

Putting Southern Sweden on the Map:  
A Case Study of Malmö as a Platform  
for Foreign-Owned Companies

Caroline Lindeskog

June, 2019

Lund University, Faculty of Engineering, LTH



**LUNDS**  
**UNIVERSITET**  
Lunds Tekniska Högskola

**Supervisor:** Ulf Silbersky      Lund University, Faculty of Engineering, LTH  
**Examiner:** Ola Alexanderson      Lund University, Faculty of Engineering, LTH

Thesis for the Degree of Master of Science in Industrial Engineering and Management

© 2019 Caroline Lindeskog

Department of Industrial Management & Logistics

Division of Production Management

Lund University, Faculty of Engineering, LTH

Ole Römers väg 1

Box 118, SE-221 00 Lund

Sweden

[www.pm.lth.se](http://www.pm.lth.se)

# Acknowledgements

This master thesis was written during the spring of 2019 by Caroline Lindeskog, as a final project within the study program Master of Science in Industrial Engineering and Management at the Faculty of Engineering at Lund University. The thesis of 30 credits was carried out during one semester, finalizing five years of education and a master's degree consisting of 300 credits in total.

First of all, I would like to express my sincere gratitude and appreciation to my supervisor Ulf Silbersky, at the division of Production Management at the Faculty of Engineering, who has provided me with great support throughout the entire project. Thank you for your commitment and appreciated advice along the way. Your positive mindset and analytical skills have been highly valuable for the completion of this thesis. It has been a pleasure exchanging ideas with you.

I would also like to express my special thanks to the interviewees of this thesis, Björn Svensson, Managing Director at Panasonic Fire & Security Europe AB, Annika Berglund, HR Business Partner at Mercedes-Benz Sverige AB, and Cerold Andersson, Managing Director at Fanuc Nordic AB, who devoted their time and patience in sharing valuable insights to my work. This thesis would not have been possible without your input.

Last but not least, I would like to thank Invest in Skåne, the official business promotion agency for southern Sweden, which this thesis was written in collaboration with.

*Caroline Lindeskog*

Caroline Lindeskog

*Lund, June 2019*



# Abstract

Malmö is the third largest city in Sweden, located in the southern part of the country. It has become more common that established enterprises, both Swedish and foreign-owned, actively choose to relocate their businesses to Malmö. As foreign direct investment, FDI, plays an important role in a region's globalization process, these establishments benefit the host region in several ways. Even though Malmö has the potential to serve new establishments and relocations of foreign-owned companies, Malmö is still a relatively small city compared to other, more well-known locations. The purpose of this thesis is thus to examine how international and foreign-owned companies in Malmö experience the city from the perspective of their own operations and business needs. A multiple case study is conducted, where three foreign-owned companies in Malmö express their views on the issue. It is found that Malmö's close access to Copenhagen Airport, Scandinavia's largest airport, is highly valuable for the three companies included in the study, for outgoing business trips as well as incoming visitors. Malmö's direct linkage to Copenhagen and Denmark via the Öresund Bridge is also highly convenient for a fast and easy access to both Denmark and Copenhagen Airport. Despite Malmö's close access to universities and research centers, the companies have all experienced some difficulties with finding qualified people when recruiting to certain positions. However, the companies still consider Malmö to have a promising potential in producing and appealing highly-skilled people in general. Obtaining local and physical resources, such as land and office facilities, is considered to be an easy-going process in Malmö in general. The city thus seems to have a sufficient capacity to provide both small and larger companies with business accommodations when settling in the city.

**Keywords:** Case Study, Foreign Direct Investment, FDI, Foreign-Owned Company, Subsidiary, Establishment, Malmö, Skåne, Greater Copenhagen, Sweden



# Executive Summary

<b>Title</b>	Putting Southern Sweden on the Map: A Case Study of Malmö as a Platform for Foreign-Owned Companies
<b>Author</b>	Caroline Lindeskog
<b>Supervisor</b>	Ulf Silbersky
<b>Background</b>	<p>Malmö is the third largest city in Sweden, located in the southern part of the country. It has become more common that established enterprises, both Swedish and foreign-owned, actively choose to relocate their businesses to Malmö. Foreign direct investment, FDI, plays an important role in a region's globalization process. This results in a more competitive business climate which in turn increases the productivity within the host region. Even though Malmö has the potential to serve new establishments and relocations of foreign-owned companies, Malmö is still a relatively small city compared to other, more well-known locations. By investigating how existing foreign-owned company establishments in Malmö perceive the city as their company base, a reality-based and summarized image of Malmö's assets and resources can be examined.</p>
<b>Purpose</b>	<p>The purpose of this thesis is to examine how international and foreign-owned companies in Malmö experience the city from the perspective of their own operations and business needs.</p>
<b>Research Questions</b>	<p>The research area is characterized by one main research question which in turn is broken down to three underlying sub-questions.</p> <p><i>Main Research Question:</i> What makes Malmö a suitable location for foreign-owned companies to establish themselves in?</p> <p><i>RQ1:</i> What are the geographical motives? <i>RQ2:</i> What are the human resource-based motives? <i>RQ3:</i> What are the local resource-based motives?</p>
<b>Method</b>	<p>This study has an exploratory purpose, with a qualitative character and an abductive research approach. The research strategy is portrayed by a holistic multiple case study, studying three foreign-owned companies located in Malmö. The data collection is conducted through personal, semi-structured interviews.</p>

**Delimitations**

This case study is developed from a Swedish point of view and assumes its audience to provide fundamental knowledge regarding both Sweden as a country and the Swedish business climate in general. The thesis is limited to study three foreign-owned companies within Malmö. The intended audience of this thesis are university students, researchers and company representatives with the mutual aim to learn more about Malmö's international business climate.

**Conclusions**

The geographical motives that promote Malmö as a suitable location for foreign-owned companies to establish themselves in, mainly consist of two aspects concerning the region's well-developed infrastructure. First, Malmö's close access to Copenhagen Airport, Scandinavia's largest international airport, is described as highly valuable for the case companies as they have customers, colleagues and operations spread worldwide. Second, Malmö's direct linkage to Copenhagen and Denmark by train or car via the Öresund Bridge, is highly convenient when accessing Denmark, not least Copenhagen Airport, fast and easily.

The human resource-based motives that promote Malmö as a suitable location for foreign-owned companies to establish themselves in, are not as extensive as the geographical motives. Despite Malmö's close access to universities and research centers, the case companies in this study have all experienced some difficulties with finding qualified people when recruiting, at least for certain positions. The human resource-based motives that the case companies promote, instead cover the region's promising potential in producing and appealing highly-skilled people in general.

The local resource-based motives that promote Malmö as a suitable location for foreign-owned companies to establish themselves in, mainly cover physical resources, such as land and office facilities. Obtaining an office facility, or buying land to construct one on your own, is considered to be a quite easy-going process in Malmö in general. According to the case companies, Malmö seems to have a sufficient capacity to provide both small and larger companies with business accommodations when settling in the city.

**Keywords**

Case Study, Foreign Direct Investment, FDI, Foreign-Owned Company, Subsidiary, Establishment, Malmö, Skåne, Greater Copenhagen, Sweden



# Table of Contents

1 Introduction .....	1
1.1 Background.....	1
1.2 Problem Description.....	2
1.3 Purpose.....	3
1.4 Research Questions.....	3
1.5 Delimitations .....	3
1.6 Target Audience.....	4
1.7 Thesis Outline .....	4
2 Method.....	7
2.1 Research Purpose .....	7
2.2 Quantitative vs. Qualitative Approach.....	8
2.3 Research Approach .....	8
2.4 Research Strategy.....	9
2.5 Case Selection.....	11
2.6 Data Collection .....	12
2.7 Credibility.....	14
2.7.1 Reliability.....	14
2.7.2 Validity.....	15
2.7.3 Representativeness.....	16
2.8 Overview of Study Process .....	17
3 Theory.....	19
3.1 Overview of Theoretical Framework.....	19
3.2 Global Accessibility.....	20
3.2.1 International Strategies.....	20
3.2.2 Foreign Market Entry Mode.....	21
3.2.3 Market Seeking.....	23
3.3 Human Resources.....	23
3.3.1 Resource-Based View.....	23
3.3.2 Business Networking.....	24
3.3.3 Strategic Asset Seeking.....	25
3.4 Local Resources .....	25
3.4.1 Location Strategy .....	25
3.4.2 Resource Seeking .....	27
3.4.3 Efficiency Seeking.....	28
4 Empirics.....	29
4.1 Case 1: Panasonic Fire & Security Europe AB.....	29
4.1.1 Background.....	29
4.1.2 Global Accessibility.....	30
4.1.3 Human Resources.....	33

4.1.4 Local Resources .....	34
4.2 Case 2: Mercedes-Benz Sverige AB .....	35
4.2.1 Background .....	35
4.2.2 Global Accessibility .....	36
4.2.3 Human Resources .....	38
4.2.4 Local Resources .....	39
4.3 Case 3: Fanuc Nordic AB .....	40
4.3.1 Background .....	40
4.3.2 Global Accessibility .....	42
4.3.3 Human Resources .....	44
4.3.4 Local Resources .....	45
5 Analysis & Discussion .....	47
5.1 Global Accessibility .....	47
5.1.1 International Strategies .....	47
5.1.2 Foreign Market Entry Mode .....	48
5.1.3 Market Seeking .....	49
5.2 Human Resources .....	50
5.2.1 Resource-Based View .....	50
5.2.2 Business Networking .....	50
5.2.3 Strategic Asset Seeking .....	51
5.3 Local Resources .....	52
5.3.1 Location Strategy .....	52
5.3.2 Resource Seeking .....	53
5.3.3 Efficiency Seeking .....	54
6 Conclusions .....	55
6.1 Answering the Research Questions .....	55
6.2 Fulfilment of Purpose .....	56
6.3 Contributions of the Thesis .....	57
6.4 Suggestions for Further Research .....	57
References .....	59
Appendices .....	I
Appendix A – Interview Guide: Panasonic & Mercedes-Benz .....	I
Appendix B – Interview Guide: Fanuc .....	IV
Appendix C – Interview Notes: Panasonic .....	VII
Appendix D – Interview Notes: Mercedes-Benz .....	XIII
Appendix E – Interview Notes: Fanuc .....	XIX

# List of Figures

- 1.1: Malmö's Position on a Geographical Map ..... 2
- 2.1: Overview of Study Process..... 17
- 3.1: Overview of Theoretical Framework..... 19
- 3.2: International Strategies ..... 21
- 3.3: VRIO Framework ..... 24
- 3.4: PESTEL Framework ..... 27
- 4.1: Office Building, Panasonic Fire & Security Europe AB..... 30
- 4.2: Fire Alarm Systems and Home Alarm Components..... 31
- 4.3: Office Building, Mercedes-Benz Sverige AB..... 36
- 4.4: Smart Fortwo ..... 37
- 4.5: Office Building, Fanuc Nordic AB ..... 41
- 4.6: The World's Strongest Industrial Robot ..... 43
- 4.7: The Global HQ of Fanuc. .... 45



# List of Tables

- 2.1: Case Selection ..... 11
- 2.2: Case Interviews..... 13
- 5.1: Summary of Data – International Strategies ..... 48
- 5.2: Summary of Data – Foreign Market Entry Mode ..... 49
- 5.3: Summary of Data – Market Seeking ..... 49
- 5.4: Summary of Data – Resource-Based View ..... 50
- 5.5: Summary of Data – Business Networking..... 51
- 5.6: Summary of Data – Strategic Asset Seeking..... 52
- 5.7: Summary of Data – Location Strategy..... 53
- 5.8: Summary of Data – Resource Seeking..... 53
- 5.9: Summary of Data – Efficiency Seeking..... 54



# List of Abbreviations

<b>AI</b>	Artificial Intelligence
<b>CEO</b>	Chief Executive Officer
<b>CNC</b>	Computer Numerical Control
<b>FDI</b>	Foreign Direct Investment
<b>HR</b>	Human Resources
<b>HRM</b>	Human Resource Management
<b>HQ</b>	Headquarter
<b>IP</b>	Intellectual Property
<b>IT</b>	Information Technology
<b>M&amp;A</b>	Merger & Acquisition
<b>RBV</b>	Resource-Based View
<b>R&amp;D</b>	Research & Development
<b>SCA</b>	Sustained Competitive Advantage
<b>SHRM</b>	Strategic Human Resource Management
<b>Q4</b>	Fourth Quarter
<b>WTC</b>	World Trade Center





# 1 Introduction

*This chapter introduces the thesis by presenting the background of the study topic, followed by the problem description and purpose. The main research question and underlying sub-questions are revealed as well as the associated delimitations and the thesis outline.*

---

## 1.1 Background

### Malmö – A City in Motion

Malmö is the third largest city in Sweden, located in the southern part of the country. The city has a population of more than 330,000 inhabitants and the population continues to increase for each year. (Malmö stad, 2018a). Malmö is Sweden's fastest-growing city and the population has grown by more than 40 percent since 1990 (Malmö stad, 2018b).

### Malmö's Position in Greater Copenhagen and Northern Europe

Malmö is a part of a metropolitan region called the Greater Copenhagen, which covers eastern Denmark and southern Sweden including both Skåne and Halland county, see figure 1.1. Greater Copenhagen has a population of more than 4 million inhabitants. (Copenhagen Capacity, 2018; News Øresund, 2018). The region is also classified as an acknowledged recruitment base of highly-skilled employees. Scandinavia's largest international airport is located in Copenhagen, with more than 160 flight connections all over the world. (Copenhagen Capacity, 2017; Invest in Skåne, 2018; Näringslivskontoret, 2018). Copenhagen Airport has the capacity to receive almost 30 million passengers annually. In a few years, this number will increase to 40 million as a consequence of an ongoing expansion of the airport. Malmö is directly connected to Copenhagen by the Öresund Bridge, which can be accessed by train or car and is 16 kilometers long. The two cities are a 20-30 minutes ride apart from each other. Germany and the rest of Central Europe can be reached by car and/or ferry. A tunnel between Denmark and Germany, Fehmarn belt tunnel, will be completed in 2028, which will decrease the travel times remarkably. The tunnel will create a direct linkage between Scandinavia and the continent. (Näringslivskontoret, 2018).

