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Learning To Change

– a case of MKB Fastighets AB

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Master thesis in Human Geography

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Preface

This is a Master thesis written within the department of Human Geography at Lunds University spring term 2011. The thesis has been produced at MKB Fastighets AB in Malmö, which means that MKB have been the research standpoint.

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Abstract

MKB Fastighets AB (MKB) is a municipally owned company in Malmö Stad with a well-established position on the housing market, meaning that MKB owns 22 238 rental apartments and 1000 commercial spaces which are 33% of the tenancy market in Malmö. Their business concept is to provide rental apartments to a wide range of people with different socio-economic conditions. According to Swedish law, the corporation must be managed according to business principles and be profitable. MKB aims at making long-term investments that returns revenue due to an increased property value and through investments foster their interests within the area. Furthermore, MKB works towards achieving sustainable development and to integrate a sustainable thinking within the organisation.

Sustainable development is an ambiguous concept influenced by a constant change of interpretation. MKB makes efforts to incorporate all three aspects of sustainable development namely the social, economic and ecological dimensions. MKB's main focus has traditionally been to achieve social sustainability and since the 1990's MKB has contributed to a strategy approach named the GÖRHAN-model, which focuses on the client. Through daily communication with the clients, MKB involves the clients in the development and within improvement of areas. A recent example of this strategy is a project named Bokalerna located at Örtragården, Rosengård. MKB has through an urban "acupuncture" investment and by close dialogue with the clients managed to fulfil a demand for more commercial spaces, change the monotonous design and give possibility of social interactions. Bokalerna is however only a single investment that in a holistic perspective will have a greater impact on Malmö's urban development, by increasing Malmö's attractiveness and through fostering local investments by creating job opportunities. Moreover, MKB is striving to become more ecologically sustainable both within project investments as with the organisation. Their work towards an ecological sustainability is an on-going process which means that MKB continuously identifies its short-comings and successively aims to improve their ecological approaches. Since they are a well-established actor with financial possibilities, MKB have all opportunities to achieve and promote a sustainable urban development.

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1. INTRODUCTION

1. 1 Background

During the last ten years, the concept of sustainable development has become a watchword for many businesses. This has meant that it has increasingly become important to many commercial businesses handling real estate to adapt a long term planning strategy with an urban sustainable development in focus. These adjustments are important to one's survival and will in the long run become favourable (Gröndahl & Svanström 2010:217). It may be described as an urban development that on one hand is confined by society's requirements and on the other hand limited by the natural resources. To manage to live through this change, businesses must aim to reduce unsustainable use of products, changing the consumption habit and adapt a new mindset. This ideal will generate less tension on nature while giving people the possibility to please their own needs without leaving any ecological footprint (Roseland 2005:19-20).

The real estate market and the infrastructure are increasingly seen as central for the basic conditions to obtain a sustainable urban development. Homes are the fundamental environment where people live less or more sustainably (Zinkernagel et al 2008-2010:6-7). For contributing to a more sustainable living environment major responsibilities are put on private as well as on public real estate owners (Sillén 2002). MKB is an example of a municipality owned company that have been given new directions to address a sustainable planning, but it is also by being a municipality owned company that must also act according to business principles meaning that MKB is a real estate owner that is placed in-between a private and the public sector. This may influence on how MKB approaches a sustainable development.

1. 2. Purpose and research questions

The purpose of the thesis is to develop an understanding of the role of a real estate company and its potential to contribute to sustainable urban development. To be able to develop further insights in the actors of the real estate market in Sweden the municipally owned company MKB has been chosen as a case study.

The following case questions will be focused upon the analysis of MKB:

- Which are the major motivations for MKB to uphold sustainability as a business strategy and in their projects?
- Which are the most important framing conditions and barriers for MKB considering sustainable development?

- Which strategies do MKB use in order to contribute to a sustainable land development in Malmö?
- Which different models and theories are these strategies linked to?
- How have these strategies affected MKB and its personnel's working manners?
- How is it possible for private real estate companies to work as MKB does?

The thesis focuses on MKB as an organization but one project has been focused on in particular namely the Bokalerna project at Bennets väg, Örtragård Rosengård in Malmö. Sustainability is studied from the three different dimensions the economic-, the social- and the ecological dimensions. Furthermore it will be addressed at different levels of society from the international level to the national and local levels. From United Nations, European Union, Swedish government to Malmö Stad, the municipality in Malmö.

1.3. Methodological approach

Within the scientific research three main approaches are discussed regarding ways of unifying empirics and theory, namely deduction, induction and abduction. This thesis is using among others the deduction theory since the theoretical framework already exists, implying i.e. the sustainability models and strategies and MKB's organisation and owners directive. This means that the objectives within the theoretical findings are being strengthened, by having a starting point in an existing theory/model and the research process becomes less coloured by the individual researcher's subjective perceptions. In order to avoid being too narrow when working with MKB's established strategy approaches towards sustainable development and oversee interesting findings, the induction have been used in correlation with the deduction (Alvesson, M & Sköldberg, K. 2008:20-21). In other words it may be explained that the theoretical study have been carried out gradually due to new empirical findings. This means that reasoning and presumptions have been changed when new knowledge has been added to the study, which means that the working process has been conducted parallel with the theory and empirics (abduction).

1.3.1. Case study approach

The research method that has been used addresses the case study approach, by investigating MKB's organisation and structure while

approaching the context of sustainable development. A case study aims to understand and implies an in-depth investigation of a phenomenon or event. The methodological approach used is a mainly a qualitative method providing a systematic way of viewing certain events, gathering essential data, analysing the information and critically evaluating the findings. This method is suitable when a deep, intensive and holistic description and analysis of a phenomenon or event is of interest (Merriam 2006:24-25). Using the case study method provides the thesis with a concrete and contextual overview of multi-case studies i.e. how MKB's business strategies are structured and how the notion of sustainable development is defined and integrated. (Yin R. K. 2006:23, 26-27).

Within this thesis, the case study is primarily based on social interactions with people working at MKB as well as interviews with other actors relevant for this study. Furthermore, the case study will provide the opportunity to combine previous studies, interviews, literature and own observation in order to elucidate the research questions (Flyvbjerg 2003:71-72).

1.3.2. Research standpoint theory

The epistemology standpoint aims to provide a guidance of how knowledge is acquired, while having a critical approach of differentiating between truth and false. An epistemological approach is according to Cline an important phenomenon and fundamental to how humans think. He further states that, without an epistemological approach the understanding and the method of acquiring knowledge, the trust in our senses, how humans interprets and creates a concept cannot have a structured and coherent path for thinking (Cline 2010). The epistemological standpoint of this thesis is the hermeneutic ideology, due to the holistic perspective needed to understand and connect theory and empiric data (Patel, R & Davidsson, B. 2003:27). Through continuous interpretations, MKB is analysed as an actor placed in-between private and public and its role at the real estate market, in relation to the context of sustainable development. Hermeneutic is being explained as an explanatory strategy of understanding the social world from within, rather than being explained from the outside. Instead of seeking the causes of behaviour, hermeneutic seek the meaning of action (Hollis 1994:41). (Warnke 1987:139). In other words, the research stand-point will try to interpret and understand MKB's meaning of action within its real context as well as understand theories and models that influence the company (Ibid 1987:140). An advantage of managing to interpret and gain an understanding of MKB's position on the real estate market

and their work towards sustainable development is by being in field, namely at MKB Fastighet AB. This signifies a study considering researcher's viewpoint of what seems to occur in the present of the writer, thus entering an observable setting with an ability to see, hear, touch, smell etcetera (Doyle 2004).

1.4. Disposition and planning process

This thesis begins with an introduction chapter, presenting the background and issues that have formed the basis of the research questions, including the methodological approach and the epistemological standpoint. The consecutively chapter discusses the notion of the sustainable development within different levels of urban development, implying both the international- and national level and aims to highlight the most essential aspects that may have an influence on a real estate actor such as MKB. The third chapter re-connects to chapter 1, the methodological part and gives a broadened explanation of the methodological approach, how the study has been conducted and a reliability discussion is being presented. The fourth chapter presents the actual case, this by looking at MKB's history and organisation and to understand MKB's motives and strategies of how to work sustainably. Also the three objectives within sustainable development will be seen as an element within the theoretical framework. The theoretical framework aims to present relevant references in order to enhance and explain the findings when presenting the conclusions. Within this chapter practical examples will further be used in order to emphasise MKB's situation of approaching sustainable developments. In the analysis the theories and the empiric will be unified and analysed in relative to the case study. The analysis together with a discussion aims to give comprehensive answers to the research questions.



1.5. Scope and delimitation

This thesis will be focused on MKB's strategies and development plans for achieving a sustainable urban development within Malmö Stad. The notion of sustainable development will be studied from the three dimensions (economic, social and ecological objectives) and is being highlighted from a national- as well as from a local level. Furthermore, the thesis will approach sustainable development as a current trend in Swedish planning but will not discussed urban

planning theories and models in further depth. Moreover, the thesis will neither address to MKBs financial position in any depth, nor will MKB's procurement systems be discussed due to sub-contractors and financial agreement between MKB and their contractors. No regards have further been taken into consideration regarding the environmental strategies that the contractor has within its organization. Furthermore, have no reflections been made regarding the political partisan that are represented as MKBs owners, neither have deeper discussions been done regarding the political process of decision making. This thesis do not address any deeper discussions regarding actors that in practice may have a major influence on MKB project developments, for example actors such as Hyresgästföreningen¹ and Socialstyrelsen².

¹ “[T]he Swedish Union of Tenants (Hyresgästföreningen) is a democratic members' organisation for tenants. Our basic objective is for everyone to be entitled to good housing at a reasonable cost. We work to ensure that all tenants are guaranteed a secure housing situation that allows them to enjoy influence and a sense of community” (Hyresgastforeningen.se).

² “[T]he National Board of Health and Welfare (Socialstyrelsen) is a government agency in Sweden under the Ministry of Health and Social Affairs” (Socialstyrelsen.se)

2 . SUSTAINABLE DEVELOPMENT

2.1. The context for sustainable development

Sustainable development is a concept descended from 1970s and has widely become known through the document: Our Common Future, Brundtland report³. It was defined by the World Commission on Environment and Development as meeting “the needs of the present without compromising the ability of future generations to meet their own needs” which placed environmental issues on the political agenda on a global scale (Roseland 2005: 3). It contained an introduction of the concept of sustainable development, which includes social justice, economic efficiency and ecological protection (Gunder 2009: 215). In 1992, a clarified interpretation of sustainable development became stated namely “to ensure that future generations have the same opportunity as us to lead a good life” (SSBS 2007:154). Since such definition efforts, the concept has been criticized as ambiguous and that it changes with a wide range of interpretations (Roseland 2005:3). This has further contributed to a multi-dimensional concept saying that the prioritization of the sustainable targets is constantly changing. This constant shift in focus requires a will to re-evaluate and adopt new ways of thinking while being flexible (Gunder 2009: 208, 211, 214)

Sustainable development has become a transformation being adapted around the world creating new ways of thinking. This means that people faces a transformation of awareness and understanding of what consequences one’s actions has on the earth. Moreover, flexibility, system-thinking and holistic perspective have become words that must over-bridge all aspects of one’s society. This might be referred to urban developers that have major responsibility of creating a fundamental platform for society’s possibility to develop sustainably. This means that urban actors of spatial developments must adapt a long-term perspective, this to strengthen their position on the market and to predict and manage future changes while

³ “Our Common Future” – the Brundtland report have in a effective manner formulated these relationship, due to the constant referral within this thesis a necessity of citing the original may be relevant of broaden the understanding: “[T]he concept of sustainable development provides a framework for the integration of environmental policies and development strategies – the term “development” being used in its broadest sense. The word is often taken to refer to the processes of economic and social changes in the Third World. But the integration of environment and development is required in all countries, rich and poor. The pursuit of sustainable development requires changes in the domestic and international policies of every nation.

Sustainable development seeks to meet the needs and aspirations of the present without compromising the ability to meet those of the future. Far from requiring the cessation of economic growth, it recognizes that the problems of poverty and underdevelopment cannot be solved unless we have a new era of growth in which development countries play a large role and reap large benefits.” (Kjellén, B. 2007:17)

contributing to a more sustainable urban development (Gröndhal & Svanström 2010:217).

In Agenda 21 that was presented in 1992 in Rio de Janeiro, launched three main dimensions were affiliated to the notion of sustainable development. The three objectives are being referred to as the “triple bottom line” including, economic efficiency, environmental protection and social justice (Gunder 2009:215). In relation to the meeting in Rio de Janeiro it was stated that the environmental problem cannot be solved until the social inequity is eliminated, which in turn implies the necessity of economic growth. The fundamental idea aims to create an economic wealth, in order to gain a social development which finally will contribute to solving the environmental issues (Zuindeau 2005:460). In other words, the fundamental principles are to integrate economic, social and environmental relations in all processes in order to obtain the requirements of sustainability. Campbell⁴ also states these objectives within “the planning triangle” it includes three objectives and three conflicts (see figure 1). The model shows that in practice conflicts between those objectives will arise. When discussing the three corners of the model, Campbell argues that all organisations, businesses, planners etcetera usually presents one of the three corners, while more or less neglecting the other two. The triangle is just a conceptual simplification of a rather complex issue regarding the three objectives within the notion of sustainable development. When considering economic development viewing from the economic corner, Campbell refers to seeing the city as a location where consumption, production, distribution and innovation occur. From the environmental corner Campbell claims the city is being seen as a consumer of natural resources and as a producer of wastes. Moreover, he argues that from the third corner (Equity, Social and Justice) the city is viewed as a place where conflicts occur, creating disagreements over the distribution of resources, services, opportunities and possibilities. Despite the three points that on the triangle represents different interests, three fundamental conflicts take placed in-between the corners. Campbell states that the property disagreement arises when different actors claim their property. He also emphasises that there exists a conflict between the urban city and the undeveloped nature, poses the conflict regarding the natural recourses, “[t]he conceptual essence of natural resources is therefore the tension between their economic utility in industrial society and their

⁴ Scott D. Campbell: Associate Professor & Coordinator of Doctoral Studies (MUP, Ph.D.) College of Architecture & Urban Planning, University of Michigan. Selected research: Green Cities, Growing Cities, Just Cities? Urban Planning and the Contradictions of Sustainable Development. *Journal of the American Planning Association* (Summer, 1996).

ecological utility in the natural environment”. Regarding the third axis namely the development conflict, lying between the poles of social equity and environmental protection and stems from the difficulty of doing both at once, meaning that the problem lays in how it will be possible to increase social equity and protect the environment simultaneously, whether the economy is steady or not. This may affect those at the bottom of society by leaving them without any financial opportunities, which gives social equity (Campbell.S. 1996).

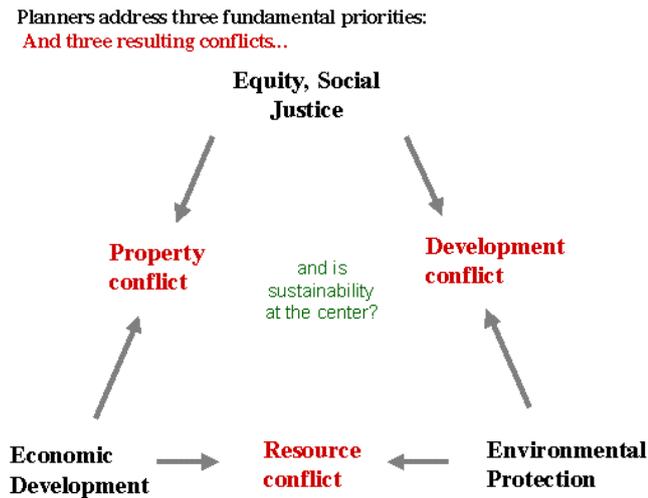


Figure 1: Planners addresses three fundamental priorities and three resulting conflicts (Campbell 1996)

2.1.1. The three objectives

To visualize the three dimensions and understanding their influence on each other and the necessity of unifying them makes the abstract concept of sustainability tangible. The objectives are in different organisations and businesses translated into aspects suitable for them. They create their own models and theories about sustainable development which means that they vary and are being read differently (Aronsson et al 2009:24). Furthermore, in order to act from the perception of sustainable development one must understand each dimension separately. Lindén separates the three dimensions by categorizing them into two categories. The ecologic and economic aspects are considered as tangible. This means that the ecologic aspect concerns an over-exploitation of natural resources, mismanagement of natural resources or destruction of natural resources and that the economical objective deals concerns prices and costs. The social aspect often considers an ambiguous objective, implying a complex objective that makes it hard to identify, mainly because it exists within every part of the society (Lindén 2007:3, Aronsson et al 2009:23).

Despite the complexity regarding the social dimension the social aspects is seen as having a major influence on the other dimensions. For instance, the underlying message of sustainability is the change in people's behaviour in order to meet the requirements of a sustainable environment and economy (Gunder 2009:209).⁵ Sustainable development is thus a complicated and inextricable concept. In other words, sustainable development is a knowledge-based expression which indicates the importance of understanding how it is used and how the various dimensions have/are being defined (Gunder 2009:209). Friedmann further emphasizes the importance of transforming the knowledge into action. However an important issue remains, sustainable development has become a central watchword of the new conceptualisation of spatial planning, but what kind of planning strategy should we implement, how much knowledge is needed to restore a good sustainable society, and what is reliable knowledge for planning decisions (Friedmann 2010:251, Gunder 2009:210).

