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# Does reputation matter?

*A case study investigating the strategic role of a corporate brand  
within the cargo port industry*

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## Abstract

<b>Title:</b>	Does reputation matter?
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<b>Key words:</b>	Cargo port industry, Porter's Diamond, Strategy, Corporate Brand Management, CBIRM
<b>Purpose:</b>	Investigate how the corporate brand can play a strategic role within the cargo port industry through affecting the choice of cargo port from the customer's perspective.
<b>Methodology:</b>	A qualitative method with an abductive approach has been used. The research design is based on semi-structured interviews.
<b>Theoretical approach:</b>	The theoretical foundation complies theory from the strategic management and the brand management fields. It is based on Porter's Diamond theory on national competitiveness and Urde and Greyser's Corporate Brand Identity and Reputation Matrix on corporate brand management.
<b>Empirical foundation:</b>	The empirical findings have been collected through interviews with customers of the case company, Copenhagen Malmö Port.
<b>Conclusion:</b>	The study applies the theoretical foundation practically, and concludes that the corporate brand has a possible strategic role within the cargo port industry. It contributes with a deeper understanding for the decision-making process concerning the choice of port, and emphasizes the importance of external stakeholders.

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## Dictionary

B2B	Abbreviation for Business-to-Business and includes companies that provide products and/or services to other companies instead of to consumers.
CMP	Abbreviation for Copenhagen Malmö Port, the case company of this study.
Consumer	A consumer is the end user of a product or service.
Customer	A customer is a business partner to whom a company provides a product or service.
Depots	Refers to the storing facilities where oil companies, for example Statoil, store their products.
Direct connection	A shipping connection that connects the freight origin and end destination without any transshipments in other ports.
Feeder	A smaller cargo ship carrying varying types of cargo for feeder traffic.
Feeder traffic	Traffic consisting of feeders, transporting goods short distances to main vessels.
Main vessel	Large cargo ships, used for longer transportations of cargo.
Malmö North Port	An area within Malmö Port which recently has been built, where CMP are planning to build logistic centers.
RoRo	(Roll on Roll off) Vessels designed to carry cargo on wheels. The cargo is either driven on and off by a truck driver that accompanies the cargo to the next port or by personnel in the port.
Short-Sea service	Vessel services that only carry freight shorter distances, often to larger logistic hubs where the cargo will continue on bigger vessels.
Transshipment	A pit stop where cargo is reloaded onto another vessel.

# 1 Introduction

*This chapter goes through the background that is the foundation for this study. It defines the purpose of what the study is set to achieve through a coherent aim and research questions. An outline of each chapter is included for the reader's ability to easily understand and follow each section of the study.*

## 1.1 Background

### 1.1.1 Practical background

*“Looking out into the world today, it's easy to see why brands are more important now than at any time in the past 100 years. Brands are psychology and science brought together as a promise mark as opposed to a trademark. Products have life cycles. Brands outlive products. Brands convey a uniform quality, credibility and experience. Brands are valuable. Many companies put the value of their brand on their balance sheet”. (Goodson, 2012)*

When the importance of brands is discussed, a common argument is that “a brand outlives a product cycle”. Through economic regressions, brands might be what save a company from perishing due to low demand. In her book “The rise of the brands”, Liz Moor (2007) argues that brands and branding have existed since mid-nineteenth century even though the concept branding we know today only became actively used two decades ago. According to Moor (2007), “No Logo”(Klein, 2001) was the book that made the concept of brands widely known in society and the public became aware of the role of brands among business-to-consumer companies today.

Branding is an essential part of the process of differentiation, and differentiation is an essential part of creating long term-growth (Goodson, 2012). Along the rise of the importance of brands, the process of creating a brand has become more complex. Today a clear cultural movement strategy is needed in order to succeed with successful brand building (Goodson, 2012).

The importance of branding within consumer goods has been a fact for some time, but in recent years the importance of the corporate brand within Business-to-Business industries has started to gain some serious attention. A 2013 survey shows that most B2B-purchasing managers “consider the brand as a central rather than marginal element of a supplier's value-proposition”. Through this, a corporate brand can assume the role as a risk-reducer and to make the evaluation process less complicated for possible clients (McKinsey & Company, 2013).

Even though the attention of the corporate brand is rising, it seems to vary between different industries and in which type of market/sector the company is active. For example, the brand aspects seems to get more attention within markets where companies offer some kind of tangible goods than in industries offering intangible services (McKinsey & Company, 2013).

### **1.1.2 Theoretical background**

The subject of strategic management originated back in the 1950's and 1960's and has developed through the questions of what business a company is in and how they should be successful in that specific industry (Chaffee, 1985). The concept of competitive advantage has always been closely related to the strategic field, but was not formulated distinctly until the 1980's. Since then competitive advantage, and the sources thereof, has been a subject of active discussions and arguments.

Although brand management has been around for the last fifteen years, formal corporate branding theories have been on the rise recently. Brands and their importance for company success have been evident for a long time, but the main concepts of today have been developed recently. Corporate branding as a concept is closely related to strategic management and competitive advantage, however it has not received enough academically attention in all industries (Urde & Koch, 2014).

In their 1997 article, Mudambi, Doyle and Wong tries to dig deeper into the subject of corporate brands within the industrial markets. They conclude that the branding within industrial markets in many ways differ from the consumer-oriented markets. They determine that future research

needs to be customer-oriented and study which kind of tangible and intangible factors that matter in different industrial markets.

Cargo ports operate in industrial markets and could be an example of what Mudambi, Doyle and Wong (1997) describe. The definition of the cargo port industry used in this study involves companies that have a definite home country with mainly domestic operations, although they act as a middle point for import and export. Strategic choices and becoming competitive within the industry have been analyzed, discussed and assessed for a long time. Building and communicating a brand has not been involved in this process to a large extent until recently when it has started to draw some attention (Port Strategy, 2013:a; Valskov, 2013). This is where a practical gap has been identified. It is evident that brand management has gotten much more attention in modern fast moving industries with product offerings, than more complex and traditional B2B-industries (Urde & Koch, 2014), such as the cargo port industry. However, by relying on the recent studies within corporate brand management it is clear that the B2B-industry could gain an advantage by putting efforts into brand building (Urde, 2014). With this in mind, this study will aim to combine the academic areas of strategic management and corporate brand management in order to determine if corporate branding could be an effective way to create competitive advantages in the cargo port industry.

## 1.2 Purpose and aim

In earlier studies within brand management, identity and reputation, the main focus has been on large multi-national organizations within product-oriented fast moving industries with a business-to-consumer perspective (Fetscherin & Usunier, 2012; Urde & Koch, 2014; Leek & Christodoulides, 2011). However, these are not the only areas that could develop through efficient brand management. It has been evident that earlier studies lack empirical evidence and investigations of corporate identity and branding, mostly within medium sized companies who rely much on their domestic operations (Fetscherin & Usunier, 2012; Urde & Koch, 2014).

Another area related to corporate branding is the B2B decision-making process. Within B2B decision-making it has been discussed if a strong brand is likely to influence the stages that lead up to a final decision. However, the research within this area is very limited and there is a need



for further research to confirm the role of the brand in these processes (Leek & Christodoulides, 2011).

With earlier studies in mind, the purpose of this study is to investigate if corporate reputation could have a strategic role within the B2B cargo port industry. Through an empirical study of a corporate brand combined with the strategic reasoning behind the choice of port, it aims to add to existing studies with a new perspective on both corporate brands and the role it plays in a decision-making process.

To conclude, the purpose and aim of this study is to:

*Investigate how the corporate brand can play a strategic role within the cargo port industry to affect a choice of cargo port from the customer's perspective.*

### **1.2.1 Research question**

The empirical analysis for this study is based on the Nordic cargo port industry. In order to clarify the purpose of this study, the following research questions are used:

- Can a corporate brand play a strategic role within the cargo port industry?
  - How can a corporate brand affect the decision-making process regarding the choice of cargo port?

## 1.3 Disposition

### *Chapter 2 - Methodology*

This chapter presents an overview of the entire study and how it was performed. The elements of methodology, research design and the collection of empirical findings are explained and motivated, and the quality aspects are critically reviewed.

### *Chapter 3 - Theoretical Foundation*

The theoretical foundation for the study is presented in this chapter. The theoretical frameworks presented are the ones used for the empirical analysis and further conclusions.

### *Chapter 4 - Empirical Findings*

This chapter includes the empirical data gathered through the data collection, described in chapter 2.

### *Chapter 5 - Analysis*

This chapter presents and discusses the interpretation and analysis made on the empirical findings presented in chapter 4.

### *Chapter 6 - Conclusions*

Chapter 6 sums up the study as a whole and presents the main conclusions drawn from the study. It also contains a discussion of the study, theoretical and practical implications and suggestions for further research.

## 2 Methodology

*This chapter explains and motivates how the study has been executed. The objective is to cover the main aspects of the study, explain the choices that have been made and to motivate the choices with the help of relevant literature on methodology.*

### 2.1 Qualitative research method

When choosing type of methodology for the study, a qualitative method seemed appropriate early on in the process. The more dynamic and unstructured ways of data collection that comes with a qualitative approach (Bryman & Bell, 2011) seemed more appropriate than the opposite, quantitative research. The qualitative method gave an opportunity to interact with people in the industry and to subjectively interpret the data, which is relevant for this type of study. This way, the driving forces within the industrial port industry could be analyzed more in-depth than they would through a quantitative approach.

The qualitative methodology has a better fit with the purpose of the study, which can be described as investigating rather than conclusive. The qualitative methodology has a distinct focus on the process and learning of the subject. In contrast to the quantitative methodology, the qualitative relies on several different empirical sources rather than a single source (Yin, 2001). This way a situation or problem can be observed from different perspectives, which seemed relevant considering the choice of purpose and the formulation of the research questions.

Yin (2001) highlights the debate whether “social science”, as qualitative research, actually can be considered to be objective. This problem has been of high relevance in the data-collection process, since the study is written “in cooperation” with the case company Copenhagen Malmö Port. Bryman and Bell (2011) also raise concerns about this issue, stating that qualitative researchers have to observe and evaluate the power relationship between themselves and the respondents. This problem, and the actions that have been taken to eliminate it, are further explained in the quality section. Another topic of discussion is if a high standard can be reached through only using one of the methods, instead of a combination of the two (Yin, 2001). This

study is focused on the qualitative aspect, since it is more relevant considering the respondents are customers within the cargo port industry. A deeper understanding behind their reasoning regarding choice of port was needed, which would not have been possible using a quantitative methodology.

## 2.2 Abductive approach

The two main alternative approaches commonly used are the deductive and the inductive approach respectively. A deductive approach can focus on finding out whether a hypothesis is true or not through collecting empirical data. When using an inductive approach, the researcher analyzes empirical data with the aim to create theoretical contributions in contrast to answering a hypothesis (Bryman & Bell, 2011).

This study uses an abductive approach, which is a mixture of the two previously mentioned options. It involves going back and forth between building a final theoretical framework and collecting empirical data. According to Dubois and Gadde (2001), case studies are especially suitable for the abductive approach. They argue that the concept of “generating new theories”, which often is used when describing the inductive approach, should be revised and a goal to develop and add to existing theories is to be used. Through an abductive approach, it is easier to develop theories rather than generate new ones (Dubois & Gadde, 2001). A main problem for case studies has been the lack of ability to reach a result that is considered to be scientifically generalizable (Yin, 1994). This issue can be handled by using a reference case or earlier empirical studies regarding the subject. This study eliminates this problem to some extent by examining not only a single case, but also rather an industry as a whole.

The abductive approach was chosen for several reasons. The first one being that it is an appropriate approach for case studies. Secondly, the approach is suitable for this study in particular. The previous knowledge and experience from the cargo port industry was limited. The abductive way of working allowed moving back and forth between studying theories and collecting empirical data, being able to revise facts when needed.

## 2.3 Research design

This study is written in collaboration with one of Lund University School of Economics and Management's (LUSEM) partner companies Copenhagen Malmö Port, hereby abbreviated as CMP. Through discussion with the management of CMP a challenge was identified and based on that, a purpose was formulated. Given the circumstances of which the study was to be performed, the newly established relationship at CMP was used as much as possible. Considering this, a study with CMP as case company seemed to be the best alternative. This way, the business network of CMP could be used when choosing respondents for the data collection. Since CMP was expecting to make use of the study, it seemed appropriate for it to focus on their specific situation from a generalizable perspective. CMP has a broad variety of cargo-activities and does not actively work with their corporate brand as a strategic element; therefore this case may represent the situation for many other cargo ports. This can be categorized as "the representative or typical case" (Yin, 2001), which is when a study describes an organization or situation that will represent a larger mass, for example an industry.

## 2.4 The Case Company

### 2.4.1 Choice of case company

Both authors have previously had an interest for branding in general and corporate branding in particular, and early in the process it became clear that the subject of the thesis would address this in one way or another. CMP was looking for students who wanted to write their thesis in collaboration with them, which provided an opportunity to investigate the role of a corporate brand within an industry where there is a lack of corporate brand focus. This created a possibility to address the practical and theoretical gaps concerning the importance and usage of corporate brands within industry markets.

Before deciding to write in collaboration with CMP, the company and its industry were evaluated to make sure that they were appropriate for a study of this kind. A discussion with CMP was also conducted where the topic the study was discussed and formulated so it would be satisfactory for both parties.

## **2.4.2 Company overview: Copenhagen Malmö Port**

CMP is the owner and operator of Copenhagen and Malmö port. It is situated in the middle of Öresundsregionen, which is the largest working region in the Nordics with almost 4 million inhabitants (Malmö Stad, 2015; CMP, 2012:a). This is also a key passage between the Baltic Sea and the Atlantic, which makes it one of the world's most busy sea regions. The industrial part of CMP is handling a great variety of goods and has capacity to operate the handling of cars, containers, dry and liquid bulk and RoRo traffic (CMP, 2015:a). The set-up of CMP with two ports in two different countries is the first of its kind and was a result of a merger of the port and terminal activities in Malmö and Copenhagen completed in 2001 (CMP, 2012:b). The ownership of CMP is set up as a Danish-Swedish joint venture, and is owned by the Danish entity CPH City & Port Development I/S (50%), City of Malmö (27%), and a variety of private owners with 23% of the shares (CMP, 2015:b). The ownership structure thereby reflects both public and private interests. CMP does not own the land it is operating on, but instead leases both land and fixed plants from City & Port Development and City of Malmö. This layout differs from some other ports, where the port company owns the land but has chosen to outsource the operations.

CMP have been a suitable case company because of three distinct factors. First of all, they are a full-service industrial port, which means that they have operations within many different fields of service, such as container, RoRo, cars and liquid bulk. This does imply that they have a wide base of customers, which may value different aspects of the port industry adding many different perspectives on the subject. Secondly CMP are in charge of their own operations, which means that their customers are dealing with CMP directly, a fact that is critical for this type of study. Finally, when examining CMP in an early stage of the study it did not seem as they had been working actively with corporate branding before, which is not uncommon in this type of industry overall.

## 2.5 Industry overview: The cargo port industry

### 2.5.1 Fundamentals and types of ports

Patrick Alderton describes ports and important aspects of port management in his book *Port Management and Operations* from 2009. Alderton is arguing that ports should be considered as one of the most vital aspects of a national transport infrastructure, which is evident in Sweden's case, where about 95% of all import and export is made through shipping (Sveriges Hamnar, 2011). Alderton (2009) supports his argument with the fact that ports are the main transport link with trading partners, in which it becomes the main focal point for roads and railway, but also that ports are a major economic multiplier for a nation's prosperity because they attract commercial infrastructure in many forms.

A fundamental description of a port, according to Alderton (2009), is a collection of activities. This description can make it difficult to define what a port really is. Alderton states that there are different types of ports defined by the specific function of the port. The function can be divided into three main areas: a cargo interface, a maritime industrial development area and a specific ship/shore interface. A cargo interface is most often referred to as a hub or center port, which is either the largest cargo or container ports in a region or important intermediate points along a trade route. A maritime industrial development area (MIDAS) is either a large industrial zone with its own maritime transport terminal, a customs free port, or an oil port. Many ports do however include all these functions within the same area/port. A specific ship/shore interface is a port with a specific function such as a naval port, fishing, or export of a specific commodity. The different types have different challenges and opportunities, which is important to keep in mind (Alderton, 2009).

### 2.5.2 Industry dynamics

Some very important points to keep in mind when analyzing a port and the competitive environment are that the industry is very specific in regards to costs, contracts and stakeholders. First, ports are capital intensive and have very large sunk costs that are affecting their operations, mainly due to contracts on a long-term basis (Alderton, 2009). Secondly, contracts are on a long-

term basis, which affects switching costs and influences the need for good relations with buyers and suppliers. There is also a very important aspect to consider regarding stakeholders. Because ports are important parts of a nation's transport infrastructure the government will wish to have input on a port's strategic planning process (Alderton, 2009). Two other important stakeholder groups are the buyers and the suppliers, which in the case of a port can be summed up to one single stakeholder group, the customers. Again, relationships are very important in this kind of B2B situation and because of long time horizon of contracts in the shipping industry, losing an important customer could be devastating. Another important point to keep in mind is that in a globalized and largely infrastructural developed world, the cargo is now going to the ships and not the other way around (Alderton, 2009). This means that shipping companies have a greater power of what port to do business with, which is decreasing the power of the port management. It has also an increasing effect on competition and ports have to compete for cargo (Alderton, 2009). As a result, port management has to shift focus towards creating incentives for shipping companies to choose their specific port by using competitive tools, such as value-adding activities.

### **2.5.3 Future aspects**

The development of a port is rather a slow moving process, but Alderton (2009) argues that some important factors could force a port to change dramatically; these are changes in demand, transportation infrastructure, trade patterns, financial and logistical thinking and length of life. All these factors would affect how business is run in the specific port. This could cause a changing competitive environment, which itself could change which port is the most attractive to a customer. It is therefore very important to be aware and try to control these factors.

In the future there might be some structural changes, which can affect the port industry. Alderton (2009) argues that flexibility will become more important than economies-of-scale. This implies that ports may handle products with a larger variety but shorter life scale and that they will have to face higher uncertainty and risk. This could mean that outsourcing of production, transportation and warehousing could become much more common. All these possible changes will have an effect upon the port and shipping industry. Some ports may have to change



completely in order to be able to compete and some will have to identify the right tools necessary to be attractive in the eyes of the customers.

## 2.6 Data Collection

### 2.6.1 Interviews

For this study the main source of data is gathered through semi-structured interviews with customers of the case company. The major part of the primary data thereby consists of the interviews, which was a natural choice for the study. This is especially because of the deeper understanding of the subject that interviews may give an opportunity for (Bryman & Bell, 2011).

