are not, but to take that plunge need a bit more courage, I think, because the way I feel about it is that, we have developed, or the CEO has developed a great product, which considers a need that I believe is not only in Denmark, but generally worldwide, and then the huge challenge for us, is to investigate and inspect the markets that we intend to penetrate, and then to adjust out product and marketing to that, and approvals and such.</i></p>
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<p>Min: 3.06-4.38</p>	<p>Hvad så, hvordan mener du i bør opstarte eksporten? Altså nu har du jo lige været lidt inde på det der med du mener jo på nogen punkter er I klar og på andre punkter er I måske ikke så klar til det?</p>	<p>Ja altså jeg vil sige så rent internt der har jeg lidt sådan at vi er i øjeblikket ved at gøre klar til at skulle bygge en ny produktionshal, fordi hvis vi udvider markedet, som vi jo gerne vil, så er vi jo samtidig også nød til at udvide produktionsapparatet, altså flere maskiner, mere plads, der bliver behov for lagerplads også, og jeg tænker også at lige som det er nu, hvor at hvor chaufførerne kommer og henter varerne ved vareudleveringen, det kunne godt være at der skulle blive lidt bedre forhold, lidt større forhold, hvis det er lidt større biler der skal kunne bakke ind og sådan noget. Så rent praktisk er der nogle ting. Men en anden og nok lige så væsentlig udfordring er det nok lidt sådan på det kommunikative område, sådan med sproget, det vil jeg godt erkende, men ja, så er der selvfølgelig også nogle andre udfordringer i at det der med at undersøge de markeder man gerne vil ind på, og</p>	<p><i>Well, I would have to say that internally, I feel like, at the moment we are about to build a new production hall, because if we expand our market, which we want to, then at the same time, have to expand the production, like more machines, more space, there will also be a need for more storage, and I think that the way things are at the moment, where the delivery men pick up the goods at the delivery of goods, the case is that there might be better conditions, larger conditions, if larger trucks need to reverse and such. So on a practical level there are some things. However, another and more important challenge might be on the communicative area, like</i></p>
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		lige sådan det at få etableret et eller andet fundament til nogle grossister eller et eller andet som kan være behjælpelig med at få dem ud for os og lave nogle samhandels aftaler og sådan noget. Det er ikke bare lige, det kan jeg godt se.	<i>language, I will acknowledge that, but yes, there are some challenges, and then, of course, other challenges about investigating the markets you want to penetrate, and to establishing some sort of base to some wholesalers or something that will help us to get them out and achieve some business agreements and such. It is not as easy, I am aware of that.</i>
Sprogforhold			
Min: 4.38- 4.59	Nej, det er det ikke, så i forhold til, nu sagde du jo lige I var lidt udfordret på det kommunikative og det leder jo så videre til mit næste spørgsmål, i forhold til hvor længe har du haft engelsk i skolen?	Jamen jeg havde engelsk også da jeg gik på HF, men så er det også stoppet der	<i>Well, I had English also when I went to Higher preparatory Examination, but that is it.</i>
Min: 5.00-5.23	Okay, hvordan har du det så med det engelske sprog, altså her tænker	Altså skrift og tale det er faktisk et fedt for mig, fordi for begge to, der kan jeg sige at jeg kan gøre mig	<i>Well, speech and writing it is the same to me, because for the both, I can tell</i>

	jeg både i skrift og tale?	forståelig hvis jeg skal tale med en, men det er kun til husbehov, altså det er sådan noget med at finde vej og ud og handle og sådan noget, altså forståelig og til husbehov.	<i>that I can myself understandable if I were to talk to someone, but only moderately well, you know to show direction and where to shop and such, understandable and moderately well English.</i>
Min: 5.24-6.03	Ja okay, altså mit næste spørgsmål det er jo også sådan lidt ledende, altså det hænger jo lidt sammen det hele, men altså, i forhold til ville du kunne begå dig på engelsk i forbindelse med forretninger?	Mit ærlige svar det er nej, jeg har på ingen måder et engelsk sprog der kan matche det ordforråd eller terminologi der er inden for den branche, det er svært nok for mig i forhold til på dansk, jeg er jo ikke uddannet indenfor kloakering eller entreprenørbranchen, eller noget, så i forvejen er det svært, hvis jeg så skulle finde et sprog eller på det engelske, ja det ville jeg ikke kunne, så mit ærlige svar er nej.	<i>My honest answer is no, I am not capable of speaking English that in any way could match the vocabulary or terminology within that business, it is hard enough for me in Danish, I am not educated within sewerage or the contractor business, so it is hard enough already, if I had to come across another language or English I would not be able to, so my honest answer is no.</i>
Min: 6.04-6.47	okay, hvordan ser du så på de sprogbarrierer I har i firmaet i	En kæmpe udfordring, det synes jeg, ja vores sprogbarriere er stor	<i>A huge challenge, I think, well our language barrier is great, and my</i>

	<p>forhold til engelsk?</p>	<p>og jeg tænker at selvfølgelig ville vi kunne nå et lille stykke af vejen med de sprogkundskaber vi har nu, men på længere sigt, når aftaler skal indgås eller folk ringer og spørger om nogle ting, omkring forskellige mål og behov, der tror jeg virkelig det kræver at enten skal vi der er ansat virkelig på skolebænken igen eller også er vi simpelthen nød til ansætte nogen som bare kan det der.</p>	<p><i>thought is that of course we would be able to reach a small part of the way with the linguistic proficiency that we have, but in the long term when agreements are to be made or if people calls to ask about some thing, such as different dimensions and needs, then I really think that we the employees must go back to school, or then we must hire someone who know how it works.</i></p>
<p>Min. 6.47- 7.13</p>	<p>Ja okay, og hvad så i forhold til, mener du engelsk er et vigtig sprog i forhold til det der med at skulle begå sig internationalt? Altså nu er I jo baseret i Jylland, altså her tænker jeg, mener du at man skal kunne det for at kunne begå sig internationalt?</p>	<p>Ja, ingen tvivl om det. Jeg tror det er alfa omega. Det tror jeg, så ingen tvivl om det.</p>	<p><i>Yes, without a doubt. I think it is alpha and omega. It is what I thin without a doubt.</i></p>