### Malmö's Position in Running Global Companies

Malmö has a diverse population, representing over 170 different nationalities with inhabitants speaking over 150 languages (Business Sweden, 2017). The city is known for having a strong base of qualified and highly-skilled people within different work areas. The research and educational options are multiple as a result of various universities and science parks located in Malmö, Copenhagen and Lund. (Copenhagen Capacity 2017; Eriksson & Wessman, 2017; Näringslivskontoret 2018).

In 2017, over 35,000 companies operated in Malmö. Almost 2,000 of these were foreign-owned. It has become more common that established enterprises, both Swedish and foreign-owned, actively choose to relocate their business to Malmö. Within the group of limited companies, the

number of workplaces in Malmö has increased with over 85 percent in 15 years. Some of the largest foreign-owned companies located in Malmö include Mercedes-Benz, IKEA, E.ON, ABB and Vestas Northern Europe. Most foreign-owned workplaces serve within the areas of commerce, real estate activities, consultancy services, IT and communications. (Näringslivskontoret, 2018).



**Figure 1.1:** A simplified map showing Malmö's position in northern Europe. The Greater Copenhagen area is marked in orange. The dots in between Malmö and Copenhagen represent the Öresund Bridge. (Copenhagen Capacity, n.d.)

### Malmö's Position in Attracting FDI

Research show that FDI, foreign direct investment, is concentrated in urban and capital metropolitan regions but also in highly developed regions (Grunfelder et al., 2018; Teknikföretagen, 2018). Based on the total FDI inflows in Europe during the period of 2003-2015, Malmö, together with entire Skåne county, represented one of the European regions which attracted a high value of the FDI's. Within this top-ranked group, Greater Amsterdam accounted for the highest FDI inflow (EUR 104 billion), followed by Camden & City of London (EUR 74 billion) and Madrid (EUR 54 billion). Apart from Malmö, other European city regions such as Copenhagen, Stockholm, Helsinki, Vilnius, Luxembourg, Bern, Paris, Rome, Lisbon and Ankara were also included in the top-ranked group of the FDI inflows. (Grunfelder et al., 2018).

## 1.2 Problem Description

Studies have shown that FDI benefits the host country in terms of economic growth, if the host country in question meets certain pre-conditions. It has to provide a sufficiently high income level, a satisfying stock of human capital, well-functioning financial markets and an adequate export degree. As a well-developed, industrial and export-oriented country, Sweden fulfills these requirements. (Business Sweden, 2018; Herzing, Norbäck & Persson, 2006).

FDI plays an important role in a region's globalization process. The investing country does not only contribute with capital but also knowledge, competence and technological skills. This results in a more competitive business climate which in turn increases the productivity within the host

region. (Business Sweden, 2018). It also opens up the access to international suppliers, companies and networks which increases the region's access to global markets (Teknikföretagen, 2018).

Different countries, regions and cities strive to attract FDI which means that the competition is high (Business Sweden, 2018). Even though Malmö has the potential to serve new establishments and relocations of foreign-owned companies, Malmö is still a relatively small city. Malmö's competitiveness in relation to more established and well-known locations, could be further strengthened if the city's potential from a global point of view was emphasized more clearly. This could be done by investigating how existing foreign-owned company establishments in Malmö perceive the location as their company base. In that way, Malmö's supply of global accessibility and the possession of human resources as well as local resources could be highlighted, based on the angle of the responding companies. This would create a summarized and reality-based image of Malmö's different assets and resources. These real-life examples and associated results could in turn be utilized in Malmö's continuous effort in attracting FDI.

### 1.3 Purpose

The purpose of this thesis is to examine how international and foreign-owned companies in Malmö experience the city from the perspective of their own operations and business needs.

### 1.4 Research Questions

The research area is characterized by one main research question which in turn is broken down to three underlying sub-questions.

#### Main Research Question:

What makes Malmö a suitable location for foreign-owned companies to establish themselves in?

RQ1: What are the geographical motives?

RQ2: What are the human resource-based motives?

RQ3: What are the local resource-based motives?

### 1.5 Delimitations

This case study has been developed from a Swedish point of view and assumes its audience to provide fundamental knowledge regarding both Sweden as a country and the Swedish business climate in general.

This thesis is limited to study foreign-owned companies within Malmö. It examines three selected subsidiaries in Malmö at a profound level, which will be revealed in chapter 2. Associated insights are collected by the help from company representatives.

The research areas of this study can be divided into the three following main categories:

1. *Global Accessibility*

- Aspects concerning geographical access and infrastructure within the location, international strategies, market entry modes, markets, sales and distribution.

2. *Human Resources*

- Aspects concerning internal and external competence and capabilities, business networking and the access to a skilled and qualified workforce within the location, including the region's potential in attracting and producing new talents.

3. *Local Resources*

- Aspects concerning location strategies and local resources such as land and facilities, including potential efficiency concerns that the location might provide for a business.

Above research areas have been selected with regards to the information presented in *1.1 Background* and *1.2 Problem Description* and are reflected in the research questions mentioned earlier.

## 1.6 Target Audience

The intended audience of this thesis are university students, researchers and company representatives with the mutual aim to learn more about Malmö's international business climate. For students and researchers, the study may contribute with helpful facts regarding Malmö's international company base. For company representatives, the study may also illustrate internal values and philosophies within foreign-owned companies operating in Malmö as well as valuable insights regarding Malmö's potential in serving global companies.

## 1.7 Thesis Outline

### Chapter 1: Introduction

This initial chapter will introduce relevant background information and a description of the problem. The purpose and the central research questions will be stated, followed by the delimitations and a brief presentation of the target audience.

### Chapter 2: Method

This chapter presents the different methods that were reviewed in the decision process of the most suitable methodology for the thesis. The selected methods are presented in detail followed by the credibility of the study as well as an overview of the entire study process.

### Chapter 3: Theory

This chapter introduces the theoretical framework that the thesis relies on. The theories presented are reflected by the research areas. The different theories will be linked together by a concluding illustration towards the end of the chapter.

#### **Chapter 4: Empirics**

This chapter introduces the three foreign-owned companies included in the study. Each case will be presented with a brief section regarding the company's background in general, followed by the empirics conducted from the interviews with the company representatives.

#### **Chapter 5: Analysis & Discussion**

This chapter will analyze and discuss the empirics presented in chapter 4, based on the theories presented in chapter 3. Similarities and differences between the companies will be brought up with focus on the research areas.

#### **Chapter 6: Conclusions**

This chapter will answer the research questions presented in chapter 1, based on the main findings presented in chapter 5. The fulfilment of purpose will be reviewed, and the contributions of the thesis will be discussed. Lastly, suggestions for further research will be presented.



## 2 Method

*This chapter presents the research purpose along with the different research selections that were made prior to the study, such as the research approach and the research strategy. The case selection including the study objects are revealed along with details concerning the data collection. The credibility of the study, such as its reliability, validity and representativeness, is reviewed. Lastly, a simplified overview of the entire study process is presented.*

---

### 2.1 Research Purpose

Saunders, Lewis & Thornhill (2009) claim that the purpose of a study decides the direction of the study's methodology. Depending on its purpose, the study can either be of a *descriptive, exploratory* or *explanatory* character. Höst, Regnell & Runeson (2006) adds a fourth dimension and claim that a study can also have a *problem-solving* character. The four dimensions are described in more detail below.

#### Descriptive Study

A descriptive study aims to investigate and describe the function or performance of an object, such as a person, an event or a situation (Höst, Regnell & Runeson, 2006). This is a suitable approach when there's a clear picture of the issue, on which the data collection depends on. Descriptive studies clarify the collected data but may not analyze it in detail. (Saunders, Lewis & Thornhill, 2009).

#### Exploratory Study

An exploratory study has more depth than a descriptive study and aims to understand the actual function or performance of an object (Höst, Regnell & Runeson, 2006). This is a suitable approach when the nature of the issue isn't crystal clear and when the direction of the study may change along the way as new insights occur. It is a flexible approach and the underlying data is mainly collected through literature search and interviews. (Saunders, Lewis & Thornhill, 2009).

#### Explanatory Study

An explanatory study seeks to find causal relationships related to an object's function (Höst, Regnell & Runeson, 2006). The object often refers to different variables where the aim is to explain the relationship between these. Statistical tests such as correlation can be executed to achieve a deeper understanding of the relationships. (Saunders, Lewis & Thornhill, 2009).

#### Problem-Solving Study

A problem-solving study aims to find a solution to a specific problem. In technical faculties, this is the most common approach. Most often, these kinds of studies have diverse purposes and might include additional elements from all of the above-mentioned study types. (Höst, Regnell & Runeson, 2006).

## Selected Study Approach

Since this thesis seeks to discover and understand Malmö's function in a global company context, the exploratory approach was adopted. Due to the limited range of previous studies within the area, this was the most suitable approach. The selected approach gave room for the large study potential that the research areas implicated but it also opened up the possibilities to explore the areas at a deep and company-specific level.

## 2.2 Quantitative vs. Qualitative Approach

Data can be divided into two groups; *qualitative* and *quantitative* data. Qualitative data is non-numeric and non-standardized, illustrated in words and descriptions. This data is often detailed and profound. (Höst, Regnell & Runeson, 2006; Saunders, Lewis & Thornhill, 2009). When compiling qualitative data, it may need to be condensed (summarized), grouped (categorized) or restructured before it can be analyzed and interpreted. Quantitative data is numeric and standardized, illustrated in numbers. A large sample size is preferred to achieve a high degree of precision and reliable mean values, where errors from testing a smaller sample size will be avoided. (Saunders, Lewis & Thornhill, 2009). The quantitative data is visualized by utilizing diagrams, tables and statistics in order to analyze and interpret the results (Saunders, Lewis & Thornhill, 2009; Dey, 1993; Healey & Rawlinson, 1994).

Since the topic of this study has shown to be limited in previous studies, literature and other secondary sources, the study will mainly rely on primary data. In order to process the primary data with the research questions in mind, the data needs to be of a detailed and profound character. This requires a deep understanding of the study objects, which in turn promotes smaller sample sizes where there's room to absorb the details. The qualitative approach allows this, unlike the quantitative approach where the details tend to get less attention. The qualitative approach was consequently considered to be the most suitable approach for this study.

## 2.3 Research Approach

According to Saunders, Lewis & Thornhill (2009), there are two main research approaches that a study can apply in order to reach a conclusion; the *deductive* and the *inductive* approach. Furthermore, a combination of these two is referred to as the *abductive* approach. The three research approaches are described in more detail below.

### Deductive Approach

The deductive approach is applied when a study initially develops a theoretical framework and thereafter a hypothesis (or hypotheses). The hypothesis is thereafter tested by using a research strategy, such as experiments, surveys, case studies or action research. Deduction comes with a highly structured research design and often involves quantitative data but may also handle qualitative data. (Saunders, Lewis & Thornhill, 2009). It is a suitable approach when the topic involves literature that is comprehensive and well-documented (Creswell, 2002). Deduction is a common method in scientific research and the dominant research approach within natural sciences (Collis & Hussey, 2003).



## Inductive Approach

The inductive approach is the direct opposite of deduction. This approach is applied when the theoretical framework and hypothesis are developed after observing the actual data through a research strategy, instead of the other way around. It comes with a less structured research design than the deductive approach but may reveal alternative explanations that a deductive approach might ignore as a consequence of a stricter framework. Induction often involves qualitative data. (Saunders, Lewis & Thornhill, 2009). It is a suitable approach when the topic involves literature that might be limited or difficult to access (Creswell, 2002). Induction is a common research approach within social sciences (Saunders, Lewis & Thornhill, 2009).

## Abductive Approach

Combining both deduction and induction within the same research is called abduction. This is also preferred in most cases as it is often beneficial to do so. By mixing the two approaches, a strict and empirical outlook can be combined with a more theoretical reasoning. (Saunders, Lewis & Thornhill, 2009).

## Selected Research Approach

This study has adopted the abductive approach in order to utilize the benefits from both approaches. A theoretical framework and initial research questions were settled before the research strategy was explored, which means that the study is partly influenced by the deductive approach. Still, the main conclusions will be drawn from qualitative observations with focus on a few case companies, which also indicates on influences from the inductive approach. The abductive approach was consequently selected as the most suitable alternative for this study.

## 2.4 Research Strategy

According to Höst, Regnell & Runeson (2006), there are four main research strategies within the area of scientific research. These are *surveys*, *case studies*, *experiments* and *action research*. Choosing one strategy doesn't have to exclude all others, as different strategies can be combined in line with the objective of a study (Saunders, Lewis & Thornhill, 2009). The different research strategies are described in more detail below.

### Survey

Conducting a survey is a common strategy in business and management research. It is an economical way to collect a comprehensive amount of data from a population or specific target group, often obtained by using standardized questionnaires. In this way, the data can easily be compared in between. If utilizing a random sampling method, findings that are representative can be generated. Beyond questionnaires, structured observations and structured interviews are also techniques to conduct surveys. (Saunders, Lewis & Thornhill, 2009). Data collected in surveys is in general quantitative. The survey strategy is a fix design, which means that the study is strictly defined on beforehand and no questions nor study focus can be modified or added at a later stage. (Höst, Regnell & Runeson, 2006).

## Case Study

Conducting a case study is a research strategy where a specific case is analyzed. The case is often carefully selected in order to fulfill an underlying purpose. When conducting case studies, it is not expected to generate findings that are representative for a whole target group. Still, if conducting two or more case studies with fairly like-minded prerequisites, the likeliness for similarities between the case specific conclusions may increase. There are on the other hand no proof to verify a general pattern or behavior, since the different case studies haven't been picked through random sampling. (Höst, Regnell & Runeson, 2006).

The most common techniques to conduct case studies are through interviews, observations or archive analysis. The case study strategy is a flexible design which means that both questions and study focus are adjustable as desired. Data collected in case studies is mainly qualitative. (Höst, Regnell & Runeson, 2006).

According to Yin (2003), a case study can either be a single case or a multiple case study. A single case study implies that the study includes one case only which is a suitable alternative when a specific case is characterized by uniqueness or extremeness in some way. A multiple case study includes more than one case in the same study, in order to explore if the findings in one case also occurs in another. A case study can be holistic or embedded, which refers to the unit of analysis. A holistic case study is where the analysis involves the organization as a whole, as the unit of analysis. An embedded case study is where the case study involves more than one unit of analysis, such as different departments or groups within the organization. (Yin, 2003).