#### 2.6.1.1 Structure

In order to keep the interviews consistent, a single interview guide has been used for all interviews conducted. However, the concept of semi-structured interviews makes it possible to adjust for differences among the respondents regarding type of cargo, etc. Such adjustments make it easier to detect if there are any differences depending on the type of customer. In the development of the guide the theoretical foundation was examined to evaluate what to focus on in order to receive useful data.

The semi-structured approach provides a helpful structure and guidance throughout the interview process, and still makes it possible for changes during the interview if needed. The semi-structured method was particularly useful, because of the different relationships the respondents (CMP's customers) had towards CMP. This method also allowed for flexibility and customization regarding the questions, depending on the answers given in the introduction phase of the interview.

#### 2.6.1.2 Respondents

Because the aim of this study is to investigate the strategic role of the corporate brand within the cargo port industry the relevant respondents are the customers of CMP. This is because they have a perception of CMP and they have experience from strategic reasoning regarding choice of cargo port. The respondents for the interviews were thereby chosen through an analysis of the

case company's largest customers. A list compiling CMP's 20 largest customers during the period January to September 2014 (See Appendix 2) was used to decide what companies to contact and interview. It was important that the respondents represented different types of customers in order to receive more generalizable empirical data. Customers from different industries may value different things in their decision-making process and if a variety of industries are examined this is accounted for. When analyzing the list of customers, three distinctive customer categories were identified that might have different perspectives on the decision-making process of choosing an industrial port to work with.

The three categories of customers that were identified are industries, shipping companies and supporting functions. Industries refer to companies not directly related to the shipping industry, but rather companies that use the shipping industry for their operations regarding import and export. The industries interviewed are Stena Recycling, Statoil Fuel & Retail (hereby referred to as Statoil), and Toyota. Shipping companies are companies whose main area of business are transporting goods from one area to another, and are thereby using ports for loading and unloading their vessels. The respondents within this category are Maersk and "K" Line. The third category, supporting functions, includes companies who are mainly supporting shipping and logistics companies with short sea and feeder services. Feeder services are mainly collecting cargo from different ports and transport it to larger terminals where the cargo is reloaded onto bigger vessels, which usually belong to other companies (Unifeeder, 2015:b). This way they work as support for shipping companies when they have chosen not to make land in smaller ports. Unifeeder and Nordö-Link represent the supporting function category. Nordö-Link is owned by Finnlines, and therefore operates under the Finnlines brand. However, since the name of the Swedish company is Nordö-Link, that is how the company is referred to in this study.

The chosen companies do not only represent different customer categories, but also cooperate with CMP on different levels. For example, NordöLink, Toyota and Stena Metall have their offices and operations in close connection with CMP's operations. On the contrary, all other respondents are situated in different locations. Furthermore, the companies cooperate to varying degrees with CMP's two locations. For example, Maersk is only active in Copenhagen, while the others use both locations or Malmö alone.

Regarding type of operations, the responding companies differ as well. “K” Line cooperates with CMP within the RoRo segment and to a small extent regarding container shipping. Both Statoil and Toyota have chosen to use CMP as their main port for import of cargo and finally Unifeeder has cooperated with CMP with direct connections to Malmö for a long time.

The broad variety of the participants opens up for a wider perspective for this study. It contributes to a thorough understanding for the decision-making and the port characteristics, which are important for the customers in the port industry.

*Table 1, Description of respondents*

Name	Title	Company	Category	Date of interview
Peter Pettersson	Line Manager	“K” Line	Shipping	2015-03-30
Lina Stenhagen	Scandinavia Operations Manager	Maersk	Shipping	2015-03-30
Göran Fjällman	Sourcing Manager	Statoil Fuel & Retail	Industries	2015-04-16
Jens Björkman	Head of Ferrous	Stena Metall	Industries	2015-03-30
Magnus Thorén	Sales Operations and Planning			
Mattias Bergkvist	Team Leader, Supply & Demand	Toyota Nordic A/S	Industries	2015-04-17
Peter Stern	Hub Manager	Toyota Motor Europe	Industries	2015-04-20
Antonio Raimo	CEO	NordöLink	Supporting Function	2015-03-26
Staffan Winberg	On-board Operations Manager			
Morten Brühl	CEO / Country Manager	Unifeeder Sweden	Supporting Function	2015-03-30

A main criteria was set up in the process of finding the right people to interview within the chosen companies. The criteria was that the respondents should at least be involved in the strategic decisions regarding which ports to use for their company’s operations. Ideally the respondents should have the ultimate decision-making power, but in some of these companies these decisions are taken on a global management level and because of travelling and time constraints it was not possible to reach these people in all cases. However, it was made clear that the chosen respondents are involved in the process to a certain extent and thereby have important

information about how the decision is made. When reaching out to the companies, contact was made as far up in the organization as possible in order to get a clear understanding of who was in charge of the decisions in this matter. This way top management was able to redirect the call to the person who was appropriate for performing the interview. By communicating through this top-down method it was more likely to get in contact with the appropriate decision maker instead of working from the bottom and up.

## 2.7 Theoretical Selection

In the theoretical section of this study, essential literature in the two theoretical areas of competitive advantages and corporate branding are reviewed. These areas are relevant because of the design of the purpose and research questions. In order to give the reader a complete perspective of the theoretical foundation basic theories have been included. These have been build upon, leading to the final and most relevant theories central to the study. Factors such as relevance, date and recognizability have been important in the process of reviewing theories.

### 2.7.1 Porter's diamond applied on ports

The diamond framework is built upon theories on competitive advantage. In order to determine the decision factors in choosing a port this is a relevant and sufficient framework to use. The fact that the framework has been applied and used previously to evaluate the port industry was also ensuring and added credibility to it.

Disregarding the credibility, other factors regarding the theory can be discussed. For example, Porter's framework is designed in order to be able to be applied on any country in the world. As a consequence of only focusing on the Nordic region the relevance of the factors within the framework has varied. Since all respondents currently are situated in Sweden, working mainly with the Nordic region, their reasoning regarding factors such as "Government" and "Chance" will be limited since the Nordic countries typically don't host many of the problems that Porter refers to when addressing these factors in his theoretical model. They will still be included in the theoretical foundation, and will be addressed when collecting the empirical data.

## **2.7.2 Corporate Brand Identity and Reputation Matrix**

The CBIRM is a suitable choice of theory to use for the theoretical foundation of corporate brand management. The framework clearly describes how a corporate brand is built and reflected in the reputation among external stakeholders.

The field of brand management is very broad, and there are many different aspects and opinions. The CBIRM offers a relatively simple and straightforward summary of the important contributions to the field. The matrix has worked as a helping tool for the collection of empirical findings, and has been used to identify important aspects regarding CMP's brand and reputation. However, the CBIRM can be questioned since it is a recently developed and so far rather unrecognized theory. Despite this, it qualifies as an appropriate framework since it builds on many recognized theories within the field of corporate brand management.

## **2.8 Quality aspects**

### **2.8.1 Quality of study**

#### **2.8.1.1 Reliability**

Reliability in regards of the study depends on the interpretation of the empirical data. If the data could be interpreted significantly different by different researchers the reliability is low, and vice versa (Bryman & Bell, 2011). In this case the academic background and knowledge of the researchers is the determining factor. This particular study is executed with a brand management perspective, and it could result in a bias leaning towards interpreting the data with emphasis on that subject. However, the data interpretation process is thoroughly described in the methodology chapter, which may raise the reliability aspect. Even though this is the case, another academic perspective may result in a different interpretation.

#### **2.8.1.2 Validity**

The aspects of the validity with regards to the study mainly concerns if the study is valid for the questions asked in the thesis (Bryman & Bell, 2011). With the purpose to investigate how a corporate brand can play a strategic role within the cargo port industry, it is sufficient to use a cargo port company as the case company. However, adding reference cases with ports that are

different in comparison to CMP may have increased the level of validity even further. Although this is the case, CMP is a full service port with both RoRo- and container traffic, which are the main categories of goods. This fact makes CMP a suitable case company. Performing interviews for this study was the most relevant choice. Since the study needs to dig deep into the decision-making process, the survey-method would not have contributed to the purpose. Neither the concept of focus groups would have been better than interviews. It may have contributed to the understanding to a large extent, but a problem with focus groups is that the participants may affect each other's answers, which would not have been satisfactory for this study. The semi-structured way of interviewing was also suitable for the study because of the fact that the questions let the participants go deeper into the subject, which was more interesting for this kind of study, and increases the validity.

## **2.8.2 Quality of data**

### **2.8.2.1 Reliability**

Concerning the quality of the data, the reliability aspect concerns if the respondents would be coherent in their answers and simply answer the questions in the same way if the interviews were held again (Bryman & Bell, 2011). In this case all the respondents have a rather extensive background in the maritime industry, which has given them experience from different perspectives. The respondents were asked to use this experience when answering the questions. This way it was made clear that the data was not dependent on a specific situation, but rather on a developed perspective on the industry as a whole. Additionally, the interview sessions took place in a comfortable environment where the respondents were given the opportunity to speak freely regarding the subject of study, which also contribute to a high reliability aspect. However, considering the part of the interview regarding the impression of CMP, it may be affected by the customers' will to uphold a good relationship with CMP. Although this may be the case, actions such as conducting the interviews at the respondents' offices instead of CMP's have been taken to relieve this possible issue.

### **2.8.2.2 Validity**

The validity aspect regarding the data quality concerns if the data is valid. This is measured by investigating if the respondents are the relevant and adequate people to interview and if they are able to answer all questions (Bryman & Bell, 2011). First, as stated under the reliability section,

all respondents have thorough experience from the maritime industry, which implies that they have deep knowledge about the subject of study. Secondly, the main criteria when identifying whom to interview was that the respondent should be involved in the decision-making process regarding what port to use, and all respondents fulfill this criteria. This fact confirms that the chosen respondents are the right people to interview. Lastly, the chosen respondents represent different types of customers, which give the data a broad and thorough perspective of the decision-making process regarding ports.

### **2.8.3 Generalizability**

The aspect of generalizability concerns if the results of the study are applicable to a broader scene than the object of study (Bryman & Bell, 2011). This study is performed in a specific setting with respondents related to a specific case company, and may therefore not be very generalizable. However, the respondents are not directly related to the case company but to the cargo port industry in general. This could therefore raise the degree of generalizability. The case company was partly used as the primary subject of study, but also used as a source of relevant respondents. It is also important to stress that the interview guide is mainly focused on the decision-making process regarding any cargo port, and not specifically about CMP. This fact leads to a broader perspective, which makes the results relevant to the cargo port industry in general.

Another interesting point to make is if the brand perspective of the study is generalizable to other industries than the cargo port industry. The cargo port industry has characteristics of being location-bound and not being focused on brand building activities as of now. There may be other companies and industries with the same or similar characteristics that could contribute from this study, industries that could be identified as heavy industries. This may be a question for further research, but if there are common characteristics between these industries the result from this study could most likely be generalized to some extent.

### **2.8.4 Replicability**

The measure of replicability, in regards of qualitative studies, means that a study should give the same results if it is performed again. However, according to Bryman & Bell (2011) there has been an ongoing discussion if this aspect is relevant for qualitative research mainly because of

the abundance of measurements in this type of research. To address this possible problem, thorough documentation of the data collection process is included throughout the methodology section. By following the same interview guide and interpreting the empirical findings the same way the study should be able to be replicated. Another important aspect of replicability is bias. If the study suffers from bias the results will not end up the same if two different people did similar studies. This aspect is discussed by LeCompte & Goetz (1982), where they argue that it is impossible to apply the same social setting in which the original study took place and thereby it could be hard to make a study replicable. LeCompte & Goetz (1982) suggest that that a researcher has to adopt a similar social role as the original researcher, and it will thereby be more replicable. To solve this issue it is described throughout the methodology section how the study was performed and the context it took place in, which should be of great help to relieve the replicability aspect.

Another important part of the replicability measure is the time aspect, and thereby if the study is dependent on the time when it was performed. This particular study is performed as a cross-sectional study, which means that it took place at a certain point of time (Bryman & Bell, 2011). Therefore it is not possible to know if the results are specific for this point of time, or if they are consistent. However, the respondents have all been in the industry for a long time and the results are based on their full experience.



## 3 Theoretical foundation

*This section outlines the theoretical foundation for the study. The different theoretical areas are the foundation used for both data collection and analysis of the empirical findings. The purpose of the theoretical foundation is to describe the theories used for analyzing the empirical findings.*

### 3.1 Theoretical foundation

In building the theoretical foundation, the extended Porter's Diamond (Porter, 1990; Haezendonck and Notteboom, 2002) and the Corporate Brand Identity and Reputation Matrix (Urde, 2013; Urde & Greyser 2014) are used. These theories have been used to empirically test the strategic importance of corporate brands within the cargo port industry.

### 3.2 Diamond competitiveness

#### 3.2.1 Porter's Diamond

In 1990, Porter introduced his theories of why particular industries become competitive in particular locations. In the article *The Competitive Advantage of Nations* he discusses this phenomenon on the basis of nations and how they become competitive in certain industries. Porter examined ten countries that were considered important trading nations, and identified and analyzed industries where the countries had been successful and thereby had a competitive advantage towards the best worldwide competitors (Porter, 1990). From his studies Porter found four attributes that both individually and as a system made up what he came to call *The diamond of national advantage*, known as Porter's Diamond. Porter argues that these four attributes are the determinants that create the environment that makes it possible for nations to become competitive (Porter, 1990). These four attributes, explained in depth below, are factor conditions, demand conditions, relating and supporting industries, and firm strategy, structure and rivalry. Factor conditions relates to factors of production, such as skilled labor or infrastructure. Demand conditions are simply the demand for the industry's products or services in the home market. Relating and supporting industries refers to the existence of relating industries, such as suppliers, that are competitive internationally. Finally, firm strategy, structure and rivalry is determined

upon how companies are founded, organized, and managed in the specific nation. This attribute also includes domestic rivalry (Porter, 1990). Porter includes two external factors, government and chance. He argues that the role of the government and coincidental events may influence the main four attributes and the relationship between them, but did not choose to give them attribute status (Porter, 1990). However, many authors have claims that the role of the government is much larger than a facilitator and should be seen as a key attribute in the diamond network (Rugman & Verbeke, 1993).

### **3.2.2 Interrelated attributes**

The following four sections explain the interrelated attributes as described by Porter (1990).

#### **3.2.2.1 Factor conditions**

Factor conditions are, as previously stated, factors of production. This does not involve factors of production that are inherited, but the most important factors of production are the one's that are innovated and thereby create a competitive advantage. To support competitive advantage these factors are created through sustained and heavy investment and have to be highly specialized to the particular industry's needs. Porter argues that nations and industries tend to succeed when they are especially good at creating these factors and are continuously working to innovate and upgrade them. Another important point that Porter makes about factor conditions is that when factors of production are scarce they are forced to innovate and upgrade to compete. Thereby the factors of production will be harder to imitate, which creates an advantage towards the industry competitors.

#### *Demand conditions*

The demand on the home market could be an important indicator of global demand, though this is only true in markets where the character of the demand is more proactive and thereby gives clearer or earlier indications of emerging buyer needs. Therefore it is rather the character of the demand than the size that is conclusive. A nation or industry will be able to gain competitive advantages when this is the case. In markets like this the buyers also tend to be more demanding, which will force companies to innovate to meet more advanced buyer needs, and thereby create a competitive advantage. Another important fact Porter raises is the argument of "needs- and value spillovers". Porter argues that if local buyers are able to shape the needs of other nations they act

as an “early-warning system” for the companies in their home market, and the companies can anticipate this and act proactively. Another way these spillover effects can work is if the nation’s values and preferences are spreading internationally the local companies can steer the foreign customers’ needs.

#### 3.2.2.2 Relating and supporting industries

In order to claim full competitive advantage according to Porter, companies need a presence of related and supporting industries that are nationally and/or internationally competitive. Porter argues that the best scenario is when the related industries are globally competitive because it reduces the risk of the suppliers to be dependent on the particular domestic industry. However, home-based competitiveness will also give similar advantages. Both these industries will be able to deliver cost-effective contributions to the company in a fast, efficient, and favored way. Another even more important factor that related home-based industry is able to contribute with is the close relationships that can be built between closely situated companies. This gives an advantage, not only for communication, but also for R&D and testing which accelerates the pace of innovation and innovation is one of the keys for gaining a competitive advantage.

#### 3.2.2.3 Firm strategy, structure and rivalry

How companies are founded, organized and managed is strongly related to values and tradition of the nation they are created in. This will most often influence what industries a nation become successful in. According to Porter, some management systems work better for particular industries and not for others. This will also influence strategy; countries and their culture most often determine what goals domestic companies try to achieve. Porter argues that a nation’s values and culture will guide the flow of capital and human resources, which will determine the competitiveness of particular industries. Domestic rivalry does also have a strong connection to the creation and development of competitive advantage. By having a high level of rivalry in the home-market of an industry, companies will tend to force themselves to innovate and improve to not be left behind. Why local rivalry is more efficient than foreign is described by Porter as they are competing in a level playing field. Foreign rivals may have different factor or demand conditions, which may lead to “unfair advantages” according to Porter. Local rivals who prove successful towards each other will show that improvement is possible and thereby act as

motivator for the other companies within that industry, which ultimately leads to a competitive advantage.

### **3.2.3 External influencing factors**

#### **3.2.3.1 Government**

According to Porter (1990) the role of the government is to act as a catalyst to encourage companies to raise their aspirations and thereby reach a higher competitive advantage. Porter argues that government's only role is to influence the interrelated attributes indirectly and that it is thereby not to be considered an interrelated attribute in itself (Porter, 1990). However, many authors have questioned this stance and Rugman and Verbeke (1993) argues that government could alter the relationships between the attributes to the great extent that should be considered an attribute of its own.

#### **3.2.3.2 Chance**

The factor of chance is referring to discontinuing events that are outside the control of governments, industries, and companies, which reshape the industry structure to a certain extent (Porter, 1990). Some examples could be revolutions, war or radical discoveries. Such events influence the relationship between the interrelated attributes and chance could thereby indirectly alter the competitive positions within an industry.

### **3.2.4 The double diamond model**

Although Porter's framework has been acknowledged globally, it does almost completely focus on the attributes within the home market as keys to competitive advantage. Many authors have decided to review the original framework, and have valued the influences of other nations to an industry's competitiveness much higher than Porter did.

The concept of a double diamond model, where a foreign diamond complements the national diamond, was introduced to explain how competitive advantage might be influenced by international competitiveness (Rugman & D'Cruz, 1993; Dunning, 1996; Moon, Rugman & Verbeke, 1998). The contributors to the double diamond framework argue that in many industries, the port industry in particular, international and multinational activities are crucial to a firm's success (Rugman & D'Cruz, 1993; Dunning, 1996). This double diamond framework

allows the port industry to be examined on a global perspective and incorporate international actors and foreign locations to the competitiveness of ports (Haezendonck, 2000).