2.2. Sustainability within EU

Within the European Union (EU) the concept of sustainable development, was adopted ten years after the United Nations's (UN) World Commission on Environment and Development (WCED) released its report, *Our Common Future*. The meeting that EU had was held in Amsterdam 1997 and after that sustainability became a fundamental objective of EU policies. The goal is to improve the economic and social development, giving a higher level of employment and to achieve a well- balanced sustainable development. This through creating areas without borders and contribute to a stronger economic and social wealth with an economic and monetary union (Aronsson et al 2009:11). Furthermore, EU declares the importance of physical planning in this subject by stating the importance of changing the fundamental approach regarding housing and infrastructure. This means that the European Spatial Development Strategy (ESDP) policy document must be integrated within housing developments and development of infrastructures. The strategy aims to create regional development from sustainable developments three

⁵ Mark Roseland explains the social and economic dimensions effect on the environment. He visualizes it by talking of the nature as some trees and draw's a box around them; "[i]hen try to protect what's within the box. Meanwhile, we ignore the fact that the human activity outside that box- housing, economic development, transportation etc, -had a far greater impact on the environment then do our "environmental" policies [...] Sustainable development must therefore be more than merely "protecting" the environment: it requires economic and social change to improve human well-being while reducing the need for environmental protection" (Roseland 2009: 3-4).

dimensions (European Communities 1999:3). The overall aim is to strengthen the cooperation across borders and focusing at developing cities with mixed functions and integrate the city with the rural areas (Ibid 2009:11).

Further, EU states the fact to secure a well and equal access regarding infrastructure and cultural heritage and preserve the natural resources and the environment (Ibid 2009:11). In 1998, after the meeting in Amsterdam a complementary strategy were approved (Lissabon agenda) to strengthen growth and work opportunities while the ecological dimension became neglected. Another uncertainty concerning the Lissabon agenda were the criticism that occurred due to the unclear focus and the obscure responsibility distribution since it lies outside the EU:s legislation. These uncertainties rose since the responsibility lies within each country to obtain the goals and a yearly update was required in order to do a benchmark to evaluate the success within used strategies (Ibid 2009:11-12). Furthermore, in 2001 a complementary document named *Sustainable Development Strategy* (SDS) was compiled in order to fulfil the lack of environmental strategies (Commission of the European Communities 2009:2). SDS then declared a fourth dimension, implying the international responsibility and stressed the need of global solidarity and collaboration across the borders (Ibid 2009:3). In Leipzig 2007 a continued discussions regarding the common responsibility about sustainable cities were in focus. A declaration, Leipzig Charter on Sustainable European Cities, was adapted and reinforced EUs as well as countries, regions and cities responsibility for the urban development (Aronsson 2009:14).

2.2.1. CEN (European Committee for Standardization)

Regarding the urban development EU's commission advocates that a city with more than 100.000 inhabitants have to have strategies to develop among other things plans for sustainable transport and housing. The commission also declares that administration authorities need to focus to develop long term goals of planning the public communication systems including infrastructure. They further state the importance of sustainable construction as a necessity for sustainable urban development, by having norms to follow and enhance the awareness of the environmental impact of one's own building process. European Committee for Standardization (CEN) has the task to develop a method in order to evaluate integrated environmental performance of buildings. This means that the standard of European buildings may be compared to each other and valuable

methods and knowledge may be exchanged (EU:s webbportal). A proposition made from the commission aims at four approaches that are of importance to achieve a sustainable urban design.

- “[e]nsure that their urban settlement patterns take account of environmental factors;
- promote the reuse of disused and derelict sites, including brownfield land and empty buildings;
- set minimum residential land use densities to encourage higher density use and limit urban sprawl;
- incorporate the consequences of climate change for their cities into the land-use planning process” (EU:s webbportal).

2.3. The Swedish interpretation/implementation of sustainable development

Swedish politics have since 1960s focused on environmental issues and became familiar with the notion of sustainable development in relation to the Brundtland reports release in April 1987. Despite of the new concepts’ intentions Sweden has prioritized the ecological dimension since being an essential issue that the Swedish society faces today (Gröndahl & Svanström 2010:206). The ambition has been to reinforce the task of planning to prevent the energy- and resource demanding spatial structure (Guinchard et al 1997:20)

Furthermore, the sustainable development got strengthened within Swedish politics in relation to the Rio conference in 1992 (SOU 1997:13) and a strategy were developed implying principles focusing on arrangement within a broad spectrum within the urban development. The strategy, named “*Med sikte på en hållbar utveckling*” has been based on the same principles as Agenda 21 (Aronsson et al 2009:15). This contained a shift in interest and a rejuvenated planning with focus on four dimensions (Kjellén 2007:44). This means that the Swedish strategies refocused and included the economic, social, cultural as well as the ecological aspects used within the physical organization (Ibid 2007:44 & Guinchard et al 1997:15-16, 20-21). A vision based on substantial objectives and four challenges has been defined: The first challenge concerns spatial planning that viewed as one of the main tools for achieving a sustainable society; but requires participation and a society build on democratic values (Agenda 21 2002:6 & Guinchard et al 1997:23). The second challenge is to create a balance and contribute to good health and social equality independent of age, gender, cultural

background, social status, ethnic background etcetera. The third is to meet the demographic challenges, by political decisions that foster the economic- and social dimension. The final challenge is to accomplish a sustainable growth, by among others favour economic growth, social welfare and the environmental issues. These visions are deeply rooted within the strategies in the Brundtland report, *Our common future*. The Swedish strategies of obtaining a sustainable development resembles the EU strategies of sustainability and are both focusing on responsibility and integrating the concept within different actors and on different society levels (Aronsson et al 2009:16).

2.4. Economic, Social and Ecological cohesion-from EU to region, to local.

Agenda 21 became a starting point for planning and developing long-term strategies of achieving a sustainable development (ÖP 2003:24). Agenda 21 is seen as a process suited both for international as well as local reigns aiming at achieving sustainable societies. The report states the importance of local efforts to achieve sustainable urban development and urge municipalities and local authorities to compile their own plans and strategies to implement sustainable processes (Sillén 2002:7). The processes to accomplish the sustainable strategies on a local level within Sweden became rapidly embraced, because Swedish representatives from environmental organizations and municipalities were at the conference in Rio (Kjellén 2007:9). Despite the fast process of embracing the strategies of sustainable development, the Swedish regions and municipalities motivation for involvement have the last ten years decreased (Roseland 2005:2, Sillén 2002:7-8). This means that actors on local levels treats the implementation of sustainable discourse differently and that political culture within the counties and regions becomes crucial regarding the commitment of implementing sustainable processes (Aronsson et al 2009:18). Rolf Lindell (general secretary for National committee) states that the most successful counties and regions in terms of integrating the sustainable strategies are those characterized by strong political involvement and sufficient resources allocated. Despite some of the municipality's lack of commitment, the private sector within Sweden shows that organizations and social groups outside the municipal organisation have adapted the Agenda 21 strategies into its own development plan. Lindell further states that counties, organisations, student association etcetera shall work together in order to find possibilities to collaborate and continue the work for a

sustainable development (National committee for Agenda 21 and Habitat 2002:5).

2.4.1. Strategies for sustainable development –Boverket

Sweden in an international context is often seen as a strong promoter of sustainable development. The Swedish government has assigned Boverket⁶ to develop a strategy to be used when continuing the sustainable process (Boverket hemsida and Boverket 2004:17). The strategy developed observes the diverse and fundamental conditions within counties and communities; it also aims to provide sustainable growth, while considering the relation in-between the city and hinterland. Further the strategy is based to the international efforts made and discussed within UN (Boverket 2004:17). The conclusions presented four challenges that Swedish cities and rural areas are facing. The first challenge stresses the importance of having a holistic view in the planning process. Boverket further advocates an increased participation from the inhabitants, due to the diverse knowledge that each one possess. By using the knowledge and involving people in the planning process will contribute to an increased awareness of new ways of thinking and the importance of shielding one's living space (Ibid 2004:46, 49). Boverket further states a continuing process of further research within urban planning and to obtain a sustainable urban environment. The second challenge focuses improved collaboration between regions and conurbations in order to continue the development of consolidation, diversity, services and recreation. It also means that the urban planning favours easy access to environmental friendly vehicles (Ibid 2004:56-58). The third challenge refers to the second challenge and aims of reinforce the diversity within the city, by creating a variety of functions while maintaining and continuing to develop residential areas. The city shall provide the inhabitants with accessible walking paths and venues. The inhabitants must be offered sustainable living conditions, which require among other things opportunities to employment, safeness, clean air and a noise-free city (Boverket 2004:77). Further, the biggest challenge that regions and cities are facing today are the constant change regarding the climate and external disturbance, such as environmental disasters, ethical and military conflicts. Other aspects that must be considered are the greenhouse effect, other natural catastrophes and epidemics of for example resistant bacteria

⁶ Boverket -an administration authority responsible for the building, environment, management of land, water and physical planning etcetera

etceteraetera. This means that a region or/and a city must become more resistant against those changes and threats.

2.4.2. Agenda 21 in Malmö

Sweden is a country with high ambitions regarding the implementation of sustainable development, this in relation to other countries and it has been characterized through all plans of action (Kjellén 2007:17). Despite of the Sweden's progress of achieving a sustainable approach, Malmö as a county did not adapt the strategies of Agenda 21 immediately; one explanation is related to the financial crisis that during 1990s hit Malmö. Eventually the concept of sustainability got a foothold and Malmö became a role-model in sustainable urban development both nationally as well as internationally (Sillén 2002:8, 22). During the last years, Malmö has received several environmental awards and has been number one in relation to other Swedish counties in adapting Agenda 21 and achieving sustainable development. One of these awards was given Tuesday 15th of March 2011, when Malmö where handed an award given from the World Wildlife Fund, WWFs (Sturesson 20110315, Sillén 2002:8). In 1995, counties came together and with the knowledge from different sectors compiled a program regarding the environmental issues and in 1998 Malmö developed their own environmental plan. This program aimed to guide Malmö towards a long-term sustainable development (ÖP 2000:24). The attained plan combined the environmental initiative with a high economic development and welfare. Furthermore, Malmö's work towards sustainability was emphasized with the importance of adapting the processes within all organizations and businesses. Another achievement is to introduce and inform about the concept of sustainable development and show the benefits of caring for the nature and create healthy, equitable and economically sustainable counties (Sillén 2002:30). In order to accomplish sustainable development financial investments have been required, a million Swedish kronor have been invested into different sustainability projects both at a local and regional level. Some of the investments that have been made within Malmö are sustainability projects such as, Västra Hamnen/Bo01, Augustenborg and Rosengård (Ibid 2002:30).

The vision of making Malmö a sustainable urban city is mainly based on the international model of sustainable development. In order to adapt the three dimensions Malmö has identified them from the city's own conditions and limitations. The aim of achieving a sustainable economic development is to give opportunities for further

development of the industrial and commercial life. The economical objective is strongly related to the development of the residential areas, education, recreation and the cultural heritage (Malmö 2005:20) (see figure 2). Regarding the social objective, Malmö aims to increase the employment percentage in order to decrease the segregation and insecurity within the county (see figure 3). Furthermore, the action made to fulfil the ecological development has among other things been to continue developing a polycentric city structure while maintaining a compact city structure. By capsulising the inner city the aim is to offer the inhabitant forthcoming access and diverse activities (Ibid 2005:20) (see figure 4). The below shown models have become a guiding model for public as well as for private actors in urban planning and physical development.⁷

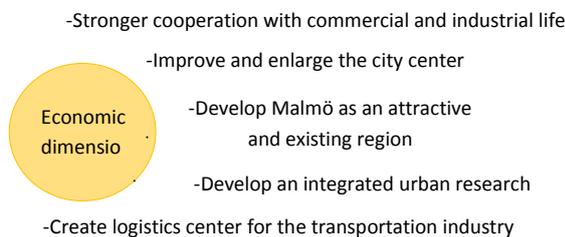


Figure 2: The economical dimension in Malmö municipality

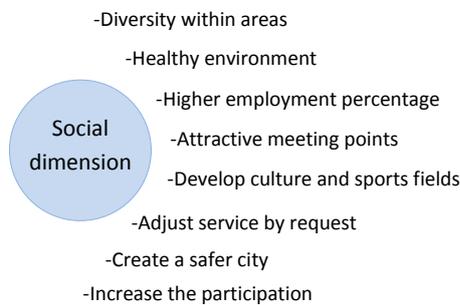


Figure 3: The Ecological dimension in Malmö municipality

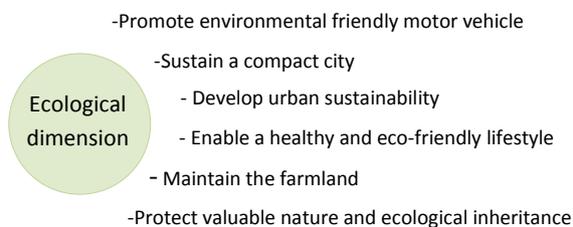


Figure 4: The Ecological dimension in Malmö municipality (Malmö's comprehensive plan 2000. p.20)

⁷ Magdalena Alevra, Architect. Housing and Urban Development office, Malmö Stad: 2011-05-05

Furthermore, Malmö aims to in 2020 become the best city in sustainable development, which has required an environmental program. This program's main focus is to continuing the work towards an environmental sustainability (Environmental Program 2009:3). Despite the environmental focus the underlying factors are the economic- and social aspects. Working together with other regions, counties and regular exchanges of knowledge with universities and other actors makes it possible to develop and achieve a high density and diversity within the county of Malmö.⁸ The key concept of the strategy is to create flexibility and diverse activities for the inhabitants. The environmental program aims to fulfil four general approaches (Ibid 2009:5).

-“Climate”: The aim is to reduce the energy use and to convert to renewable energy, while decreasing the emissions into the air, water and soil. Furthermore Malmö aims to give better options regarding the transport system and to minimize the car dependence etcetera. Malmö also prepares development plans of higher water levels and change in temperature (Ibid 2009:7).

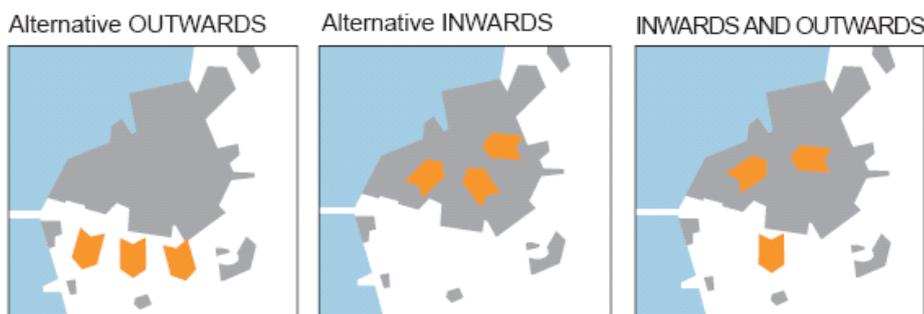
-“Urban development”: This approaches aims to continue the development of sustainability and are focusing on progressing the compact city while taking care and integrating nature in daily life (Ibid 2009:8).

-“Natural resources”: By concentrating on building a compact city much of the farmland can be preserved and important recreation areas becomes protected. Furthermore, regarding the agricultural landscape the aim is to have crop-free and pesticide-free zones. This will contribute to reducing the spread of contamination and toxins within watercourses and groundwater, which fostering the biological diversity (Ibid 2009:11).

-“Knowledge and innovation”: An overall aim is to look through procurement and purchase procedures. Malmö Stad also aims to look through the used resources within Malmö municipality and promote the importance of purchasing locally produced products and eliminate use of hazardous substances within all sectors and productions. Malmö also aims to inform and give the residents the knowledge of caring for the earth and making it easy and accessible to pre-separate sources (Ibid 2009:12).

⁸ Magdalena Alevra, Architect. Housing and Urban Development office, Malmö Stad: 2011-05-05

Other planning strategies of obtaining a sustainable urban development are being discussed within a Dialog-pm, “How can Malmö Grow- Sustainably?”. This document refers to three alternatives of how Malmö can expand in a sustainable manner, should Malmö grow outwards, inwards or both? The overall concept of the outward strategy is to continue to build a polycentric city structure aiming to create equivalent areas to Limhamn and Kirseberg. The prerequisite of that model is to create self- sufficient units where the daily services and activities lie within bike and waking distance. Regarding the inward strategy which is emphasized in Malmö’s comprehensive plan is to densify and supplement the already existing urban residential areas. The third alternative is to combine both of the options which would meet the high request of different requirements regarding living conditions and businesses. These alternatives have been constructed to fulfil the sustainable requests and to retain and refine Malmö’s identity of being a sustainable city in both short and long term perspectives. Despite well planned growth strategies an awareness of difficulties and consequences are there in all of the each alternatives, how good is the ability to combine the strategies with other demands and interests, will it provide possibilities of further development (Dialog-pm 2009:1:29)?



Figur 5: Three alternatives of how Malmö can expand in a sustainable manner (Dialog-pm 2009:1:29)

2.5. Definition of concepts in relation to local sustainable development

The notion of sustainable development has been discussed as an overall strategy used within the international, national, regional and local politics. It is a strategy and a concept embraced by thousands of citizens and their governments, this synergistic approach enables people to change their thinking and acting about their future. Despite the tangible approach the meaning of the words are emphasized differently both in different fields of work and within the academia.

But how should the individual word be defined and what meaning have words as: system, sustainability, development and city in the global concept? (Aronsson et al 2009:21)

2.5.1. System

System- “[a] whole composed of many parts”. A generic definition of the word system implies elements correlated with each other creating a systematic overarching whole, which may also be defined as structure, meaning the relation in-between the elements which construct a system (Nationalencyklopedin.se). Today have the word system become known within various contexts and the abstract sense among other things describe social cohesions and have increasingly been used to define self-organizing systems, such as the atmosphere and the urban society (Aronsson et al 2004:21).