## Experiment

By performing experiments, it is possible to study causal relationships between different variables. Experiments can involve different technical solutions or methods but also people and their behavior. If the experiment involves test volunteers, so-called subjects from a population, these should be randomly picked in the same way as in the survey strategy in order to draw representative conclusions. The experimental strategy is a fix design which means that no modifications are possible during the experiment. The experimental design is based on a hypothesis, variables and subjects, when applicable. Data collected in experiments is mainly quantitative. (Höst, Regnell & Runeson, 2006). Generating representative conclusions from a wide population has shown to be difficult as a result of people's limited willingness to participate in experiments in general. As a consequence, the experimental strategy is often used on captive populations such as university students, employees and other specific target groups. (Saunders, Lewis & Thornhill, 2009).

## Action Research

Action research is an appropriate research strategy in problem-solving studies. The cycle process starts with an observation process, in order to identify or clarify the issue. To do this, a survey or case study can be utilized. The next step is to suggest a solution and implement it. Lastly, the solution is evaluated in order to learn from it and if needed, further improvements are made. The entire cycle often repeats itself several times in order to accomplish the improvements needed. Action research is a time-consuming strategy and aims to follow a development over time. (Höst, Regnell & Runeson, 2006).

## Selected Research Strategy

The case study strategy was adopted in this thesis, as it was found to be the most suitable research strategy. The strategy's flexible design in combination with its ability to assimilate qualitative data, agreed well with the focus and aim of the study. The case study was in turn chosen to include multiple cases, in order to create comparative findings in between the different cases. Also, a holistic point of view was adopted since each case was chosen to characterize an organization as a whole. The study is thereby defined as a holistic multiple case study.

## 2.5 Case Selection

The selection of case companies took place in the initial planning stage of the thesis, with the objective to include three suitable companies in the study. Two of the three companies were contacted directly by the author, while the contact with the third company was initiated through the promotion agency Invest in Skåne. Each case company was carefully selected with one strict requirement – the company had to be a subsidiary in Malmö, owned by a parent company based in another country. Since one parent company could be owned by another one, the parent company in this study refers to the one on top of the corporate group structure.

A multiple case study was conducted in order to compare and analyze the similarities and differences in between the three companies, with the research questions in mind. The case companies selected in this study are briefly presented in table 2.1.

**Table 2.1:** The three case companies included in the study.

	Company	Year of Establishment in Malmö	Main Function	Parent Company, Country
Case 1	Panasonic Fire & Security Europe AB	1999	Development and sales of fire alarm systems and system components for home alarm systems	Panasonic Corporation, Japan
Case 2	Mercedes-Benz Sverige AB	2008	Import and wholesaling of Mercedes-Benz passenger cars, vans, trucks and spare parts	Daimler AG, Germany
Case 3	Fanuc Nordic AB	2019 (Q4)	Sales, training and service maintenance of CNC control systems, robots and production machinery	Fanuc Corporation, Japan

All three companies were selected as a consequence of their international backgrounds and their relevance to the study topic, as well as their commitment to participate in the study. Both Panasonic Fire & Security Europe AB and Mercedes-Benz Sverige AB have been established in Malmö for several years. This means that they are well aware of how their businesses operate in Malmö. They are also able to reflect on what expectations they had when they established, how it turned out and what the future may bring. Fanuc Nordic AB is different from the other two companies, since the organization hasn't existed in Malmö before. Instead, they await an upcoming establishment in the fourth quarter of 2019. This means that the company doesn't know how the establishment will turn out just yet, but they are well aware of their expectations. They also have the decision behind the establishment fresh in mind, which is meaningful in this context. By including two companies with a wide experience from operating in Malmö and one company with brand new expectations and plans, they complement each other in this study. Together they produce a desirable combination of historic and up-to-date reflections in order to examine the study topic. All three companies will be further presented in chapter 4.

The years of establishment in table 2.1 characterize the years when the companies established a physical unit in Malmö. This should not be confused with the year of when the companies were founded. The company names refer to the names that the companies use today, even though these may not match the names that were used in the year of establishment.

## 2.6 Data Collection

### Personal Interviews

Three different interviews were held with representatives from each company included in the study, presented in table 2.2. All interviews were conducted through personal visits to each company. Interview guides were designed on beforehand and was sent to the respondents two weeks prior to the interviews. Panasonic Fire & Security Europe AB and Mercedes-Benz Sverige AB were assigned identical interview guides, attached in Appendix A, while Fanuc Nordic AB was assigned a slightly different version, attached in Appendix B. This decision was based on the fact that both Panasonic Fire & Security Europe AB and Mercedes-Benz Sverige AB had been established in Malmö for several years, while Fanuc Nordic AB awaited an upcoming establishment at the time when the interview was held. Notes were taken during the interviews to document the conversations. As all interviews were conducted in Swedish, it came naturally to compose the interview guides as well as the interview notes in Swedish as well.

### Interview Structure

Interviews can be distinguished into three different categories; *structured*, *unstructured* and *semi-structured* interviews. Structured interviews are formal and highly-structured, with standardized questions for all respondents. The interviewer directs the respondent through the interview by sticking to a list of questions. The questions are read out exactly as written and with the same tone to all respondents in order to avoid any bias. Unstructured interviews are informal and non-standardized, as there is no list of questions or structure to stick to. The respondent speaks freely about any subject related to the main topic and the interviewer is more passive about what direction the interview heads at. Semi-structured interviews are a mix between structured and unstructured

interviews, with a non-standardized character. The interviewer has a list of questions prepared on beforehand, but these may differ in between the interviews depending on their suitability. The interviewer might add, exclude or modify questions during the interview. The order of the questions might also vary, as the interviewer may adjust it in order to match the flow of the conversation. (Saunders, Lewis & Thornhill, 2009).

All three interviews were semi-structured, as this was the most suitable approach to create structured but still relaxed and open-minded conversations. Structured interviews would be too stiff and inflexible in this case, as the respondents wouldn't have any room to reveal spontaneous or valuable digressions. Unstructured interviews would on the other hand be too laidback and vague, as the interviewer wouldn't be able to control the questions or the direction of the interview as desired.

### Interview Type

Interviews can be divided into *standardized* and *non-standardized* interviews. As the semi-structured approach was adopted in this study, non-standardized interviews were exclusively chosen as the most appropriate option. Within this field, there are three different types of one-to-one interviews. These are *face-to-face*, *telephone* and *electronic* interviews. However, most non-standardized interviews are conducted face-to-face. Face-to-face interviews promote personal contact between the interviewer and the respondent which also enables trust. This is in turn an important tool when asking complicated or sensitive questions, but also for the respondent to open up spontaneously and contribute with valuable insights. (Saunders, Lewis & Thornhill, 2009). Since the respondents in this study were accessible within a short distance, this was yet another reason to conduct the interviews face-to-face.

**Table 2.2:** Detailed information regarding the case interviews.

	Company	Interview Respondent	Type of Interview	Date	Length
Interview 1	Panasonic Fire & Security Europe AB	Björn Svensson, Managing Director	Face-to-face	2019-03-18	2 hours
Interview 2	Mercedes-Benz Sverige AB	Annika Berglund, HR Business Partner	Face-to-face	2019-03-20	1.5 hours
Interview 3	Fanuc Nordic AB	Cerold Andersson, Managing Director	Face-to-face	2019-03-22	2 hours

## 2.7 Credibility

A high degree of credibility in a study is equal to a low risk of achieving incorrect answers. The credibility of a study highly depends on its reliability and validity. (Saunders, Lewis & Thornhill, 2009).

### 2.7.1 Reliability

Reliability relates to the extent to which a research method, such as a data collection technique, produces consistent results. A research method is considered reliable if it generates identical results when measuring something more than once, given that each measurement is performed under the same conditions as the initial try. (Saunders, Lewis & Thornhill, 2009).

According to Robson (2002), there are four threats to reliability. First, a study may be exposed to a *subject or participant error*. This means that the participant, for instance a respondent in an interview, may be more or less enthusiastic or committed to answer the questions depending on the timing, day and time when the interview is held. The results from an interview at one occasion may thus differ from the results generated a week after, even though the two interviews are conducted under the same conditions. Second, a study may be exposed to a *subject or participant bias*. This means that the respondents may adjust their answers in line with what they think their superiors would expect them to say. Third, a study may be exposed to an *observer error*. This is especially accurate when the interviews included in a study, are distributed between different interviewers. This may imply that the questions are asked in different ways which in turn affects the respondents differently. Fourth, a study may be exposed to an *observer bias*, considered as the greatest threat to reliability. This means that all people, including the interviewer, have their own perception which in turn affects how we interpret something. As people have to rely on their own common sense in certain situations, the observer bias can't be fully avoided. It may however be reduced by considering different interpretations of statements that emerge during an interview.

The threats to reliability described above, may have affected this study more or less. The study is likely to be exposed to a *subject or participant error*. The three interviews were conducted on a Monday afternoon, Wednesday afternoon and Friday morning, where the day of the week and the time of the day might have had an indirect effect on the respondents and their motivation to reveal information during the interviews. The study is less likely to be exposed to a *subject or participant bias*, as the interview questions weren't mainly directed to the respondents in person, but to the companies as a whole. This means that the respondents didn't have the expectations from superiors in mind when answering the questions, as no personal opinions were to be revealed. The study is however likely to be exposed to an *observer error*, even though all interviews were conducted by the same interviewer. As all interviews were semi-structured, they were consequently adjusted during the interview sessions. The questions were occasionally asked in different ways when this was considered suitable, which in turn may imply an observer error. The study may also be exposed to an *observer bias* since the perception of the interviewer is highly individual, even though different interpretations were considered before any conclusions were drawn.

According to Höst, Regnell & Runeson (2006), the method, data collection and the study process overall have to be described systematically for the reader, in order to ensure a high degree of reliability. This is why the methodology has been presented in detail in this chapter, so that the reader can examine every choice and every step of the study process.

Saunders, Lewis & Thornhill (2009) mention two additional biases that may affect the quality of the data conducted in a semi-structured interview. First, the interview may be exposed to an *interviewer bias*. This occurs when the tone, comments or non-verbal behavior of the interviewer affects the answers of the respondent, even though the interviewer neither the respondent may be aware of it. Second, the interview may be exposed to a *response bias*. This occurs when the respondent talks around certain questions or areas in order to avoid sensitive or unofficial information that the respondent may not be entitled to reveal. These two biases may have been present to some degree in this study, even though the interviewer tried to avoid them as much as possible during the interviews.

## 2.7.2 Validity

Validity relates to the extent to which the method measures what the study actually intends to measure. Validity can be distinguished into two groups; *internal* and *external* validity. Internal validity refers to the trustworthiness of the findings and depends on the extent of systematic errors. External validity refers to what extent the findings are transferable to other contexts, which in turn reveals if they can be generalized or not. (Saunders, Lewis & Thornhill, 2009).

Internal validity often refers to experiments, where the errors can be clearly defined (Saunders, Lewis & Thornhill, 2009). As this study involves qualitative research methods, the systematic errors are more difficult to define but may concern the errors and biases discussed in 2.7.1 *Reliability*. As external validity involves the topic of generalization, this subject will be further discussed in 2.7.3 *Representativeness*.

In order to ensure a high degree of validity within studies with a flexible design, different areas can be taken into account. Four of these areas are *logging*, *feedback*, *third-party reviewing* and *long-term studies*. (Höst, Regnell & Runeson, 2006). The areas are described in more detail below.

### Logging

Logging is when the entire study process is documented and when notes, thoughts and ideas are retained in order to have these at hand if needed. This access is valuable if the researcher comes to a point where it is necessary to look back into earlier steps of the study process. It is particularly necessary to save primary data, since this is the fundamental base of the finalized conclusions. Logging is thereby an important area in order for a study to be considered valid. (Höst, Regnell & Runeson, 2006). This is why all steps on the way has been documented in this study, such as thoughts, ideas and notes from the interviews. The interview notes are thus presented in the appendices section.

## Feedback

When providing feedback, this is when the respondents or other contributors of information, are given the opportunity to review the material that they have provided the researcher with, before it is published. This is to make sure that the researcher hasn't misunderstood or interpreted the information in an inaccurate way. The feedback only concerns the conducted material from the interview, and not the analysis or the conclusions drawn from the conducted data since the respondents don't necessarily have to agree on these. (Höst, Regnell & Runeson, 2006). The interview respondents in this study have all been provided with the interview notes as well as the compiled empirics of these, in order to ensure their validity and correctness.

## Third-Party Reviewing

Another way to ensure the validity of the study, is by letting a third-party critically review the study continuously through the study process. Being introduced to another perspective can both be helpful and valuable, since the researcher might focus too narrowly on its own work at times. (Höst, Regnell & Runeson, 2006). Third-party reviewing has been enabled through the entire study process, mainly by the university supervisor of the project.

## Long-Term Studies

Conducting a study during a longer period, can benefit the validity of the study but also threaten it. Short studies may ignore the complexity of the issue, while longer studies contribute to a deeper understanding. Still, longer studies may result in a narrow view of the work itself, instead of focusing on the bigger picture. (Höst, Regnell & Runeson, 2006). Since this study was conducted under a period of 20 weeks, it can be considered a long-term study. In order to avoid the harmful aspects on the validity and instead absorb the desirable ones, the continuous focus throughout the study has been on clear delimitations and comprehensible data.