### 3.2.4.1 Application of the diamond model on the cargo port industry

In an article from 2002 Haezendonck and Notteboom is further examining how to apply the extended diamond model to the port industry. The authors have extended Porter’s original model by including the two influencing factors, government and chance as interrelated attributes (e.g. the extended diamond model), and have brought up important parts to examine within the borders of the six attributes in order to measure the competitive performance of a nation’s ports (Haezendonck & Notteboom, 2002; Alderton, 2009). This model is an efficient tool to use when examining the cargo port industry.

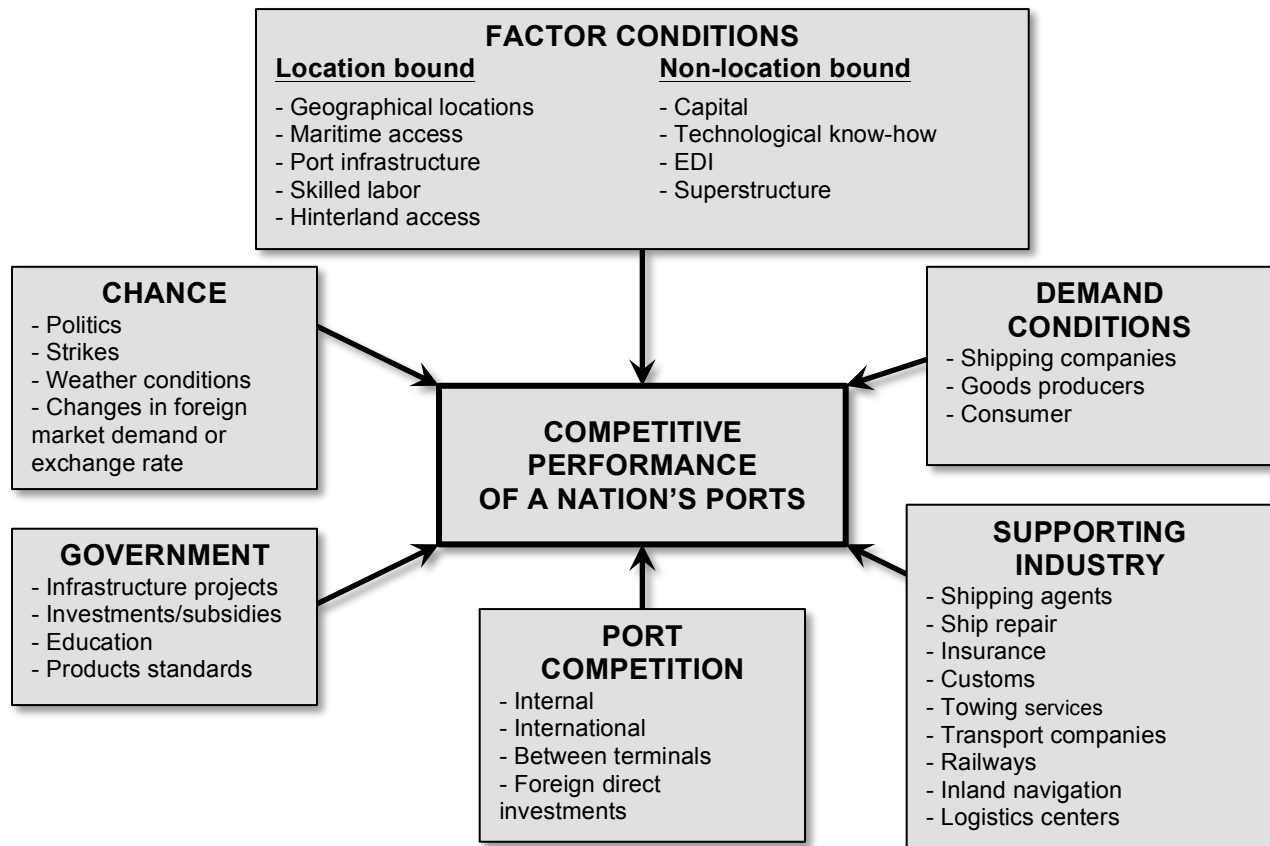


Figure 1, Porter’s Diamond applied on seaports. Haezendonck & Notteboom (2002)

## 3.3 Brand Management

In this section the concept of brands is explained in order to understand the origin. Then, the theories concerning the corporate perspective and the brand as an organization are being presented.

### 3.3.1 Product Brand Management

#### 3.3.1.1 Defining a brand

The definition of what a brand is has varied over time, and today the views on this matter still differ. Kapferer (2012) sums up the views of several different scholars and describes the brand as an intangible value that is attached to a product. There is in fact a legal definition of a brand, which states “a sign or set of signs certifying the origin of a product or service and differentiating it from the competition” (Kapferer, 2012:8). Melin (2002) has a similar standpoint, and argues that a strong brand can be a company's most valuable asset. In his article *The brand as a value creator* (Melin, 2002), five different functions a brand can have for the consumer are identified; information carrier, catalyst, guarantee, risk reducer and image creator.

Over the last two decades, the importance of strategic brand management has risen continuously. A reason for this can be traced to the change in focus from tangible to intangible in many companies (Melin, 2002). The brand has gone from being an aid for the product manager, to being a central part of a company's strategic planning. In a world where the competitive advantage caused by products become less important due to the rapid technological development and low imitational barriers, the importance of the brand becomes higher (Melin, 2002).

#### 3.3.1.2 Brand image and identity

In branding, the concepts of image and identity are often discussed. The two are not to be mixed up, thus they have very different meaning. Brand identity relates to how a brand is perceived internally. A brand's image on the other hand, is how external stakeholders perceive the brand (Boulding, 1956; Kapferer, 2012). Kapferer illustrates this with a figure where he explains the three stages of the branding process; sender, messages and receiver. The sender is the brand and its identity, the message is the communication process in which the identity is communicated and

the receivers are the stakeholders. Thereby, the brand image is the receiver's perceived version of the brand identity.

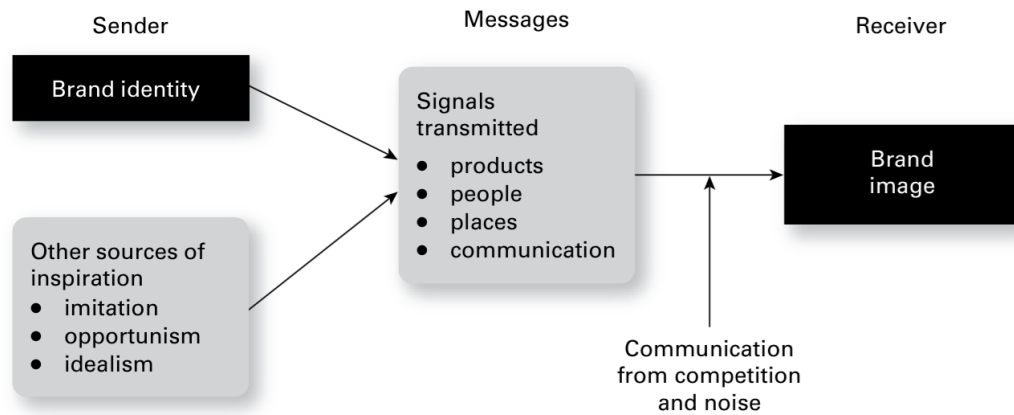


Figure 2, Kapferer (2012)

### 3.3.1.3 Aaker's identity model

Aaker (1996) defines a brand identity based on two different areas, the core identity and the extended identity. The core identity are the associations and attributes that are central for the brand, while extended identity is an opportunity to further develop and evolve the brand (Aaker, 1996). Continuing, he argues that a brand can be examined from four different perspectives; the brand as a product, the brand as an organization, the brand as a person and the brand as a symbol.

#### 3.3.1.3.1 *The brand as a product*

When talking about a brand as a product, it is often the product attributes that are central. Examples are: design, quality, value and user friendliness. Consumers often associate the brand with products, hence it is very important to choose wisely which products the brand wants to be connected to (Aaker, 1996).

#### 3.3.1.3.2 *The brand as an organization*

When talking about a brand as an organization the focus lies on attributes. Attributes for an organization can for example be: culture, environmental focus and innovation. The identity of a brand as an organization can either be on a local level or on an international level. The choice of being local or international can affect the perceived quality and trust of a brand. A benefit of the

organizational attributes, compared to product attributes, is that they are harder to imitate, since they are more of an intangible asset (Aaker, 1996).

#### ***3.3.1.3.3 The brand as a person***

A personality can be used in order to define a brand's personality. This way, it is easier for consumers to identify with the brand. Instead of just being enhanced by a certain product attribute, a brand personality creates a broader “being” (Aaker, 1996)

#### ***3.3.1.3.4 The brand as a symbol***

A symbol might be the most common perception of a brand. The brand as a symbol means the visual aspects of the brand: the brand logo, ads, etc. Symbols and other visual aspects of a brand can have an emotional and/or functional purpose (Aaker, 1996).

### **3.3.2 The corporate brand**

The corporate brand is typically described as more complex to manage than a product brand. This is because of the large amount stakeholders of a corporate brand, and because of the broad range of products it is supposed to cover (Urde, 2013), products that in many cases have individual brands of their own. In their effort to define the meaning of a corporate brand, Balmer & Gray (2003:991) concludes that *“In an era where the boundaries between corporate entities have become less distinct, where there is a blurring of the margins between the internal and external environment, and where traditional approaches to marketing have come under scrutiny, the corporate brand has emerged as a particularly salient and robust concept.”*

The increasing need of a corporate brand can be considered to originate from the need to fill the gap between a brand's identity and reputation. De Chernatony (1999) addresses this problem, and proposes a model of brand management in order to decrease this gap. In this model, the relationship between a brand and its stakeholders is dependent on the internal factors brand vision and culture, personality and positioning. These internal factors are also dependent on each other. The factors are packaged and presented, which will determine the reputation of a brand. The reputation of a brand can affect the foundation, which is the relationship to the stakeholders (de Chernatony, 1999).



Further, Harris and de Chernatony (2001) builds on the problems raised by de Chernatony (1999) and argues that the management of a corporate brand needs to focus on internal factors, with emphasis on the employees of the organization. Especially the branding team, and their communication skills and shared values (Harris & de Chernatony, 2001).

In their effort to define corporate brands, Balmer and Greyser (2003) agree with earlier papers; the corporate brand fills the gap between the internal identity of a company, and the external image of the stakeholders. However, the importance of getting the whole picture when it comes to corporate branding is highlighted. When talking about corporate brands, the concepts of corporate reputation, corporate image, corporate communications and corporate identity must be incorporated (Balmer & Greyser, 2003)

### 3.3.2.1 CBIM - Corporate Brand Identity Matrix

Continuing on previous research, Urde (2009) performed case studies on several large corporations and their brands, searching for their core values. Arguing, like many before him, that building a corporate brand starts from within the organization, Urde (2009) identifies four categories of core values. The four categories differ in terms of how they are rooted internally and externally. The four identified core values are true, aspirational, potential and hollow.

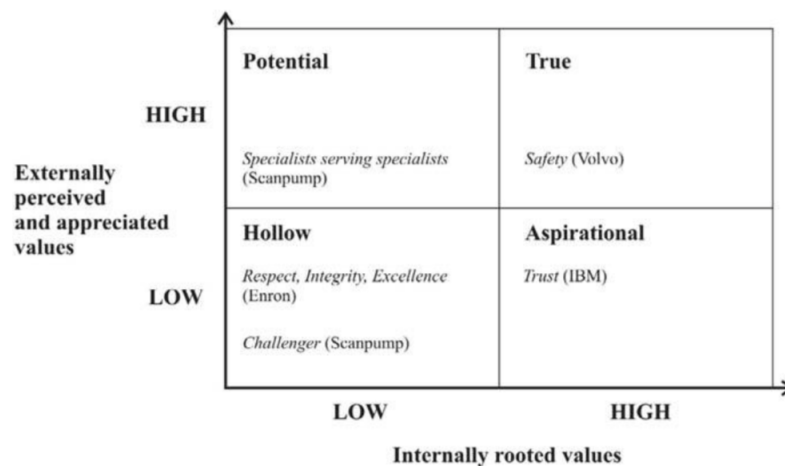


Figure 3, Urde (2009)

In the 2013 article *Corporate Brand Identity Matrix*, Urde studies the work of previous scholars with an objective to summarize the relevant and most important contributions to corporate branding theory and to create a general framework. The framework “offers academics and managers a theoretical and practical guide to the describing, defining and aligning of corporate

*brand identity*” (Urde, 2013:b). In the framework nine different elements are displayed, divided into three different categories. The internal section represents the “sender”, while the external represents the ”receiver”, concepts known from the early work of Kapferer (2012).

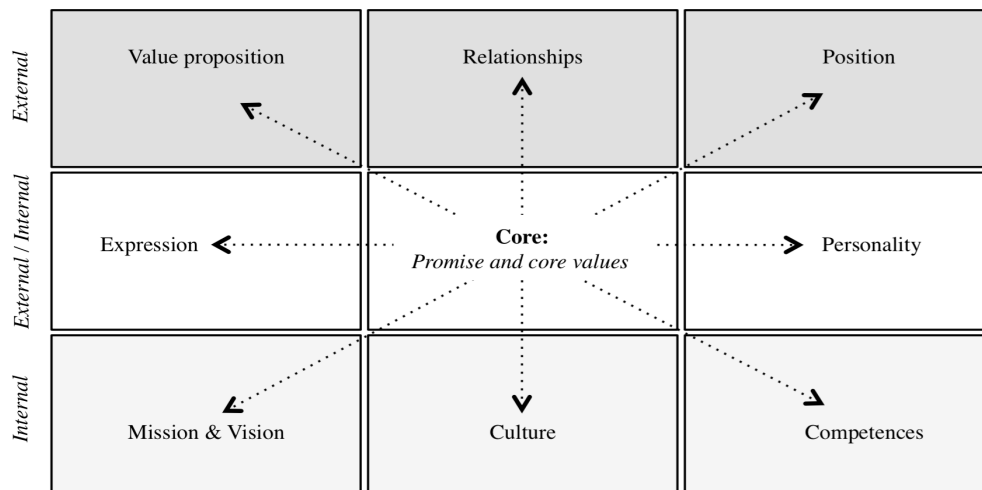


Figure 4, Corporate Brand Identity Matrix (Urde, 2013)

### 3.3.2.1.1 Internal

The internal elements of the CBIM relates to the values and internal organization of a company. These elements are described as “*the bedrock of the internal component of the corporate identity*” (Urde, 2013: 14)

#### *Mission and vision*

The mission and vision is what explains why a corporation exists and operates. The motives and vision of an organization is crucial when it comes to the corporate brand (Collin & Porras, 1989, cited by Urde, 2013). The importance of vision and culture as a part of building a corporate brand has previously been highlighted by de Chernatony (1999).

#### *Culture*

The culture of a company is supposed to reflect the beliefs and attitude of a corporation. In the CBIM the element of culture represents a possible source of differentiation and competitive advantage (Urde, 2013). Other potentially important aspects of corporate culture addressed by

Urde (2013), is the heritage of the corporate brand, the country of origin and iconic leaders of the corporation.

### *Competence*

The competences are what a company is particularly good at, and of particular strategic importance in creating sustainable competitive advantage. The core competences are particularly important when defining the corporate identity (Urde, 2013). Core competences are also attractive because they are harder for rivals to imitate than regular competences (Prahalad & Hamel, 1990).

#### **3.3.2.1.2 External/Internal**

This category is to be seen as a bridge between the internal and external elements, and includes the brand core element, among others.

### *Core: promise and core values*

Urde (2013) describes the function of the core element as the heart of the CBIM. Urde (2009) has earlier described the role and importance of core values when identifying the four categories in his 2009 article. The element draws from Aaker's (1996) brand identity-planning model and the brand and market orientation framework (Urde, Baumgarth & Merrilees, 2013). The core element integrates with all the other elements in the model, thus it is a key aspect of the framework. It can give focus, guidance and coordination in the management of brands (Urde, 2013).

### *Personality*

The personality element describes the personal characteristics of the corporate brand (Urde, 2013; Aaker, 1996; Kapferer, 2012). The corporate brand personality differs from the product brand personality in that it is dependent on the personality of the employees within the organization (Keller and Richely, 2006, cited by Urde, 2013).

### *Expression*

Drawing on Aaker's (1996) definition of the brand as a symbol, the element of expression can be considered to be the visual and verbal part of the corporate brand identity. The Urde (2013)

suggests asking the question: “What is unique or special about the way we communicate and express ourselves, which makes it possible to recognise us at a distance?” (Urde, 2013:16).

#### ***3.3.2.1.3 External***

The external category of the CBIM represents the elements of the corporate brand that are communicated towards the external stakeholders. In other words, the elements will have a significant influence on the image of the corporate brand. Since the corporate brand usually serves many different customer groups and stakeholders, it is important to consider what they communicate (Urde, 2013; Kapferer, 2012).

#### *Value proposition*

The value proposition is directed towards customers, as well as noncustomers. A value proposition used the right way should lead to a more favorable relationship between a brand and its customers (Aaker, 1996, cited by Urde, 2013). In the CBIM, Urde (2013) highlights the management challenge of formulating a specific value proposition that reflects a broad brand core.

#### *Relationships*

The choice of brand can also be seen as choice of relationship (Kapferer, 2012). This element focuses on the relationship between stakeholders and the corporate brand that is built over time, and help define the brand identity (Urde, 2013). A relationship in this situation can be described as the way an organization delivers its service, works with them and relates to them (Urde, 2013). Because of the multiple stakeholders of a corporate brand, several different relationships have to be considered, and that these different relationships might interact with each other (Farquhar, 2005; Fournier, 1998, cited in Urde (2013).

#### *Position*

Through this element, a company can decide how they want their corporate brand to be positioned in the market (Keller et al, 2012, cited in Urde, 2013). In the CBIM, the position element is included to be a point of reference for the process of positioning that follows the definition of the corporate brand (Urde, 2013).

### 3.3.3 CBIRM - Corporate Brand Identity and Reputation Matrix

Building on the research of Urde (2013), Urde and Greyser (2014) apply the CBIM-framework to the case of the Nobel Foundation. The purpose was to extend the framework further and add a new dimension: reputation. Urde and Greyser (2014) extract 8 different reputational elements, which they apply to the 9 elements of the CBIM. The framework is called the *Corporate Brand Identity and Reputation Matrix*, and its objective is to provide managers and scholars with a framework that includes identity and reputation. In the framework, the main linkages between identity and reputation are described in an easy and explanatory way. Each of the reputational elements is accompanied by a guiding question.

The CBIRM is of particular relevance for this type of study because it includes the reputational aspect. When analyzing a phenomenon from the customers' perspective, the focus lies on reputation, which is built on their perception of the brand in question. The communicational aspects are what the brand is trying to communicate towards the customers and other stakeholders.