2.5.2. Sustainable

A common definition of sustainable is something that may last for a longer period due to the fact that sustainability aims to be sufficiently stable within its construction and resist external affections and changes (Nationalencyklopedin.se). A processes and system including more than one dimension will be able to maintain different situations and meet a variety of needs, which is a sustainable solution (Boverket 2004:18). A sustainable system then retains a balance of different inputs and maintains to work despite negative influence. But if too many of the negative input becomes too strong the system will slowly show a reaction. This is comparison with what is happening regarding the climate change (Homeproject: Home). Within the urban planning the eco-system may become a role-model of how a sustainable system is supposed to function. By using the abstract knowledge and analysing and making different subsystems visible humans will learn and understand the relation among the social and materialistic systems, which represents the urban community (Aronsson et al 2009:21-22). Boverket states that a sustainable change are being shaped when complex relations regarding people, environment and all parts of the living society are put together and with a balanced and holistic approach poses a fundamental platform for sustainability (Boverket 2004:18). Boverket further emphasises that different viewpoints increases the overall understanding of a sustainable process, this means that it must be viewed from different dimensions, such as ecological, economic, social and cultural. It must be looked upon from different perspectives namely; children’s perspective,

gender equality etcetera and it must have a holistic approach (Ibid 2004:18).

2.5.3. Development

Development is in many aspects seen as an ambiguous concept, especially in relation to the paradigm shift that is taking place around the world (Ibid 2004:19). The word has long been associated with industrialisation, economic prosperity and modernism, saying that society is an engine of the materialistic demands and functions. The words significance means a holistic awareness of the society and a new symbiotic approach has been used in order to declare humanity's relation with nature (Ibid 2004:19). Since development aims to a collective action from all parts within society a unifying vision of what kind of society the human want to create (Ibid 2004:19). This means that the word development within the notion of sustainable development aims to a constant change rather than a linear progression with a terminal goal. Despite the constant change a sustainable development advocates a deeper understanding regarding the time perspective both in short- and the long-term. It is also of importance to emphasise flexible monitoring systems adaptable and not fixed to the end result, due to the process of prioritising different efforts of achieving a sustainable urban development. With a continuous analysis and reflection on the decisions being made one would understand the system and its parts and how they affect each other. Through the knowledge, a balanced may be restored regarding the efforts that must be made, which creates a sustainable development (Aronsson et al 2009:22)

2.5.4. City

The definition of the word city has during the last years changed its meaning. Not long ago the word city was opposite of the rural area and over the years has the city expanded and become intertwined with the rural areas. This development means that more people today have an urban life, which results in that more than half of the earth's population lives within the cities (Nationalencyklopedin.se). The border in- between the rural and the city becomes harder to distinguish, among other things because of the transport communication and the continuous flow of people. Despite the openness the physical limitation of the rural areas declares the importance of continuous development the urban environmental quality, namely the economic, environmental, social and culture objectives. While seeing the areas within its own context must they

also been integrated within the regional, national as well as international perspective of obtaining urban sustainability (Boverket 2004:19).

2.6. Policy context of sustainable development of the real estate actor MKB

The notion of sustainable development viewed in its entirety aims to create a conscious and a strategic model for cities, rural areas and the hinterland, while being integrated within the holistic process of the local, regional, national and the global developments (Boverket 2009:19 & Aronsson et al 2009:21). When talking about achieving a sustainable development from an international perspective it refers to major changes within the real estate market and within the city's infrastructure. This clearly indicates that the physical planning is playing an important role in future developments. That different sustainability approaches have been declared by UN and EU has contributed to policy contexts that include all actors that work with the concept. It has further been stated that sustainable urban development must be based on local and regional achievements. To be able to promote a sustainable development in cities, it requires that municipality's takes responsibility of directing private as well as public actors in spatial development. This planning must include design, management as well as planning (Guinchard 1997:149). The figure below describes the strategy approaches from all layers of society from international, national to regional level. From United Nations, European Union, Swedish government, Malmö Stad the municipality in Malmö, to the real practitioners of sustainability. This shows that every step closer to the real estate actors becomes individualised by interpreting and adding values that is of interest, this is symbolised by framing the social levels that are being affected by what is being decided at each level. For instance, if being at Malmö municipality the notion of sustainable development are being influenced by the Swedish government, EU and UNCED. Further have Malmö municipality developed own strategy approaches with added values that advocates what sustainable development is at a local level. These in turn are models and strategies that are being applied upon public as well as private actors that possess a crucial standpoint of achieving sustainable urban development while lying within each frame.

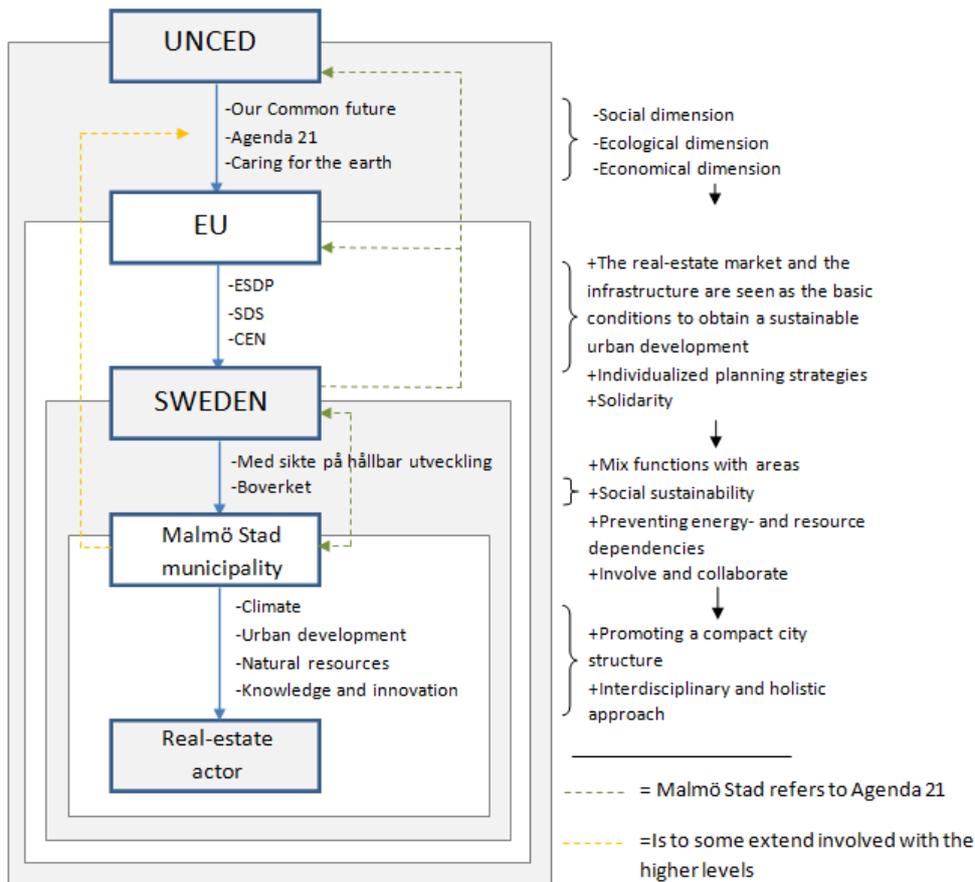


Figure 6: Processes to develop strategies of achieving sustainable development with policy contexts. (Own interpretation model)

MKB as a municipally owned company is influenced more directly by the policies of Malmö Stad than other real estate actors. By being owned by the municipality, MKB provides the possibility to fulfil Malmö municipality's requests of strengthening Malmö Stads attractiveness, meaning making investments in public life (ÖP 2012:19). This is achievable since, as mentioned above, MKB as a real estate actor approaches the same models and strategies as Malmö municipality meaning that the same dimensions are being defined within the notion of sustainability.⁹ By having the municipality's approaches as start-off MKB aims to concretize them in to achievable goals that both favours MKB and Malmö municipality (MKB årsredovisning 2009:4).

MKB's approach may in some extent be referred to a strategy model that promotes companies to contribute to a sustainable

⁹ Susanne Rikardsson, Business Manager. MKB Fastighets AB: 2011-04-05

development named CSR-Corporate Social Responsibility. The concept promotes companies and organizations to obtain societies values and objectives by focusing the business policies, the processes of decision making and other activities within the company to achieve economic, social and ecological sustainability (Swanson 1999: 506). As for the notion of sustainable development the concept of CSR do not present any unifying solution, implying that each company works with CSR based on their own presumptions (Carroll et al 2010:89). This means that the view on how a company should or should not be managed is influenced by the constant change of presumptions. Porter further describes a business as a chain of processes which refines incoming recourses to outgoing services. This value chain enables the business capacity of creating good values for the clients, which in a long-term creates a strong competitiveness. He further states that a CSR analysis generally aims on a social issue that the actual business should focus on. This implies an integration of CSR with the business strategies and gives the prospect of prioritizing the main questions that are relevant for the stakeholders and the core strategy of the business. This in long-terms will be favourable for society while giving an opportunity for the company to utilize their resources and the knowledge in the best way possible (Porter & Kramer 2006:91).

3. METHOD

3.1. Choice of method

The chosen method in this thesis is a case study approach, implying an analytical framework focusing on the notion of sustainable development and the policy context of the real estate actor MKB. The scientific standpoint of this thesis is based on a hermeneutic approach meaning that MKB will be viewed from a public as well as from a private sector. This refers to MKB's responsibility towards the municipality while being an actor that must act according business principles. The case of MKB and its approach of aiming towards sustainable development have been exemplified by looking at a development project named Bokalerna to gaining a deeper knowledge of the phenomenon which is of interest (Merriam 2006:3). By seeing MKB within a holistic perspective, (meaning that MKB are viewed as an actor within a society including different functions and requirements) a broadened understanding and a general perception regarding the real life will be shown (Yin 2006:31). The case study approach of this thesis is mainly based on a qualitative approach, implying that the focus is by gaining insight, discovering and interpreting how MKB's personnel experiences MKB's/their role as a real estate actor and their responsibility towards sustainable development. The approach are defined as "interpretation in context", implying that the approach highlights unique and important aspects within MKB as well as the policy context of sustainable development. With a qualitative approach it is stated that the data and information that have been gathered are close to the actual source. Another advantage of using a qualitative case study is that the method comprises fieldwork, implying finding people, situations etceteraetera. in order to conduct the research (Merriam 2006:30-32).

This thesis also includes a deductive as well as an inductive approach. This means that the study is based on empirics and an inductive approach, meaning that some observations and interactions have been done without using any theoretical framework or without an interview guide. Furthermore, have a deductive approach contributed to new findings that have been of interest for the study.

3.1.1. Validity and reliability

Validity and reliability are according to Merriam, that a qualitative case study provides the thesis with a holistic perspective on a specific event or phenomenon. Validity and reliability are objectives being controlled by observers which use methods in order to collect data. The empirics that have been used are approaches, models and theories

that are used within the context of defining sustainable development and to understand MKB's organisation and their working approaches. By viewing strategies and models that are being theoretically explained and used, gives a high validity due to its context in the study. To further ensure validity within the study more than one information source has been used and critically been evaluated while discounting the researchers own preconceptions. Further has the reliability been reached by interviewing persons on executive posts in order to gain a deeper understanding of how MKB is being managed and what factors may influence their organization. (Merriam 2006:180,184).

3.2. Research setting

The research setting has during the conduction of this thesis been situated at MKB, BoGalleriet, Östra Rönneholmsvägen in Malmö. Being placed at MKB has given the advantage of having three supervisors with different professions within the organisation that possesses valuable information and inputs. In other words those individuals are being seen as gatekeepers whom possess the power to grant or withhold access to sources and people relevant for the thesis. This has given the thesis a stronger credibility and opportunity to talk to the correct people (Flowerdew & Martin 2005:116). Being in "the field" and using parts of the participant observation method, aims at tackling the "inside" and the "outside" of a MKB's situation. This view gives the opportunity to grasp the sense of specific occurrences, while having the possibility to situate the meaning in a wider perspective (Clifford 2002:34). Hence, the opportunity to have access to MKB and the people working within the organisation has created a platform of contacts interesting for the conducted study. It has also given a snowball effect of personal contacts outside of the organisation of interest they are of importance when grasping a holistic perspective. The snowball effect meant that a main obstacle have been overcome, meaning that a recommendation from a person whom we know have a far greater impact on the trust and the involvement (Flowerdew & Martin 2005:117).

3.3. Methodological framework

Methods that are often used within a case study are according to Yin, personal notes, formally written sources, interviews, live observations, participant observations and physical artifacts (Yin 2006: 111). The data material used within this case study is therefore based on information sources such as, own notes, literature, own observations,

participant observations and interviews. (Ibid 2006:111-112). This refers back to an increased validity as well as the reliability since using multiple information sources to obtain credibility. The complex approach of collecting data by various methods within a case study have advocated that the researcher approaches a methodological versatility and flexibility in order to gain a holistic view of the information being analysed (Ibid 2006:135).

3.3.1. Data

The purpose of using literature studies is to gain knowledge to answer the research question and explain the theoretical framework used as a basis within the study. The data found have been separated into two types of data, namely primary- and secondary data. Primary data processes data such as annual reports and internal documents (7.3 MKB Nyproduktion; Funktionskrav 2010 and Allmänna ordnings- och miljöregler). The primary data that have been used within this thesis are minutes of meetings as well as interviews and observations. The collection of the primary data that has been used are documents given by i.e. MKB, namely, business strategies, developing plans and other informative documents that have been of interest. Other relevant documents that have been used are Malmö Stads Comprehensive plan¹⁰, and international/national data regarding the notion of sustainable development. All information provided for this thesis has given a deeper understanding of the area being studied and the strategies and models being used by MKB in developing a sustainable urban development. The secondary data that have been collected have mainly been literary studies found at Malmö library as well as on Lunds University library. Other relevant documents such as articles, case studies and previously conducted theses have been found through Global Research Gateway (global.sam.lu.se) and found on the Internet using the search engine Google.

3.3.2. Observation

A specific observational method have not been used when conducting the study, since the complexity within a well-implemented observation would have required more time than is to be disposed. Therefore, a simple observation have been used as a complement to the interviews, to obtain a more comprehensive understanding of what have been done and what is in process. During the research process own observations have conducted to complementary data, implying

¹⁰ Comprehensive plan (Översiktsplan): is a municipal document that expresses national as well as local public interest.

information from informal interactions, internal meetings and conferences. Some of the material have also been based on own experiences from areas which are used to exemplify MKB's working process towards a sustainable development. The method of participant observation have within this study conducted to give an inside view at the reality that are studied. This is according to Yin an approach invaluable when describing a "real" event or phenomenon (Ibid 2006:120-123).

3.3.3. Interview

Some of the information collected is based on six interviews. The groups that were considered most appropriate were people working within MKB, i.e. the sustainable department, technical department etcetera. Other actors relevant for the thesis have been people living and working within the area that are the example in the thesis. The interviews that have been done within the thesis have mainly been focused on people with an executive position to understand MKB's motive and conditions of working towards a sustainable urban development while being in-between the private and public sector. The formal interviews were conducted during working hours at the interviewees working sites. Complementary interviews with people with different roles within the company as well as outside the company have contributed to less coloured answers while viewing it from other perspectives. Further have the information being collected through participant observations, lectures (i.e. ISU frukostmöten, Rödatråden etcetera) and contact through e-mails and in spontaneous meetings. The research began with open conversations that further contributed to interesting questions that became important for the study.

3.4. Source analysis

I order to obtain reliable information based to conduct the analysis; a multiple information sources have been used. Despite of using different methods of obtaining data the essential part is that the material is being properly reviewed and analysed (Trost 2005:113). This has been done by dividing the sources in to two "categories", external and internal criticism. The external audit aims to find the reliability of the source, while the internal audit focuses on the validity within the material (Bell, J. 2005:129-131). To gain credibility the researcher must be self-critical when collecting the information and constantly questioning of the priorities and methods have been considered. That the thesis can be perceived as subjective is another

issue that the researcher must reflect on due to the researchers own chosen standing point. That people perceives information differently is also something that must be taken into consideration when doing the analysis since people's life experiences, political/religious standpoints and education level etcetera. may differ from one another and may affect the outcome (Ibid 2005:131). This has particularly been taken in to account when interactions and informal interviews have been done. Furthermore, due to the fact that the thesis in general is based on literature studies and international as well as national documentations the credibility are seen both as reliable and valid. However, theses and student reports have carefully been analysed in order to conclude relevance for the written thesis. As mentioned above the reliability of personal interactions may contain some uncertainty of the answers being given. This has been avoided by having additional independent interviews (interactions) to obtain comprehensive and credible answers.

4. MKB FASTIGHET AB

4.1. History of MKB

Malmö Stad the municipality of Malmö is a city of importance and has a long tradition of being an industries city all the way back from the middle age. In the beginning of 1800th century a radical change and a refurbishment of Skånes rural areas, roads etcetera took place. This followed by the 1900th industrial area referring to an expansion of the cities (Hellquist 2007:9). Despite the new innovative approach the condition of the housing market was still characterized by lack of living space and misery (MKB Fastighets AB- 60år 2006).

The shortage of housing already evident in the 1930's and 1940's contributed to a change in 1945. This change entailed that the Swedish Parliament adapted a housing policy based on the social housing situation (Ibid 2006:2). This indicated a responsibility on the municipality to minimize the lack of living space and increase the functions and the spaces within housing (functionalism) (Atner 1976). As a result to the housing market municipalities allowed Associations of Public housing (SABO)¹¹, and in 1946 Malmö municipality owned limited company MKB was funded (MKB Fastighets AB- 60år 2006). They were promoted to create a balanced production of new housing, implying a densification of the already existing residential areas.¹² Furthermore, the main goal was to provide the tenants with low rents. New housing areas were established during 1950's and were characterized by greenery, openness and collective areas for diverse activities (Ibid 2006:4). Since an increased and nationalities and immigration took place in Malmö a change were required within the housing strategy, this rapid change of the increase amount of inhabitant induced a long lasting housing shortage. This lack of housing appeared all over Sweden and conducted to a national investment project known as "Million-program" (Miljonprogrammet)¹³ (Ibid 2006:6). This project entailed that the Swedish Parliament decided that 100.000 residences each year were to be built within a period of ten years. The residential areas were then built within tight deadline and strict financial budget, which in the end resulted in buildings with lower aesthetical values both as for the ambient environment as for the inside interior (Wernemyr 2005:36).