## 2.7.3 Representativeness

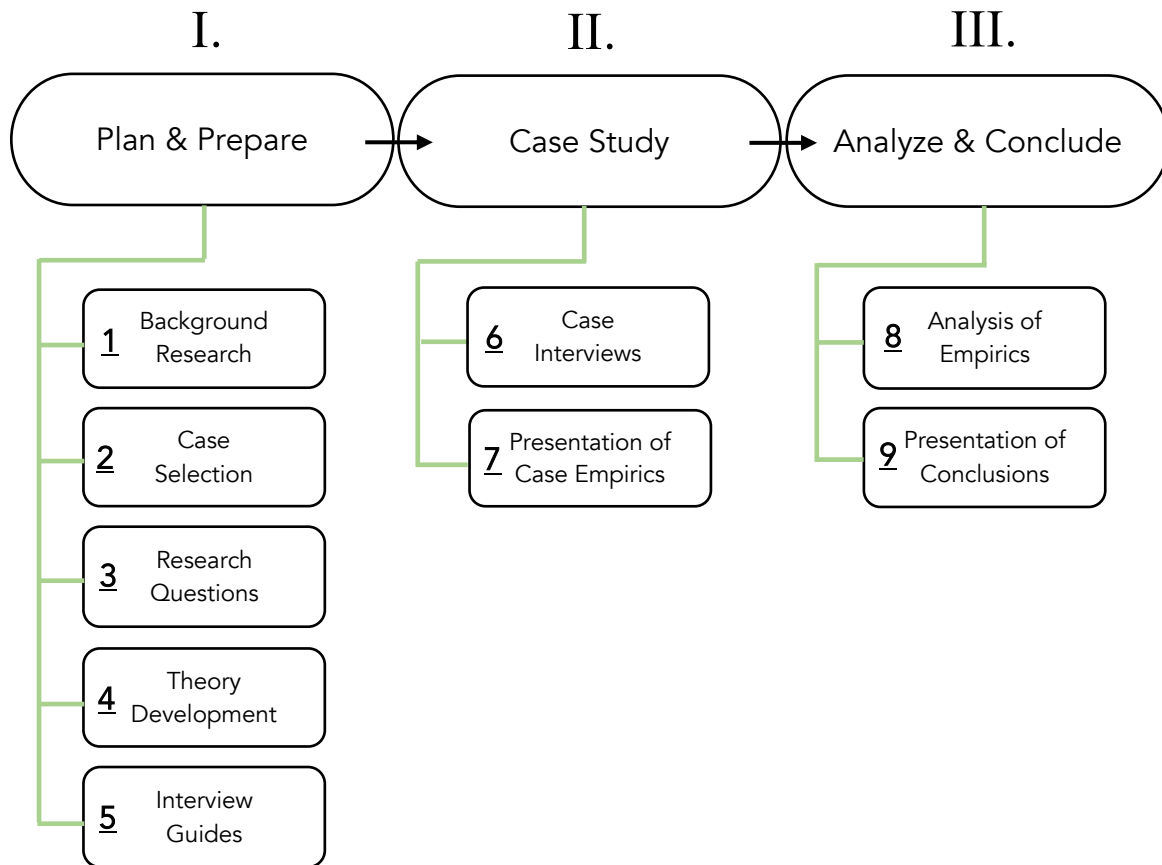
In order for results to be representative, they need to be generalizable. This means that the findings are applicable to other settings as well and not just appropriate for the study in question. Results can only be representative for the population where the sample is gathered from. (Höst, Regnell & Runeson, 2006).

Case studies are in general not representative, as mentioned earlier in *2.4 Research Strategy*. The aim of these are most often to explore one or a few settings and not to draw generalizable conclusions for an entire target group. (Saunders, Lewis & Thornhill, 2009; Höst, Regnell & Runeson, 2006). The non-generalized intention applies to this case study as well, as it includes three companies only which in turn won't provide the study with enough data to generate representative results. Since the cases have fairly like-minded prerequisites, it is however desirable to compare the findings in between the three cases in order to highlight the similarities as well as the dissimilarities.



## 2.8 Overview of Study Process

This study has been conducted in three main phases, illustrated in figure 2.1. These phases represent the study process from beginning to end, from the initial planning to the main conclusions. Each phase is presented in more detail below.



**Figure 2.1:** A brief overview of the study process.

### I. Plan & Prepare

In the pre-phase of the study, a background research was initiated. This research covered the study topic in general but also previous studies, useful reports and company backgrounds. The orientation of the study was defined and potential companies to be included in the study were contacted. When the goal to include three companies in the case study was achieved, the research questions were determined. The theoretical framework was developed thereafter, with the research question in mind. Interview guides were developed prior to the upcoming interviews.

### II. Case Study

In the main phase of the study, qualitative data was collected by conducting a multiple case study. Interviews were held with company representatives, one from each of the three companies included in the study. The interviews were conducted in person and individual case presentations of the empirics were presented thereafter.

### III. Analyze & Conclude

In the final phase of the study, the empirics conducted from each interview, were analyzed. The analysis reviewed the empirics at an individual and company-specific level, but also applied a comparative analysis in between the companies. The key findings were presented along with the main conclusions.

# 3 Theory

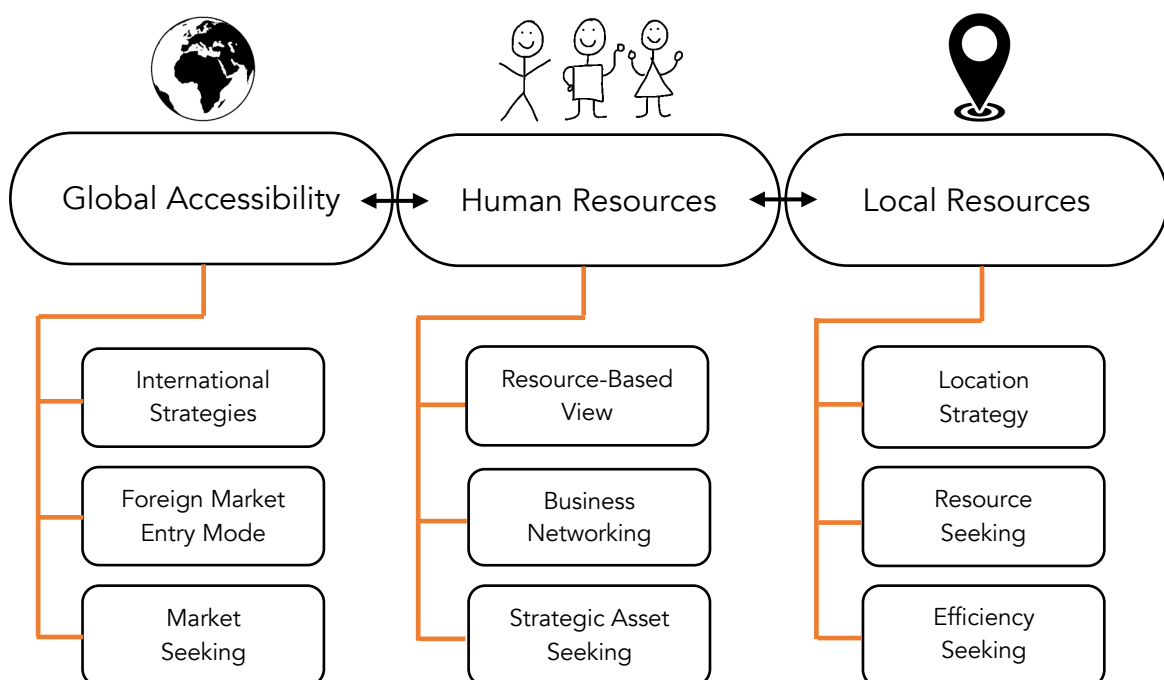
*This chapter presents the overall theories on which the study is based. The chapter is introduced with an illustrated overview of the theoretical framework. The section is thereafter divided into the three research areas of the thesis; Global Accessibility, Human Resources and Local Resources.*

---

## 3.1 Overview of Theoretical Framework

A summary of the theoretical framework is illustrated in figure 3.1 below. The theory section is divided into the three research areas *Global Accessibility*, *Human Resources* and *Local Resources*, where associated theories will be presented under each area. Based on the empirics conducted from the interviews in chapter 4, the theories will be applied and tested on each case in chapter 5.

The research area of *Global Accessibility* includes theories that are relevant to examine the first sub-question of the study, RQ1. These theories will later on be utilized to explore the company strategies and their views on Malmö’s accessibility from a global point of view. The research area of *Human Resources* includes theories that are relevant to examine the second sub-question of the study, RQ2. These theories will later on be utilized to investigate the company views on Malmö’s access to human competence and skills, business networks and the region’s potential in attracting talents. The research area of *Local Resources* includes theories that are relevant to examine the third and last sub-question of the study, RQ3. These theories will later on be utilized to investigate Malmö from a local point of view, including the companies’ views on location strategies and their experiences regarding Malmö’s access to land or business facilities.



**Figure 3.1:** A summarizing illustration of the theoretical framework.

## 3.2 Global Accessibility

### 3.2.1 International Strategies

According to Johnson et al. (2014), there are four international strategies that a company can adopt when entering foreign markets; *global*, *export*, *multi-domestic* and *transnational* strategies. The strategies differ more or less in terms of global integration and local responsiveness. Global integration refers to standardization and coordinated operations across borders, in order to gain efficiency advantages at a global scale. Local responsiveness refers to the adaptation to local demand and needs, focusing on differences in customer preferences. The four strategies are visualized in figure 3.2.

#### Global Strategy

The global strategy has a high degree of global integration and a low degree of local responsiveness. This means that the world is seen as one marketplace, regardless of local conditions in different countries. Products and services are standardized in order to mass-produce these and create economies of scale. A global firm has a centralized company structure and the HQs serve as main platforms where all global operations are being coordinated and controlled. The subsidiaries depend on the HQs and aim to govern by the parent company's decisions. A global strategy is suitable when the customer needs are somehow homogenous across regions, countries and continents. It is most advantageous when cost and efficiency benefits can be fully utilized. (Johnson et al., 2014; Business-to-you, 2017).

#### Export Strategy

The export strategy has a low degree of both global integration and local responsiveness. An exporting firm has a looser company structure than a global firm, but it is still quite centralized, and the decision making is primarily maintained at the HQs. The majority of the company's functions are typically operated within the home country, such as production, while the global customer demand is satisfied through comprehensive export activities. Subsidiaries may exist but their purpose is of practical nature, functioning as intermediaries as they handle direct sales to regional customers. In order to succeed with this strategy, the company should possess distinctive home capabilities in combination with a strong reputation worldwide. (Johnson et al., 2014; Business-to-you, 2017).

#### Multi-Domestic Strategy

The multi-domestic strategy has a high degree of local responsiveness and a low degree of global integration. It is the direct opposite of the global strategy where all countries are treated equally. Instead, the multi-domestic strategy considers countries as individual platforms with different conditions, customizing the company's offers in line with local preferences. This means that products and services offered in one country, may be slightly different in another, or not present at all. A multi-domestic firm has a decentralized company structure and subsidiaries operate as independent units, with the aim to analyze and satisfy local needs and requirements. (Johnson et al., 2014; Business-to-you, 2017).

## Transnational Strategy

The transnational strategy has a high degree of both global integration and local responsiveness. It is the most complex strategy of all four and aims to unite the advantages of the global and the multi-domestic strategy. A transnational firm has a combined company structure, neither centralized in the home country nor decentralized in foreign countries. A flow of knowledge and information is encouraged in between the subsidiaries but also between the subsidiaries and HQs, as they all serve within an interdependent network. Products and services are adapted to local conditions in each country and a transnational coordination and learning process across units is continuously ongoing. The trade-off between global integration and local responsiveness is in constant focus in the transnational strategy. (Johnson et al., 2014; Business-to-you, 2017).

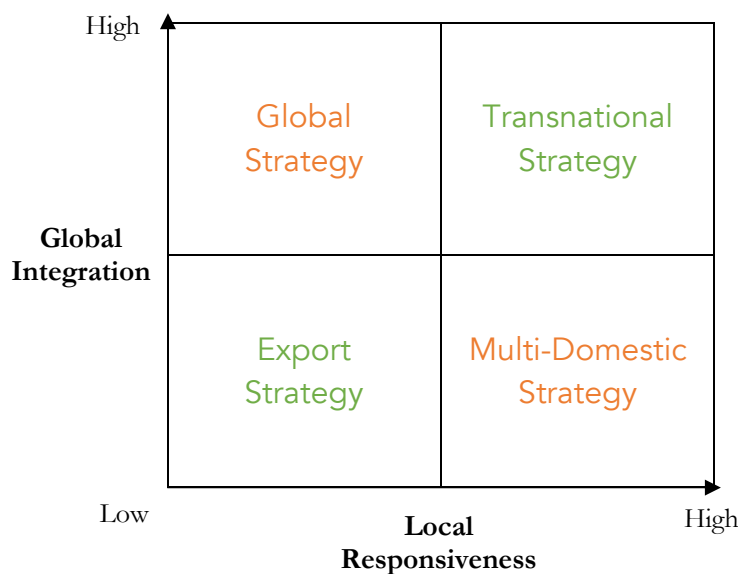


Figure 3.2: A model of the different international strategies.

### 3.2.2 Foreign Market Entry Mode

According to Johnson et al. (2014), there are four main establishment options that a company can choose between when entering foreign markets; *exporting, licensing & franchising, joint ventures* and *wholly owned subsidiaries*.

#### Exporting

Exporting is a common initial approach when firms start their expansion abroad. There are three different types of this mode of entry, divided into *indirect, cooperative* and *direct* exporting. Indirect exporting occurs when the firm manages international sales through independent intermediaries outside the firm but within the home country, which in turn handle the direct sales to end customers. Cooperative exporting occurs when the firm enters a partnership with another company, which in turn agrees to be responsible for the sales process. Direct exporting occurs when the firm sets up its own export department in the home country, and thereafter relies on intermediaries such as distributors, based in foreign countries. (Kotabe & Helsen, 2010).

## Licensing & Franchising

Licensing and franchising are contractual arrangements between a company and an external actor, which means that the expansion is less dependent on the company's own resources (Kotabe & Helsen, 2010).

A licensing agreement is when the company, the licensor, gives a foreign business actor, the licensee, the right to use the company's assets in terms of intellectual property (IP), such as brand name, trademarks and patents – in exchange for royalty fees. The licensor may control how the IP is used but does not control the business operations of the licensee. The licenses are often sold to multiple companies serving within the same market. (Kotabe & Helsen, 2010).

A franchising agreement is a stricter and more comprehensive arrangement, meaning that the company, the franchisor, authorizes a foreign business actor, the franchisee, to use assets beyond IP, such as business models, equipment, know-how and access to business systems in a complete package – in exchange for royalty payment and other fees. The franchising arrangement may also include training, support, manuals and standards. Franchising comes with a high degree of control even though the franchisee operates as an independent branch of the company. (Kotabe & Helsen, 2010).