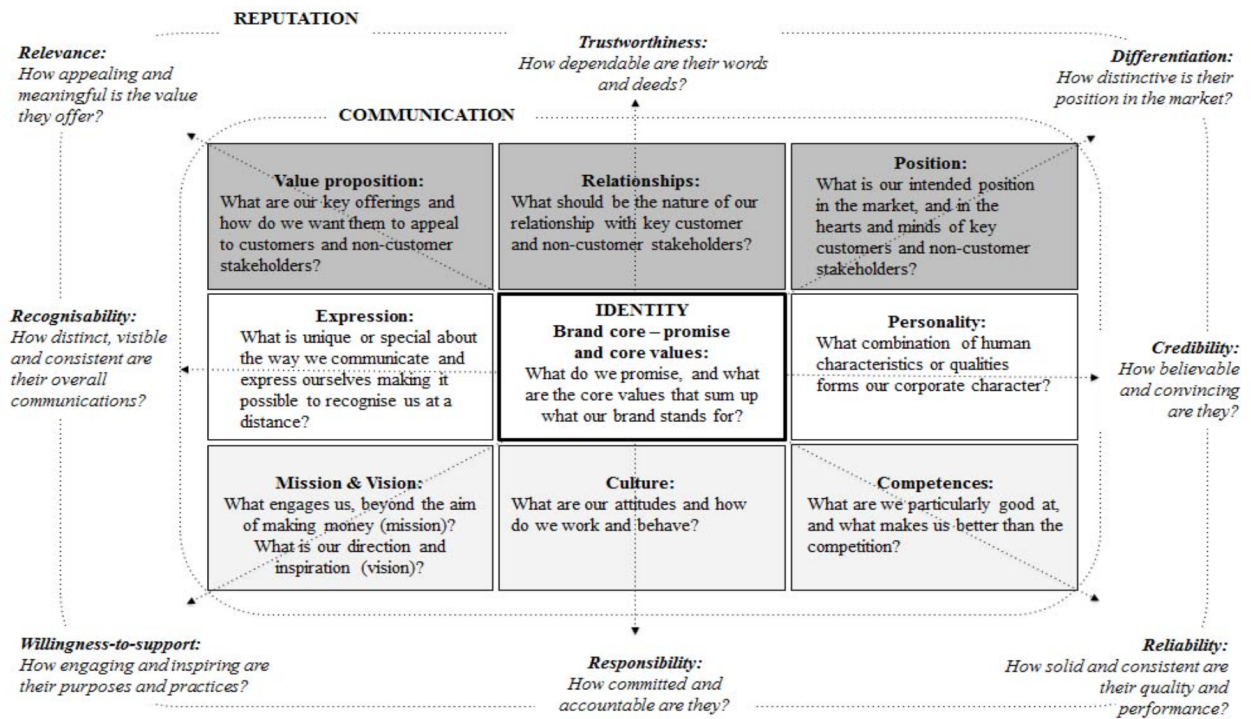


Figure 5, Corporate Brand Identity and Reputation Matrix (Urde & Greyser, 2014)

## 4 Empirical findings

*This chapter aims to outline the empirical findings that have been gathered through the data collection. The respondents have been divided into three different categories - shipping companies, supporting functions and industries - depending on their field of business and their connection to Copenhagen Malmö Port. Each category's opinions are summarized and presented in a table at the end of each section.*

### 4.1 Shipping companies

#### 4.1.1.1 Maersk

Maersk Line is a Danish global shipping company with presence in over 120 countries and has more than 36,000 employees worldwide. The shipping company is owned by The Maersk Group and has been the world's largest shipping company since 1996 (The Maersk Group, 2015).

Lina Stenhagen is the Inland Operations Manager for Sweden. This means that she is responsible for the inland depots, which are the logistics hubs not handling ships. The Operations Center for the European region is situated in Rotterdam and they are utterly responsible for the decision regarding choice of cargo ports. While Stenhagen's primary focus are the depots that are not reachable by ship, she contributes to the ongoing discussion with the Operations Center regarding the sea depots and the choice of which cargo ports to use. She has been at her current position for 1,5 years, and has previously been in different positions within Maersk Line for about 14 years. Maersk Line does not ship directly to Malmö today, but uses Copenhagen Port and is thereby a customer of CMP.

#### 4.1.1.2 "K" Line Europe

"K" Line Europe is the European division of the Japanese shipping and logistics company Kawasaki Kisen Kaisha Ltd, widely known as "K" Line. The headquarter for "K" Line Europe is located in London, and the company is responsible for all "K" Line activities in Europe, the Mediterranean and North Africa ("K" Line, 2015).

Peter Pettersson is Line Manager at “K” Line, which means he is responsible for “K” Line’s container traffic and partly RoRo from Gothenburg Port. He is responsible for the daily operations, to be in contact with key customers, personnel, closing deals regarding transports and he reports directly to the CEO of “K” Line Sweden. Previous to his current position, Pettersson has had various other positions within container logistics at “K” Line. “K” Line is active in most ports of Sweden, but has the majority of their traffic going through Gothenburg Port. Malmö Port is one of the ports where “K” Line is the least active in Sweden.

#### **4.1.2 Strategic reasoning**

The first and clearest response that was given from the shipping respondents when it comes to factors that determine where to look for a port to use was that the freight decides the way. Peter Pettersson states: *“The freight flows control the choice of port, the freight finds the best way and it has to be given the conditions to do so. That’s just how it is.”* The opinion of Lina Stenhagen at Maersk is similar to the picture Pettersson has given. Stenhagen describes the driving factor as the volume of freight that needs to be moved within a certain area. This can either be new freight opportunities created within an area, or if Maersk can see an opportunity to overtake freight from another shipping company. For example, she describes a current situation on the east coast of Sweden where Maersk only holds a 10 % market share. As a result of the low market share Maersk is currently looking for potential market shares to overtake, and thereby new ports to enter. Stenhagen says that as long as potential freight opportunities exist, they can work around other obstacles.

Further, Stenhagen declares that it is a question of demand and supply. The Maersk Line Operations Center in Rotterdam performs the major analytical calculations to determine whether an area is interesting or not. In these calculations variables such as price, distance, demand and potential supply are taken in consideration. Pettersson stresses similar factors when talking about a capacity overflow. Since the freight volumes within the shipping industry can differ widely over the months of a year, it is important to keep the capacity overflow to a minimum because of the potentially high costs. A way to do this is to aim for a good balance between the import and export that goes through an area or port. This way the shipping companies avoid sending empty containers one way, which is an unnecessary cost.

Pettersson expresses the importance of having industries in connection to a potential port location: *“You have to attract logistic centers where industries and companies import cargo so that they create traffic going in to the port, because traffic in to the port creates traffic out from the port”*. As an example, he describes a situation with Biltema in Halmstad Port. Through placing a logistics hub in Halmstad, they created a need for import freight going in to the port. Once feeders started going to Halmstad in order to deliver goods for Biltema, opportunities opened up for increased export from the area, which meant higher revenue for the port in Halmstad.

Pettersson says that he does not see the quality aspect as being very important when choosing where to operate. As long as you make sure the port can deliver what you need, that is enough. On the other hand, he says that he thinks it definitely affects the relationship they have with the ports they use. Stenhagen’s reasoning is similar to Pettersson’s, saying: *“Maersk can solve most things, as long as there is available freight”*.

When discussing the importance of supporting industries, the opinions of the two respondents differ. Pettersson thinks that the industry cluster within an area is vital for attracting shipping companies. Stenhagen on the other hand puts further emphasis on the cost aspect, and claims that it is still the far most important factor. While presenting this argument, it still seems that efficiency has an important role, within an area or port. As an example, Stenhagen mentions what Maersk did in the Oslo area, where they switched from one port to another even though the new port had worse infrastructure. The change partly had to do with the new port being able to offer a lower price, but also with the difference in efficiency. The old port was not able to reach the efficiency requirements stated by Maersk, which they need in order to provide a sufficient service for their customers.

The respondents both agree that demand is fundamental when choosing an area to do business within. In his argument, Pettersson returns to the importance of the geographical position and infrastructure within the area. Without these factors, the importance of the local demand fades.



Price has been stressed as an important factor, especially from Maersk’s Lina Stenhagen. She emphasizes the importance of port competition as a mean of reaching lower prices. Stenhagen is not sure whether a development towards specialized ports would be good or bad for Maersk and states: *“We only deal with container freight, so we are only interested in container ports”*. According to Pettersson, the port competition in Sweden is more or less unnoticed from their point of view. Even so, it seems that ports continuously approach “K” Line in order to get them to change port. For example he says that Uddevalla Port has approached them, but they do not have the geographical location that “K” Line would want for a port. Returning to the previous argument about increased export and import through a port, Pettersson reasons that if you want to attract freight from other players within the port industry you have to attract the big industry customers. This way, more opportunities will open up.

Among the shipping companies category there seems to be consensus about the insignificance of governmental activities. At least it is nothing they have to consider in this part of the world, from where they have experience. Stenhagen says that a total cost analysis is done, but other than that they do not put emphasis on the political aspects of an area. She argues though that other risks can be worth taking in consideration, such as workforce stability.

*Summary*

As seen in the table to the right, it is clear that the shipping company category emphasize the importance of factor conditions, demand and supporting industries. These are marked in green. Factors that are not considered important are marked in red and neutral stands marked in orange. The underlying factors are discussed in the analysis.

Table 2, Strategic reasoning, shipping companies

Porter's Diamond	Shipping Companies	
	Maersk	“K” Line
<b>Factor Conditions</b>		
<b>Demand Conditions</b>		
<b>Supporting Industries</b>		
<b>Port Competition</b>		
<b>Government</b>		
<b>Chance</b>		

### 4.1.3 Impression of CMP

*“It’s a good relationship, Malmö is good”*. Peter Pettersson at “K” Line has a rather clear impression of CMP as a port and partner. He describes CMP as a port with rather competitive prices and good work-efficiency. *“These parts are there, that’s not where they need to improve. It’s the freight they need”*. He argues that CMP have the space, but they need the industries connected to it. If you can attract producing industries in combination with supporting industries, you will have a successful concept.

Lisa Stenhagen’s opinion differs from Pettersson’s. She says that CMP are not very good at creating value for them as their customer. For example, Maersk have certain needs regarding handling specific types of containers, and they have had a hard time getting CMP to meet these needs. Instead, Maersk have experienced a comfortable attitude where CMP know they have a good geographical location in Copenhagen Port and therefore they do not have to adjust to the will of Maersk. From her experience, she says that CMP are not very keen on changing processes in order to raise the efficiency within the ports. She also describes CMP as one of the most expensive ports in the world.

Further Stenhagen does not think that she can identify any clear positioning of CMP. As mentioned, they do not the extra services Maersk wants, such as container repairs, which means other companies have to be hired to perform those services, increasing the costs. Pettersson at “K” Line thinks that he can see a vision from CMP that they want to achieve a clearer position, for example through their new barge service between Copenhagen and Malmö in order to decrease the number of empty containers that has to leave the port. He also experiences other ports trying to differentiate, for example Gothenburg Port that has developed their own railroad connections in order to reach Sweden’s foresting industry.

Regarding communication from CMP Peter Pettersson says that it is very important to communicate towards the industries, but from his experience it is not very important to do it towards the shipping companies. Pettersson states: *“Of course it is important to keep everyone up to date about what is happening, but most of all it is the industry they will have to reach”*.

Some sort of communication seems to be important for “K” Line as Pettersson at the same time argues: *“If you’re not visible, you don’t exist”*. Lina Stenhagen declares that CMP could have been more active in their communication towards them and says: *“CMP are not very active, for example Helsingborg comes up to us several times per year on their own initiative in order to maintain the relationship”*. Although she clarifies that Helsingborg Port is one of a kind when it comes to this kind of communication. Among other ports in general there she explains that there seem to be a “we are where we are, you can approach us”-attitude. She is hesitant regarding if the constructive dialogue with Helsingborg Port would have been a determining factor in deciding to use them or not, but she says that a bad relationship might be enough reason to leave a port for another. Neither Pettersson nor Stenhagen says they perceive any certain personality traits of CMP. However, Pettersson says: *“Today we view them more as a RoRo-port, a specialized port”*.

CMP does not seem to be communicating any special company vision, at least not that has been perceived by any of the shipping respondents. Peter Pettersson says: *“They don’t really have any special quality which will make us choose them, but neither has any other ports.”* Lina Stenhagen thinks that CMP wants it to seem like they have an open dialogue with their customers about improvements and changes, but when it comes to actually conducting them in reality nothing happens.

### Summary

To conclude the respondents’ impression of CMP and why they cooperate with them, the geographical location is emphasized as the number one reason. They have a good relationship with CMP, and they think that CMP are good at what they are supposed to be good at, but sometimes lack a will to develop along with their customers. With that being said, it is evident that the perception of CMP is, compared to other

Table 3, Impression, shipping companies

<b>CBIRM</b>	<b>Shipping Companies</b>	
	<b>Maersk</b>	<b>“K” Line</b>
<b>Value proposition /Relevance</b>		
<b>Relationships /Trustworthiness</b>		
<b>Position /Differentiation</b>		
<b>Expression /Recognizability</b>		
<b>Personality /Credibility</b>		
<b>Mission &amp; Vision /Willingness to support</b>		
<b>Culture /Responsibility</b>		
<b>Competence /Reliability</b>		

ports, rather indifferent and symbolized by the large orange and red area in the table above. However, positive impressions are marked in green, including the mission & vision, positioning, and competence variables.

## 4.2 Industries

### 4.2.1.1 Statoil Fuel & Retail Sverige

Statoil Fuel & Retail Sverige is one of Sweden's leading fuel companies and is owned by Norwegian Statoil Fuel & Retail A/S (Statoil, 2015:a). The company has over 700 gas stations across Sweden and other than providing different fuels such as diesel, petrol and ethanol they also sell snacks, candy, food and car maintenance articles at their stations. The company has eleven different depots in Sweden today from where they deliver refined oil products to their gas stations through external transportation companies (Statoil, 2015:b). The largest ports used within the Nordic countries are Copenhagen, Malmö, Stockholm, Gothenburg and Oslo.

Göran Fjällman is Sourcing Manager and is responsible for the network of depots that Statoil have in Sweden, as well as purchase manager for Statoil products. He has been within Statoil for 30 years and his earlier positions have included Technician, Salesman and Location Manager for different depots and stations.

### 4.2.1.2 Toyota (Motor Europe & Sweden)

Toyota Motor Europe is the European subsidiary of the Japanese automotive manufacturer Toyota Motor Corporation. Toyota Motor Europe is responsible for the sales and marketing of Toyota and Lexus vehicles, parts and accessories in Europe, together with the manufacturing and engineering operations performed in Europe. A vehicle logistics center is situated in Malmö, where installations are made before the cars are shipped to locations in the Baltic Sea (Stern, 2015). Malmö Port is Toyota's largest shipping partner and maritime hub in the Nordics with about 200 000 vehicles transferring through Malmö every year. Toyota Motor Europe is responsible for handling contracts and the operations towards the cargo port industry (Bergkvist, 2015). Toyota Sweden is Toyota's local sales company for the Swedish market, situated in Stockholm.

Peter Stern is Hub Manager in Malmö for Toyota Motors Europe and is responsible for the budget, investments and safety regarding Toyota's operations in Malmö Port. He has been in this position the last ten years and has had the same responsibilities since then. Mattias Bergkvist is Team Leader for Demand and Supply at Toyota Sweden, where he is in charge of sales planning, purchasing and logistics planning for the Swedish market. He has been within Toyota for ten years and been involved in sales, order planning and systems.

#### 4.2.1.3 Stena Metall

Stena Metall is a Swedish recycling company focused on gathering, recycling and processing of metals, paper, electronics, hazardous waste and chemicals (Stena Metall Group, 2015). The operations also include trading with raw materials such as steel, metals and oil. Stena Recycling in Malmö are situated just north of the North Port, from where bulk cargo is exported.

Jens Björkman is Head of Ferrous at Stena Metal International and is managing the sales of ferrous scrap. He is mainly responsible for the sales and logistics of the processed ferrous goods. He has been within Stena for more than ten years, in positions as commercial, product and trade manager within various business areas. Magnus Thorén is in charge of Sales Operations and Planning for Stena Metall, and his main responsibilities are the cargo streams and logistics.

### **4.2.2 Strategic reasoning**

For all industries interviewed it would mean large switching costs if they decide to switch location to another port. According to Göran Fjällman at Statoil it would cost them 500 million Swedish kronor to abandon their current location and establish a new depot in connection to another port. Toyotas Hub Manager Peter Stern says that they currently have a contract running for a total of 23 years with CMP, which still has about 12 years left on it. Even though these industries would face large costs if they move their businesses, they all have a continuous evaluation process of their current location at CMP and other possible locations. Magnus Thorén at Stena Metall says: *“we work with evaluation processes all the time, and that it is something you have to do”*.

All industries emphasize the importance of a good surrounding infrastructure, in order to make their work as efficient as possible. Overall, time seems to be a critical factor. Peter Stern at

Toyota says: *“Timewise we have to try to meet the demands from our customers”*. Further he emphasizes the infrastructure, and says that it contributes to a higher efficiency and shorter lead times.

Both Stena and Statoil speak about the local geographical conditions surrounding a port and one in particular, the natural depth of the port. These companies are both dependent on ships that carry heavy goods, and therefore it is important that the depth of the region/port is enough for them to be able to operate within an area. Both Statoil and Stena have other specific conditions, for example the fact that they have to be able to have depots and/or factories in connection to the port premises in order to have their business there.

When discussing intangible factors, the opinions of the respondents differ. Jens Björkman and Magnus Thorén at Stena claims that competence is an important factor: *“If there is no competence we can’t use the port, no matter what its geographical location is”*. Continuing, technology seems to have an even more central role: *“It doesn’t matter if the staff is good or if the port has a good geographical position if they don’t have sufficient technology to load a 30 000-tonne ship. Ships like that are not cheap to have lying around.”*

Mattias Bergkvist and Peter Stern at Toyota say that the strategic importance of the geographical location is crucial together with the infrastructure within the area. Regarding intangible resources within the area they both say it is not of a significance importance. They handle most of the operational work themselves with their own employees. Peter Stern says: *“The competence level in our part of the industry is very low, and we educate all our personnel ourselves”*, meaning they don’t have technical knowledge as a necessary competence among the workers they recruit. Göran Fjällman at Statoil says that they do not look very much at these kinds of resources either, since working with a substance like oil requires many different permits and licenses that external competence within an area does not matter, since they have to educate their personnel themselves.