In 1973 several municipalities stated a problem and the difficulties of renting out residences within the million-program. Many of the property owners including MKB had several empty

¹¹ SABO: "[S]wedish Association of Public Housing Companies, is the organization of the municipality owned public housing companies in Sweden" (sabo.se)

¹² Anders Rubin, Kommunalråd: Malmö Stad. Byggmässan Öresund 2011: 2011-04-06

¹³ *Miljonprogrammet*: implies the Swedish housing politic during 1964-75. The aim was to build one million residences within a period of ten years (NE.se).

apartments and the crucial situation caused that many families with social and economic issues were referred to those residents. The counteractive efforts that MKB made to attract and make the tenant stay was to participate in a project named *Bättre bostadsmiljö* despite the efforts people choose to move from housing within the million-program (MKB Fastighets AB- 60år 2006). This required a change of focus within the MKBs approach towards the tenant and during the 1980's they initiated a *Generalplan* in order to reach some achievements within million-program areas. The beginning of the 1980's was a dark period for MKB due to several misfortunes such as a financial crisis and the arrest of MKB's CEO because of irregularities, at the same time MKBs board of directors resigned. Despite a hard start MKBs future looked bright; the new board instated a ban on building in order to refocus and administrate and maintain existing areas. The new approach of MKB became to introduce "self-management" implying a division and a separation of the areas in to smaller units while involving the clients within each unit in order to create familiarity and its own identity. By frequently involve the tenants, a cofactor of responsibility and safeness shaped the areas and in the end of the 1980's MKB started to show profit after 20 years of losses (Ibid 2006:10).

During the 1990s, MKB continued to build and refurbish areas and in relation to a project named Bo100 the concept of a *boförening*¹⁴ started. Furthermore, MKB continued the work of reinforcing self-management and aiming to adapt the services to the areas own needs.

In 1998 a complementary approach within MKB's organization raised namely, the notion of sustainable development implying interwove economic- and ecological dimensions in to the already strong established approach of achieving a social sustainability. This achievement was firstly applied within Augustenborg by being a project in Malmö provided with money in order to achieve an ecological transformation. This in turn conducted to involving people in the areas to influence the development (Malmö Stad- Augustenborg & Ecostaden.com).

In the beginning of the 20th century a new wave of housing shortage appeared, meaning that MKB got directives of building 300-500 new apartments in Malmö to calm the request.

During the same time major investments in Västra hamnen (Western Harbour), a comprehensive sustainable urban development

¹⁴ *Boförening*: This type of tenancy agreement implies that the tenants invest some money within the property, aiming to become their own landlord. The advantages of having this type of "housing association" entails good communion, safeness, own responsibility and lower rents (Susanne Rikardsson, Business Manager. MKB Fastighets AB: 2011-04-13).

project took place in Malmö.¹⁵ MKB then participated in the Housing expo (Bo01, western harbor) in 2001 and became one actor that contributed to presenting new solutions and possibilities of creating a sustainable city (Persson 2005:5). Hence, MKB began to buy residential areas in Malmö and became one of the main real estate actors in Malmö (MKB årsredovisning 2009:2-3)

4.2. A municipality owned company

MKB Fastighets AB is a municipality owned stock corporation in Malmö and was founded 1946, and have become Malmö's leading actor at the housing market during the last 60 years, meaning that MKB owns 22 238 rental apartments and 1000 commercial spaces. This represents 33% of the tenancy market in Malmö (MKB årsredovisning 2009:2-3). MKB have a political engaged board which have been chosen by Malmö Stad, municipal council and reflects the political partisan in Sweden. The board consists of fifteen members whereof five are alternate members (Ibid 2010:3).

MKB is being controlled by rules and regulations by the local government legislation and the Swedish company's act, which implies that MKB is managed according to business principles (Ibid 2010:72). This is being explained within the new law of public housing. The aim is to clarify how a corporation such as MKB should be managed. One disparity is regarding the rental agreements that are being controlled by a special legislation named, Hyresförhandlingslagen¹⁶. Further, MKB must make long-term investments and statutory requirement to provide the tenant to influence while have an impact on how to manage the corporation (SABO 2011:8).

The fundamental idea of being a municipal company is being defined by the Swedish government. The governmental directive of being a municipality owned company implies to maintain the housing supply within the municipality. This further requires accommodating different housing needs, by residents not only for people with special needs or those which have a weak position at the housing market. It means a diverse range of housing, which should give an opportunity to attract different people with socio-economic differences. The proposition from the government further states that the company takes social responsibility. (Proposition 2009/10:185. Page: 40). This is however a decision taken within each municipality and may include ethical values, environmental perspectives our social responsibility

¹⁵ *Rödatråden*, exhibition at Rönne. 2011-05-16

¹⁶ *Hyresförhandlingslagen*: is a law that is being included in the law of collective negotiation. Within this law regulates the right to negotiation procedure and what is being applied when a negotiation procedure have been concluded (SABO.se –Hyresförhandlingslagen)

(SABO 2011:6). In MKBs case Malmö Stad promotes a sustainable approach focusing on a social development within the residential areas.¹⁷ A municipal company further requires to follow business principles which aims to be a long term investor which through their act may supply a range of rental apartments while avoiding a disoriented competition (SABO 2011:6, 10). A general approach of how a municipal company as MKB is being managed is by having a profit related interest which aims to make a profit in order to invest within the company and manage future development and commitments (Ibid). The directive that have been given by MKBs owner affirms the above mentioned and furthers, promotes MKB to take social responsibility by accommodate safeness, well-being and service. MKB shall also provide a balanced supply of housing and size to market prices while having a focus of energy efficiency within new productions (see Appendix 1 for further details about the directives)(MKB årsredovisning 2010:71).

Haqvin Svensson further states that the business reasoning may be explained through a model, implying that MKB is a business placed on the marked implying having a business focus as a main achievement. Despite the focus on money, MKB tries to approach the center of the common area of the circles through achievements that becomes favourable to all parties.¹⁸

4.3. Organization and leadership

During 1980- and 1990 have MKBs organisational reign been developed from being centrally controlled to becoming a decentralised organisation, implying a shared responsibility and a stronger dependency on people working within the organization (Aunér, B 2001:55). The organizational model within MKB includes, one CEO, Sonny Modig since 2007 and within the executive management are the vices CEO, Haqvin Svensson and the business development manager Susanne Rikardsson. Both they are incorporated within the management council together with four property managers and seven key figures important for further development within the organisation (see figure 3) (Ibid 2010:3).

¹⁷ Sonny Modig, CEO MKB Fastighets AB. Annual meeting:2011-03-18

¹⁸ Haqvin Svensson, Vice CEO. MKB Fastighets AB. 2011-05-02

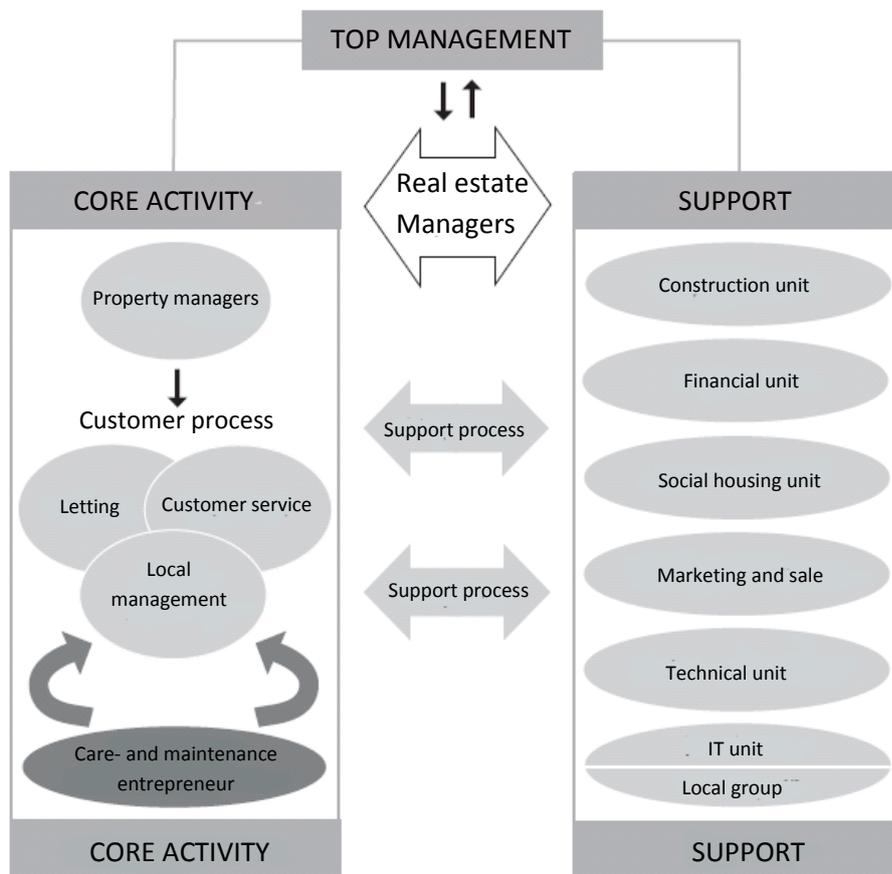


Figure 7: The fundamental principal of MKB's organization (Blomé 2006:24)

4.3.1. Sustainable business

MKB's main approach is by being a value based organisation characterised by being a client oriented management ("den nära förvaltningen"). This focus aims to strengthen a relation towards the client with a vision of being colloquial, versatility and brave (MKB årsredovisning 2010:3). MKB has from the beginning been engaged in achieving social sustainability and it has been their main focus since.¹⁹ This approach is summarised with a strategy model named *GÖRHAN*. This model states eight steps to create a positive attitude within both the organization as well as among the clients. By having a professional, pleasant and a respectful manner, a good relation with the clients gives a deeper understanding of what the client requests, which implies making right achievements at the right place (MKB fastighets AB -GÖRHAN). In a general sense, the model aims to involve the client with the development of their own area, this is by for example when presenting the visions of the areas. Further, the model aims to highlight and observe what people need, behave and require (MKB årsredovisning 2010:30). When an idea has been

¹⁹ Haqvin Svensson, Vice CEO. MKB Fastighets AB. 2011-05-02

implemented and the realisation process has begun, the fundamental aim is to realize it together with the clients. When a change have been done, it is important to commend the effort that has been made and continuing evaluating the achievements (MKB Fastighets AB - GÖRHAN). Furthermore, MKB sees the fellow workers as the main access within the organisation which may be viewed from a different perception of social sustainability. To shield this access the employees are being offered education courses in order to strengthen the knowledge and the qualifications within the company (MKB årsredovisning 2010:28). MKB also recognises the irreplaceable access of having a wide range of diversity, implying gender, ethnicity, age etcetera. This aims to give a wide spectrum of understanding, creativity, innovation and perceptions, which has become one of the corner stone in the business strategy. Furthermore, MKB obtains the possibility to have continuous strategy meetings with the “external and internal organisation²⁰”. A good leadership within the MKB has also been the main contributions to a strong and stable business.²¹ By being an actor within the real estate market and aiming on long term goals makes the organization become even more attractive as an employer, due to the focus of educate and strengthen the employee. Susanne Rikardsson also states the importance to give the right opportunity of personal development within the organization.²² In other words, the client oriented focus and a pride and committed organization will from without MKB’s perspectives contribute to a social sustainable development which in long terms will add higher value to ecological and economic objectives.

4.3.2. Value added strategies

MKB as a real estate actor has in relation to Malmö municipality a responsibility of achieving a sustainable urban development. This by contribute to spatial developments that sets basic conditions of promoting a sustainable society (Zinkernagel 2008-2010). The general strategy within MKB aims to strengthen Malmö Stads position and contribute to stronger attractiveness, this by focus on urban development and the urban life (MKB årsredovisning 2010:6). By being a municipality owned company means that many of the same models and strategies are being used, implying that same dimensions

²⁰*Internal and external organization*: internal aims to the finance, executive management, business development, HR and build- technique-environment while the external organizations aims at: the offices that are being placed within each area including a property manager, landlords, hosts and janitors (“speed date” a feedback session, Rönner 2011-04-08).

²¹ Susanne Rikardsson, Business Manager. MKB Fastighets AB: 2011-04-05

²² Ibid

are being defined within the notion of sustainable development. By having the fundamental conditions as start-off MKB aims to integrate them within all parts of the business. Further efforts being made is to adapt one of the three alternatives that Malmö Stad presented as how Malmö can grow sustainably, Sonny Modig states the importance of allowing the city to grow organically, implying growing from within, with new annual rings. In other words MKB promotes the inward alternative rather than building urban oasis on farmland disconnected from the city (Dialog-pm 2009:1:28-29 & MKB årsredovisning 2009:4). In relation to the densification model, MKB aims to identify the empty spaces within Malmö in order to do contribute a creation of vibrant meeting points in areas where it is of importance, this strategy approach is known as “urban acupuncture”. This approach has during 2010 got major attention of refining Malmö’s living areas. One benamed project is known as *Bokalerna* created to generate social meetings while giving new opportunities to combine the living space with commercial activities. Further effort aims to look at Malmö with a holistic perception and finding the common passages of interweave different districts and strengthen the attractiveness within areas which in a long term will increase the property value and social sustainability (MKB årsredovisning 2010:2, 6-8).

4.4. Bokalerna

The ascertain definition of the feature of the city implies a place with an amount of maintained administrative and market-oriented functions with inhabitants of significant size (Nyström 1999: 26-27). This aspect has become an important prerequisite in order to create an urban environment, in other words more city-like area. Today around 22 000 inhabitants are being registered in Rosengård, although one would argue that many more are living in the area.²³ Hence, the presumption gives a great advantage due to its location and the amount of inhabitants of becoming a vibrant district (Projektbeskrivning 2009). Rosengård has today become a complex challenge to restructure according to today’s ideal, since a general building model characterizes the area, implying a modernistic ideal based on ABC principles meaning a mono-functional way of dividing the daily activities (Norgren & Rikardsson 2009). This separation of functions is still common and physically visible within Malmö especially within Rosengård. The ABC-principle have divide the work, living areas and services within different areas meaning that the

²³ Anna Wiking, Concept Developer. MKB Fastighets AB. Seminar: Urban studies, Social sustainability and urban acupuncture 2011-04-17

individual became exposed to limitations within the daily life entailing restrictions in time and movement. This generates a concentration of peoples traveling and services purchases to a defined locality during a certain time of the day (Nyström 1999:28). Furthermore, Rosengård planning structure includes the greenery and traffic-free ideal of creating a safe living area. Yesterday's ideals have within today's presumption contributed to isolation and an assumption of an unsafe area (Norgren, & Rikardsson, 2009). Despite of negative sayings, Rosengård are being seen as an area with potential, implying the central location and over 107 different nationalities which may be favourable if taken care of in a right way (Ibid).

The achievement that MKB has done within Rosengård, Örtragården is Bokalerna a densification strategy made from without the model of urban acupuncture implying identifying empty spaces. The main approach of investing in such a project is among others based on the strong entrepreneurial spirit that have being identified by mainly landlord, client hosts and janitors within Örtragården (Norgre & Rikardsson 2009).²⁴ As mentioned above the area is not adjusted to a vibrant city life, with closeness to commercial shops and meeting spots which have contributed to illegal trade markets, from mobile booths and trunks (Ibid). The general housing design has apartments on every story and has been structured according to the 1970's ABC-planning principles (Ibid). By MKBs effort have this become one contribution to strengthen the area by creating opportunities of economic growth, while connect it to the rest of Malmö.²⁵ Bokalerna has strategically been located at Bennets väg due to an already existing communication path in-between Möllevångstorget, Rosengård, Jägersro and Videdal which are being identified as Rosengård's artery and has become the main link of "open up" the district to the rest of Malmö (MKB årsredovisning 2010:6) (see figure 8). Moreover, Bokalerna should not be seen as a single investment of an objective thus, it is one input of a holistic vision of future development, which is of importance for the entire area (Norgren & Rikardsson 2009:3). By making an effort and having a long term planning will in the near future contribute to an attractive and home-loving area which hopefully will generate further investments of developments, this have already been show due to the investments that have been done by putting light installations along the walking/cycling path (Ibid) (see figure 8).²⁶

²⁴ Anna Wiking, Concept Developer. MKB Fastighets AB: 2011-04-20

²⁵ Susanne Rikardsson, Business Manager. MKB Fastighets AB: 2011-04-05

²⁶ Anna Wiking, Concept Developer. MKB Fastighets AB: 2011-04-08

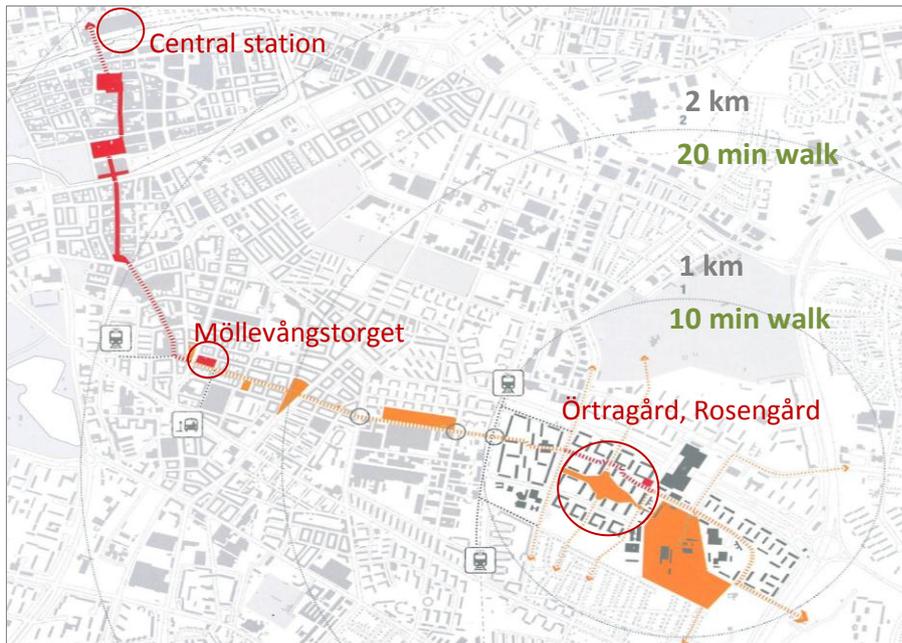


Figure 8: Communication path in-between City Center Möllevångstorget and Rosengård. The figure illustrates walking/biking paths and recreation areas. (Source: GEHL ARCHITECTS)

Furthermore, have the concept of Bokalerna implied a meeting spot within the neighbourhood while aesthetically breaking-up the monotone structure in the area. Bokalerna has also contributed to give people the opportunity to operate a business in close relation to one's home environment. MKB implies that this will hopefully contribute to an increased collective responsibility of the ambient environment (Ibid). MKBs further reasoning is that development within those areas are being a necessity because of among other the substantial feeling of alienation and segregation etcetera. Hans Norgren further states the importance of making a change due to preventing people from moving. It is of importance to remain different kinds of family structures within the area. Hans Norgren specifically refers to family with children moving out to suburban areas.²⁷ The fundamental argument in that situation is to ask the question of what will happen if "we" do not do any investments.²⁸ Through this approach MKB aims to claiming that actions speak louder than words. In relation to Bokalerna have MKB done a market research in order to estimate the benefits of making an investment in Bokalerna (see figure 9).