## Joint Venture

A joint venture is a partnership arrangement between two or more parties, where a venture is established as a legal entity in the host country. In a joint venture, all parties agree to share their resources with each other. The ownership and equity stake of the venture can be split as desired which means that the involved companies decide themselves whether they should possess equal shares or not. Depending on the equity stake, there are three different types of partnerships; majority (more than 50 percent ownership), fifty-fifty and minority (less than 50 percent ownership) ventures. Joint ventures can also be divided into two groups, cooperative and equity joint ventures. A cooperative joint venture implies that the partners will collaborate but doesn't involve equity investments. An equity joint venture entails that each partner should raise capital in line with the agreed equity stakes. (Kotabe & Helsen, 2010).

## Wholly Owned Subsidiary

A wholly owned subsidiary is a company which is completely owned by another firm, which in turn is referred to as the parent company. Since the parent company owns all shares of the subsidiary, it also has the right to control the subsidiary and its operations. It is a suitable entry mode when full control over the subsidiary is desirable. Multinational companies often prefer this option when entering new markets. A wholly owned subsidiary can be accomplished in two main ways; either through M&As (mergers and acquisitions) or greenfield investments. When a company obtains a subsidiary through M&As, existing facilities and financial obligations in the host country come along. A greenfield investment means that the subsidiary starts with a clean slate, as new company facilities are built from the ground up. It also gives the subsidiary the opportunity to create a united corporate culture from the beginning, in contrast to the M&A alternative. (Kotabe & Helsen, 2010).

### 3.2.3 Market Seeking

*Market seeking* is an FDI motive where the investing company seeks to exploit new markets, or sustain existing ones, in certain countries or regions by establishing a physical unit there. Most often, all or some of the target markets have already been served through export activities where a satisfying demand has been detected. In order to endorse the potential market growth that this implies, a direct presence close to the concerned markets may be a further step to embrace the international expansion. (Dunning & Lundan, 2008).

According to Dunning & Lundan (2008), there are four main reasons why firms do market seeking investments, beyond market growth. First, the market seeking initiative may be a consequence of the fact that the company's key suppliers and/or customers have moved their organizations abroad. Being highly dependent on a few corporate relationships has created a fragile position for the firm and a market seeking move to follow the key corporations overseas may be necessary to maintain the business. Second, the market seeking initiative may be a strategic move in order to adapt the company's products or services to local needs. Coming closer to markets creates a greater insight in culture, legal requirements and demand. Third, the market seeking initiative may be a strategic move in terms of cost-efficiency, creating advantageous transaction and production costs compared to serving the market from distance. Fourth, a physical presence close to leading markets might be considered as essential according to the company strategy, in order to protect or increase market shares and not to be outcompeted by others.

## 3.3 Human Resources

### 3.3.1 Resource-Based View

The *resource-based view* (RBV), or the resource-based theory of the firm, claims that a firm's degree of competitive advantage is a direct implication of its internal resources and capabilities. These resources and capabilities can be divided into two groups; *tangible* and *intangible* assets. Tangible assets are physical resources that can be seen, touched and quantified, such as facilities, capital and equipment. These tangible resources will be further discussed in section 3.4.2 *Resource Seeking*. Intangible assets are resources with non-physical presence, such as management skills, employee competences and brand reputation, but also intellectual property such as patents, trademarks and brand name. (Barney, 1991; Barney, Wright & Ketchen, 2001).

The resource-based view presented in the article "Firm Resources and Sustained Competitive Advantage" (Barney, 1991), claims that sustained competitive advantage, SCA, emerges from resources and capabilities that fulfill the VRIN framework; i.e. resources and capabilities that are valuable, rare, inimitable and non-substitutable. If the answer isn't yes to all of the four questions in the VRIN framework, the competitive advantage gained from a resource or capability is considered temporary or non-existing. (Barney, 1991). A few years after the model was introduced, it was further improved and became VRIO framework where the letter O represents the organization itself, asking if the organization is able to exploit a resource or capability. If the answer is yes to all four questions in the VRIO framework, the competitive advantage gained from the

resource or capability is considered to be sustained. (Barney, 1995). The VRIO framework is illustrated in figure 3.3.

The resource-based view has contributed with valuable insights into the field of human resource management, HRM, and not least into the more specific field of strategic human resource management, SHRM (Wright, Dunford & Snell, 2001). By declaring the importance of employees as a significant and strategic asset in successful companies, recruitment strategies of the individual firm are more likely to become highlighted in a firm's overall strategy (Barney, Wright & Ketchen, 2001). The resource-based view considers the HR function as a key role in developing SCA and the organization's human resources as key assets in maintaining the SCA. The HR function should utilize the VRIO model and ensure that the employees provide value, that they are rare, difficult to copy and that the organization has the appropriate views and tools needed to capture the capabilities of the employees. (Barney, 1991; Barney & Wright, 1998).



**Figure 3.3:** VRIO framework. (Free Management eBooks, n.d.)

### 3.3.2 Business Networking

Networking has been described in various ways throughout its history of study. According to Gibson, Hardy & Buckley (2014), the integrated meaning of networking can be defined as follows:

“Networking is a form of goal-directed behavior, both inside and outside of an organization, focused on creating, cultivating, and utilizing interpersonal relationships.” (Gibson, Hardy & Buckley, 2014, p. 150)

Networking can operate at an individual and an organizational level. The individual level has dominated historical research, although networking has shown to have significant implications at the organizational level as well. (Gibson, Hardy & Buckley, 2014). Business networking has especially been found to have positive effects on work performance in organizations, as a consequence of a resource and strategic information flow (Thompson, 2005). On the other hand,



the effects of networking are not always positive at the organizational level, since external networking can be costly (Wolf & Moser, 2010).

Collaborations between companies has been increasing over the years. To keep up an organization's innovative and adaptive advantages and skills, it is common to collaborate with business partners and competitors in strategic alliances. These set-ups are often essential for the individual company in order to access external resources and competences that may be valuable for the firm's future development. (Skyrme, 2007).

Networking doesn't have to imply two or more companies creating a strategic alliance. Connecting people and businesses, regardless of industry, can be value-adding in multiple ways. By exchanging knowledge, competence, perspectives and insights in each other's businesses, the individual firm can find inspiration that might lead to new opportunities and ideas. (Skyrme, 2007).

### 3.3.3 Strategic Asset Seeking

*Strategic asset seeking* is an FDI motive where the investing company seeks to acquire intangible resources in terms of non-physical assets such as human competences, knowledge and skills. Strategic asset seeking is less focused on cost advantages and more focused on sustaining or strengthening ownership-specific advantages. By acquiring these strategic assets of foreign companies, the investing firm supports its long-term objectives and becomes more competitive. (Dunning & Lundan, 2008).

Dunning & Lundan (2008) describe strategic asset seeking as a motive where the strategic assets can be acquired from foreign companies as a consequence of M&As and joint ventures. In this thesis, it is assumed that strategic assets can be acquired in other contexts as well. FDI situated in highly developed locations with access to skilled labour, universities and research centers, also holds the potential to obtain strategic assets if exploiting these surrounding resources.

## 3.4 Local Resources

### 3.4.1 Location Strategy

A location strategy is useful when looking for a suitable location for a company establishment. The location strategy is typically in line with the company's corporate strategy and can be considered as a strategic plan for obtaining the optimal location based on the company's needs and objectives. (Goerzen, Asmussen & Nielsen, 2013; Gerdeman, 2012). The location strategy often takes multiple location specific aspects into account, such as resources, knowledge hubs and other relevant aspects that may provide the company with a competitive advantage (Gerdeman, 2012).

When analyzing different locations as targets for future establishments, the PESTEL Framework can be utilized. By using the model, market characteristics in different countries or cities can be compared on equal terms. The model includes six different dimensions representing political,

economic, social, technological, environmental and legal factors. The analysis may serve as a helpful tool prior to the final decision on where to locate a future business. (Johnson et al., 2014). The different parts of PESTEL Framework is visualized in figure 3.4 and is presented in more detail below.

### P – Political Factors

The political factors cover the impact from the government and the government policy in the potential host region. The impact can include multiple aspects such as the degree of political stability, corruption, government policy, foreign trade policy, tax policy, labour law, environmental law and trade restrictions. The government also has an impact on other central parts of the society such as infrastructure and health regulations. (Business-to-you, 2016; Jurevicius, 2013).

### E – Economic Factors

The economic factors that are present in the potential host region have a direct or indirect impact on the firm and its profitability. These factors may include economic growth, exchange rates, inflation rates, interest rates and unemployment rates. The economic factors affect the purchasing power of the consumers which in turn influences the company's pricing of their products or services. (Business-to-you, 2016; Jurevicius, 2013).

### S – Social Factors

The social dimension covers demographic aspects such as the size of the population, growth rate and distribution of age, gender and income levels in the potential host region. This dimension can also include culture, values, norms, ways of doing business and other factors that may or may not create barriers between the home country of the company and the host region. The social factors reveal how the business culture is structured in the host region, which also gives an indication of the local work climate that the company would become a part of. (Business-to-you, 2016; Jurevicius, 2013).

### T – Technological Factors

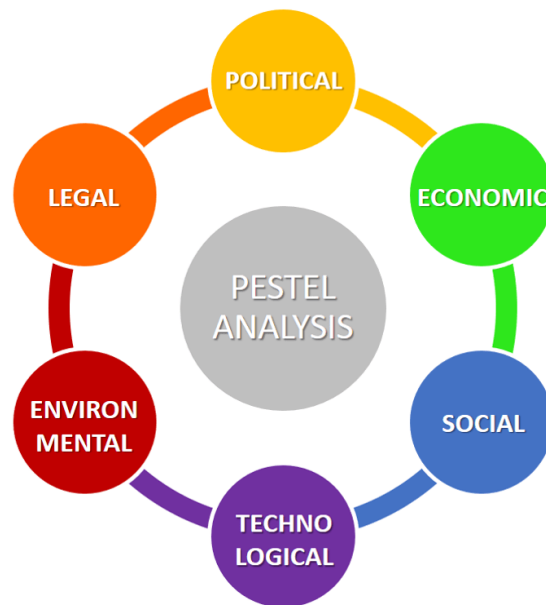
The technological dimension is characterized by the technological development and innovation rate in the potential host region, which in turn can affect the market. These factors can vary depending on what industry the investing company operates in but may include R&D activities, technological awareness and rate of digitalization. A high innovation rate implies a fast-moving market, which could be beneficial for a high-tech company but also less beneficial if the firm doesn't possess a strong and competitive advantage in relation to their rivals. (Business-to-you, 2016; Jurevicius, 2013).

### E – Environmental Factors

The environmental dimension relates to climate, carbon footprint and sustainability. These factors have become more relevant over the last couple of decades, as a result of climate change and increased environmental awareness. The environmental dimension may not be the most relevant dimension in the location process, but a location may still serve as a more or less environmentally friendly spot based on the region's actions and efforts for the climate. (Business-to-you, 2016; Jurevicius, 2013).

## L – Legal Factors

The legal dimension occasionally overlaps with the political dimension, even though political factors are controlled by government policy while legal factors are a result of a country's legislation. Legal factors include more specific laws regarding employment, consumer rights, copyright, patent, health and safety. It's important for the investing country to be aware of the fundamental legislation that operates in the potential host region. (Business-to-you, 2016; Jurevicius, 2013).



**Figure 3.4:** PESTEL Framework and its different dimensions. (Business-to-you, 2016)

### 3.4.2 Resource Seeking

*Resource seeking* is an FDI motive where the investing company seeks to acquire certain resources in a foreign country that may be available at a lower cost or doesn't exist at all in the home country. (Dunning & Lundan, 2008).

According to Dunning & Lundan (2008), there are three main types of resource seekers. The first type includes companies that seek to acquire natural resources such as mineral fuels (e.g. oil, coal and gas), metals (e.g. copper, zinc and diamonds) and agricultural products (e.g. tobacco, sugar and coffee). These companies are often primary producers or manufacturing enterprises with the common objective to get access to certain resources to the lowest possible cost. The second type of resource seekers includes companies that seek to acquire cheap and unskilled or semi-skilled labour. This is yet another approach to minimize costs and maximize profits which is a mutual objective among manufacturers where labour represents a large proportion of the total company costs. The third type of resource seekers includes companies that seek to acquire technological capabilities, management, marketing expertise and organizational skills. This can be achieved by establishing collaborative alliances, executive research subsidiaries or R&D centers.

Since the second type of resource seekers include cost advantages in terms of labour, this area is considered to be of higher relevance in section 3.4.3 *Efficiency Seeking* presented below.

Since the third type of resource seekers include non-physical assets such as collaborative, managerial and organizational competence, this area is of higher relevance in relation to networking skills and strategic assets. As a consequence, the third type of resource seekers according to Dunning & Lundan (2008) will be disregarded here since the area is investigated in section 3.3.2 *Business Networking* as well as 3.3.3 *Strategic Asset Seeking* presented earlier.

In this thesis, resource seeking will include tangible resources only, such as land and office facilities available in the host country.

Dunning & Lundan (2008) originally refer to resource seeking as “Natural Resource Seeking”. Since the motive doesn’t include natural resources only, the motive has been modified to “Resource Seeking” in this thesis.

### 3.4.3 Efficiency Seeking

*Efficiency seeking* is an FDI motive where the investing company mainly seeks to gain productivity advantages. This is typically a result of geographically dispersed activities. By concentrating production to a limited number of locations, benefits such as economies of scale, scope and risk diversification arise. (Dunning & Lundan, 2008).

According to Dunning & Lundan (2008), there are two main types of efficiency seekers. The first type includes companies that seek advantages coming from differences in availability and relative cost of traditional factor endowments (e.g. amount of land and labour) in different countries. By seeking such strategic and cost advantages, this explains why capital-, technology- and information-intensive activities are located in developed countries, while labour- and resource-intensive activities are located in developing countries. The second type of efficiency seekers includes companies that invest in countries with similar structures and income levels and seek to utilize economies of scale and scope. This type has less focus on factor endowments and more focus on competence, capabilities, demand and government policies.