The importance of having supporting industries within a geographical area varies among the respondents. Toyota says they are not dependent on supporting industry, although they are in

need of good subcontractors. Peter Stern also talks about the opportunity to cooperate with similar industries, something that he has thought about before regarding other car companies: *“There has been talks about doing this with Honda or Subaru, and I see absolutely no obstacles for doing that.”* Stena Metall is of the opinion that there could be of value for them if certain business developed their presence in Malmö port, for example the container industry, *“If there had been loading of containers at a nearby dock, we could have added some container-traffic, which would have been nice.”* Other than that Björkman and Thorén do not think Stena has much to benefit from other industries nearby. They have their own business, and they are not in the need of cooperating with others in that way.

Both Toyota and Statoil, running B2C-businesses, stresses the importance of having a local demand within a geographical area. Peter Stern says: *“Our sales team makes an estimation which we will adjust our operative work to”*. Stena on the other hand, mostly export their scrap metal, so the local demand does not matter to a great extent.

Regarding the number of ports active within a geographical area, Peter Stern at Toyota says he wishes there would have been more ports to chose from in southern Sweden. This way there would have been larger pressure on the ports to deliver a better service and develop. Göran Fjällman at Statoil leads a similar reasoning: *“Higher competition among ports may lead to ports specializing towards handling oil, a development Statoil would welcome.”* He also says that smaller ports often are more adaptive towards their customers and their needs.

*Summary*

The industry category emphasizes factor conditions as the most important factor when analyzing what port to use. Port competition is also seen as a positive factor, together with demand and supporting industries to some extent. A deeper reasoning of underlying factors is included in the analysis section.

Table 4, Strategic reasoning, industries

Porter's Diamond	Industries		
	Toyota	Statoil	Stena Metall
<b>Factor Conditions</b>	Green	Green	Green
<b>Demand Conditions</b>	Green	Green	Red
<b>Supporting Industries</b>	Green	Orange	Red
<b>Port Competition</b>	Green	Green	Orange
<b>Government</b>	Green	Orange	Red
<b>Chance</b>	Red	Red	Orange

### 4.2.3 Impression of CMP

The relationship these industries have with CMP are similar. They all have businesses located next to or within the port, but they employ their own personnel. A word that representatives of all three companies highlight is flexibility. Peter Stern at Toyota says: *“When we need extra space, we normally contact Björn [CMP’s Port manager], and he is usually cooperative”*. Göran Fjällman at Statoil has a similar reasoning when describing CMP. He says that he has a good relationship with CMP and that they are good at finding solutions to problems. He continues saying that he cannot think of anything missing in the cooperation with CMP, but if such a thing would occur Statoil would not hesitate to discuss it with CMP.

All respondents seem to think that they have a good relationship with CMP, and they trust that they can deliver what has been promised. When asked if CMP works actively with relationship building activities towards them as companies, the answers differ. While Thorén and Björkman at Stena claim that they do not notice it in any particular way, both respondents at Statoil and Toyota think that CMP works actively on building and maintaining a relationship. Magnus Thorén at Stena Metall says: *“We usually don’t sit down with them often to talk about how we can develop the cooperation, it is a fully developed collaboration”*. According to Göran Fjällman at Statoil he is able to see a correlation between how hard a port works on relationship building activities and the size of the port. Fjällman says smaller ports are often more willing to adjust and make conjoint investments with them, and that type of ports are more prone on finding effective solutions.

None of the respondents say that they perceive that CMP has a distinctly different positioning than their competitors within the cargo port industry regarding how they work. Göran Fjällman at Statoil mentions CMP’s increasing investments towards the cruise ship-industry as an example of a possible differentiation strategy. Magnus Thorén and Jens Björkman at Stena say that they are aware of this relatively new business that CMP is developing. They say it doesn’t interfere with their interests in the port, but can imagine it becoming a potential future risk if CMP decides to put more focus and resources on that part of their business.



CMP's communication towards the industry category mainly consists of their newsletter. Since they are all active within the port area, daily communication on different levels between the companies exists. The respondents at Stena Metall says that they have experienced an increased amount of communication from competing ports over the last couple of years, in an effort to try to get Stena to move their business away from CMP.

When discussing what CMP's greatest strengths are, the respondents have different views. At Stena Metall, they think their main competence is that they can deliver services with a high quality. According to Göran Fjällman at Statoil, CMP's greatest competences are their geographical location and the possible clients existing in the area surrounding the port. Peter Stern at Toyota has a similar opinion. He argues that one of their largest competences is their striving company vision and possible future developments, and Stern thinks that there are great opportunities for the port.

*Summary*

The industry category has a generally positive perception of CMP's brand identity and reputation, which is illustrated by the large green area in the table to the right. The most coherent perception is the one regarding competence, but does also include most of the factors covered in the CBIRM. However, the only factor where the perception is rather vague is the one considering personality. Further reasoning regarding this subject is found in the analysis section.

*Table 5, Impression, industries*

CBIRM	Industries		
	Toyota	Statoil	Stena Metall
Value proposition /Relevance	Orange	Green	Green
Relationships /Trustworthiness	Green	Green	Orange
Position /Differentiation	Green	Green	Orange
Expression /Recognizability	Orange	Orange	Green
Personality /Credibility	Orange	Orange	Orange
Mission & Vision /Willingness to support	Orange	Green	Green
Culture /Responsibility	Green	Orange	Orange
Competence /Reliability	Green	Green	Green

## 4.3 Supporting functions

### 4.3.1.1 NordöLink

NordöLink is a shipping company mainly operating between Malmö and Travemünde, with 4-6 daily departures (Finlines, 2015:a). The connection is mainly operated by so called RoPax traffic, which includes regular RoRo and passenger traffic with approximately a 75-25% distribution. NordöLink is part of the Finlines Group, which is a shipping company that operates in the Baltic- and the North Sea (Finlines, 2015:b). Finlines on the other hand is part of the Grimaldi Group, one of the world's largest operators of RoRo traffic. This ownership structure makes it possible for Finlines to offer services to and from the Mediterranean and the Atlantic Sea (Finlines, 2015:b). NordöLink is classified as a supporting function because of the only activity being the Travemünde - Malmö connection.

Antonio Raimo is the CEO of NordöLink and has responsibilities as Line Manager in Malmö, but also for Finnlink and TransRussia Express. This means that he is in charge of overlooking the trade for NordöLink between Sweden and Germany, with the operational management of the ships and contact with different ports. Raimo has been part of Grimaldi Group in different positions for his entire career and has been situated in various locations all over Europe. Staffan Winberg is Onboard Services Supervisor at Finlines, which means that he is responsible for the services onboard the ships.

### 4.3.1.2 Unifeeder

Unifeeder is a logistics company with feeder and short sea services in Northern Europe. The feeder service represents about 75% of their business. It mainly acts as a common feeder transporting goods for shipping companies who does not have feeders to a certain location, or for companies that does not have the frequency they need within their own operations. The short sea service transports goods with Unifeeder as the shipper between locations with shorter distances between them (Unifeeder, 2015:a). Gothenburg Port is where Unifeeder has the highest frequency, but their fleet also makes land in Helsingborg, Malmö, Stockholm and Gävle.

Morten Brühl is currently Country Manager for Unifeeder Sweden, and has been in this position for 6 months. He is in charge of the whole service offering to end customers covering mainly the quality aspects of the offering. However, logistics and pricing are centrally controlled by Unifeeder's headquarter in Denmark. Brühl has previously had various roles within shipping and logistics, including 18 years within AP Möller-Maersk and other companies as well.

### **4.3.2 Strategic reasoning**

Antonio Raimo brings up three main factors that influence the decision of where to collaborate with ports. The first one being the geographical location, the second being the internal and external infrastructure along with inland connections. Third he brings up competition in regards of location, efficiency and pricing. From Unifeeder's perspective it is more about their customers and their relations to a certain port. Morten Brühl mentions that Unifeeder does not decide actively about what ports to make land at, but rather that: *"The customer says that they have X amount of containers to a certain location, and asks Unifeeder if they can take care of that service"*. Unifeeder then has to decide if they want to take care of that shipment and thereby give an offer.

Both Raimo and Brühl brings up a port's geographical location as critical, because you cannot change a location and neither build a new one where you want it due to insufficient infrastructure. Another important fact that Morten Brühl talks about is the connections a port can offer the shipping companies, and he argues that if a port can offer direct connections to an end destination it will raise the odds of becoming a trading port. This is simply because every transshipment is expensive.

It becomes clear that efficient and fast operations are of greatest importance for NordöLink. Raimo mentions that: *"For a shipping company, the most important thing is that the operations in and out of the vessel are fast enough"*, and adds: *"A ship is built to stay at sea, not to stay at port"*. For Unifeeder this is an important aspect as well, where Brühl brings up tangible and intangible assets as equally important to reach a high efficiency. Morten Brühl says: *"The physical cranes and machinery are important, but almost as important is the flexibility in regards of labor from the port's perspective"*. By flexibility Brühl explains that it is important

that a port can adjust if ships make land at unexpected timeframes or inconvenient working hours. He mentions that there is a great difference between large and smaller ports, where he argues that smaller ports often are more flexible than larger ones.

Further Morten Brühl argues that supporting industries also are of great importance for the supporting functions. He says that logistics centers and similar functions that are situated in connection to the port can make it strategically important for the decision of a port. He also brings up the example of Halmstad where Biltema has a large import volume, which makes it important for the shipping companies to have connections to Halmstad. However, Brühl also argues that the proximity between the port and the cargo is becoming less important. He says that nowadays it is easier to plan the logistics to combine more ways of transportation, which leads to more goods available. Therefore, Morten Brühl argues that the decision of what port to use is possible to influence through efficiency and additional services, and not only through the geographical location. He adds though that proximity is still a factor one cannot ignore. On the same point Antonio Raimo argues that there are two factors to consider regarding supporting industries; firstly the production within the area, and secondly the size of the consumer market next to the port. However, Raimo adds: *“These factors can definitely be important, but can never solely determine the choice of port. Other factors, like infrastructure, always have to be taken in consideration.”* He continues to say: *“It is a plus for a port if that port is connected to this kind of industries. Having both import and export, through having added value industries in a port, makes it more attractive to shipping companies, since this means they can get more business.”*

Regarding competition between different ports both Morten Brühl and Antonio Raimo sees competition as a positive aspect. Raimo argues that port competition can be a reason for choosing a certain region, where they can choose ports that have the best location, efficiency and price. He adds that it is common that ports specialize and try to attract customers with specific needs in order to become competitive. Brühl discusses how ports can compete with each other and argues that: *“The ports that have poor systems, processes and routines cost a lot of money. If other ports are awake and responsive with high quality the whole experience results in that it is an easy port to do business with. If this is combined with a pricing model that implies value for money they will have an advantage”*. Morten Brühl brings up the geographical aspect as a

disadvantage in regards of competition: *“They are where they are. They can compete with their location, but with the cargo being further and further away from the ports, they have to ensure a reliable infrastructure.”* He concludes that the two most important tools for competitiveness when proximity of the cargo is getting less important, are frequency and destination, a high import/export frequency will make the port look good and the right connections will make it attractive.

Table 6, Strategic reasoning, supporting functions

Porter's Diamond	Supporting Functions	
	Unifeeder	Nordö Link
Factor Conditions		
Demand Conditions		
Supporting Industries		
Port Competition		
Government		
Chance		

*Summary*

The supporting functions category brings up all four interrelating attributes as being important for their strategic reasoning. However, neither government nor chance is considered as important for this category. The underlying factors for this result are found in the analysis.

**4.3.3 Impression of CMP**

Unifeeder and NordöLink have somewhat different collaborations with CMP. NordöLink’s offices are closely related with CMP, being situated in the North Port in Malmö and their main operations are going from this port. Unifeeder has a more extensive collaboration with the Copenhagen part of CMP than the Malmö part, and have been doing business in Copenhagen since 1977. Both respondents bring up efficiency as an important factor at CMP. Antonio Raimo at NordöLink brings up the North Port as an important reason for this. He argues that that it has improved the time of operations dramatically and that the efficiency is their greatest added value.

Regarding the positioning of CMP Antonio Raimo says that a port is just like any other company: *“The biggest difference I see between ports is how customer-oriented they are, if they have high ambitions or not. Some ports have a sort of dominants positions, and may lose some customer-oriented attitude. Being customer-oriented can mean adjusting to the will and needs of the customers or investing together with the customer.”* Raimo adds that his perception of CMP is that they are very customer-oriented. Morten Brühl says that he does not see any specific

differentiation at CMP. He discusses that they may have been a little overconfident in the handling of the container traffic where CMP lost an amount of cargo to Helsingborg Port. He says that CMP may have thought that the cargo would come back to Malmö, which it never did. He concludes: *“When the cargo once has taken a new direction, it is very hard to redirect it and bring it back again.”* Regarding pricing says Brühl that CMP is neither the cheapest nor the most expensive port.

Both NordöLink and Unifeeder bring up that they have good relations with CMP. Morten Brühl says that he does not detect any active attempts from CMP to improve the relation between Unifeeder and CMP, but that there is a confident trust between the companies. However, he thinks that there is a fundamental will from CMP to develop together with their customers, which for example shows in more personal meetings the last years. From NordöLink’s perspective Antonio Raimo says: *“We have a good cooperation, with an on-going discussion every day about how to improve ourselves.”* He continues to explain that the relation is understanding and that CMP wants to make the best out of it. Raimo also states that CMP act responsible in every situation and that it feels like a collaboration that all parts benefit from, and not a simple business transaction.

When it comes to the future development of CMP, Antonio Raimo says again that he sees a clear customer-oriented approach. He thinks there is a willingness to expand and develop within a number of areas in order to get the whole region to improve. Morten Brühl says that he sees an involved port that is thriving to excel and develop and that they have made it clear to them as a customer. However, as of now Morten Brühl does not recognize an active marketing communication from CMP. They receive CMP’s magazines and general information, but Brühl says that: *“Ports are not super proactive. They could be better in that regard, and direct their marketing towards other industries. This could change the relation to the ports today.”*

In conclusion Antonio Raimo says that CMP’s greatest strength is that they are confident and inspiring in what they do: *“One have always had the feeling that it is a buddy-relationship. They have an attitude of problem solving, that everything will be good. Service is an important part of*

*the offer and the relation with CMP.*” Morten Brühl thinks CMP’s greatest strength right now is the strong car side, and that they have a good brand regarding that aspect.

*Summary*

The supporting functions category has a rather clear view of CMP’s brand and identity, however some perceptions vary. It seems that the value proposition, relationship and mission & vision variables are the most coherent. Position is though the most varied perception. Further reasoning on why this is the case is found in the analysis section.

Table 7, Impression, supporting functions

<b>CBIRM</b>	<b>Supporting Functions</b>	
	<b>Unifeeder</b>	<b>Nordö Link</b>
<b>Value proposition /Relevance</b>		
<b>Relationships /Trustworthiness</b>		
<b>Position /Differentiation</b>		
<b>Expression /Recognizability</b>		
<b>Personality /Credibility</b>		
<b>Mission &amp; Vision /Willingness to support</b>		
<b>Culture /Responsibility</b>		
<b>Competence /Reliability</b>		

## 5 Analysis

*In this chapter the empirical findings are analyzed. This is done using the theoretical references presented in the theoretical chapter. First the strategic reasoning for choosing a geographical area to operate within among the respondents is analyzed using Porter’s Diamond applied on seaports from Haezendonck & Notteboom (2002) on competitiveness. Secondly, the respondents’ perception of CMP is analyzed using Urde’s (2014) Corporate Brand Identity and Reputation Matrix. Two descriptive tables are presented that summarize the empirical findings in regards of Porter’s Diamond and the Corporate Brand Identity and Reputation Matrix, and are used as a foundation for the analysis.*

### 5.1 Descriptive tables

#### 5.1.1 Porter’s diamond

In the table addressing Porter’s Diamond green color symbolizes that the respondents see it as an important factor, orange symbolizes a neutral stand and red means that the respondents do not bring up the factor or that they do not value it as important.

Table 8, Summary, strategic reasoning

Porter’s Diamond	Shipping Companies		Industries			Supporting Functions	
	Maersk	“K” Line	Toyota	Statoil	Stena Metall	Unifeeder	Nordö Link
<b>Factor Conditions</b>	Green	Green	Green	Green	Green	Green	Green
<b>Demand Conditions</b>	Green	Green	Green	Green	Red	Green	Green
<b>Supporting Industries</b>	Green	Green	Green	Orange	Red	Green	Green
<b>Port Competition</b>	Orange	Red	Green	Green	Orange	Green	Green
<b>Government</b>	Green	Red	Green	Orange	Red	Red	Red
<b>Chance</b>	Orange	Red	Red	Red	Orange	Orange	Red



### 5.1.2 Corporate Brand Identity and Reputation Matrix

The table addressing corporate brand identity and reputation is presenting the respondents' perceptions of CMP as a company and brand. The green color symbolizes a positive perception regarding the specific area, which thereby means that the respondent in question perceived CMP to have and use the attribute. The orange color symbolizes a neutral perception, or that the respondent were not able to answer and thereby has no perception at all. The red color symbolizes that the respondent has a negative perception of the specific attribute, which means that the respondent is looking for something that they perceive CMP not to have.

Table 9, Summary, impression

CBIRM	Shipping Companies		Industries			Supporting Functions	
	Maersk	"K" Line	Toyota	Statoil	Stena Metall	Unifeeder	Nordö Link
Value proposition /Relevance	Red	Orange	Orange	Green	Green	Green	Green
Relationships /Trustworthiness	Red	Orange	Green	Green	Orange	Green	Green
Position /Differentiation	Red	Green	Green	Green	Orange	Red	Green
Expression /Recognizability	Red	Orange	Orange	Orange	Green	Orange	Green
Personality /Credibility	Orange	Orange	Orange	Orange	Orange	Orange	Green
Mission & Vision /Willingness to support	Orange	Green	Orange	Green	Green	Green	Green
Culture /Responsibility	Orange	Orange	Green	Orange	Orange	Orange	Green
Competence /Reliability	Green	Orange	Green	Green	Green	Orange	Green

## 5.2 Porter's Diamond

In this part of the chapter the strategic reasoning made by the respondents will be analyzed with the help of Porter's Diamond. The empirical data will be categorized according to theory, and the opinions of the respondents will be mapped out in order to see which the strongest and most common opinions and arguments are for choosing a geographical area to operate within. In the figure below the opinions of the respondents are categorized, where the opinions in bold are considered most important.