²⁷ Hans Norgren, Manager- Purchasing, Procurement and Acquisition. MKB Fastighets AB: 2011-04-27

²⁸ Susanne Rikardsson, Business Manager. MKB Fastighets AB: 2011-04-05

Added values to the area	Long term benefits
<ul style="list-style-type: none"> • New place for businesses • New commercial activities • Strengthen the entrepreneurship • New form of housing 	<ul style="list-style-type: none"> • Good role model • Collective responsibility of the ambient environment • New meeting spots • A way to open up the area to the surrounding • Safeness • Stableness • Increase the attractiveness • Increase the investment opportunity • Increase the property value • Reduce the operational costs • Increase the rent

Figure 9: Market research of positive effects of build Bokalerna (source: MKB, internal document)

4.4.1. Bennets Bazar

Bokalerna are being located along Bennets väg in Rosengårda and includes ten commercial spaces where it has been given the opportunity to operate a commercial activity. Eight of them are directly connected to apartments on the entrance floor which implies that the commercial spaces together with the apartments are rented out as a one joint (see figure 10). The business spaces are 50-75 m² and are being suitable for smaller business activities, such as coffee shops,

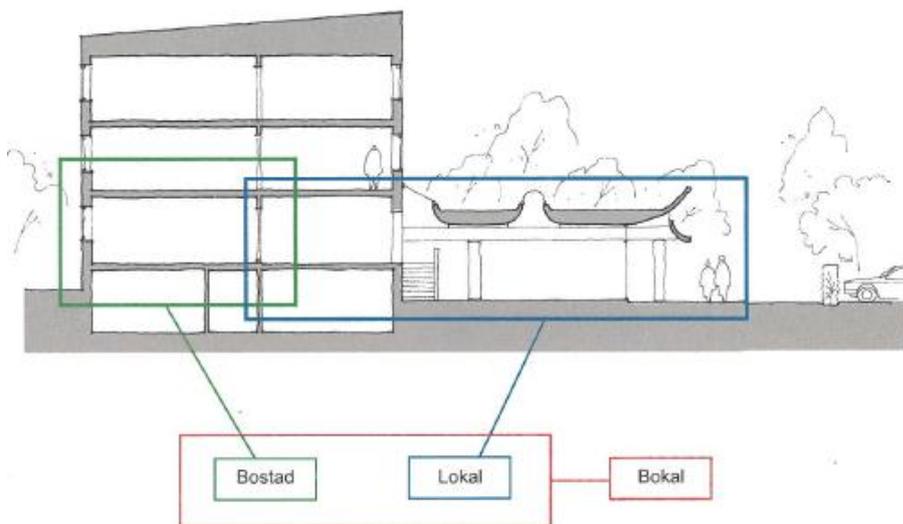


Figure 10: A section through one of the buildings, illustrates the connection between living and commercial space. (MKB)

hairdressers, travel agencies etcetera. The housing block where Bokalerna has been positioned are named *Landssekreteraren 2* and has as mentioned earlier been built during the end of 1960's. The material of the new building consists of concrete columns and beams and glass facades. The roof design have soft forms which makes the new buildings stand out from the old 1960's structure and aims to give the neighbourhood a new identity. The process of refurbish the apartments have contributed to an in depth reconstruction of the living space (Projektbeskriving- MKB 2008:5).

Bokalerna have been designed by Jaenecke Architects with Jörn Utzons opera house in Sydney as inspiration, but the concept is anything but new (Movium.slu.se). It is based on an old tradition, common both within Sweden as well as abroad, meaning that the commercial activity is being integrated with the living area. This phenomenon may have been common and are still a universal concept, but are a new approach and a new ideal of ennobling the area within Örttragården (Projektbeskriving- MKB 2008:9). One of *Bogranskarna*²⁹, Ida Stavenow further states that MKBs investment of creating Bokalerna deviates from the homogenization in Swedish housing which is seen as a positive development of finding new scope of use and movement patterns within the area (Ibid).³⁰ By locating Bokalerna towards Bennets väg facing the southwest entails that what once was a backside of a house now have become a frontage which further generates that the area mono- functional structure of dividing the area in zones have been changed (Ibid).

Despite of a positive approach towards Bokalerna, some aspects are being criticized due to the building construction. One aspect the *Bogranskarna* have discussed is that the energy efficiency within Bokalerna. Anna Kjellman questions the glass facades due to its coefficient of heat transmission (U-value) and that there is no energy conserving within the apartments. Moreover she claims the positive of having to rent the commercial space exclusive of heating and water which requires that the tenant must observe its own energy consumption. Further are *Bogranskarna* united regarding of Bokalerna being a well invested and well-thought out project (Projektbeskriving- MKB 2008:10-11).

²⁹ *Bogranskarna* is a composite group, working for Sydsvenskan and aims to evaluate new housing project within Skåne. The group that evaluated Bokalerna then consisted of: Thomas Hellquist, architect SAR/MAS, guest professor in architecture and designs at BTH. Isa Stavenow, architect, alternative housing, Anna Kjellman, engineer on Energikontoret Skåne. Thomas Wikström, architect and professor in architect and building function at LTH.

³⁰ Hans Norgren, Manager- Purchasing, Procurment and Acquisition. MKB Fastighets AB: 2011-04-27

4.4.2. The environmental take off

The environmental focus has been one of Sweden main objectives. The environmental approach within MKBs organization has during the past year got a lot of attention, which have become an indicator of success. Due to a positive attitude the environmental issues have just become identified implying that there are not fully developed strategy approaches applicable through a whole building process. Jenny Holmquist states that MKB have within all projects managed to achieve “hygiene factors” meaning the basics technical solutions and refers to water supply, recycling, energy meters etcetera. She further states that the main achievements have been done due to GÖRHAN, implying the daily dialog with the client. She claims that MKB has aimed to give prerequisite of making sustainable choices but it is the human’s usage that controls how much energy efficient and sustainable it becomes.³¹

Bokalerna has been a project that has been criticized due to its lack of energy efficiency. Jenny Holmquist have also state the fact the Bokalerna during the building process have not prioritized the ecological aspects such as logistics, production, pollution, carbon emission etcetera. Despite the lack of ecological approach, MKB has managed to fulfil the basic requirements that MKB requires for procurements (see Appendix 2).³² The ecological consideration would have entailed to long processes of research and would not have been financial sustainable due to the business approach of aiming towards a profit. Further has MKB required that organic products are being used as much as possible also if a tree is being felled; at least two trees should compensate the tree and should be replanted within the area (Holmquist & Hallqvist 2010). Further, Holmquist argues that the requirements in procurements are to low and are being re-evaluated, but it is a process that requires time. However, Holmquist explains that the environmental issues have been divided in to local achievement implying that each area has its own ecological challenge, unique for what the clients in that area requires and what landlords, hosts and janitors finds important. Thus, imply the ecological values in to GÖRHAN aiming to embrace a new way thinking for both the tenants as for the people working within MKB.³³

³¹ Jenny Holmquist, Environmental manager. MKB Fastighets AB: 2011-05-05

³² Ibid

³³ Ibid

4.4.3. Financial approach

MKB is as already mentioned a real estate manager which states the importance to make long term investments. Hans Norgren argues that MKBs fundamental ideology of doing long term investments is to continuing managing the properties for at least 100 years.³⁴ By asking the question, “if not”³⁵ helps MKB to identify the possibilities of future investments this implies that the future development must in some point generate money. Susanne Rikardsson expresses it as being, strictly business.³⁶ This implies that MKB investments are being controlled by an economical approach.³⁷ Both Susanne Rikardsson and Hans Norgren states that MKB in comparison with other real estate concerns have within the business culture an aim to make a profit but not to maximizing the profit.³⁸ Moreover, MKB are as mentioned a limited company but are not listed on the stock exchange which give the advantage of doing long term investments, due to not having to show profit within any quarterly reports.³⁹ This implies that that MKB are able to make long-term investment which entails that the investments not necessarily must generate money from day one.⁴⁰

MKB owns approximately 48% of all the real estate that are being included within the Rosengård district. This consists of 2768 apartments around Bokalerna (see Appendix 3-4 for MKBs dwelling stock).⁴¹ This means that all efforts of achieving a positive change will become favourable in terms of money, implying that MKB may raise the rents due to a higher property value.⁴² This has been shown due to Malmö-modellen⁴³ which indicate an increased value in the area which may entail higher rents. By reinforce positive development

³⁴ Hans Norgren, Manager- Purchasing, Procurment and Acquisition. MKB Fastighets AB: 2011-04-27

³⁵ “If not”: Is an approach, meaning that the MKB questioning what may happen if no investments are done.

³⁶ Susanne Rikardsson, Business Manager. MKB Fastighets AB.

³⁷ Hans Norgren, Manager- Purchasing, Procurment and Acquisition. MKB Fastighets AB: 2011-04-27

³⁸ Susanne Rikardsson, Business Manager and Hans Norgren, Manager- Purchasing, Procurment and Acquisition. MKB Fastighets.

³⁹ Haqvin Svensson, Vice CEO. MKB Fastighets AB. 2011-05-02

⁴⁰ Hans Norgren, Manager- Purchasing, Procurment and Acquisition. MKB Fastighets AB

⁴¹ Henrik Kjellgren, Leasa Analyst. MKB Fastighets AB. 2011-05-16

⁴² Anna Wiking, Concept Developer. MKB Fastighets AB: 2011-04-08

⁴³ *Malmö-modellen*: The model has been developed together with MKB and Hyresrättsföreningen to give faire rents in relation to what is reasonable. Further statements regarding malmö-modellen is to protect the opportunity to rent an apartment while stimulation the request of new productions. The fundamental criterion of having faire rents includes an evaluation of the quality and the location. The quality entails the interior as well as the exterior design and the location entail the geographical location, local surrounding and which floor the apartment are placed on. The individual apartment are the being evaluated it criterion implying that the standard are being rated due to 180 parameters and the location considers, market request, scientific evaluations and market analyses. For without those measurements the apartment will poses a unique rent (MKB Fastighets AB).

plans within the area may contribute to a diminution of some difficulties that the area has and are struggled with.⁴⁴ This entails that a collective responsibility of the area may change, the stranger becomes a neighbour and that the entrepreneurship is being strengthened (MKB årsredovisning 2010:6-8). Furthermore, Magdalena Alévra claims that Bokalerna has been a lavished project, implying a complex and expensive architecture, which will not generate any money. However, the external values that Bokalerna have contributed to, may extract the money by lower cost of vandalism, change of movement patterns, strengthen the entrepreneurship, a stronger attractiveness of the area, which in the long term will give MKB a higher property value.⁴⁵

⁴⁴ Susanne Rikardsson, Business Manager. MKB Fastighets AB.

⁴⁵ Magdalena Alévra, Architect. Housing and Urban Development office, Malmö Stad: 2011-05-05

5. ANALYSIS

5.1. Possibility and obstructions to uphold sustainability for MKB

MKB states that the reason of becoming sustainable is not only due to society's demands and the limitation of resources it is to involve people. By making both the tenants and the personnel aware about their social actions and ecological impact it make their work important and significant. This means that the business decisiveness becomes meaningful and their action will contribute to a better world socially and ecologically, and Jenny Holmquist states the ambition of thinking globally by acting locally.⁴⁶ Such actions will in return be beneficial for MKB's ambitions of becoming a strategically long lasting company (Gröndahl & Svanström 2010:217).

MKB is today a leading actor within Malmö's housing market and have managed to become successful through making long-term investments. Hans Norgren states that their business concept are to managed their properties for at least 100 years,⁴⁷ this means that they must aim on long-term investments that lower their care for the properties, this may be achieved by creating a well worked through project description that requires more effort on the buildings quality rather than quantity. Rikardsson refers to the architectural design among other things by stating that the aesthetical value has a major influence on how the area is seen and how it influences the urban development.⁴⁸ MKB is a municipally owned company that must act according to business principles which states that the company must aim to make profit on a market exposed to competition (SABO 2011:6). So, normal business rules applies the more money they made on the last project the more money they have on the next and on company developments. That MKB for their own good aims to make long-term investments becomes an obstruction when trying to catch up to the fast development and the requirements that urban development today are facing.

MKB is a big and stable actor with financial capacity, who has the ability to manage low revenue during a longer period and have been on the market for many years (SABO 2011:13). Being a municipality owned company further means that MKB has stronger obligations towards Malmö Stad of maintaining and developing rental housing and in practice a municipality owned company may not become bankrupt.⁴⁹ However, it is explained within the new law of

⁴⁶ Jenny Holmquist, Environmental manager. MKB Fastighets AB: 2011-05-05

⁴⁷ Hans Norgren, Manager- Purchasing, Procurment and Acquisition. MKB Fastighets AB: 2011-04-27

⁴⁸ Susanne Rikardsson, Business Manager. MKB Fastighets AB.

⁴⁹ Gunnar Blomé, doctoral student. Urban studies SU, Malmö Högskola

public housing that a company such as MKB should take an active social responsibility while aiming to make profit in their project investments. This has also been affirmed by MKB's owner directives to promote social sustainability which fosters Malmö's attractiveness while MKB's areas may benefit from it. Furthermore, an obstacle that MKB faces refers back to the fast development, meaning that MKB's political directives promotes to build approximately 500 new apartments at year. This indicates that the requirements of obtaining sustainable approaches become less important due to the aim of a quick return on money in order to continue the housing development. Susanne Rikardsson further states that MKB's development may be influenced by the political board, which represents different political parties that further have their own interpretation of sustainability. This means that each fourth year MKB's directives may change. Other obstacles regarding the political board is their lack of business experience that are being required when owning an organization that must act according to business principles, this debate further refers to integrate experiences from the business world while having a few political actors in order to not neglect the public housing assignments (Blomberg 2011). This type of influences means that the long-term approach loses its implication when a fast development of housing are required and are being financially and political controlled.

5.2. MKBs strategies, models and theories

To be a municipally owned company that must act according to business principles creates a conflict when trying to work towards sustainable development. “-Think globally, act locally”, Holmquist quote, when discussing the notion of sustainable development and its three dimensions. But it is easier said than done. The document, Our Common Future, Brundtland report declared the notion of sustainable development and provided the basics for understanding the concept. EU then took the concept and developed it according to its prerequisites, which in turn gave all countries responsibilities to uphold. The Swedish government then focused on responsibility and integrated the concept on different society levels. Malmö have developed its own interpretation models that consider the city's own conditions and limitations. Despite being a municipally owned company MKB has customised their own interpretation of how to achieve sustainability. This may be questioned, meaning that a long-term sustainable development independently of on which society level it is are a concept influenced by societies constant changes. Is it then possible to work towards sustainable development when it is a notion

that are changing from day to day and are defined by people's perceptions?

It is also worth mentioning that MKB have approached Malmö's densification model (inward alternative) of developing Malmö. MKB's strategic approach of achieving such development has contributed to a strategy named "urban acupuncture". This strategy aims to identify empty spaces within Malmö with a focus on MKB's residential areas. Through asking the question "if not" MKB aims to identify a future development that may or may not occur if no investments will be made. The investment must not necessarily be large, it could be an investment that physically do not make a significant impact on the environment. This means that MKB aims at investing in small projects rather than large ones to minimize the financial risk while aiming to increase the quality of the buildings. Since having this approach MKB contribute to the spatial development in Malmö Stad while fostering their own interest (Modig et al 2010:12)

Regarding social sustainability MKB has adapted a strategy named GÖRHAN that became public in 1990's⁵⁰ and aimed to focus on achieving social sustainability by involving the tenants into MKB's daily work. It may be defined as achieving "soft values" within the area implying diversity, attractiveness, joined responsibility, involvements and knowledge. The main focus within the organization has been to be a value based business, aiming to work in close relation to the client ("den nära förvaltningen") while adapting catchwords such as colloquial, versatile and brave to describe MKBs ambition (MKB årsredovisning 2010:3). This approach refers to CSR, the strategy that aims to strengthen the social values within the organization. Susanne Rikardsson states that MKB do not have a CSR model outside the original strategy model, but their own strategy-models fits CSR and is therefore not a new concept for MKB.