## 4 Empirics

*This chapter presents the qualitative empirics conducted from the case interviews. Each case is introduced with some background information regarding the company in general, before the research areas are explored. The first case concerns Panasonic Fire & Security Europe AB, the second case concerns Mercedes-Benz Sverige AB and the third case concerns Fanuc Nordic AB.*

---

### 4.1 Case 1: Panasonic Fire & Security Europe AB

#### 4.1.1 Background

Panasonic Fire & Security Europe AB is a company that handles development and sales of fire alarm systems and system components for home alarm systems. The company manages both import and export and the products are sold via distributors. Most employees work within the area of R&D.<sup>1</sup> Panasonic Fire & Security Europe AB is a wholly owned subsidiary to Panasonic Electric Works Europe AG, a European HQ located in Holzkirchen, Germany, which parent company is Panasonic Corporation, headquartered in Kadoma, Osaka, Japan. (Panasonic Eco Solutions Nordic AB, 2018).

Panasonic Fire & Security Europe AB was founded in 1999 under the previous name Matsushita Electric Works Scandinavia AB and established in Malmö, Sweden in the same year. In 2009, the firm moved into a company building called World Trade Center and has been located there ever since.<sup>2</sup> The complex serves as a shared base to several different companies that operate close to each other but manage their own businesses separately. The building is approximately 15,700 m<sup>2</sup> large and accommodates office space, conference rooms, restaurants, stores and a bank, see figure 4.1. (Midroc, 2008; Midroc, n.d.). A couple of company name changes have taken place during the years. In March 2019, the company name was changed to today's name, Panasonic Fire & Security Nordic AB.<sup>3</sup>

The office in Malmö is located in a central part of the city called Västra Hamnen (“Western Harbour”), which is one of Malmö's most attractive neighborhoods right by the sea, accommodating both companies and residents. Västra Hamnen is a modern area with focus on sustainability and environmental-friendly energy solutions. (Malmö stad, 2018c).

The Panasonic Group is divided into five different company divisions; *Appliances company (AP)*, *Eco Solutions Company (ES)*, *AVC Networks Company (AVC)*, *Automotive & Industrial Systems Company*

---

<sup>1</sup> Svensson, Björn, Managing Director, Panasonic Fire & Security Europe AB, personal interview, March 18, 2019

<sup>2</sup> Ibid.

<sup>3</sup> Ibid.

(AIS) and Other. Panasonic Fire & Security Europe AB belongs to the division of Eco Solutions (ES) and is currently the most successful subsidiary within its division in Europe.<sup>4</sup>

Panasonic Fire & Security Europe AB had 23 employees in March 2019.<sup>5</sup> The company operates as a medium-sized business and had a revenue of approximately 320 million SEK in the financial year of 2017/2018 (Panasonic Eco Solutions Nordic AB, 2018).



**Figure 4.1:** The office building World Trade Center, WTC, where Panasonic Fire & Security Europe AB operates. The company accommodates the 7th floor in the tallest office building to the left. (Lindeskog, 2019)

*All information presented below is conducted from a personal interview with Björn Svensson, Managing Director at Panasonic Fire & Security Europe AB, if not stated otherwise. The interview was held in Malmö at March 18, 2019. The unedited notes from the interview, conducted in Swedish, can be found in Appendix C.*

## 4.1.2 Global Accessibility

### Historical and Future Perspective

When Panasonic Fire & Security Europe AB was founded back in 1999, Malmö was the natural location to establish the company in. The city was already accommodating R&D activities on behalf of the Panasonic Group and the idea of establishing the company elsewhere never came up to discussion.

Today, Panasonic Fire & Security Europe AB, hereinafter referred to as Panasonic, is satisfied with Malmö serving as the company home base. The company has been growing steadily for each year and there are currently no plans on moving the business to another location. The Öresund Bridge between Malmö and Copenhagen and the international flight connections from Copenhagen Airport are highly necessary to serve both incoming visitors and outgoing business trips. The

---

<sup>4</sup> Svensson, Björn, Managing Director, Panasonic Fire & Security Europe AB, personal interview, March 18, 2019

<sup>5</sup> Ibid.

employees travel worldwide to visit clients as well as to Japan, where the official HQ of Panasonic Corporation is located.

### International Strategies

Panasonic has a regular contact with the HQ in Japan. Video conferences are arranged between the Malmö office and the Japanese HQ every week, sometimes several times per week. The Malmö office has around two visits from the Japanese HQ every month. Outgoing visits to Japan are also considered important, especially when different client projects are to be established. Meeting each other face-to-face builds trust and creates long-term relationships. The interaction in between the subsidiary and the parent company is thus high. There are two international boards, one in Germany and one in Japan. Board meetings are arranged around three times per year in which the Managing Director of the Malmö company, Björn Svensson, attends to.

Even though the interaction in between the Malmö office and the HQ is high, the company is still quite independent when it comes to decision-making. The company applies five-year plans, in which there's room for gambling within the range of certain boundaries and budgets. Every decision doesn't have to be reviewed by superiors as the subsidiary is entitled to deal with most of these on its own. However, decisions that may require monetary efforts above 20 million SEK or so, have to be reviewed by the international board before any final decisions can be made.

The products that the company offers, are somehow equivalent regardless of what countries or regions that they are distributed to. The obvious difference in between would be the languages offered in the manuals accompanying the products. All products are certified according to the European Standard EN54, a mandatory standard throughout the EU for fire detection and fire alarm systems.

All European subsidiaries of the Panasonic Group have different product specializations. Panasonic in Malmö is thus alone within the entire Eco Solutions division to develop and sell fire alarm systems and system components for home alarm systems, see figure 4.2. Within the division of Eco Solutions, there are different subsidiaries in Germany specializing on other product areas such as power tools, solar panels and lightning. As a result, no collaborative activities exist in between the sister companies when it comes to product development, but only between the subsidiaries and the HQs.



**Figure 4.2:** To the left – Fire alarm systems for commercial, public and industrial use. To the right – System components included in home alarm systems for private use. (B. Svensson, personal communication, March 20, 2019)

## Foreign Market Entry Mode

Before Panasonic established in Malmö in the late 90's, fire detectors were exported from Japan to Sweden to satisfy the national market demand. Fire detectors can be considered as a forerunner to fire and home alarm systems, since they are less advanced and less costly overall. As fire detectors simply trigger alarming signals when they sense smoke, fire and home alarm systems also include interactive functions.

As the exporting activities to Sweden continued, the need for a local business increased. The lead times were long as most products were manufactured in Japan. In an attempt to defend existing market shares, a wholly owned subsidiary was established, which in turn provided an office, production facilities and a local warehouse.

## Market Seeking

Panasonic serves markets all over the world. The fire alarm systems are distributed globally, not just within Europe but also to Australia, New Zealand, back to Japan and to other countries in the Far East. The system components for home alarm systems are sold exclusively to one Swedish distributor of home alarm installations, Verisure.

Around 70-80 percent of the total sales include system components for home alarm systems, which in turn go directly to Verisure. The remaining 20-30 percent of the sales concern the fire alarm systems. Around 30 percent of this share is sold to distributors in Sweden, while the remaining share is exported globally. Since Verisure is the biggest customer in terms of sales, it is highly convenient that they are located in Malmö as well, with a short distance in between. The second closest customer is located in Glostrup, Denmark while the remaining distributors are spread out all over the world.

A physical presence close to lead markets, is important to maintain flexible and well-functioning distribution activities, especially to the main customers. A short physical distance to the biggest customer, currently Verisure, is also beneficial for the relationship as well as for the communication between the companies. The corporate strategy for the Panasonic Group overall, also promotes establishments close to lead markets.

Today, a majority of the production is located in Japan while a smaller share, around 10-20 percent of the production activities, are maintained in Malmö at two different factories. The products from Japan are transported by boat and the lead times can be up to four months. The local warehouse in Malmö is of great importance to provide fast distributions when needed and not least to maintain safety stocks.

Once a year, all company products are inspected in order to verify that the European Standards are fulfilled. The test laboratories where the inspections are performed, are all located around Europe. This is yet another reason to have a physical presence in Europe.



### 4.1.3 Human Resources

#### Resource-Based View

When Panasonic established in Malmö, the initial workforce was already complete, and no external candidates were recruited at the time. Through the years, the employee turnover has been low, and external recruitments have mainly occurred as a result of business growth. Nowadays, the company recruits around 2-3 people annually.

When the company recruits, they have occasionally experienced a difficult time finding qualified engineers as well as economists in the region. The company puts a lot of effort into finding the right people when vacancies occur. In order to make sure that all recruitments are done properly from the beginning, the recruitment processes are often time-consuming. Finding a suitable candidate for a job is more valuable than filling the spot within a short period of time.

All new employees undergo comprehensive in-service training as they enter the walls of Panasonic. The company's philosophy is to support all employees that may want to go through with external training or courses as well, in order to develop and become better at what they do.

Panasonic regularly have around 2-3 employees from Japan working at the Malmö office for two or three years each, in order to gain international training within the Panasonic Group. These Japanese employees are often engineers or specialists. It has shown to be difficult to obtain work permits for these employees on time, even though the applications have been sent far in advance. It has also been demanding to find temporary housing for these incoming employees.

#### Business Networking

Since Panasonic is located on the 7<sup>th</sup> floor in WTC, an office building where several companies operate, the placement is a natural spot to meet other businesses on a daily basis. As a tenant in the property, Panasonic is automatically a member of the WTC Club which in turn arranges seminars, training and other member meetings within the areas of growth, trade, leadership and financing. All sessions are highly optional, but company representatives of Panasonic are welcome to sign up for these sessions in case of interest. (WTC, n.d.). Panasonic isn't involved in any other network activities within Malmö, since those settings are considered to be of a more entrepreneurial character and not as rewarding for the kind of business that Panasonic operates. As Panasonic is a niched business with a few main customers, there's more focus on keeping up those relationships on a long-term basis than chasing new ones.

#### Strategic Asset Seeking

When Panasonic established in Malmö in the first place, the company did not focus on Malmö's potential assets in terms of human competence and skills. Even today, these strategic assets of the region are still not empathized by the company. Since Malmö has access to several universities and research institutes close by, it would be likely for the region to provide a wide range of qualified people. However, Panasonic has not noticed any particular benefits of Malmö being an educational region, since the company occasionally experiences a difficult time finding qualified candidates when recruiting.

## 4.1.4 Local Resources

### Location Strategy

When Panasonic established in Malmö in the late 90's, the company considered some factors to be more significant than others concerning the choice of location for the company. *Political factors* in terms of political stability, were considered to be very important in order for the business to run smoothly. *Economic factors* were less important, since Panasonic isn't dependent on the economic growth in neither Malmö nor Sweden. The company's international trade doesn't depend on the Swedish krona, since the invoicing currency is in euros. *Environmental factors* were less important as well, since the climate awareness at the time wasn't as comprehensive as it is today. *Social factors* were very important, as values, rights and social responsibility have characterized the corporate vision for a long time. *Technological factors* were slightly important, since it was considered beneficial to operate in a developed region even though the competence and expertise already existed within the company itself. *Legal factors* were very important as Panasonic was, and still is, eager to remain in compliance with laws and regulations.

### Resource Seeking

Before Panasonic decided to move into WTC, the company operated in another facility close by for about ten years. Even though the company was satisfied with the location, the facility had become old and worn out and on top of that, the rent was suddenly raised tremendously. As a result, Panasonic started to look for other facility options in the neighborhoods. WTC was being built at that time and the location met all the requirements that Panasonic had. The building was located in an attractive neighborhood in Malmö, close to the central train station and with well-developed commuting possibilities. The office space that WTC offered, was smaller than the previous office but contained of an untouched surface area. This opened up the possibilities to create a modern workplace with an open office landscape instead of closed office rooms which in turn required more space. WTC also offered large meeting rooms, which all companies in the building were able to reserve whenever needed. This, in combination with the sea view as well as the parking and hotel facilities close by, was a desirable location for the employees as well as visitors. Panasonic decided to sign the rental agreement and moved into the building when it was completed in 2009.

### Efficiency Seeking

The sales subsidiaries of the Panasonic Group are spread out over the world, operating in multiple countries in North America, South America, Asia, Africa, Oceania and Europe (Panasonic, n.d.). The manufacturing activities that serve the different subsidiaries of the Panasonic Group are mainly located in Japan. A smaller share of the production takes place in other countries such as Vietnam, Philippines and India. All fire alarm systems are produced in Japan while the system components for the home alarm systems are partly produced in Serbia, but also Malmö. The Panasonic Group always strives to decrease production costs, but all production facilities still need to contain of a qualified workforce, regardless of where the production is located.

## 4.2 Case 2: Mercedes-Benz Sverige AB

### 4.2.1 Background

Mercedes-Benz Sverige AB is the official importer of Mercedes-Benz in Sweden. The company manages both import and wholesaling of Mercedes-Benz passenger cars, vans, trucks and spare parts.<sup>6</sup> Mercedes-Benz Sverige AB is a wholly owned subsidiary to Mercedes-Benz Danmark A/S, located in Copenhagen, Denmark, which parent company is the automotive group Daimler AG, headquartered in Stuttgart, Germany. (Mercedes-Benz Sverige AB, 2018a).

Three separate Mercedes-Benz units exist in Malmö today, handling the areas of import and wholesaling, retail respectively finance. Mercedes-Benz Sverige AB handles the area of import and wholesaling, Mercedes-Benz Försäljnings AB handles the area of retail and Mercedes-Benz Finans Sverige AB handles the area of finance. Mercedes-Benz Försäljnings AB is a subsidiary to Mercedes-Benz Sverige AB while Mercedes-Benz Finans Sverige AB is a sister company to Mercedes-Benz Sverige AB. Today, the three units are spread out at different locations in Malmö.<sup>7</sup> When referring to the HQ in this thesis, this implies Mercedes-Benz Sverige AB only.

Mercedes-Benz Sverige AB was founded in 1994 under the previous company name Daimler-Benz AG. In 1999, the company established an office in Copenhagen, Denmark. A few years later in 2008, the company turned into an independent organization and became Mercedes-Benz Sverige AB. A Swedish HQ was established in Malmö in the same year, see figure 4.3. This was an attempt to complement the already existing office in Copenhagen. Today, Mercedes-Benz Sverige AB is still headquartered in Malmö, operating as a “Danish-Swedish” organization in the Öresund region, with a close cooperation in between the two offices. (Mercedes-Benz Sverige AB, 2018b).

The HQ in Malmö is located in a modern and central part of the city called Dockan, which is one of Malmö’s most attractive neighborhoods right by the sea, accommodating both companies and residents. The area is expanding continuously and new buildings for both residential and corporate use is under construction. (Malmö stad, 2018d).