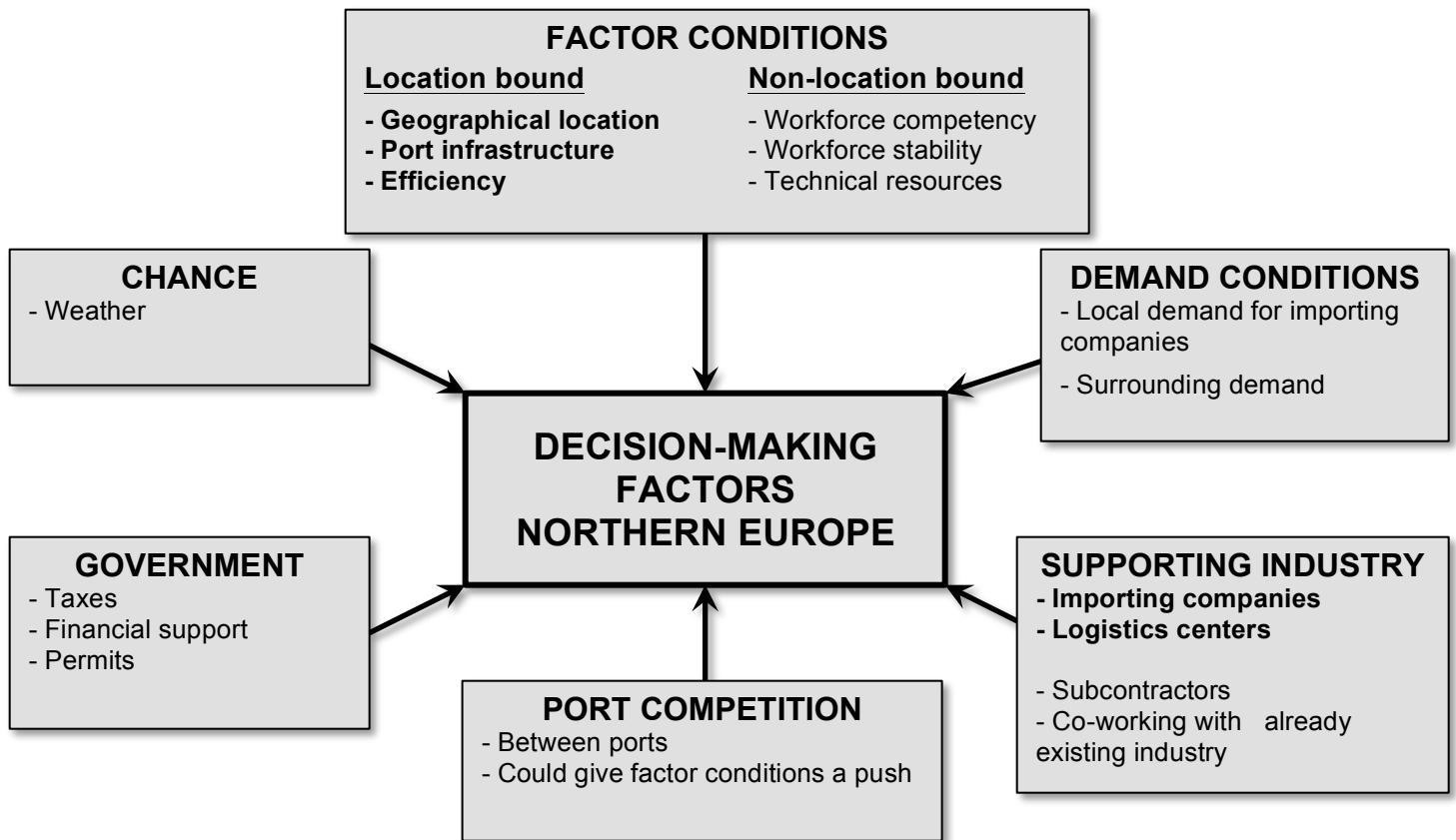


Figure 6, Porter's Diamond applied on seaports, revised. (Haezendonck & Notteboom, 2002)

### 5.2.1 Factor conditions

When discussing important factor conditions with the respondents, many reached a quick decision of the number one factor being the cost. By cost, they meant how much money it will cost to use the port. When talking about the cost for using the port it does not only include the actual price to pass through, but also all the surrounding costs that would come as a result of using the port. When discussing further, it became clear which of the underlying factors that was playing critical roles in determining what this total cost would be.

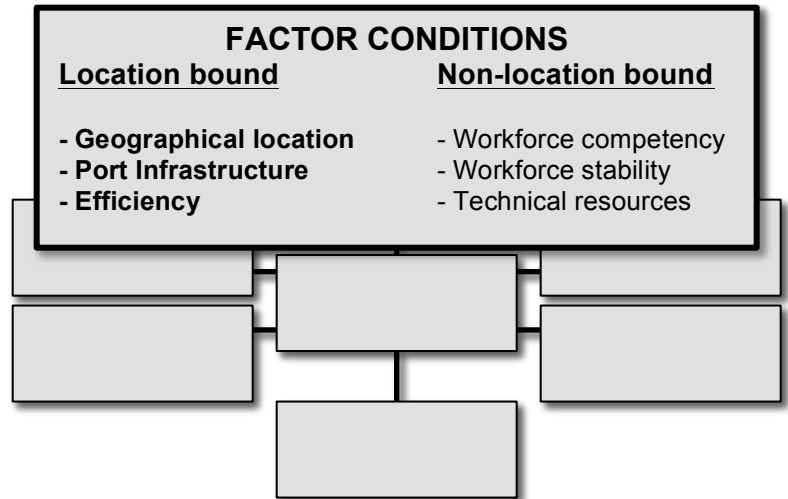


Figure 7, Factor conditions

Several respondents used the saying “the freight determines the way” during the interviews. By this they mean that the underlying factors that affect the freight is what decides, and they only simplify that route. Haezendonck & Notteboom (2002) describes two kinds of factor conditions, location bound and non-location bound. When the respondents talk about the total cost of using the port, several location bound factors can be identified as driving factors, which will determine such a price.

Infrastructure is mentioned by five of the respondents and can therefore be considered as one of the main underlying factors. When discussing infrastructure, the respondents use different definitions. Both Stena Metall and Statoil mention the depth of the area, which can be interpreted as an infrastructural factor. But the most common definition of infrastructure among the respondents is the connecting highways, the connecting sea lines and the railway connections. It becomes clear that this factor is one of the absolute most important ones.

Another factor that many of the respondents seem to agree upon is the geographical location of the port. This factor is of course related to the previous one, infrastructure. Returning to the saying “the freight determines the way”, the freight also seems to determine if certain

geographical locations are good or not. An interesting observation regarding this factor condition is that it is defined differently by the respondents depending on what kind of business they operate. For example, the respondents from Stena Metall say that a suitable geographical location for them is close to a large city. This is because they deal with metallic scrap, and a large city will produce a lot of metallic scrap. On the other hand, many other respondents have an opposite definition when describing a good geographical location. They argue that the short distance to the large city is a negative factor, since it makes the surrounding road system busier than it would otherwise.

Another important factor that many respondents bring up is the efficiency. The efficiency refers to how smooth and quickly freight can pass through an area. When further discussing efficiency, it becomes clear that it depends on an already mentioned factor, infrastructure, which is considered as a location bound factor. But respondents at Stena Metall, Unifeeder and NordöLink argue that non-location bound factors, as the competency and stability of the workforce within an area, also are of importance. The respondents at Stena also mention the importance of the availability of technologic resources, something that also can be interpreted as a non-location bound factor.

### *Summary*

The total cost of using a port is essential to all respondents, as could be expected. What is interesting is which driving factors are affecting the total cost. When analyzing the empirical material regarding the factor conditions, three underlying factors emerge; efficiency, infrastructure and geographical location. The location bound factor conditions are undoubtedly of more importance, but the non-location bound factor conditions also seem to matter to some extent.

## 5.2.2 Demand Conditions

Demand conditions refer to the demand within a specific geographical region. This can refer to demand from consumers and customers.

All respondents express an important need of a local demand except for Stena Metall. This is because their

business is entirely made up of exporting to other areas than Sweden. Respondents from Maersk and Toyota highlight that they have sales divisions constantly working with evaluation of the demand on the local markets. The respondent from Statoil claims that the two important questions regarding demand are where the consumers are and how to get to them. That way, he returns to the previous discussion regarding infrastructure within an area. Both respondents from Nordö-Link and “K” Line argue that the local demand is a result of the supporting industries.

Returning to the statement “the freight determines the way”, demand seems to be the foundation of that expression. Everything starts with the local demand, and it is certainly a crucial part of evaluating a geographical area.

As with Stena Metall, the importance of local demand depends on what type of business a company is performing. As explained by Peter Stern, Toyota uses Malmö as a pit stop when shipping their cars to the Baltic area and Russia. Therefore it can be argued that they are not only dependent on the demand within one area, but also within areas of the final destination of the freight.

### *Summary*

Demand is an important factor when choosing which geographical area to be active within, but the demand within surrounding areas also has an important role. Considering Toyota’s argument, the local demand may even be insignificant if the sole role of a port is to act as a pit stop or

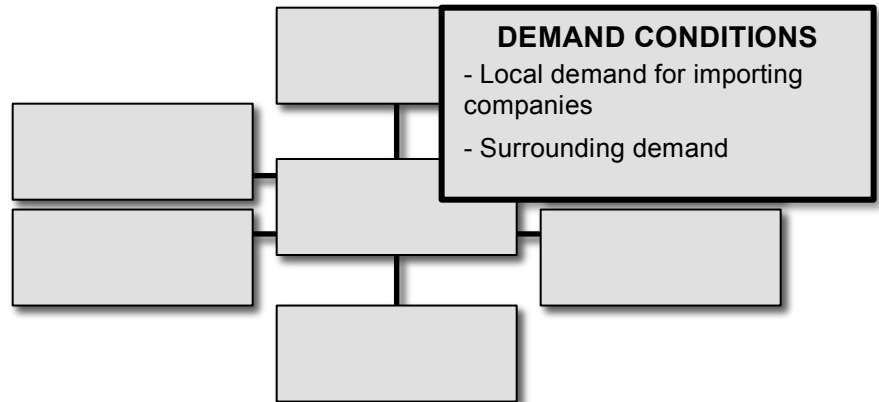


Figure 8, Demand conditions

transshipment station before the freight continues to its final destination. However, in order to facilitate import to supporting industries, local demand is important.

### 5.2.3 Supporting Industries

When discussing the decision-making process regarding what port to use as a trading partner many respondents brought up the importance of having balanced import- and export levels. Having balance gives a maximized value for shipping companies because they do not have to relocate containers on land, which is

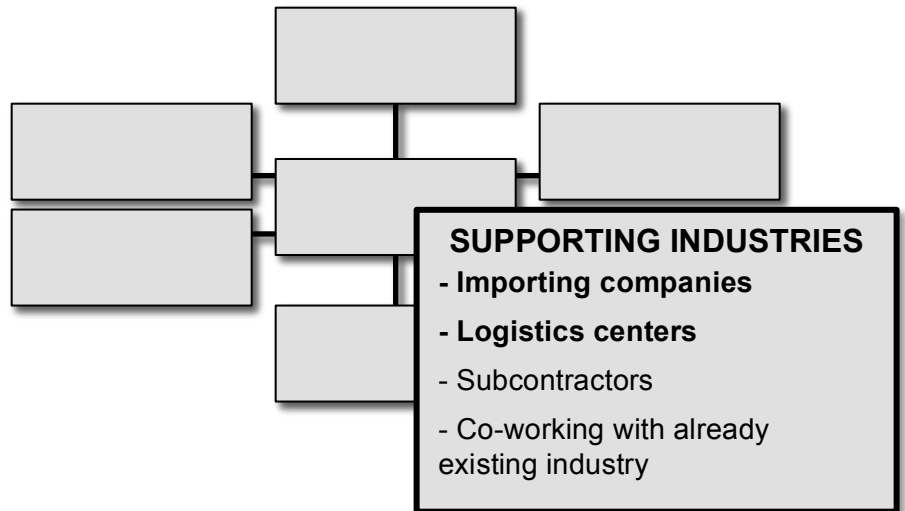


Figure 9, Supporting industries

costly. Balancing the import and export also make most stakeholders as efficient as possible. The import volume has shown to be the determinant for the export volume throughout this study. Many respondents identified import to a specific port as critical, and when a sufficient import volume is reached it will be profitable to export from this area as well. To conclude, import drives export which most likely results in lucrative trade. However, this is not as easy as it seems. In order to create import to a specific port there have to be companies willing to use the specific port for their trade. Ports will therefore have to attract industries to use them as trading partner by appealing to things they value. Another approach could be to offer them logistics centers and warehouses in close connection to the port. For example, all the respondents belonging to the industry partner category are having a depot or similar in connection to Malmö Port today.

Although it is mainly the shipping and supporting function categories that emphasize the importance of balanced import- and export levels and thereby the importance of logistic centers, the industry partners also brought it up. Peter Stern at Toyota mentioned the importance of good subcontractors within the area, and Göran Fjällman at Statoil talked about other oil companies who can share depots with them and transporting companies as important. To conclude, all these

things are different types of related and supporting industries, and as Porter (1990) states the presence of supporting industries is important to claim a competitive advantage.

### Summary

A very important aspect of ports is to have balanced import- and export levels. In order to create this it is important to be attractive for importing industries, because import drives export. By offering logistic centers to drive import it will most likely raise the export levels which contributes to the business of the shipping companies and makes the specific port attractive.

### 5.2.4 Port competition

All respondents refer to competition as a positive factor when evaluating an area. This is mainly because of the positive customer benefits that competition usually brings. There seem to be consensus regarding that port competition leads to better prices and higher quality in terms of efficiency and levels of productivity.

However, many respondents also brought up

that competition might lead to a higher amount of available freight in a certain area. Morten Brühl at Unifeeder argues that the distance between the port and cargo origin is getting longer, which means that there is more cargo possible to compete for. In order to compete, the ports have to have a functioning infrastructure. Although there is more cargo available, Brühl argues that this is not only positive for the ports. He states that since ports are location bound they are totally dependent on the infrastructure around them. Thereby, according to Brühl, one of the most efficient competitive tools is functioning infrastructure.

Another interesting, yet contradicting, point made by another respondent, NordöLink, is that competition may lead to differentiation, that different ports become specialized in one or few areas such as container, RoRo, cars or something else. If this is the case in reality, it will possibly result in more ports handling a specific kind of cargo, which may not be the most efficient way

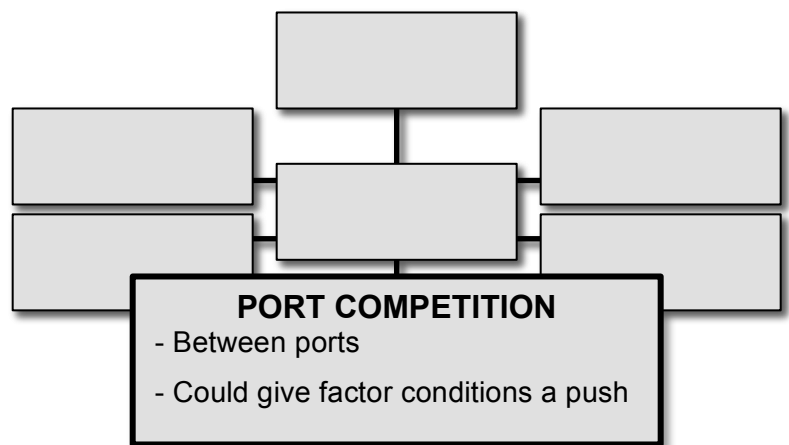


Figure 10, Port competition

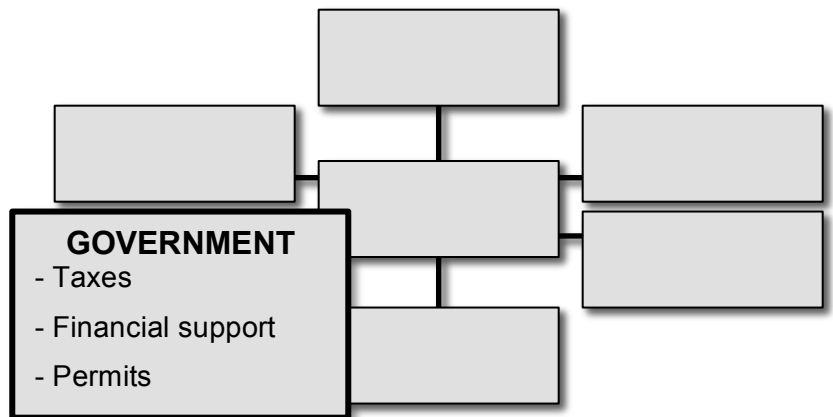
of doing business. Many respondents have said that they prefer as few ports as possible, which will not be the case with specialized ports.

*Summary*

Port competition seems to be a factor contributing to a number of other factors. It may not be the most important factor in itself, but it could give a result that is regarded as positive according to the respondents. The most common reaction on competition is that it leads to lower pricing, higher quality and more cargo available. However, it is not certain that it will be the consequence of intensified competition.

**5.2.5 Government**

The Government has not been brought up by all respondents as a contributing factor in the choice of area to operate in. As discussed earlier, this is probably due to Porters (1990) models being adjusted to be applied globally, not only in wealthy western democratic countries.



*Figure 11, Government*

Both “K” Line and Unifeeder claims it is not important for them, since they are just the carrier. Brühl at Unifeeder says it might be important for the owner of the freight, but not for them. Toyota, Maersk and Statoil all seemingly admit that it might affect the decision. Lina Stenhagen at Maersk and Peter Stern at Toyota both mention the economic perspective. Stenhagen mentions that the different tax-situations might be taken into consideration. Stern mentions the different possibilities for financial support from the government in the area where you choose to place your business. Another perspective that was highlighted by the respondent at Statoil was the willingness to give out permits. Peter Stern at Toyota also mentioned this, saying: *“The entire business is built on getting the permits”*.

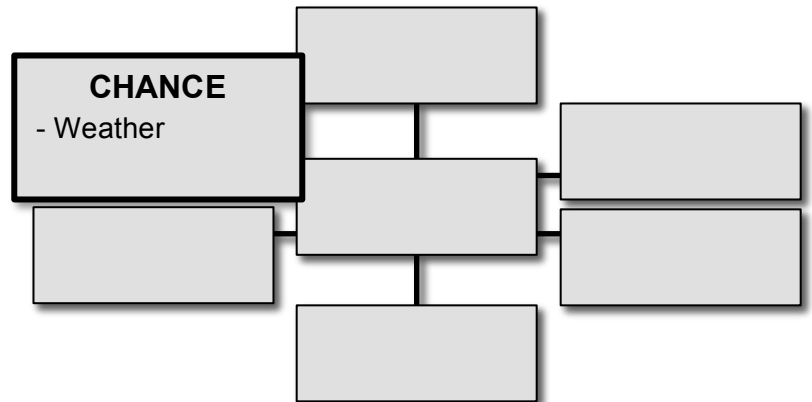


*Summary*

Within the Nordic regions, the government factor is not particularly important when choosing where to look for possible port-partners. Still, some of the respondents do mention factors like government funded financial support, different tax-situations, and the possibility of getting the right permits for conducting a certain business. To conclude, in stable regions as Sweden and the rest of the Northern European region, government is not a crucial factor when choosing area to be active in, but it could affect the decision depending on the economical elements.