One could argue that MKB have through practical examples managed to accomplish social sustainability with achievements through the GÖRHAN-model, this by a confirmation through MKBs costumer survey showing an increased result of clients being pleased with MKBs work and their relation towards the client (MKB årsredovisning 2010:4). Further have a change been visible indicating people feeling safe, reduced vandalism and willingness to take more responsibility. In other words, it indicates at higher responsibility from the clients while decreasing emigration within the areas. This contributes to decreased costs for MKB which instead may invest on operative services (Blomé 2006:14). Although it has been told that in

⁵⁰ *Rödadråden*, exhibition at Rönne. 2011-05-16

general it is easier to create prerequisites for social integration within areas including housing of a smaller scale for example three-four floors while multistory houses of eight or more are a bit of a challenge due to anonymity.⁵¹ Despite having personal perceptions of improvements Holmquist claims that MKB do not have systematically ways to follow up their work, because the social aspect in particular is hard to measure.⁵² When further talking about social sustainability, the definition of sustainable refers to something that should last for a long time, while being stable and resistant. The question that may be asked is then if MKB through Bokalerna has managed to create conditions to achieve social sustainability. If the definition of social sustainability is to involve the client, breaking the anonymity and to increase the solidarity, then MKB has achieved it. Social sustainability have been accomplished with consideration to today's presumptions of the notion and what has been required of MKB, but are those presumptions long lasting?

The strategic approach towards the environment and sustainable development has been changed through time, the main change was during 1950-1960's. Despite of having an environmental knowledge even earlier the main focus was changed in the late 1990' due to the human activity (Gröndahl & Svanström 2010:206). This means that the human understood the danger of societies emission and waste, but it took at least 20-30 years until a discussion of the global metabolism took place (Ibid 2010:219). Today the general discussion is a development of a recycling society making a change in consumption- and production habits. Regarding MKB's approach towards an ecological sustainability, MKB aims to supply all their real estate's with technical solutions that gives the tenants the possibility to make ecological choices. By providing the houses with waste separation, indoor temperature sensors, water saving devices etcetera MKB gradually are working to becoming more ecological efficient. But complexity with ecological sustainability for MKB is that the individual person acts from his own conditions despite MKB's investments. The decisiveness of the people becomes essential to how sustainable it all becomes.⁵³ MKB further works to create an awareness of ecological thinking within the organisation through for example reducing energy consumption, changing transportation habits and by buying eco-friendly electricity (MKB-årsredovisning 2010:24-26). Through knowledge, MKB aims to make people aware of a collective ecological responsibility. Holmquist refers to the GÖRHAN-model by using the same methods but by focusing on the

⁵¹ "Speed date", feedback session, Rönne. MKB Fastighets AB 2011-04-08

⁵² Jenny Holmquist, Environmental manager. MKB Fastighets AB: 2011-05-05

⁵³ Ibid

ecological aspect. This means that the GÖRHAN-model with an ecological focus becomes individualised to achieve the area's best interest. By this strategically approach each area will focus on the most crucial aspects and collectively with the client work to achieve them.⁵⁴ This refers back to the social dimension to people's ability to make the right choices. In other words the social aspect has the fundamental influence on the other dimensions, and that human behaviour must be change to meet the requirements of achieving a sustainable environment (Gunder 2009:209). Moreover, the ecological aspect may be divided into two categories, meaning local- and global achievements. The first-named refers to MKB's work of reducing the general energy consumption, then replant trees and other greenery to increase the attractiveness for the tenants. All of these investments may be seen as ecological sustainable because it fulfils the client's requests while meeting the general ambitions of reducing, water, electricity and heat. Meanwhile, the global impact are not being reduced, this by continuing the consumption habit of buy, consume and throw. In other words the technical solutions that may reduce the general energy consumption may have caused a major impact during its production cycle, implying use of natural recourses, production and the transportation to the final consumer.

The figure below shows MKB's position within all frameworks that promote the notion of sustainable development. MKB has through their standpoint in Malmö, interpreted and developed their own strategy approaches to achieve awareness and more sustainable urban developments. Through system-thinking and urban acupuncture, MKB aims to find spaces that may increase the property value which indirectly becomes favourable for Malmö Stads municipality. Even MKB's approaches and achievements through the GÖRHAN-model contributes to fulfilling what is required on the different levels, this refers to among other things involvements, collaboration, energy- and recourse efficiency etcetera. The figure shows how for instance the GÖRHAN-model is implemented in each area to fulfil that specific areas needs and requests.

⁵⁴ Jenny Holmquist, Environmental manager. MKB Fastighets AB: 2011-05-05

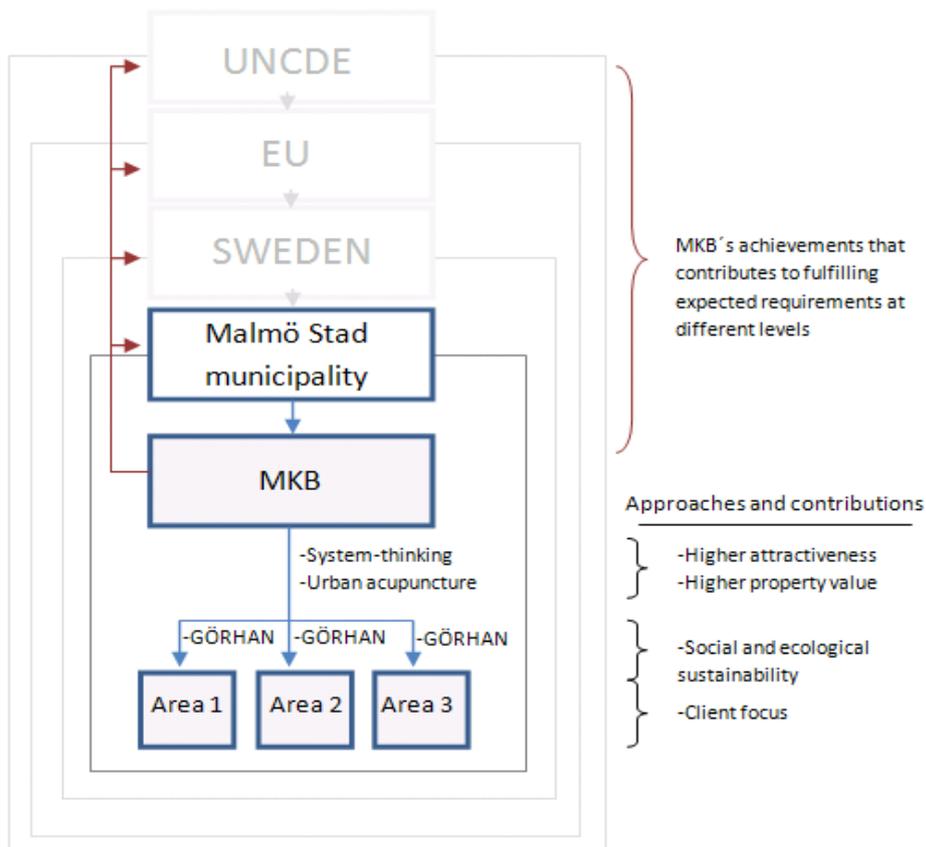


Figure 2: A principal model of how sustainable strategies are being individualized into concrete approaches within MKB while considering the different policy contexts that surrounds the organisation (Own interpretation model).

5.3. MKB in comparison to other real estate actors

The prerequisites of MKB are their financial situation and their possibility to make long-term investments. MKB is a big actor with financial muscles that have the possibility to manage a lower overhead during a long period. Moreover, one would argue that the major advantage that MKB as a municipal limited company have is by having Malmö Stad as assurances. This means that the municipality may financially support the company if it should have liquidity problems or if it requires warrants in relation to bank loan. This may be related do situations when the municipal requires new housing despite of the company's financial difficulty to realise such a project. This also means that MKB in practice may not go bankrupt. Despite of having financial support MKB must act according to business principles which mean that MKBs achievements must be profitable. This requires a motivation of one's investment and does not necessarily imply that it must be shown as direct revenue, it may be shown as an increased property value in a long term perspective or in relation to other interests in the area. But MKB have same taxation as

a private actor. It can therefore be stated that an actor similar to MKB or any other private actor may achieve the same success as MKB has. It may require a shift in focus, from aiming of maximizing the profit per project to a wider profit approach, taking in consideration all profits for the company also not financial profit into calculation. One would further argue that smaller actors may have difficulties due to the financial limitations of making investments that may not become profitable in short term. This complex problem may require an investor and may have need of a close relationship with the clients in order to provide the opportunity of making sustainable long-term achievements.

One would further argue that in another aspect it is beneficial to be owned by municipality is the closeness to demands that Malmö Stad have. So MKB might be obligated to build new residences faster than what might be demanded by a private actor or to change focus because of demands that on a national level have been incorporated in to the municipality's strategies.⁵⁵ This means that MKB becomes flexible and may adapt new ways of thinking faster than a private actor.

5.4. Bokalerna

Bokalerna was an expensive project because of the architectural complexity and may not as a single project reach breakeven in terms of finances. This because MKB cannot take proper rents in relation to the buildings real value, since the cost of the project would demand a drastic raise of rents to become financially profitable. MKB has the possibility to do these types of projects since they own a large amount of buildings in the area. Susanne Rikardsson states that MKB would not have done Bokalerna if they would just own a few blocks of rental apartments in the area. This investment will in long-term contribute to an increased value for the entire district. Bokalerna have contributed to and increased social values which in its turn raises the financial values. This because it creates new movement patterns, increased attractiveness and reduces anonymity. Moreover, it indicates that such achievements must have a long-term perspective and may be seen as difficult to achieve by a smaller actor that have a higher dependency of its profit and do not own as much rental apartments as MKB.

It could be questioned how long a long-term investments could be. When should it reasonably create profit? Does MKB act outside of normal business principles in this project?

⁵⁵ Magdalena Alévra, Architect. Housing and Urban Development office, Malmö Stad: 2011-05-05

Bokalerna as a single project may be seen as financially strained and unprofitable have become stated. But through a holistic perspective the project has increased the possibility of becoming more socially sustainable. According to Malmö-modellen⁵⁶ the value of the area has already increased which indicates that the investment could pay-off in a more direct manner. Further prospects are cost savings regarding reduced vandalism, prevented emigration etcetera. Hence, one could also state that media awareness that embraced Bokalerna has through paying it attention emphasised the area's good quality, which in turn contributes to a new mindset regarding Rosengårds identity.⁵⁷ From the economical perspective sustainability in the project Bokalerna might be viewed differently, which makes it hard to classify as sustainable. Looking from Malmö Stads perspective MKB has managed with Bokalerna to fulfill parts of Malmö Stads general perception of economical sustainability in consideration of ongoing development that contributes to a higher attractiveness of Malmö Stad. Through this investment, MKB has accomplished to give acupuncture that will in a holistic perspective have a greater impact on Malmö which means investments in the local economy.

One aspect worth mentioning is the decisiveness of the economical realisation of Bokalerna. The project had a full focus on economic growth (driven by improvement of productivity) rather than approaching an economic development. Through an economic development it would have shaped the local economy, supporting and influencing the local businesses, industries as well as employment opportunities in its own "backyard". This in correlation to approaching "green business" referring to economic activities that deviates from global trades and currency and focuses on avoiding to harm the environment and to protect the ecosystem and foster social equity (Roseland 2005:168). To uphold the local economy a diversification to support local needs, reduce waste, minimizing the air pollution, encourage cohesiveness by supporting connections between costumers and producers. When Bokalerna was built the majority of the building material was produced abroad. This required transportation, carbon emissions and a lack of control regarding social equity. For MKB to find substitutes for imports, would have forced people to become aware of what economic activities have for a social and environmental impact. Except for creating an awareness this issue is in a way controlled by municipality environmental policies as well as MKB's own demands within procurements. But one would further argue that there is a lack of legislation that strictly controls and promotes environmentally friendly production and products. Most

⁵⁶ Anna Wiking, Concept Developer. MKB Fastighets AB: 2011-05-10

⁵⁷ Ibid

of the requirements just exhort the use of environmental products, social justice etcetera but do not demand it, which creates a responsibility division among the private actors and public directives. Holmquist claims that it is an on-going process and that MKB are being aware of its lack of influence.⁵⁸

⁵⁸ Jenny Holmquist, Environmental manager. MKB Fastighets AB: 2011-05-05

7. DISCUSSION

6.1. The interest conflicts

Today's keyword of describing the future society has become words as flexibility and survivability, this due to the constant development and challenges that a city faces. Many of the challenges indicate the environmental issues as climate change, energy shortage and society's rapid change of adapting new ways of thinking. Campbell discusses three possible conflicts that causes due to having three different interests. When talking about the property-conflict as a disagreement it refers to when claiming one owns property. These possessions create rifts of social-economical differences which increases the dependency on the economical income and the possibility for employment. The differences in change become visible due to costs and the boundary between the private interest and the public best. This conflict becomes identified and appears in MKB's effort to make change within areas which consists of resource-poor households. The conflict regards the ability to invest, and that MKB contributes to higher rents when investing in changes. Despite of the wish of improvements, tenants that have financial difficulties rejects them when looking after their private interest. This conflict may further be staged from a different perspective, MKB have to take social responsibility as for example, would it imply that a household must move due to the increased rents MKB assists the tenant in finding a new accommodation.⁵⁹ Generally a change within areas is an on-going process and generates a successive increased rent with considerations to annual wage rise and/or welfare payments in order to resist a gentrification process. The next conflict discusses the balance between using resources while promoting economic growth. How should it be controlled? What legislations are needed in order to not over consume? Is it possible to aim towards making money/profit without damaging our nature and still be sustainable? Will Bokalerna foster a future economic growth and contribute to an environmental prosperity, or have the investment of building Bokalerna conduced to a deeper rift of finding a balance between nature and money. Roseland talks of becoming self-reliant in order to control and increase investments in the local economy. By aiming to fulfil the basic approaches and take care of the economy with the already existing resources, foster local investments, minimizing the dependency of imports, Roseland states the fact that in may be possible to achieve a sustainable economic development without compromising the future ability of nature's reproduction (Roseland 2005:169-170). Hence, it

⁵⁹ Anna Wiking, Concept Developer. MKB Fastighets AB.

may be stated that economical segregation contributes to ecological segregation meaning a visible link between poverty and less focus on environmental responsibility. This is due to financial limitation, since the poor are forced to economically choose products to survive rather than products with higher environmental quality (Campbell 1996). Furthermore, one would state that the social equity vs. ecology becomes one another's opposites. Norman Krimholz, planning director exemplifies by facing a "[c]hoice of either building regional rail lines or improving local bus lines (Krumholz et al. 1982). Regional rail lines would encourage the suburban middle class to switch from cars to mass transit; better local bus service would help the inner-city poor by reducing their travel and waiting time. One implication of this choice was the tension between reducing pollution and making transportation access more equitable". Is it comparable to the Swedish investment of the City tunnel, would the investment have had a greater impact if financing the refurbishment of Miljonprogrammen? This again reflects to the same dilemma that Krimholz came across, that the City tunnel has been favourable for the regions flexibility and has given the possibility for the middle income earners to broaden their mobility, but what about people that do not have the financial ability to use it?

6.2. Public vs. private interest

It has been widely accepted that one's private interest dominates the market decisions. Deight R. Lee describes the private interest through an everyday manner by referring to a farmer that gets up in the morning to plant crops not because of concerns over the starving people in the world but because they want to earn money for their own well-being. Furthermore, people that invest their money in trade stocks do not always invest with an aim to promote medical or other developments by caring for the sick or the environment. This type of investments is made by believing that it will provide a higher return on their money. This signifies that a market economy does not motivate people to disregard the private interest for the public best, instead it promotes to pursue the private in a way that promotes a public interest (Lee 2002). This may be seen as an issue with all organisations that in the name of the company aims to successfully promote their business in a way that is being required on the market. That for instance may be referred to sustainable development, which has become a strategic approach of businesses, not because of the general concerns of the environment but to secure their future position on the market. This automatic embracing of sustainable development may become

problematic due to a false confidence by believing that adding the notion of sustainable development into strategies and tools indicates that the business are doing sustainable planning. Therefore, one should not be fooled to believe that companies that use the word sustainable are sustainable (Campbell 2000).

Moreover, the governmental decisions that are made are generally motivated by helping the poor, shielding the environment, promoting economic growth etcetera. This in many aspects contributes to a conflict, due to the moral metamorphosis that occurs when people move from market decisions to a political role, which indicates that the private interest become second (Lee, 2002). This moral change becomes a paradox meaning that as a politician or as a municipally owned organisation aims to uphold the public interest, while decisions are made by people that occasionally deviates from one's roll and becomes a citizen that mainly focuses on the private interest. Additionally, it may therefore be discussed if politicians and organizations are living according to what they "teach". An example is MKB's achievements to promote a more sustainable approach among the tenants by informing and broaden their knowledge of recycling and energy efficiency. But the general attitude within the organisation is different for example there is no possibility for the staff to recycle since there are no garbage sorting. Who is responsible? Is it coequally to advocate sustainable development without considering one's own actions? Is it possible to demand that people on their own initiative takes responsibility to change their habits and lifestyle or is it a necessity to make the politicians to take responsibility to guide and through legislations drive humans to accomplish a sustainable development. How far are people willing to go? One could argue that it is the individual action that characterises the environmental impact and that it is the individual that decides how sustainable it becomes by taking active responsibility.⁶⁰ Furthermore, politicians may through legislations and control force industries and organizations to take environmental and social responsibility. But do we want them to control and demand us to change by reducing for instance our car use? How far should laws and legislations been drawn in order to not sacrifice social justice, meaning that increasing prices on products/services that do not endorse the nature will become expensive(Gröndhal & Svanström 2010:206).

How, do we then define what is fair? Campbell clarifies social justice, by claiming that is a strive "[t]owards an equal distribution of resources among social groups across the space of cities and of nation

⁶⁰ Jenny Holmquist, Environmental manager. MKB Fastighets AB: 2011-05-05

-a definition of “fair” distributions”. This considers that the best way of distributing wealth more fairly is to develop a stronger economy. This means an increased size of the economy that may be redistributed by the society, which further induces that people will have more money to make environmental choices and buy environmental protected products. A more fairly distribution of money gives poor people the opportunity to restore and to protect the environment (Campbell 2000). Ones again this approach promotes that the individual take responsibility of its own action.