Mercedes-Benz Sverige AB had around 270 employees in Malmö in March 2019.<sup>8</sup> The company had a revenue of almost 10 billion SEK in the financial year of 2017 (Mercedes-Benz Sverige AB, 2018a), operating as one of the largest foreign-owned companies in Malmö (Näringslivskontoret, 2018).

---

<sup>6</sup> Berglund, Annika, HR Business Partner, Mercedes-Benz Sverige AB, personal interview, March 20, 2019

<sup>7</sup> Ibid.

<sup>8</sup> Ibid.



**Figure 4.3:** The office building of Mercedes-Benz Sverige AB, to the left. (World Travel Images, n.d.)

*All information presented below is conducted from a personal interview with Annika Berglund, HR Business Partner at Mercedes-Benz Sverige AB, if not stated otherwise. The interview was held in Malmö at March 20, 2019. The unedited notes from the interview, conducted in Swedish, can be found in Appendix D.*

## 4.2.2 Global Accessibility

### Historical and Future Perspective

When Mercedes-Benz Sverige AB, hereinafter referred to as Mercedes-Benz, established a HQ in Malmö in 2008, this was an attempt to come closer to the sales on the Swedish market. The company was looking for a Swedish location close to the existing office in Copenhagen, to create an integrated organization in between the Danish and the Swedish office. It came naturally to choose Malmö as the optimal location for the establishment. Establishing further away, in Stockholm or elsewhere, would potentially create a larger gap in between the offices and the integration in between wouldn't be possible to the same extent. Malmö was a relatively small but convenient city and the access to the Öresund Bridge by car or train was highly valuable in order to reach Copenhagen Airport and to travel in between the Malmö office and the Copenhagen office.

Today, Mercedes-Benz is satisfied with Malmö serving as the company home base. The short distance in between the Swedish and the Danish office enables Danish employees to also work in the Swedish office, as well as the other way around. The international flight connections from Copenhagen Airport are also valuable, for outgoing business trips as well as for incoming employees and clients. Direct flights are available between Copenhagen and Stuttgart, where the HQ is located, in less than two hours. As all of these advantages are highly appreciated, there are currently no plans on moving the business to another location. If any move would take place in the future, it would still be within Malmö but to a more spacious building in order to fit all company activities in Malmö under one roof, which isn't the case today.

## International Strategies

Mercedes-Benz has a regular contact with Daimler, the parent company headquartered in Stuttgart, either through video conferences or personal visits. Daimler has a large interest in the Swedish HQ and there's a close cooperation in between the offices, with continuous follow-ups. Mercedes-Benz also needs to go through Daimler before any major decisions are made, so there's generally a strong awareness of the fact that the subsidiary's existence is dependent on its parent company.

Mercedes-Benz's close relationship with the office in Denmark creates integrated coordination activities across borders. Mercedes-Benz also try to promote close relationships in between the Malmö office and the HQ in Stuttgart. Personal visits are considered to be especially important in order to get to know each other better and to create close and well-functioning relationships internally. When leaders from foreign Mercedes-Benz subsidiaries come to visit or work at the Swedish HQ, they may be introduced to the Swedish work culture through internal crash courses. This is to educate them in national values and work rights but also in important norms such as the acceptance of both maternity and paternity leave. Understanding the Swedish work culture is considered important in order to prevent misunderstandings and to promote respectful behavior within the workplace.

The customer offers that Mercedes-Benz has, may differ in between different regions and countries, depending on differences in climate and demand. Dealers in regions with cold winters offer vehicles that are equipped for extreme weather conditions. Crowded regions that are less weather demanding, may instead inquire for smaller vehicles. Spain obtains most Smart cars in the entire world, see figure 4.4, which in turn is sold and distributed by Mercedes-Benz. Sweden and Denmark for instance, have shown a larger interest in SUVs and hatchback cars.



**Figure 4.4:** The Smart Fortwo has a length of just 2.69 m which makes it easy to park in crowded cities. (Smart, n.d.)

## Foreign Market Entry Mode

Before the Swedish HQ established in 2008, a number of Mercedes-Benz dealers existed at different places around Sweden. Vehicles were exported to these dealers which in turn handled the customer sales. Establishing a wholly owned subsidiary in 2008, was the obvious choice and a joint venture wasn't even an option. Today, the parent company is more open about teaming up in joint ventures. The recent joint venture between Daimler AG and BMW Group, investing in urban mobility services, is one example of a joint venture that the parent company is involved in.

## Market Seeking

Mercedes-Benz mainly serves the Swedish market, but also the Danish market since the two offices in Copenhagen and Malmö collaborate across borders. The physical market presence in Sweden is vital in order to keep up an extensive network of authorized dealers, internal as well as external ones. Mercedes-Benz also educate all dealers through internal courses, called Mercedes-Benz Global Training. The training is applicable for several different Mercedes-Benz representatives, such as salesmen, mechanics and service advisors.

Spare parts are located at a warehouse close to Gothenburg in order to get fast access to these whenever needed. All imports to Sweden arrive by boat to Malmö harbor, located close to the HQ. The vehicles are thereafter distributed to dealers around Sweden. Being located close to the arrival point, is yet another positive factor for the HQ. If any complications occur in the harbor, company representatives from the HQ can show up within short notice.

Establishing physical units close to lead markets is reflected in the parent company's corporate strategy in general. The communication with global dealers is favored by shorter distances and the market presence is important in order for the distribution activities to run smoothly.

## 4.2.3 Human Resources

### Resource-Based View

When the HQ established in Malmö in 2008, several of the employees from the Copenhagen office came along and started to work at the Malmö office instead. Any remaining positions were filled through external recruitments. The company started to recruit far in advance in order to create a strong workforce.

Today, Mercedes-Benz has its own HR function, which in turn recruits new employees in Malmö and Copenhagen whenever needed. The company applies a proactive recruitment process and utilizes its own networks in order to find potential candidates. The company has occasionally experienced difficulties in finding candidates within the area of IT as well as compliance but has always managed to fill the positions at one point or another.

In order to ensure the competence and capabilities within the workforce, development and feedback sessions are performed at least once a year. The purpose of these sessions is to evaluate each employee's individual accomplishments as well as their potential for development. The sessions also include new goals and plans for the upcoming year. Courses within different areas, such as IT training, are discussed and planned in case of interest. This is especially important for those employees who might not feel comfortable using the digital tools that the company provides. Business trips to the HQ in Stuttgart may also be planned in order for the employees to create or maintain personal contact with foreign colleagues and to get to know the value chain better. The sessions also encourage open conversations regarding career goals in general, where the employees get the chance to express whether they are up for leadership positions or other challenges.

## Business Networking

Daimler AG is a member of the German-Swedish Chamber of Commerce. Mercedes-Benz also has a female network where the retail and marketing departments invite career driven women to the Malmö office. Daimler and Mercedes-Benz are engaged in a number of networks, but none of them are based in, or specific for, the city of Malmö.

Mercedes-Benz is positive to the fact that the company operates close to other businesses. It is especially convenient that the financial unit, Mercedes-Benz Finans Sverige AB, operates in a building within walking distance from the HQ. Mercedes-Benz has also participated in inspiration days, where companies around the block is invited to occasions where they get to meet each other as well as attend to seminars.

## Strategic Asset Seeking

Before Mercedes-Benz established in Malmö in 2008, the company was well aware of the region's access to multiple universities, both in Copenhagen and in southern Sweden. This was considered to be a strategic asset that the company wanted to utilize. The company has occasionally collaborated with Lund University, Copenhagen Business School and Kristianstad University, where students have worked with company projects within a limited period of time. Since the demand for salesmen and mechanics has been high at times, the company has also chosen to collaborate with automotive-oriented high schools, in order to introduce younger students to Mercedes-Benz at an early stage in their working lives.

## 4.2.4 Local Resources

### Location Strategy

When Mercedes-Benz established in Malmö, the company considered some factors to be more significant than others concerning the choice of location for the company. *Political factors* were less important, since Sweden was the obvious location choice from the beginning, regardless of the political situation. *Economic factors* were very important as the economic growth in Sweden, Malmö and the Greater Copenhagen region affects the sales and purchasing power in general. *Environmental factors* were slightly important, even though the company has become much more aware and proactive within this area over the years. *Social factors* were slightly important at the time of establishment but have become more important over time since the company is highly committed to values and a respectful business culture. *Technological factors* were very important since the company was positive to Sweden's strong development towards a more digital and high-tech society. *Legal factors* were also slightly important, since they settled a fundamental framework for the company to adjust to.

### Resource Seeking

Before Mercedes-Benz decided to move into its current office building in 2008, the company was looking for different options around Malmö. At the time, there were several options to choose between. The objective was to rent a large facility, preferably in a central and easy-accessible part of Malmö but also within a reasonable price range. Mercedes-Benz came across a rental agreement for a brand-new facility in one of Malmö's most attractive neighborhoods by the sea, close to the

central train station and the highway, and decided to go for it. The building was in the construction phase, and Mercedes-Benz got the chance to customize it according to the company's individual needs.

Mercedes-Benz Finans Sverige AB, the sister company operating the financial area, was earlier located at one floor in the HQ building as well. Over time, the workforce of both companies has increased, and the building became too crowded. This resulted in Mercedes-Benz Finans Sverige AB moving to a separate facility, located just one street away.

Mercedes-Benz has lately been looking for new construction options in Malmö, as a potential attempt to fit all Malmö divisions under one roof, including the financial as well as the retail division. Shared premises would simplify the interaction in between the divisions. The company divisions would also become more united and accessible for both customers and international visitors. However, a move is a big decision and far from settled at present.

### Efficiency Seeking

The sales subsidiaries of the Daimler Group are spread out over the world, operating in Europe, Africa, Asia, Australia & Pacific, North America and South America (Daimler, n.d.). The manufacturing activities serving the global Mercedes-Benz subsidiaries are mainly concentrated to production facilities in Germany but also the U.S. The remaining Mercedes-Benz production is spread out all over the world with production facilities in several countries such as South Africa, China, France, Hungary and Romania (Daimler, 2018).

## 4.3 Case 3: Fanuc Nordic AB

### 4.3.1 Background

Fanuc Corporation is a world-leading manufacturer of factory automation products within the three product groups of CNC control systems, robots and production machinery (Fanuc, 2018). The Nordic division, Fanuc Nordic AB, manages sales, training and service maintenance within all three product groups. Fanuc Nordic AB is a wholly owned subsidiary to Fanuc Europe Corporation, a European HQ located in Echternach, Luxembourg, which parent company is Fanuc Corporation, headquartered at the foot of Mt. Fuji, Japan. (Fanuc Nordic AB, 2018).

Fanuc Nordic AB was founded in 2007 under the previous company name Fanuc Nordic Service AB, and established in Sollentuna, Sweden, the same year (Fanuc Nordic Service AB, 2009; Fanuc Nordic AB, 2018). Back then, the establishment operated as a service organization within the area of control systems. The complete service and sales organization of today was formed in 2013, when the three company units CNC, Robot and Robomachine were merged into one company.<sup>9</sup> In 2014, the company name was changed to Fanuc Nordic AB (Fanuc Nordic AB, 2014).

---

<sup>9</sup> Andersson, Cerold, Managing Director, Fanuc Nordic AB, personal interview, March 22, 2019



In May 2018, it became official that the company were about to move the Nordic HQ from Sollentuna to Malmö. Fanuc Nordic AB had bought 10,000 m<sup>2</sup> of land in Malmö in order to construct a private company facility which in turn would cover approximately 3,700 m<sup>2</sup>. (Fanuc Nordic AB, 2018; Capuder, 2018). The new facility will accommodate sales, service, technical centers, training centers, logistics centers, a robot academy as well as a showroom and an event area, see figure 4.5 (Fanuc, 2018). The construction is estimated to be completed by the end of 2019 and the grand opening is expected around the same time. (Fanuc Nordic AB, 2018; Capuder, 2018). The new HQ will be located in the outskirts of Malmö, more precisely in an area called Fosie (Capuder, 2018). This is a large industrial area with more than 300 companies in the neighborhood (Malmö Business, n.d.; Allt i Malmö, n.d.).

Fanuc Nordic AB had 45 employees in 2018.<sup>10</sup> The company operates as a medium-sized business and had a revenue of almost 300 million SEK in the financial year of 2017/2018. (Fanuc Nordic AB, 2018).



**Figure 4.5:** An illustrated picture of how the Nordic HQ of Fanuc will look like when the construction is completed in the end of 2019. (MVB, n.d.)

*All information presented below is conducted from a personal interview with Cerold Andersson, Managing Director at Fanuc Nordic AB, if not stated otherwise. The interview was held in Malmö at March 22, 2019. The unedited notes from the interview, conducted in Swedish, can be found in Appendix E.*

---

<sup>10</sup> Andersson, Cerold, Managing Director, Fanuc Nordic AB, personal interview, March 22, 2019

## 4.3.2 Global Accessibility

### Historical and Future Perspective

Fanuc Nordic AB, hereinafter referred to as Fanuc, have grown with more than 30 percent annually for the last five years. In 2017, the company realized that the Nordic HQ in Sollentuna was becoming too small to administrate the rapid expansion. The company then started to look for possible establishment locations where a new HQ could operate. In order to find an optimal location, the company utilized a business intelligence report where all subcontractors in the Nordics were marked on a map. It then became obvious that most subcontractors were located in Denmark and in southern Sweden, especially Småland county.

Establishing the HQ in Denmark was considered to be too far away from the office in Sollentuna, as a close integration between the two offices was desirable. Småland was on the other hand a less urbanized area, which could cause problems when recruiting. It was also a difficult and less attractive location to access for international visitors, as no international airport existed anywhere close. Malmö was then decided to be the most suitable location. The city was located in between Denmark and Småland, with a reasonable driving distance to the entire customer base in both directions. The location also enabled a close cooperation between the HQ and an existing office in Odense, Denmark.