**5.2.6 Chance**

Similar to government, chance seems to be a factor that companies do not have to discuss when operating within the Nordic region. “K” Line, Statoil and Unifeeder all say that this factor rarely has to be considered. The example Lina Stenhagen highlights when Maersk changed port in the Oslo area could somewhat be related to



*Figure 12, Chance*

chance, since they changed because of the uncertainty regarding if their old port could deliver what they had promised or not. The respondents at Stena Metall say chance in general is not important for them, but they need to know the weather in the area is suitable for their business.

*Summary*

In general, the factors that are included under chance in Haezendonck and Notteboom’s theoretical model do not seem to be of importance for the respondents. Only one of 7 respondents mentions weather as a possible problem, but the likeliness of it having an effect on their choice of port seems to be rather small.

### 5.3 CBIRM

In the figure below the opinions of the respondents are categorized and marked with a “+”, “o” or “-“ depending on if the opinions were positive, neutral or negative.



Figure 13, Corporate Brand Identity and Reputation Matrix, revised. (Urde & Greyser, 2014)

In this section, the respondents’ reasoning regarding CMP is analyzed and discussed. This is done in order to receive a full understanding for what customers of port companies are looking for in a business partner, but also of CMP as a company and how their brand and thereby reputation is perceived. This will be used when analyzing CMP as a brand and how it relates to

the aspects brought up in the diamond section. If there are so called common ground and comparable reasoning it will be of great help to define if a corporate brand can play a strategic role in the cargo port industry.

### 5.3.1 Value proposition / Relevance

When analyzing what CMP offer their customers an interesting thing is brought up. This is the overall feeling that all ports are the same and that CMP are just like any other industrial cargo port regarding their offerings. The industry thereby seems to be rather homogenous, which implies that it would be complicated to build a differentiated brand.

When digging deeper it seems as the perception differs depending on dealing with the Copenhagen or the Malmö side of the port. The respondents dealing with Copenhagen seem to be generally more negative towards CMP than the ones dealing with Malmö. As an example, Lina Stenhagen from Maersk mentions a lack of services. Maersk want their containers to be separated depending on grade, which CMP are not able to offer, but because of the monopoly situation in Copenhagen Maersk cannot pick another port for this area. In Sweden however, Maersk have chosen to use Helsingborg instead of Malmö. Stenhagen also talks about that CMP are inefficient in finding solutions and develop, and mentions that they are always open and positive in discussions, but when something have to be done it takes time.

“K” Line, the Industry respondents, and the Supporting Functions who all are dealing with the Malmö side of CMP contradict this opinion. They all indicate flexibility and productivity as two of CMP’s value offering activities. As Peter Pettersson at “K” Line mentions: *“The most important is that they keep competitive prices and a good productivity in order to level the playing field, which they have.”* What he and the others are pointing at is that CMP have a good

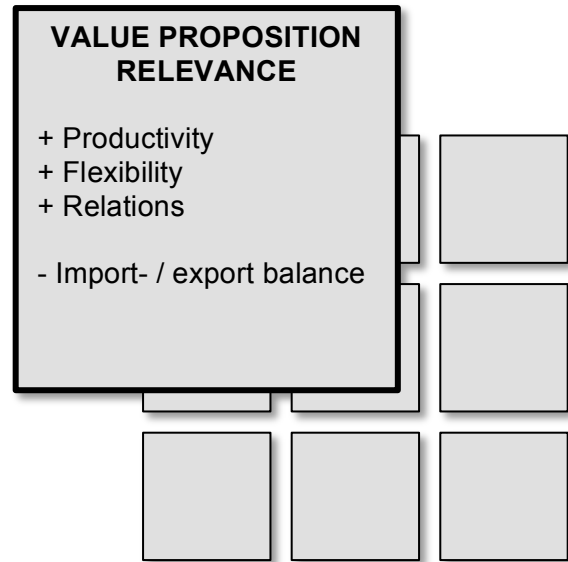


Figure 14, Value proposition / Relevance

and competitive offering, but they lack available freight and thereby a sufficient import-/export balance. As a solution for CMP's' lack of import, Pettersson suggests creating more railroad connections to the industries, like Gothenburg Port have done to the foresting industry in northern Sweden. Another important part that CMP seem to lack is the right port coverage, according to Pettersson. He states that CMP does not have the right connections to the continent, which make them less competitive. "K" Line for example use Rotterdam as their hub, but the feeders from Malmö goes to Hamburg, which is not suitable for "K" Line.

*Summary*

The perception of CMP and their offerings is far from coherent between the Copenhagen and Malmö side of the company. Copenhagen is seen as slow, expensive and relatively hard to deal with. Malmö, on the other hand, is seen as efficient and flexible. The question is how the respondents seem to have such different perception of the port in Copenhagen compared to the port in Malmö, even though it is still the same company.

Another interesting thing is the lack of import-/export balance in both locations. Copenhagen has a high import surplus, and Malmö a surplus in export. They have tried to solve this problem by launching a barge service, which can transport empty containers between the port locations, but that does not seem like a complete solution to the problem. In order to have a more competitive offering they will need to balance their cargo levels by attracting more import to Malmö.

**5.3.2 Relationships / Trustworthiness**

Regarding the relationships CMP has with its customers the opinions seem to differ. Some respondents claim that CMP does not work with any active relationship building towards their clients. Lina Stenhagen even mentions the relationship building they experience from Helsingborg port as a good example of how it could be done. Regarding the importance of working with relationships, she says relationship building might not affect the choice of port in the first place it can still influence to some extent. Morten Brühl reflects the opinions



Figure 15, Relationships / Trustworthiness

of Stenhagen, even though he seems to admit that he has seen an increase in these kinds of activities from CMP. On the contrary, two of the respondents think that CMP works actively with building and maintaining the relations. According to the respondents at Stena Metall the lack of active relationship building from CMP is that the business they share is already as developed as it can be. Göran Fjällman at Statoil says that he thinks the relationship they have with CMP is good, and that he generally thinks that smaller ports put more effort in to building fruitful relationships with their clients.

*Summary*

Overall CMP seem to have a well working relations with most of their customers, while the opinions on if they actively work with making the relationships better or not seem to differ. Whether there is an overall trust for CMP or not depends on how you define trust. More or less all respondents seem to trust CMP that they can perform the tasks and services they have committed to doing. On the other hand, if you by trust mean that the customers trust that CMP always do their best effort to develop and improve what they offer their customers, it is not as clear anymore.

**5.3.3 Position / Differentiation**

When discussing differentiation within the cargo port industry in general, many of the respondents seem to be of the opinion that it barely exists. Although some of the respondents have given mixed messages. Winberg and Raimo at Nordö Link first claim that “all ports are the same”, but when asking more specifically regarding CMP, they seem to have a perception of them being more customer-oriented than the average port. They also claim that they have seen a correlation between the extent ports tend to try to differentiate themselves and whether they have a dominant geographical positioning or not. In their opinion, ports with a very good geographical location can get lazy and

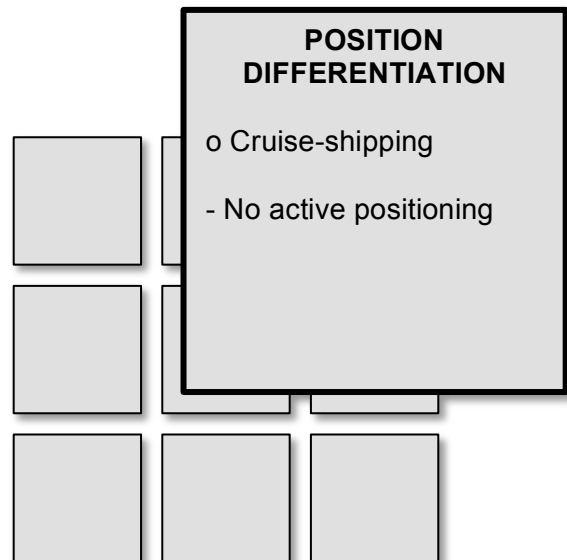


Figure 16, Position / Differentiation

don't work with their customers the same way ports with a worse geographical locations does. The respondents at Stena reinforces the perception given earlier, when saying that CMP is what you expect from a port: *"They're not better or worse than anyone else"*. Another view presented is that CMP have differentiated themselves towards the cruise and car industries.

*Summary*

Consensus between most of the respondents seems to be that there are no large efforts being made within the port industry when it comes to differentiation. Some efforts have been made though, for example Gothenburg Port trying to attract freight from the forest industry. Some respondents are of the impression that they differentiate towards car shipping and cruise-tourism, but it seems to be because they have large operations within that area, not as a result of active positioning from CMP.

**5.3.4 Expression / Recognizability**

The use of market communication in order to express a company's profile seems to be a rare thing in the cargo port industry. All respondents stated that they are rarely a subject for direct marketing activities from neither CMP nor any other port in the North European area. Peter Pettersson at "K" Line do not think it would make any difference for the shipping companies, but that it could make a difference if ports marketed directly towards industrial companies. He states that: *"If you can't be seen, you don't exist"*. The respondents within the industry category reasoned about communication and that it is currently more about relationship building than marketing tools. Jens Björkman at Stena mentions that they have experienced a tendency that shows a little more activity from other ports the last years, which could be a reaction towards what Pettersson mentions. Peter Stern from Statoil agrees with Stena, the activity is rising, but in Statoil's case a change of location is very unlikely because of the high switching costs. It is



Figure 17, Expression / Recognizability

rather when a location is closing down or changing that he recognizes other parties that want Statoil to move.

*Summary*

It seems like the competitive attempts are rising when it comes to marketing activities. Traditionally it has been a so-called quiet business, working more with good relations, but there seem to be a rise in branding and marketing. The reason for this could be because there is more freight available when the distance between port and cargo origin is increasing, more ports are simply useable. It could also be a result of corporate branding's importance for more industries. However, these marketing activities should be focused on industrial companies to bring import, which has seemed to work in Halmstad for example.

### 5.3.5 Personality / Credibility

None of the respondents have expressed that they have identified any specific personality traits of CMP, except for Stefan Winberg at Nordö-Link who expressed that he sees them as understanding. The reason for this is how they are always “on speaking terms” with them, and never create any conflicts. When discussing this, most of the respondents seem to return to a conclusion encountered before, “CMP is a port like any other”.

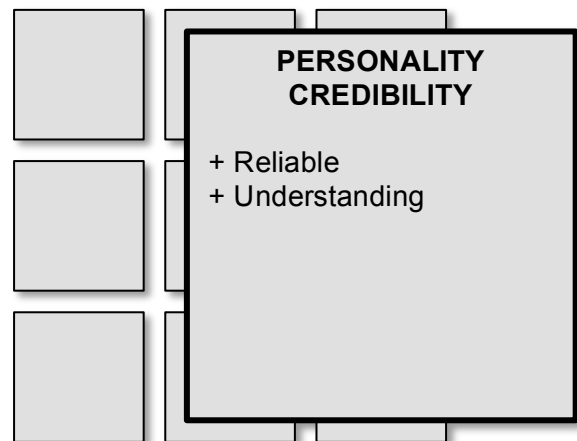


Figure 18, Personality / Credibility

*Summary*

It is obvious that the respondents have no clear perception of CMP's personality. There seems to be credibility towards CMP, in the way that they perform what is expected. But on a personal level, the respondents have no distinct perception of CMP and what they stand for.

### 5.3.6 Mission & Vision / Willingness to support

All respondents, except for Lina Stenhagen at Maersk, express that they perceive a Mission & Vision with CMP even though the perception of what that Mission & Vision is differs a lot. Four of the respondents claim that they experience CMP to have a willingness to develop their business, and two of these say CMP wants to do that in cooperation with their customers. Morten Brühl even says he thinks that CMP shows a fundamental willingness to develop with their customers, in a win-win-manner. Peter Stern at Toyota seems to think that CMP's project in the North Port

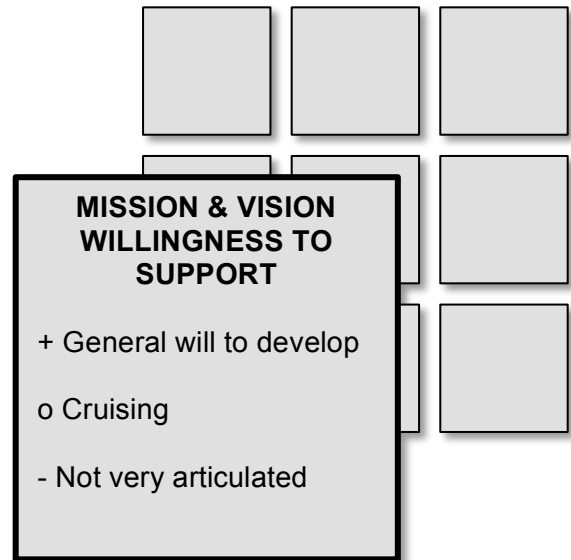


Figure 19, Mission & Vision / Willingness to support

represents their Mission & Vision of today. Toyota seems slightly dependent on which other industries that are present in the port. Stern mentions an example with particles from a nearby industry damaging their cars parked in the port area. Some respondents also brought up the cruise ship-business as a current mission and vision for CMP. Stenhagen from Maersk does actually mention that CMP shows a willingness to change things for the better, but rarely does. In other words some sort of vision that never becomes anything more than just that.

#### Summary

From a customer point of view, CMP has a vision and mission, but it is unclear what this actually is. The empirical data shows that the general perception is that the vision of CMP indicates a willingness to develop. Some respondents particularly mention developing towards the cruise-industry.

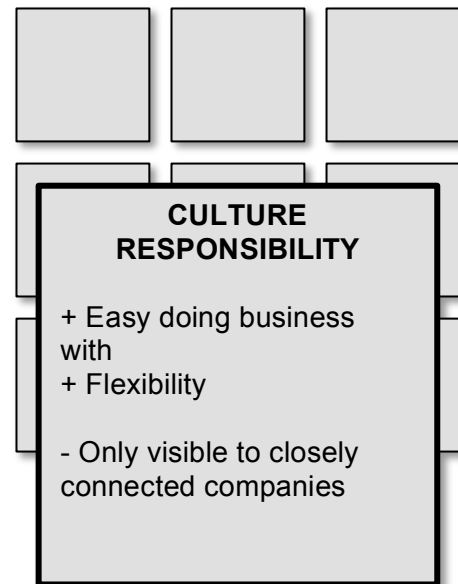


### 5.3.7 Culture / Responsibility

Most of the respondents do not mention any specific culture when speaking about CMP as a company. The main reason for this might be that they are not as engaged with CMP as a business partner. A reason for this could be that some of the respondents are located far from Malmö or Copenhagen. However, two of the respondents are located within the boundaries of CMP's operations and are in close connection and communication daily. These are Toyota and NordöLink, both with their offices on CMP's premises. Peter Stern at Toyota says that he does not have a clear notion of any communicated corporate culture, but he says that it is a basic and maneuverable organization, which is flexible when needed and easy to grasp. Antonio Raimo at NordöLink on the other hand has a clear view of the culture after many years in collaboration. He expresses that CMP have an engaging culture where they always show responsibility. He states that it feels like the relation is built as a collaboration, which everyone has to gain from, instead of a classical business agreement.

#### *Summary*

There seem to be some similarities between Toyota and NordöLink's perception of CMP. They both bring up flexibility and that it is easy doing business with CMP. However, it can be communicated in a broader sense and be more clear to all their different customers, not only to the closest as it is today.



*Figure 20, Culture / Responsibility*

### 5.3.8 Competences / Reliability

The respondents describe CMP's greatest strengths as the ability to handle large volumes of cargo, their good and constant quality, their geographical location and their customer focus. They also reason about potential customers, good future prospects, their flexibility and that they perform their operations in a responsible and trustful manner. Some of these strengths are directly related to the development of the North Port in Malmö, where some of the respondents mentioned it as one of the driving factors for Malmö's future. This development has given Malmö Port space to evolve and the tools necessary to develop as a port. A clear example of this is given by the respondents when mentioning available land, productivity and quality as the three top strengths. When speaking about Malmö as a city some respondents mentioned the large consumer base, however that it is not the strongest area for big industrial companies, which may make it hard to attract larger players with a demand for import.

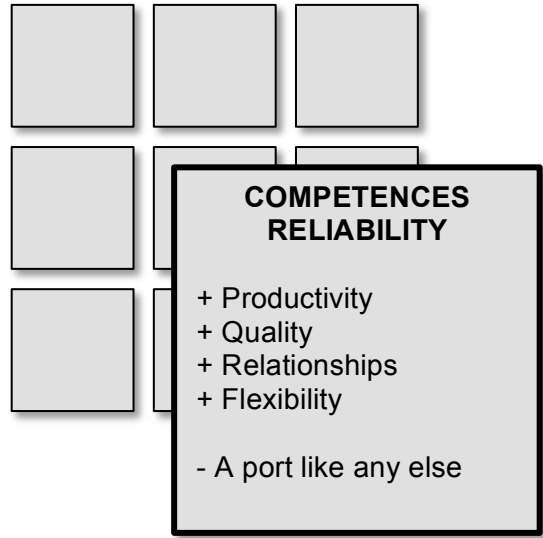


Figure 21, Competences / Reliability

Although there are a lot of positive aspects brought up by the respondents, all comments were not entirely positive. Peter Pettersson at "K" Line did for example bring up that there is nothing that makes you choose CMP before of any other port. This may have to do with that ports are such an undifferentiated offering. There are strengths of course, but these strengths may be anyone's strengths.

#### *Summary*

The most important strengths in the cargo port industry may be hard to identify. There are different key strengths for different types of cargo. For example container traffic have different critical success factors than RoRo. This is evident when speaking to the respondents. Even though they belong to different cargo categories they bring up the same type of strengths

although they may not choose the port firstly because of these strengths. This makes it a very complex industry. However, Malmö has a number of strengths; their productivity, quality, relationships and flexibility.

## 6 Conclusion

*This chapter highlights the most important findings regarding both the strategic reasoning and the impression of CMP's corporate brand. The two areas are combined in order to conclude if a corporate brand could play a strategic role, and how it could be used in order to increase competitiveness in the cargo port industry. The conclusions are discussed and assessed in a critical way leading up to possibilities for further research.*

### *Strategic conclusions*

According to the analysis it is evident that two interrelated attributes from Porter's Diamond (1990) stands out as the most important for customers when deciding on an area and what cargo port to use. These are factor conditions and supporting industries.

The most important aspects regarding factor conditions are, according to the analysis, the geographical location, the infrastructure surrounding the port and the efficiency in the port. Efficiency is a non-location bound factor, which seems to be slightly less important for customers, because it is a factor a port has to have. However, it is important for every port to ensure that the efficiency levels are optimized in order to be attractive in the first place. The two location bound factors, location and infrastructure, seem to be of higher importance because these differ depending on port and area, although they are controllable to different degrees.