This states that sustainable development could be a political standpoint which implies that different people have different interests and basic-principles. This means that people will have separate opinions about what they find as interesting and what are worth saving. In practice this contains negotiation of compromises on the resolutions of how to identify our future context by adapting a holistic perspective and foster system-thinking (Gröndhal & Svanström 2010:48). Further Campbell states “[t]hat our sustainable future does not yet exist, either in reality or even in strategy. We do not yet know what it will look like; it is being socially constructed through a sustained period of conflict negotiation and resolution. This is a process of innovation” (Campbell 2000).

Other aspects that might be crucial is education and to teach people to understand the contexts. The modern humans are unique creatures that through language, power of speech and written language have manage to exchange knowledge which have contributed to a great developments and technical innovations. Despite of technical solutions that everyday contributes to environmental benefits; do not remain remarkable due the increased population which generates increased consumption. Thereby, having more knowledge will from a population-ecology result in that age for children-bearing will increase (Gröndhal & Svanström 2010:217). This will further contribute to a significant impact on the population growth. On the other side, the western country must focusing on foster the local economy in order to minimize the import and uphold social equity (Roseland 2005:168-169). Despite of the knowledge that many of us possesses and through all endorse sustainability, not many of us actually practice is. Susanne Rikardsson states the importance of continuously trying to break down the notion of sustainable development in to short-term steps with a long-term perspective rather than theoretically find the optimal

solution. Through this approach we will managed to narrow the gap between its theory and practice, and we must dare to make mistakes.⁶¹

⁶¹ Susanne Rikardsson, Business Manager. MKB Fastighets AB

7. CONCLUSIONS

7. Concluding remark

Moving towards becoming sustainable is a long term ambition and assumes that the achievements we do within our country, region and municipality leads us in the right direction. Sustainable development is a notion that has become a watchword and includes different dimensions that must be considered during the process. The dimensions are often being referred to as ecological, social and economic aspects. It is a notion that has become a multidimensional concept that in a post-modernistic interpretation claims to become individualised. By grasping an understanding of the notion and see the context and its transformation within different social levels a collective statement has been identified meaning that urban developers such as a real estate actor MKB possesses a great responsibility for societies sustainable development.

By referring back to the research questions following conclusions have been made:

-The motivations for MKB to address a sustainable approach are fundamentally stated within their owner directive, by aiming to foster the urban- and social development within Malmö Stad. This refers back to homes as the fundamental environment which is seen as central for the basic conditions to obtain a sustainable urban development. Furthermore, MKB aims to make long-term investments by making small investments with a focus on quality rather than large projects with low quality that in long perspective becomes expensive and unsustainable. But the most crucial reason to become sustainable is the market requests, meaning that knowledge and consciousness of the changes in the environment and sustainability becomes important for clients who choose to buy the products or services, meaning that MKB is market controlled in a market economy.

-MKB's framing conditions to uphold a sustainable development are by thinking globally with a major focus on the social aspect MKB manages to make contributions to the local market, by fostering local investments, work opportunities and by offering housing for all different types of people living in Malmö. Through awareness and a systematic perspective towards a sustainable thinking MKB aims to become flexible and to become a role-model this because being strongly influenced by Malmö municipality. In other words new approaches and new ways of acting towards sustainability that becomes actualized with all levels of the society may be adapted faster

by a real estate actor such as MKB. Other conditions are because MKB is Malmö's largest real estate actor and have many properties in Malmö. They have been on the market for a long time and they are a municipally owned company. MKB is today a financially strong actor that through investments has a large turnover. MKB could in extraordinary situations have the advantage of getting financial support from Malmö Stad if needed. Since they are such a big actor MKB may influence the real estate market by having the courage to make investments in projects that may not lead to direct profit. This means that MKB have the opportunity to make long-term investments and through this approach MKB may focus on sustainable developments. MKB's big size and strong financial position contributes to that they may accept a higher financial risk than other actors who would not be able to manage it financially. Further MKB prioritises smaller investments that requires lower risks and contributes to higher qualities. Another condition that MKB has is an already established approach of being a client based management that is a central focus within the organization. The approach that today has become known as social sustainability is something that MKB have been working with for a long time.

-MKB's limitation to uphold a sustainable approach is the requirement within the owner directives to build 500 new apartments each year, this stands in the way for the ability to be flexible and to invest in project that promotes ecological sustainability. Moreover, MKB is influenced by the political board that represent the Swedish parties, that each promotes their political believes. Also the exchange of the board that may occur each fourth year have an impact on the directives. Moreover a central aspect that narrows MKB's work of approaching a sustainable development is through their personnel's and clients responsibility to uphold the basic thinking of sustainability, this by not economizing with the resources i.e. energy and recycle.

-MKB's fundamental strategy is an approach towards social sustainability named the GÖRHAN-model. This model follows Agenda 21 and Boverkets guidance of involving people in the process of spatial developments. The strategies approach that MKB uses is the acupuncture strategy which means that MKB identifies spots within their own areas that may be developed to their advantage. When a spot have been identified MKB applies the GÖRHAN-model to deeper understand what developments are needed. By having a close relationship with the clients MKB manages to communicate with them during all processes and to realise their requests, while lowering the

risk of a bad investment. The GÖRHAN-model is quite successful which have been proved in several surveys and have practically been shown in their projects. Further MKB aims to develop a similar strategy towards ecological sustainability but it is not fully integrated into the organization. Each of MKB's areas uses the GÖRHAN-model according to the areas own preferences, by having individual goals and ways to work. MKB systematically follows up the different parts of the organisation in order to strengthen the personnel's knowledge and to understand the correlations in their actions.

- MKB as a municipally owned company gets directives from its owner Malmö Stad. These directives are MKB's fundamental standpoint. This means that the strategy approaches and models of sustainable development have been defined by Malmö Stad. These directives and agreements have from an international level been incorporated into national approaches which means that each nation are given the possibility to develop binding agreements and sanctions which control the development into the right direction. This in turn requires that each municipality must adapt the agreement and legislation into their development plans and from them develop strategies which are the best for the municipality. One of MKB's roles is to have a sustainable approach which has its standpoint in Malmö Stad's model, but as the notion advocates, the concept must and are being personalised in order to adjust to what is achievable for MKB. This means that MKB are indirectly affected by the international as well as national decisions.

-Through MKB's efforts to integrate the GÖRHAN-model within the daily work and by customising it to each area the personnel and the tenants that work and live in the area get responsible to achieve the goals that they find crucial. This increases the responsibility level and contributes to participations in-between different sectors within MKB and towards the client. This further gives MKB the advantage, since they have a well worked out approach that have become central in MKB organization.

-In conclusion one could argue that private actors may reach the same framings conditions as MKB, by having the motivation of aiming on long-term investments. This refers to common sense, meaning that investing in quality rather than quantity may result in having a longer life-span on their housing that does not require refurbishments etcetera. Despite that an actor that are of an smaller scale that do not possess any financial opportunities or owns larger amounts of

residents may have difficulties to accomplish such long-term investments. In the end it requires awareness and a strong will to achieve a more sustainable approach yet it may be achieved by making small contributions.

MKB is a municipally owned company that are financially strong and have well thought-through working models and strategies which takes into account policies that deal with sustainability from many levels of society (from UN to Malmö Stad). Taking all of the above into consideration, one could still claim that MKB has not yet managed to accomplish a sustainable development but they have managed to become more sustainable.

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Appendix 1

SÄRSKILDA ÄGARDIREKTIV FÖR MKB FASTIGHETS AB

Nya ägardirektiv gällande från och med årsstämman den 21 mars 2011 (antagna av kommunfullmäktige i Malmö den 20 december 2010).

Föreliggande särskilda ägardirektiv kompletterar de generella ägardirektiv som beslutats av Malmö kommunfullmäktige för helägda kommunala verksamhetsdrivande företag.

ÄGARIDÉ

En väl fungerande bostadsmarknad är en viktig grundförutsättning för stadenstillväxt och välfärd. MKB:s roll är att genom innovativ och förebyggande förvaltning, investeringsaktivitet, hyresställning m.m. stödja en sådan utveckling. Social och miljömässig hållbarhet ska vara viktiga element i verksamheten. Verksamheten ska baseras på långsiktighet och affärsmässighet.

ALLMÄNT

- Inom ramen för MKB:s allmännyttiga syfte inom bostadsförsörjningens område ska MKB i alla delar av staden, på marknadsmässiga villkor, erbjuda ett brett utbud av hyresbostäder som ska ge boende valmöjlighet avseende läge, bostadsstorlek, standard, pris och flexibel servicegrad.
- MKB ska vara en ledande aktör på Malmös bostadsmarknad med stor tillit hos hyresgäster och andra som bolaget vänder sig till. MKB ska vara ett föredöme för andra fastighetsägare.
- MKB ska samverka i det strategiska utvecklingsarbetet i kommunen och ska i relevanta delar tillämpa planer, policys och program som Malmö kommunfullmäktige fastställer.
- MKB:s bostäder ska vara tillgängliga för alla - oavsett social, ekonomisk, etnisk eller annan bakgrund.
- MKB ska drivas efter affärsmässiga principer med marknadsmässiga avkastningskrav i ett långsiktigt perspektiv enligt de krav som lagen (2010:879) om allmännyttiga kommunala bostadsaktiebolag ställer upp.
- MKB ska ha en långsiktigt stabil ekonomi och kommunens risk ska ligga på en låg och kontrollerad nivå.
- MKB:s ekonomiska ställning ska göra det möjligt för bolaget att finansiera de ny-, förbättrings- och återinvesteringar som krävs för att aktivt bidra till utvecklandet av en balanserad bostadsmarknad. Nyproduktion av hyreslägenheter ska, med hänsyn till det aktuella bostadsmarknadsläget i Malmöregionen, vara ett prioriterat område.
- MKB ska långsiktigt säkra fastigheternas värde.
- MKB ska, med de begränsningar som lagen om allmännyttiga kommunala bostadsaktiebolag uppställer, kunna upplåta bostäder med kooperativ hyresrätt.
- MKB får även förvalta lokaler enligt lagstiftningens förutsättningar.

FÖRVALTNING OCH BOSTADSSOCIALT ANSVAR

- MKB ska genom effektiv förvaltning medverka till att hyresrätten blir en attraktiv och prisvärd upplåtelseform.
- MKB:s bostäder och områden ska tillgodose de boendes behov av trygghet, trivsel, valmöjlighet och service. MKB ska bibehålla ett högt förtroende hos hyresgästerna.
- MKB ska på lämpligt sätt utveckla sociala innovationer och aktivt motverka boendesegregation, främja integration och jämställdhet och bekämpa diskriminering.
- MKB ska, tillsammans med andra hyresvärdar, och inom ramen för vad som är affärsmässigt motiverat på företagsnivå, ta sitt bostadssociala ansvar.
- MKB ska ha en väl fungerande dialog med hyresgästerna, t.ex. genom boendedemokrati, medinflytande och självförvaltning.
- MKB ska förmedla sina bostäder på ett ordnat och rättvist sätt och med transparenta regler lika för alla. MKB ska medverka i kommunens bostadsförmedling.

BOSTADSPRODUKTION OCH MARKNAD

- MKB ska genom nyproduktion av hyresrätter aktivt stödja en långsiktigt balanserad bostadsmarknad.
- Nyproduktion och förvärv av befintliga bostadsfastigheter ska leda till att tillgången och efterfrågan på bostäder balanseras, att områden kan erbjudas ett varierat utbud av upplåtelseformer och bostadsstorlekar så att hyresrätten blir ett attraktivt och tillgängligt alternativ på bostadsmarknaden i Malmö och stödjer social hållbarhet inom skilda områden i staden.
- MKB ska förverkliga de mål i fråga om antal lägenheter och lägenhetstyper i nyproduktion som kommunen ställer upp, såvida inte allvarliga svårigheter föreligger.
- MKB ska ha en sammanhållen syn på bostadsmarknaden i Malmö, som inkluderar bostäder för särskilda grupper: ungdomar, studenter, seniorer, stora barnfamiljer, hem- och bostadslösa och andra grupper med särskilda svårigheter inom ramen för de principer som lagen om allmännyttiga kommunala bostadsaktiebolag anger.
- MKB ska utveckla innovativa och högt ställda miljöambitioner i nyproduktion och förvaltning. Särskild uppmärksamhet ska ägnas åt att skapa energieffektiva lösningar.
- Avyttring av fastigheter och enskilda bostäder kräver kommunfullmäktiges ställningstagande.
- I samband med s.k. bolagsförvärv kan MKB, utan kommunfullmäktiges ställningstagande, avyttra enstaka fastighet när detta behövs för att uppnå en rationell förvaltning.
- I nyproduktionen kan MKB, för att vinna kostnads fördelar, ta på sig ett större produktionsansvar än de hus bolaget självt har för avsikt att förvalta.

FINANSIERING

- I den mån kommunen lämnar lån till eller tecknar borgen för MKB, ska bolaget betala marknadsmässig avgift för att kompensera för de bättre villkor som åtagandena kan innebära. Sådan avgift är inte att anse som värdeöverföring.

VÄRDEÖVERFÖRING TILL KOMMUNEN

- Inom ramen för vad aktiebolagslagen och värdeöverföringsreglerna i lagen om allmännyttiga kommunala bostadsaktiebolag stadgar, ska värdeöverföringar från MKB utgå enligt kommunstyrelsens beslut.

HYRESFÖRHANDLINGSSYSTEMET

- MKB ska verka för att systemet med normerande roll för förhandlade hyror stödjer en väl fungerande bostadsmarknad.

SAMRÅD OCH RAPPORTERING

- MKB ska i den omfattning kommunstyrelsen eller behörig företrädare för kommunen bestämmer, delta i samråd och aktiv dialog med kommunen som gör det möjligt att följa verksamhetens utveckling.
- MKB:s styrelse ska till årsredovisningen varje år lämna en särskild bolagsstyrningsrapport. Rapporten ska granskas av både den auktoriserade revisorn och lekmannarevisorn. I rapporten ska bolaget beskriva hur ägardirektiven tillämpats under året med särskild tyngdpunkt avseende nyproduktion, förvärv och boenden för särskilda grupper. Bolaget ska ange om avvikelser från ägardirektiven skett.
- MKB ska också i samband med delårsrapporter, till kommunstyrelsen eller kommunstyrelsens förvaltningsorganisation lämna en förenklad rapport som översiktligt redovisar hur planerna kring nyproduktion, förvärv och utbyggnad för särskilda grupper fortskrider.



Allmänna ordnings- och miljöregler

Dessa regler gäller och skall följas av alla som utför uppdrag åt MKB.

Vad vi på MKB kräver av dig som entreprenör

Tider

Akuta uttryckningar skall prioriteras. Efter avrop åligger det entreprenören att kontakta kund och bestämma tid för arbetets utförande. Detta skall ske utan dröjsmål, senast 48 timmar efter det avrop gjorts. Nås inte kunden inom de 48 timmarna ska beställaren snarast informeras om detta.

Vid försening till avtalad tid skall kunden meddelas.

Entreprenadarbetena skall i allmänhet bedrivas under normal byggarbetsdag, mellan 07.00 och 17.00. Borr- och bilarbeten får dock påbörjas först 08.00 och i vissa fall inte före kl. 09.00. Arbeten på andra tider skall vara godkända av beställaren eller kund. Ingrepp på mediaförsörjningssystemet och befintliga anläggningar, som kräver temporära avstängningar skall utföras vid tider samordnade och godkända av beställare så att denne eller dennes kunds verksamhet störs så litet som möjligt.

Beställaren skall utan dröjsmål underrättas när uppdraget slutförts. Är beställningen gjord i MKB inköp används samma system vid rapportering.

Presentation

Vid mötet med kund skall entreprenör presentera sig och ange namnet på företag man kommer från, vad uppdraget gäller samt vem som är beställare. Företagslegitimation skall alltid visas, även om kunden inte ber om det. Klädseln skall vara representativ, gärna egen företagsklädsel.

Arbetets utförande

Arbetet skall utföras i enlighet med gällande branschregler.

Kunder kommer att bo kvar och verksamheter i förekommande lokaler kommer att fortsätta under entreprenadtiden.

Städning skall ske efter varje arbetspass. Entreprenören skall kontinuerligt städa ut de utrymmen som är föremål för arbetena. Vid kraftig nedsmutsning som vid exempelvis bilning, blästring, slipning eller liknande skall städningen ske varje dag. Utbytt material och emballage, även om MKB stått för nytt material, skall tas om hand och bortforslas. Emballage och liknande skall avlägsnas snarast efter öppnande av förpackning. Har nycklar, taggar eller kort lånats skall dessa återlämnas direkt efter uppdraget är slutfört.

Entreprenören får inte hindra kund från att nå funktioner så som garage, tvättstuga, soprum och förråd mm under arbetsdagar utan att speciell överenskommelse om detta träffats med beställaren. Dock skall kund alltid kunna nå tvättstuga, soprum och förråd mm efter att leverantörens normala arbetstid är slut. Cykelvägar får ej blockeras.

Ansvaret för bullerskydd åligger entreprenören. Bullerdämpande åtgärder skall tillhandahållas och bekostas av entreprenören i den omfattning som krävs för att uppfylla myndigheters krav beträffande bullerstörningar. Naturvårdsverkets allmänna råd om buller från bygplatser, NFS 2004:15 ska följas.

Hänsyn skall vid dammalstrande arbeten tas till pågående verksamhet i angränsande lokaler och till kunders boendemiljö samt till parkerade fordon. Entreprenören skall se till att slipdamm, fukt eller färg inte sprids in i angränsande utrymmen och lägenheter.

Parkering av fordon skall ske på anvisad plats. Överenskommelse görs med varje beställare.

I de fall entreprenör kör sönder markanläggningar eller i övrigt gör åverkan på MKB:s egendom står denne för ev. kostnad för återställande.