The attribute of supporting industries springs from the articulated importance of balanced import and export levels. In order to reach balance a sufficient import level has to be acquired, which is done by attracting industries importing to Sweden in general or the area specifically. Because of this fact, the analysis points out the importance of logistics centers connected to the port. However, it is important to notice that export levels will not come automatically only because the import levels are available. If there is an overflow of import to an area there will be empty containers and ships, which will have to be transferred to where there is available export. Therefore, the port will have to create an environment where it is attractive for both export and import. Another important point to make is the importance of well-matched industries. Some industries are simply not suited to be situated closely to each other, and could result in more

problems than benefits for the individual industries. Ports will have to take this in consideration when deciding on what industries to attract and the placement of these.

It is evident that some of the factor conditions are interrelated with the supporting industries, which becomes important when discussing what attributes a port is able to influence. It is obvious that the geographical location of a port is not possible to influence, however infrastructure and industries with logistics centers are. With the reasoning regarding import and export levels in mind, it is possible to conclude that these depend on the infrastructure connected to the port. By ensuring a working and attractive infrastructure a port will be able to attract cargo from a greater radius, which will most likely affect the import and export levels. In order to do this a port will have to actively work closely with railroad companies or infrastructural authorities and convince them to plan in order to benefit the port. It is very important for a port to actively try to attract importing companies. In order to do this, the port will have to find the aspects important for every industry and make their value proposition clear to these players, which brings the reasoning into brand building.

#### *Branding conclusions*

When analyzing the empirical data with the help of the CBIRM (Urde & Greyser, 2014), it is made clear that the customers seems to have perceptions of CMP's corporate brand, although they are not coherent. The categories with three or more clear positive attributes connected to them are value proposition, expression and competences. These are the categories that existing customers pay most attention to, or at least have the most opinions about. Even though there are categories that appear as more salient than the rest, the opinions regarding these differ between the respondents and CMP lack a coherent image.

When taking a closer look at how the respondents perceive CMP overall, it is clear that many of the things that they associate CMP with are things that they expect from any port in general. For example, productivity and flexibility are highlighted. These are attributes that all ports need to have to function properly. This conclusion is supported by the fact that none of the respondents can identify any clear positioning-strategy for CMP.

On one hand, the incoherent perception of CMP implies there is no distinct corporate brand image of CMP today. On the other hand, the fact that there actually are somewhat clear, although incoherent, impressions might mean that there is a possibility to create a coherent corporate brand image through actively working with it in the right way and focusing on the right areas.

Something that characterizes the overall perception of CMP is that the overall opinions focus on CMP specifically and the specific tasks and actions they perform. For example, how their port personnel behave, the features of their physical area or what their internal vision is.

### *Combining strategic reasoning and branding*

A port can influence the factors infrastructure and supporting functions. In order to do this it is important to build an attractive offering but also, as this study shows, to have an attractive brand. In the case of ports it is not only about branding the operations and thereby a quay or a crane, but to make the region, connections and customers part of the brand. By taking a step back, looking at the port as part of a logistics systems with industries, shipping companies and supporting functions as part of the equation, it is evident that ports will have to work with a broader value adding offer towards all stakeholders. These stakeholders are probably not only those directly related to the maritime industry, but do also include railroad companies, municipalities and governmental authorities.

This leads to the conclusion that a port's brand is not only about the port itself, but it should include the region it is situated in, the customers it has, and the connections it has to external supporting functions, such as railroad and municipalities. A branding strategy of this kind includes a cluster of activities that are all related to the port either directly or indirectly, a strategy that could be called cluster branding. Cluster branding would involve that the port, its customers and external stakeholders co-branded the cluster of activities by marketing the region and the logistics system. In order to do this it is important that the cluster adds value to all parties involved and that everyone involved are taking part in the brand building process.

## *Summary*

Returning to the research questions of the study,

Can a corporate brand play a strategic role within the cargo port industry?

- *How can a corporate brand affect the decision-making process regarding the choice of cargo port?*

To conclude, a corporate brand could play a strategic role within the cargo port industry. Through cluster branding, where the port works actively with all major stakeholders, it is possible to create a joint brand image that would not only focus on the specific actions of the port, but instead on the overall image of the region, including related industries within the area, infrastructure, supporting functions and other external stakeholders.

## 6.1 Discussion

*In this section the conclusion will be critically discussed, and the theoretical and practical implications will be argued for. Finally, suggestions for further research will be made.*

The aim of the study has been to investigate whether the corporate brand could play a strategic role within the cargo port industry. What made the topic of study interesting was the opportunity to apply recent corporate brand management theories to an industry where there is not much corporate brand focus. The main object of the study has been to add to the understanding of theoretical models in an industry where the existing research of this kind is highly limited.

The conclusion of the study has been drawn based on empirical data consisting mainly of interviews with current customers of the case company, CMP. In terms of generalizability it is hard to define how generalizable the study is. CMP is a rather small port with a very wide area of business (oil, cruise-ships, RoRo, container, cars, etc.) compared to many of their competitors of similar size. Even if the ports would have been more similar, the fact that their geographical position is considered to be an important competitive advantage cannot be disregarded. As a result of these conditions the generalizability is not optimal, but still acceptable.

Concerning the reliability aspect, the data is compromised of a few, but large, customers of CMP. If other customers, or stakeholders, would have been interviewed other factors might have been considered important as well. The data regarding the strategic reasoning would most likely be similar, but the branding aspects might have differed. Since perceived brand image is a very individual aspect, both in terms of who the respondent is and the characteristics of the case company, it is most likely that the data would differ. However, by interviewing different categories of customers the study takes some of the reliability aspects in consideration and thereby consists of many different opinions.

### **6.1.1 Theoretical implications**

The study aims, and succeeds, to combine frameworks within strategic management and corporate brand management to investigate whether it, based on theoretical assumptions, is possible to use the brand as a strategic attribute.

The Corporate Brand Identity and Reputation Matrix has been used throughout the study, and been applied on a practical case, which has been asked for by previous researchers. Corporate brand management has been around theoretically, but not tested to a large extent academically. In this study this has been done not only in practice, but also on an industry that is generally not the subject for branding theories. This way the study is contributing to the subject of brand management in a rather new environment.

Regarding Porter's Diamond (1990) and the application on seaports by Haezendonck & Notteboom (2002), previous research has been focused on national competitiveness and ports globally. By examining the aspects of the diamond specifically to an area, as done in this study, it contributes to a larger understanding for the cargo port industry and the decision-making process in the Nordic region.

The conclusion of the study underlines the importance of a broader perspective when working with a corporate brand in the cargo port industry. This could be referred to as cluster branding. There is previous research performed within the topic of cluster branding, however this mainly relates to clusters containing similar industries. Porter (1990) brings up the concept of industry



clusters, where related industries are able to benefit from each other and become competitive. Concerning the concept of cluster branding, there is little academic research done, but there are some corporate reports to be found. Reports published by Tendensor (2012) and TACTICS (2012) discuss the execution of marketing and branding efforts within clusters, but these reports also primarily focus on similar industry clusters. However, this study implies that in the cargo port industry an efficient cluster should include supporting industries and other stakeholders as well. No previous evidence of this important aspect has been found, and no previous research is done within the cargo port industry concerning this concept, which implies that this study contributes with a different perspective.

### **6.1.2 Practical implications**

This study contributes to an overview of how the decision-making process, concerning what port to use, works. It contains information of which factors that are the most important when different categories of customers are looking for a cargo port. It could be of interest from a managerial perspective within cargo ports, in the Nordics specifically, to know what the reasoning concerning these decisions looks like. Hopefully, this will give ports incentives to work towards, in order to reach the needs and wants of their potential customers. Additionally, this study contributes with a new perspective on how brand-building activities can look like within the cargo port industry, and what it could lead to. This can be used when analyzing how to be competitive and what to focus on in order to attract customers. The cluster perspective of the brand may lead to a broader perception of what the port industry really is about and lead to new strategies in the industry. Hopefully, with this study in mind, the concept of branding will be more present within the cargo port industry.

### **6.1.3 Further research**

Regarding further research, it would be useful to conduct a study with a similar aim but a different approach than this one. A quantitative study would for example be a complement that could help map the strategic role of corporate brands on a broader scale within the cargo port industry. This can be done using a larger number of case companies in order to benchmark their efforts regarding brand building.

The findings of this study are mainly built on customers' perceptions of CMP and their experience from the strategic reasoning regarding what port to use. Building on the conclusions of this study, research aiming to explore the possible concept of cluster branding within the cargo port industry would be highly relevant. For further research, it would therefore be interesting to collect the empirical data from another category of respondents within the industry. For example focus on people living close to the port, port management or other external stakeholders. This could lead to deeper understanding for the cluster of activities and how corporate branding within clusters could be useful.

Further, this case study shows that there is potential for more active efforts regarding the corporate brand within the cargo port industry. However, this might be the case in more industries than cargo ports. In order to see to what degree of extension the conclusions can be generalized, a study within similar industries would be of great value.

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# 8 Appendix

## 8.1 Appendix 1 - Interview guide

Interview guide	
<b>Basic questions</b>	Who are you?
	What is your role in XXX? And what are your responsibilities?
	For how long have you been in this position?
	What other roles have you had in this industry?
Strategic choice of geographical area (Diamond competitiveness)	
<b>General</b>	Which are the main industrial ports you are using in Northern Europe?
	When you are choosing an area to operate in and find a suitable trading partner, what is the reasoning behind that decision?
<b>Factor conditions</b>	What (factor conditions) are crucial/critical for the choice of area? <ul style="list-style-type: none"> <li>● Location bound (Strategic places/Infrastructure/Skilled labor)</li> <li>● Non-location bound (Capital/Technology/Etc.)</li> </ul>
<b>Supporting industries</b>	How important is the existence of relating and supporting industry?
	When analyzing supporting industries, what are you primarily looking for?
	Is the variation of industry anything important?
<b>Demand Conditions</b>	Is demand anything important in the decision of geographical area?
	Not only potential customers, but suppliers, producers and transporting companies?
	What is most important for you: local-, national- or regional demand?
<b>Port competition</b>	Are many competing companies in a geographical area something you consider good or bad when choosing a trading area?
	What is the reasoning behind the competitive environment between industrial ports in the geographical area?
<b>Government</b>	Do you reason about the political situation in the geographical areas?
	Are politically financed investments something you consider?
<b>Chance</b>	What is your reasoning about non-reliable factors in the geographical area? (Weather/Political instability/Strikes/Changes in currency or demand)
<b>Overall</b>	What criteria are the most important when deciding on a geographical area to find a trading partner (export-/import port)?



Choice of CMP/Industrial port/Trading partner (CBIRM)	
<b>Basic questions</b>	How is the relation between XXX (you) and CMP?
	Which/What areas do you cooperate/do business within?
	For how long has this collaboration been going on?
	Why do you cooperate with CMP?
<b>Value proposition/Relevance</b>	What does CMP offer you? <ul style="list-style-type: none"> <li>• How do they contribute/add value to your organization?</li> </ul>
	Do CMP offer anything specific for just your organization?
	Is there anything you miss in CMP's offerings? (What do they not offer?)
	How could CMP add more value to your organization?
<b>Relationships/Trustworthiness</b>	What does your relationship with CMP look like today? <ul style="list-style-type: none"> <li>• Are CMP working actively with relationship building activities with you as a customer?</li> </ul>
	What should active relationship building activities bring?
<b>Position/Differentiation</b>	How do CMP differ from other industrial ports? (Sweden and Internationally)
	Do you perceive CMP as different from other industrial ports in regards of their positioning?
<b>Expression/Recognizability</b>	How do you perceive CMP's communication-/advertising-/marketing activities? <ul style="list-style-type: none"> <li>• Do they differ from other actors in the industry?</li> </ul>
	How does CMP communicate with you? <ul style="list-style-type: none"> <li>• Is this different from other players?</li> </ul>
<b>Personality/Credibility</b>	If you would try to impersonate CMP as a personality, how would you describe them? <ul style="list-style-type: none"> <li>• Why do you pick those personality traits?</li> </ul>
	Do you think CMP actively communicate these traits?
<b>Mission &amp; Vision/Willingness to support</b>	From your perspective, what are CMP's mission and vision?
	Do you perceive them as engaging and inspiring in their work?
	Are these factors important for you as a customer to CMP?
<b>Culture/Responsibility</b>	What is your perception of CMP's corporate culture? <ul style="list-style-type: none"> <li>• What does it look like/perceived as?</li> </ul>
	Do you perceive CMP as responsible in your collaboration?
<b>Competences/Reliability</b>	What are CMP's greatest strengths as an industrial port? <ul style="list-style-type: none"> <li>• Do CMP offer any other services or opportunities than other industrial ports in the regional area, and in general?</li> </ul>
	What is your perception of the overall quality of CMP's activities? <ul style="list-style-type: none"> <li>• Are these consistent and upheld?</li> </ul>

## 8.2 Appendix 2 - List of CMPs 20 largest customers

20 largest customers, 2014 Jan - Sep	
<u>Customer</u>	<u>Industry</u>
<b>KESS, "K" Line</b>	Car transportation, Container cargo
<b>Nordö-Link</b>	Shipping
<b>Royal Caribbean Cruise</b>	Cruise
<b>Unifeeder</b>	Logistics
<b>Stena Metall</b>	Recycling
<b>MSC Denmark</b>	Cruise
<b>DFDS</b>	Shipping
<b>AP Möller – Maersk</b>	Shipping
<b>Oiltanking</b>	Oil
<b>Princess Cruises</b>	Cruise
<b>Toyota Logistic Service</b>	Cars
<b>DSV Air &amp; Sea</b>	Logistics
<b>Samtank</b>	Oil
<b>Statoil Fuel &amp; Retail Sverige</b>	Oil
<b>CMA-CGM Denmark</b>	Shipping
<b>Autolink Sweden</b>	Logistics
<b>Skandia Transport</b>	Logistics
<b>Sten &amp; Grus Prøvestenen</b>	Raw-material
<b>141 Kulturkansliet</b>	Real estate
<b>ContainerCare</b>	Container service

### 8.3 Appendix 3 – Fictional article in Swedish newspaper Sydsvenskan



## Är varumärken för alla?

**LUND** De senaste åren har begreppet corporate branding vuxit sig allt starkare inom företagsvärlden. Men gäller det verkligen alla branscher? En ny studie från Lunds universitet utreder huruvida det finns utrymme för ett strategiskt varumärkesbyggande inom industrihamnsbranschen.



Det har länge funnits en medvetenhet kring varumärkets betydelse för konsumentprodukter. Det är kanske det som gör att det känns bättre att ha det franska modehusets hudkräm i badrumshyllan istället för mataffärens egna dito. Överallt pumpas produkters betydelse för oss som människor ut och företagen lägger förmögenheter på att positionera sina varumärken för att passa just dig som person helt rätt. Rätt varumärke kan både vara självförverkligande och sätta guldkant på vardagen för dig som konsument, vilket som företagen själva är mycket medvetna om.

De senaste åren har varumärkestrenden även nått mycket längre än produkterna själva. För att hitta företaget bakom tvättmedelspaketet behöver du inte längre leta, utan företagets logotyp syns tydligt på framsidan av paketet. Detta är ett tydligt tecken på att varumärkets betydelse växer, vilket visar sig i branscher långt bortom konsumentartiklar. Nuförtiden är varumärket lika viktigt för läskedrycksburken du håller i handen som för affärssystemet du använder på jobbet. Varumärken har därmed visat sig vara lika viktiga i kommunikationen företag emellan som gentemot dig som konsument.

**Frågan är dock** om detta kan gälla alla branscher? Skulle ett starkt varumärke verkligen kunna påverka till exempel en traditionell industrihamns ställning?

### MEST DELADE ARTIKLARNA



5858 delningar "Avsätt tid för studenterna eller lägg ner läkarprogrammet"



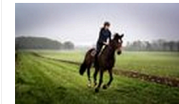
1881 delningar Lyft när Londons lärare tog makten



1523 delningar Vad kan du om Pippi Långstrump?



1056 delningar Malmös egen gondoljär: "Jag brukar få konstiga idéer"



969 delningar På hästryggen får musklerna jobba hårt

Ekonomistudenterna Gustav Wingstrand och Björn Hellqvist läser sista terminen på Civilekonomprogrammet vid Ekonomihögskolan på Lunds universitet. Som examensarbete har de valt att genomföra en studie kring organisationers varumärken inom en bransch där det vanligtvis är ett sällan förekommande uttryck, industrihamnsbranschen.

- **Vi har båda** länge varit intresserade av den strategiska aspekten av organisationers varumärkesbyggande. När vi fick möjlighet att komma i kontakt med ett företag i en bransch där detta fenomen inte får så mycket uppmärksamhet, såg vi en utmärkt möjlighet att testa akademiska teorier inom ämnet i en praktisk miljö, säger Björn.

Studien är skriven i samarbete med Copenhagen Malmö Port, CMP, företaget som driver industrihamnarna i såväl Malmö som Köpenhamn.

- **Vi är mitt** i processen att bestämma vad som ska göras av vårt stora areal i den nybyggda norra hamnen i Malmö. Därför såg vi mycket stor nytta i att få djupare förståelse för vårt varumärkes faktiska betydelse för vår verksamhet, säger CMPs VD Johan Röstin.

Studenterna har genomfört intervjuer med några av industrihamnens största kunder. Intervjuerna har handlat om vad som avgör valet av område lämpligt att ha en hamnpartner i, samt att kartlägga hur uppfattningen om CMPs varumärke ser ut idag.

**Studien visar på** att det viktigaste när det kommer till att välja område är framförallt två faktorer, faktorförhållanden och stöttande industri. Med faktorförhållanden åsyftas faktorer så som geografiskt läge och infrastruktur. Stöttande industri syftar på industrier som har mycket likheter med företagen i fråga eller har ett liknande fraktbehov. Studien pekar också på att de intervjuade kunderna inte har någon enhetlig bild av Copenhagen Malmö Ports varumärke.

- Åsikter finns det gott om, men de är inte vidare sammanhängande, kommenterar Gustav.

**Enligt studien så** finns det utrymme för ett aktivt strategiskt varumärkesbyggande inom branschen, så länge man har rätt fokus. För att driva ett varumärkesbyggande som faktiskt gör skillnad krävs det att industrihamnarna lyfter blicken och ser till hela regionen de befinner sig i. För att skapa ett starkt varumärke som kan påverka potentiella kunder så behöver industrihamnarna aktivt arbeta med hela regionens varumärke.

- Det handlar inte om att framhäva kajens bredd, eller containerkranens höjd. Istället måste industrihamnarna arbeta mot samtliga externa intressenter för att skapa en attraktiv helhet förklarar Gustav.

**Studien i sin** helhet kommer att publiceras under juli månad och går att ladda ner via Lunds universitets hemsida.

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#### TAGGAR

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