Tillfälliga upplag, arbetsstationer mm skall samordnas med och godkännas av beställaren.

Entreprenörens personal skall ej uppehålla sig i andra lokaler eller byggnader inom områdena, än de som för tillfället berörs av arbetena.

När entreprenaden omfattar förändringar av funktioner i lägenheten som kunden ansvarar för, skall information om rätt hantering alltid lämnas till kund. Detta gäller t ex nya ventilationsdon, köksfläktar, spaltventiler mm.

I första hand skall eldrivna liftar användas för att undvika buller och lokala utsläpp.

Miljökrav

MKB lägger stor vikt vid att entreprenör med personal är insatt, förstår och följer MKB:s miljöpolicyⁱ. Miljöansvarig för entreprenaden skall utses.

Material och produktval

I enlighet med MKB Fastighets AB:s krav på ämnen som är farliga för hälsa och miljöⁱⁱ gäller följande:

Produkter och varor skall inte innehålla ämnen som uppfyller kriterierna för utfasningsämne eller prioriterat riskminskningsämne enligt Kemikalieinspektionens Prioriteringsguideⁱⁱⁱ. Leverantören ska granska sina produkter mot dessa kriterier. Som ett alternativ till egen granskning mot PRIO:s kriterier gäller att produkter och varor registrerade i BASTA^{iv} är direkt godkända att använda.

I nyproduktion och större ROT-objekt skall koppar inte användas i tillämpningar där det har kontakt med utgående vatten. Undantag kan medges för inkopplingsrör mellan stam och blandare. För förändringar i befintligt bestånd är målsättningen att undvika koppar i tillämpningar som har kontakt med utgående vatten, men beslut tas av beställaren.

Mängden organiska lösningsmedel bör begränsas. PVC skall undvikas. Där så är möjligt bör kross användas istället för naturgrus

Miljömärkta produkter och material skall företrädesvis användas om sådana finns.

Material och produkter skall också anpassas så att de passar med befintliga material, system och fuktförhållanden. Materialvalen skall alltid beslutas i samråd med uppdragets beställare.

Undantag för utfasningsämne görs endast om alternativ inte finns. För riskminskningsämnena gäller att undantag i vissa fall kan accepteras om befintligt alternativ inte är likvärdigt och man kan visa att riskerna minimeras. Samtliga avvikelser skall anmälas och godkännas av beställaren innan produkten används.

Kemiska produkter skall hanteras i enlighet med säkerhetsdatabladen.

Förekomst av farliga ämnen i byggnaderna

I byggnaderna kan det förekomma byggnadsmaterial och produkter som kräver en särskild hantering för att minska spridningen av farliga ämnen till miljön. Entreprenören skall ha uppsikt över detta. Vid misstanke om att farliga ämnen förekommer skall MKB få kännedom om det. Misstanken verifieras genom t ex provtagning, samt att konstaterade farliga ämnen omhändertas enligt gällande regler och lagkrav. Kopia på resultat av nya provtagningar skall skickas till MKB:s miljöcoacher.

Vid ombyggnad där det tidigare visat sig finnas asbest^v, förutsätts det finnas asbest även i övriga byggnader och hanteringen skall ske enligt gällande regelverk.

Vid rivning/ombyggnad där PCB^{vi} misstänks skall beställaren kontaktas.

Asfalt lagd tidigare än 1974 i Malmö kan innehålla stenkolstjära förorenad med polyaromatiska kolväten (PAH). Vid borttagning av asfalt lagd innan 1974 så skall kommunens regler för provtagning och omhändertagande följas.

Nyinstallation, påfyllning eller annan förändring av installerad mängd köldmedia skall anmälas till beställaren. Ackrediterade företag skall anlitas.

Energi

På MKB är många injusteringar gjorda med EB-metoden. Dessa injusteringar skall vid störning återställas. Beställaren kan upplysa dels om injustering skett, dels om vilken metod som använts i respektive byggnad.

Vid installationer skall strävan vara att hitta det mest energieffektiva alternativet med hänsyn till vad som är ekonomiskt rimligt. Diskutera gärna alternativ med beställaren.

Upptäckta fel i systemen/byggnaderna som medför ökad energianvändning skall rapporteras till beställaren, oavsett om de är kopplade till det aktuella uppdraget eller inte.

Legionellaförebyggande arbete

MKB:s policy för legionellaförebyggande arbete^{vii} skall följas.

Fuktskador

För att säkra en god inomhusmiljö skall påväxt av svamp/mögel vid fuktskador inne i lägenheter alltid fungicidbehandlas (eller motsvarande). Detta då svamp och mögel kan fortsätta emittera sporer även efter uttorkning. I fuktskador i annan del av byggnaden bedöms behovet av behandling från fall till fall, utifrån hänsyn till påverkan på de boendes inomhusmiljö.

Ventilation

Vid uppdrag som påverkar befintlig ventilation skall arbetet utföras så att funktionen säkras.

Utemiljö

Kemiska bekämpningsmedel skall inte användas.

Gamla träd skall bevaras. Storträd och jätteträd, stamdiameter över 0,5-1 m, skall aldrig huggas ned. Undantag kan ske för almar. Måste storträd eller jätteträd tas ned skall detta anmälas till beställaren. Nedtaget träd skall kompenseras med 2 nya träd.

Vid utbyte eller förnyelse skall växter som är kända för att ge allergiska reaktioner undvikas. Växter vars bär är ätliga prioriteras framför prydnadsväxter.

Lövtuggning skall ske i de fall det är lämpligt.

Vid halkbekämpning skall nyttjandet av salt minimeras. Salt får endast användas i undantagsfall och då i samråd med beställaren.

Lärkträ som används i utemiljön skall inte behandlas.

Renhållning

I första hand skall returemballage användas. Om returemballage inte kan användas skall emballaget vara anpassat till byggplatsens källsorteringssystem. Entreprenören äger inte rätt att utnyttja permanenta anordningar för soptömning, om inte annat överenskommit med beställaren. Avfall skall källsorteras, transporteras och omhändertas enligt gällande regler.

Avfall skall om inget annat angivits sorteras enligt Kretsloppsrådets basnivå vid rivning. Uppkomst av restprodukter och spill skall minimeras. Farligt avfall får inte lämnas kvar hos kund över natten vid arbeten som tar mer än en dag.

Utsläpp

Entreprenören skall aktivt förebygga miljöstörande utsläpp. Färgtvätt skall inte förekomma, om inte annat överenskommit med beställaren. Vid miljöstörande utsläpp skall beställaren omgående kontaktas.

Dialog

MKB har en ständigt pågående process för att förbättra miljöarbetet inom verksamheten.

Vid begäran skall hantering av miljökrav samt tillämpliga lagkrav kunna redogöras för. Relevant dokumentation skall kunna uppvisas, t ex säkerhetsdatablad eller byggvarudeklarationer för använda produkter, transportdokument för farligt avfall, kvitto på sorterade mängder avfall.

Vid begäran från MKB skall entreprenören medverka i och tillhandahålla relevant dokumentation för miljörevision av ovanstående krav.

Kontaktuppgifter till MKB:s miljögrupp

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ⁱ MKB Miljöpolicy www.mkbfastighet.se

ⁱⁱ Vägledning och bakgrund till MKB Fastighets AB:s krav på ämnen som är farliga för hälsa och miljö www.mkbfastighet.se

ⁱⁱⁱ Kemikalieinspektionens prioriteringsguide www.kemi.se/prio

^{iv} www.bastaonline.se . (BASTA bygger på PRIO, Kemikalieinspektionens prioriteringsguide)

^v Lista över tidigare tagna asbestprover kan beställas från MKB:s miljöcoacher.

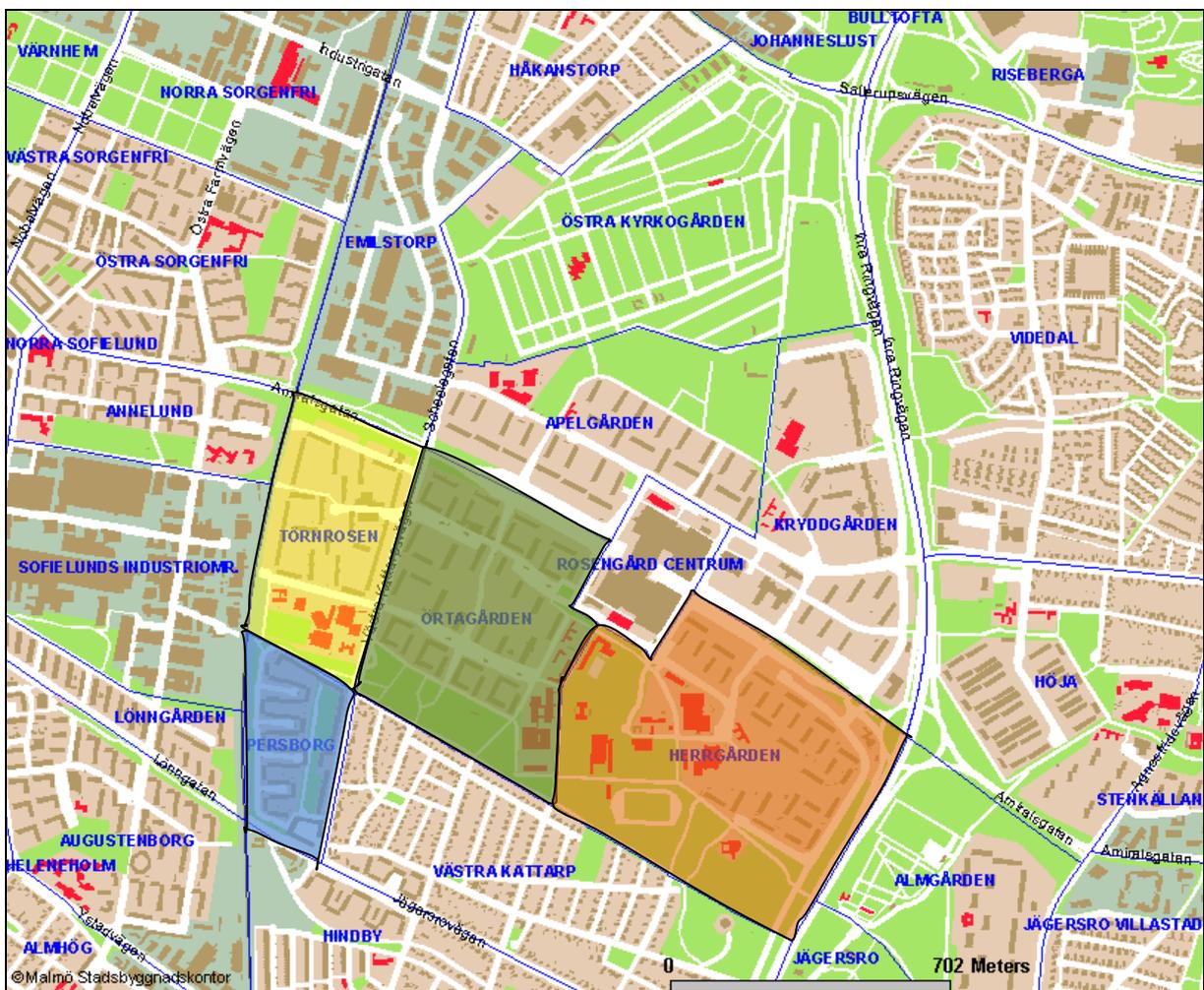
^{vi} PCB inventering är utförd och rapporter från denna kan beställas från MKB:s miljöcoacher. Mer information om PCB se www.sanerapcb.nu

^{vii} MKB:s policy för legionellaförebyggande arbete www.mkbfastighet.se

Appendix 3- Delområden inom stadsdel Rosengård

- Apelgården MKB har inga lägenheter
- Emilstorp MKB har inga lägenheter
- Kryddgården MKB har inga lägenheter
- **Herrgården MKB har 292 lägenheter**
- Persborg **MKB har 798 lägenheter** (50 - tals område)
- Rosengård Centrum MKB har inga bostadslägenheter
- **Törnrosen MKB har 1034 lägenheter**
- Västra Kattarp MKB har inga lägenheter
- **Örtagården MKB har 1444 lägenheter**
- Östra Kyrkogården MKB har inga lägenheter

Källa: MKB fastighets AB



Källa: Malmö Stads atlas med tillagda områdesmarkeringar

Appendix 4

BOSTÄDER 31/12 2009 EFTER UPPLÅTELSEFORM

StadsdelNamn	Totalt	Småhus	Allm nyttigt	Hysesrätt	Brf	Ägare
Centrum	25 695	110	2 752	12 324	10 522	97
S Innerstaden	19 989	281	2 426	8 693	8 595	275
V Innerstaden	20 558	927	2 480	8 046	9 233	799
Limhamn/Bunkeflo	16 869	10 033	862	3 388	3 225	9 394
Hyllie	16 414	2 099	4 698	2 392	7 563	1 761
Fosie	19 565	2 462	3 722	5 540	8 393	1 910
Oxie	4 397	3 825	196	136	1 415	2 650
Rosengård	8 094	413	3 337	2 271	2 074	412
Husie	7 884	4 805	97	1 231	2 310	4 246
Kirseberg	7 269	1 419	1 014	1 866	3 324	1 065
	146 734	26 374	21 584	45 887	56 654	22 609

Källa: Malmöstad statistik enhet, Necmi Incegul

Appendix 5 -Interview guide

Malmö municipality

Personal background:

1. Name and profession
 - a. For how long have you worked within this profession
2. For how long have the concept of sustainability been known to you?
 - a. Earlier professions (including using the concept of sustainable development).
 - b. What implication has the notion of sustainable development for you?

Malmö:

3. How do you use the concept today, within your profession?
4. Which dimensions within sustainable development are crucial to Malmö Stad?
5. What strategies and models are being used to accomplish a sustainable urban development?
 - a. Who have the main responsibility regarding the decision making, the planning process and the monitoring process within such projects?
 - b. How does Malmö Stad approaches goals and directives from an international/national levels?
 - i. How does the efforts in-between the national, regional and local level work? (A known conflict is related to NIMBY (Not In My BackYard))
 - c. What are the most significant changes when working towards a sustainable development that are being showed today?
 - d. What are the major motivations of investing in sustainable projects?
 - e. What are the main conditions of achieving a sustainable development?
6. How is the notion of sustainable development being defined?
 - a. Sweden has within the notion of sustainability contributed to a fourth dimension implying that the ecological objective unifies with economical, social and cultural dimensions.
 - b. Define the different dimensions and practical achievements within each dimension.
7. How much of the sustainable dimensions are integrated in to Malmö's development projects?
 - a. Substantial examples on projects being made (explain how they are sustainable)
8. How can Malmö Grow- Sustainably
9. Boverket states the importance of involving the inhabitation of Malmö to share their point of view and perspectives regarding development projects within Malmö, how do Malmö Municipality give this opportunity?
 - a. Furthermore, Malmö's work towards sustainability emphasise the importance of adapting the processes within all organizations and businesses. **Corporate and Social Responsibility (CSR)- företagens samhällsansvar**
10. MKB is a municipality owned company what advantages/disadvantages does it mean for Malmö Stad?
11. Why are MKB a municipality owned company?
12. How does the relationship look like between MKB and Malmö Stad?
13. What do you find unproblematic?

- a. What do you find as the main challenge regarding a sustainable approach?
- b. What would you change?

Appendix 6 -Interview guide

MKB Fastighet AB

Personal background:

1. Name and profession
 - a. For how long have you worked within this profession
2. For how long have the concept of sustainability been known to you?
 - a. What implication has the notion of sustainable development for you?

MKB:

3. How does the organization look like, and what structure does the organization have?
 - a. How does the responsibility production look like within the organization?
4. Within the annual report MKB aims at achieving a sustainable development, what meaning has the concept for the organization?
 - a. How does the concept fit the fundamental business concept/strategy?
 - b. What dimensions are included within sustainable development?
 - c. What objectives are included within the dimension
 - d. What strategy is being applied to meet the sustainable urban development?
 - e. When did MKB apply a sustainable approach in the organization?
 - f. How have MKB implemented CSR (Corporate Social Responsibility) within the organization?
5. MKB aims to make profit, how do MKB reason regarding economical sustainability?
 - a. What is ecological sustainability?
 - b. How does it affect MKB's work of achieving social and ecological sustainability?
6. MKB do not present quarterly reports, how have that influenced Bokalerna as an investment?
7. Bokalerna is a project that does not generate any money from day one, how dose such investment affect MKB's financial position?
8. How does Bokalernas payment plan look like?
 - a. How does MKB approach a long-term investment when aiming to make profit?
 - i. What is a long-term perspective?
9. Would you clam that Bokalerna is a sustainable investment?
 - a. Regarding social, ecological, economical aspects, explain?
10. What are the prerequisite aspects for MKB to achieve sustainable development?
 - a. What kind of motives do MKB have to work towards sustainable development?
 - b. How is it shown in practice?
 - c. What challenges do MKB struggle with?
 - d. How do MKB measure sustainability?
 - e. Who decides when it is sustainable?
11. Hoe dose MKB interpretive the owners directives of achieving sustainable development?
12. Is it possible to make investments without compromising the tenants' financial position of staying in the area? Referring Bokalerna.

13. How does MKBs work towards a sustainable development being affected by being a municipality owned company?
14. How important is it for the company to be owned by the municipality?
15. What advantages and disadvantages do MKB have due to being a municipality owned company?
16. Is there any advantage for Malmö Stad to own MKB?
17. In which way do MKB's role affect a competitive market?
 - a. Do MKB have financial advantages because MKB is a municipally owned company?
 - i. Do Malmö Stad municipality help MKB regarding bank loan?
 - ii. May MKB go bankrupted?
18. How does MKB being affected by having a political board of directors?
19. Is it possible for other actors adapt same strategy approaches that MKB has?
20. What do you find unproblematized?
 - a. What do you find as the main challenge regarding a sustainable approach?
 - b. What would you change