Today, Fanuc operates in temporary facilities in Malmö and will do so until the HQ is completed in the end of 2019. The company has large expectations on Malmö in general, where the Öresund Bridge and Copenhagen Airport play a key role in the company logistics. Having Copenhagen close by, also enables Danish employees to work in Sweden and live in Denmark if they prefer to. Direct flight connections are also accessible from Copenhagen to Luxembourg where the European HQ is located. There are currently no future plans for additional establishments in Sweden, since the entire focus is pointed at the ongoing HQ for now. If the company continues to grow in the same pace, it is however not impossible that the plant in Malmö expands even more.

### International Strategies

Fanuc has a regular contact with the European HQ in Luxembourg, as well as the global HQ in Japan. Colleagues from Luxembourg visit more often than the Japanese colleagues, but the communication in between the different units is strong. Fanuc serves as an independent subsidiary, even though a Japanese ownership comes with much control. The Japanese owners are in general meticulous in all that they do, as they don't rely on assumptions or coincidences, but take action instead. Even if Fanuc is entitled to handle most of the decision-making itself, there are still corporate guidelines that the company needs to follow when dealing with a decision-making process. These internal guidelines could for instance cover setting up an agreement with an international customer, as well as establishing a plant.

The products that Fanuc offers in different parts of the world are adjusted in line with local needs. CNC control systems are the main product area at a global scale while robots are the main product area in the Nordics as well as in Europe in general, see figure 4.6. Individual countries may however request specific needs. Sweden and Denmark for instance, have shown a large interest in a high degree of AI and precision, which requires highly intelligent robots. Less advanced robots may

instead be sold to countries with lower AI requirements. The product levels sold on different markets around the world may vary depending on the country or region, but all three product groups of CNC control systems, robots and production machinery are available at a global scale.

### Foreign Market Entry Mode

Between 2007 and 2013, the Fanuc office in Sollentuna operated as a service organization only as it didn't operate sales activities. During that time period, the Nordic market was served through export activities from other subsidiaries. The robots were exported from the U.K. while the production machinery was exported from Germany. After 2013, the organization became complete and a sales organization was set up.

Establishing a wholly owned subsidiary in 2007 was the obvious choice in order to grow into the Nordic market in the company's own pace. Joint venturing wasn't an option, as the Japanese owners once again preferred to do things their own way instead of involving others.

### Market Seeking

Fanuc serves the Nordic market, covering Sweden, Denmark, Finland and Norway, as well as the Baltic market, covering Estonia, Latvia and Lithuania. The physical presence close to those markets is preferable in order for the distributors and their customers to get to know the technology before installing it. The HQ in Malmö will thus have a robot academy and a showroom available, in order to educate all stakeholders.

Establishing physical units close to lead markets is not just encouraged by the Fanuc Group in general, but a natural part of the corporate strategy. The physical presence is essential to maintain the customer service, but it doesn't make any difference for the actual lead times. Fanuc doesn't have a warehouse in Sweden which means that all orders are delivered directly from Japan. Spare parts are however located in a European warehouse in Luxembourg, operating fast deliveries when necessary.



**Figure 4.6:** Fanuc has produced the world's strongest industrial robot, the FANUC M-2000iA/2300. The robot has a payload of 2.3 t and can lift complete cars. It is thus especially suitable in the automotive industry and costs over 3 million SEK. (Mynewsdesk, 2016)

### 4.3.3 Human Resources

#### Resource-Based View

Prior to the opening of the new HQ, Fanuc has several positions to fill and began the recruitment process already in the summer of 2018. Starting off with only two employees at the temporary office in Malmö, consisting of the Managing Director and a sales representative, the workforce now contains of around ten people. The recruitment process will be constantly ongoing until and after the HQ is completed. The complete workforce will contain of around 15 full-time employees when moving in, while the office space in total has a capacity to accommodate around 50 employees. The workforce will thereby continue to grow over time.

Headhunting is the main recruitment method that Fanuc utilizes, especially for the more advanced positions. Robotics requires specific competences and capabilities, skills that are rare in general. For these positions, the company searches for candidates on a global scale since it's not relevant to search only within the local region.

Already on beforehand of the recruitment process, Fanuc predicted that it would be somehow difficult to find qualified candidates to fill the positions. This is why the company started off with the headhunting early, as the process was assumed to be time-consuming. The predictions turned out to be true, since Fanuc has experienced difficulties with finding qualified people from the nearby regions when recruiting. The issue has been most evident when searching for candidates with technical qualifications, such as different types of engineers, but economists have also been difficult to find. Most candidates have either been found outside Malmö, in areas where industrial companies operate, or in other parts of Sweden. A significant part of the workforce so far, contains of employees that have been willing to move to Malmö in order to work at Fanuc. The company's attractiveness has thus been of great importance when searching for new employees.

#### Business Networking

As Fanuc hasn't moved into the HQ just yet, the company hasn't gotten the chance to get settled in Malmö already. Creating business relationships by participating in network activities is thus not the main priority at the moment. The company may participate in different network activities in the future, but the main relationships will always be the customer focused. Since the HQ will operate in an industrial area with numerous manufacturing companies close by, several of these may be potential customers to Fanuc in the future.

#### Strategic Asset Seeking

Before Fanuc established in Malmö, the company was well aware of the city's close access to universities. Fanuc in Denmark has earlier collaborated with DTU, the Technical University of Denmark, and the Malmö HQ may open up for similar collaborations with universities close by in the future.

Even though Fanuc has experienced a difficult time finding qualified candidates in the local region when recruiting, the company still has a positive attitude towards the fact that Malmö is located

close to universities. Fanuc hopes to attract a larger number of candidates in the future, as a consequence of the company brand becoming more well-known in the area in general.

#### 4.3.4 Local Resources

##### Location Strategy

When Fanuc established in Malmö, the company considered some factors to be more significant than others concerning the choice of location for the company. *Political factors* were less important, since the establishment in Malmö would have occurred regardless of the political situation. *Economic factors* were very important as the economic growth in both Sweden and Malmö region was required in order for the establishment to occur in the first place. This is also why no separate office has been established in the Baltics just yet, since the economic growth in that region hasn't been that strong in general. *Environmental factors* were slightly important, since the company represents sustainability and climate awareness. The HQ at the base of Mt. Fuji is a true example of the company's interest in preserving nature, see figure 4.7. The plant's laboratories and factories are located in direct connection to a highland forest, right beside a national park. All facilities are closely integrated with trees in order to preserve the natural environment. *Social factors* were very important, as the Japanese corporate culture within Fanuc is characterized by precision, professionalism and first-class service. The company stands for ethical values and strives to apply transparency both inhouse and towards the suppliers and customers. *Technological factors* were less important, as the company already had the technological competence within the company and didn't seek to explore it from the external environment. *Legal factors* were slightly important, as reasonable laws are fundamental prerequisites in order for the company to operate in a country, even though those factors aren't vital in that matter.



**Figure 4.7:** The global HQ of Fanuc, located in a forest at the base of Mt. Fuji in Japan. (Fanuc SA, 2018)

### Resource Seeking

When Fanuc decided to establish the Nordic HQ in Malmö, the plan from the entire beginning was to construct a new company building from the ground up. Fanuc then sent an e-mail to Malmö Municipality and presented the company's establishment plans. Together, they found a location spot that met the company's requirements and a building contractor was hired shortly after. Parallel to this, the word regarding Fanuc's establishment search was spread fast. A few real estate companies got in touch and offered to construct company facilities according to Fanuc's needs, in which Fanuc could accommodate through rental agreements. Fanuc dismissed these offers as the company was determined to invest in its own facility. Continuing as planned, Fanuc then invested 100 million SEK in the Nordic HQ and financed the entire investment with the company's own resources. Investing in an own facility instead of committing to a rental agreement, is typical for Fanuc subsidiaries in general. It is also a strategic move as it signals the company's long-term presence in the region, which in turn indicates a loyal relationship towards regional customers.

### Efficiency Seeking

The sales and service subsidiaries of the Fanuc Group are spread out over the world, operating in Europe, South Africa, Oceania, Asia, and America. New establishments pop up at a fast rate and new constructions are currently being built, or planned, in Hungary, Spain, Italy, Russia and Germany. The major part of the subsidiaries is concentrated to Asia and Europe, operating in numerous countries in both continents. (Fanuc, n.d.). The manufacturing activities are exclusively performed at the production plant in Japan, where Fanuc's robots in turn produce new robots. The production is thus highly automated. The products are thereafter distributed to the subcontractors worldwide.

## 5 Analysis & Discussion

*This chapter applies a cross-case analysis as it reviews the empirics presented in chapter 4. Relevant data conducted from each one of the three interviews is discussed and compared in between the different companies, in order to find similarities as well as dissimilarities. The analysis is focused on the research areas which in turn is based on the underlying theories presented in chapter 3.*

---

### 5.1 Global Accessibility

According to all three companies, the global accessibility of a business location is crucial in order for the logistics to run smoothly. All three companies express a distinct gratefulness towards Malmö's international availability, for incoming visitors as well as outgoing business trips. The international flight connections between Copenhagen Airport and the rest of the world, is thus described as a main advantage. The direct linkage to Copenhagen and Denmark via the Öresund Bridge also plays a key role in the company logistics, as it enables short travel times in between Malmö and Copenhagen Airport. The Öresund Bridge also connects the companies to their Danish offices and/or customers as those are reachable within a short period of time.

#### 5.1.1 International Strategies

##### Panasonic

Even though Panasonic has a regular contact with the global HQ in Japan, the establishment still serves as an independent unit within the Panasonic Group. The company structure is quite decentralized, since the subsidiary is entitled to operate most of the decision-making itself. As the product specializations differ in between all subsidiaries of the Panasonic Group, the Malmö office is in charge of its own operations and doesn't coordinate these with any of its sister companies. This eliminates the transnational strategy, since no coordinated activities occur across borders. It also eliminates the export strategy, since the subsidiary doesn't exist as an intermediary only, but also handles the important function of product development. The global strategy however implicates standardization and centralized decision-making, which is the direct opposite of Panasonic's operations. The company applies a high degree of local responsiveness, as a result of its diverse operations compared to its sister companies. It also applies a low degree of global integration, as a result of its strong independence and the decentralized company structure in general. This in turn applies to the multi-domestic strategy.

##### Mercedes-Benz

Mercedes-Benz has a regular communication in between the subsidiary and the HQ in Germany. The interaction between the subsidiaries, in this case the Malmö office and the Copenhagen office, is also strong. This in turn implies transnational coordination activities, as the subsidiary has a constant communication flow in between subsidiaries but also in between subsidiaries and the HQ. Even though the HQ has to approve of major decisions that are made by the subsidiary, the decision-making is not centralized to the HQ but primarily developed within the subsidiary. The

company structure is thus difficult to define, as it's not clear to be of a centralized nor a decentralized character, but possibly a combination of both. The type of vehicles that Mercedes-Benz mainly offers, may vary between subsidiaries in different countries, depending on regional differences in demand. This implies a high degree of local responsiveness. While the transnational as well as the multi-domestic strategy both imply a high degree of local responsiveness, they differ in terms of global integration. Even though the communication between the Malmö and Copenhagen office is strong, the transnational coordination doesn't include other Mercedes-Benz subsidiaries beyond these two. It would consequently be somehow misleading to imply a high degree of global integration and more realistic to refer to it as intermediate. The international strategy of Mercedes-Benz is thus not a typical example of neither the transnational nor the multi-domestic strategy, but more likely a mixture of both.

### Fanuc

Fanuc has a regular contact with both the European HQ in Luxembourg, as well as the global HQ in Japan. Since the product development and the entire production are operated from the company home base in Japan, the Malmö office is of practical nature and serves as an intermediary in order to handle sales to regional distributors, as well as training and service maintenance. The company thus possess distinctive home capabilities while the global demand is satisfied through comprehensive export activities. This in turn applies to the export strategy. Still, the subsidiary serves as an independent unit as it is entitled to handle the major part of the decision-making itself, which also applies to the multi-domestic strategy. The degree of local responsiveness can be considered to be intermediate since the company offers product variations in order to satisfy differences in demand but still tries to please the industry as a whole instead of focusing on specific target groups. The degree of global integration is low since all subsidiaries of the Fanuc Group are quite independent of each other, as they are in charge of different markets. The international strategy of Fanuc is thus not a typical example of neither the export nor the multi-domestic strategy, but more likely a mixture of both. A summary of the data above is presented in table 5.1.

**Table 5.1:** Summary of data – International Strategies.

	Degree of Global Integration	Degree of Local Responsiveness	International Strategy
Panasonic	Low	High	Multi-Domestic
Mercedes-Benz	Intermediate	High	Transnational/ Multi-Domestic
Fanuc	Low	Intermediate	Export/ Multi-Domestic

### 5.1.2 Foreign Market Entry Mode

All three companies founded a wholly owned subsidiary at the time of their establishments, as this was considered to be the most suitable option at the time. The main establishment purpose for Panasonic was to manage R&D and global sales activities, while the establishment purpose for both Mercedes-Benz and Fanuc was mainly to coordinate regional sales activities. The



establishment of Panasonic was thereby an attempt to create a versatile and holistic unit while the establishments of Mercedes-Benz and Fanuc was of a more practical character, in an attempt to serve regional markets from close by. A summary of the data above is presented in table 5.2.

**Table 5.2:** Summary of data – Foreign Market Entry Mode.

	Year of Establishment	Entry Mode	Export Activities Before Establishment?
Panasonic	1999	Wholly Owned Subsidiary	Yes
Mercedes-Benz	2008	Wholly Owned Subsidiary	Yes
Fanuc	2019 (Q4)	Wholly Owned Subsidiary	Yes

### 5.1.3 Market Seeking

All three companies had market seeking as an FDI motive when they established in Malmö, as they were seeking to sustain existing markets in certain countries or regions when establishing their units. The main reason behind each market seeking establishment was in turn the same for all three companies; a physical presence close to lead markets was considered to be essential according to the corporate strategy in general. Panasonic states that the physical presence enables flexible and well-functioning distribution activities for the nearby regions. Mercedes-Benz describes the physical presence as vital in order for the local distribution activities to run smoothly, but also to maintain their network of authorized dealers in the region. Fanuc considers the physical presence as essential in order to maintain customer service but also to offer product training for the local distributors and their customers. The physical presence for all three companies is in other words important in order to handle the logistics that concerns nearby markets. Panasonic also mentions shorter lead times as one advantage of operating close to market, while this isn't the case for Mercedes-Benz or Fanuc at all. Their lead times are unaffected by their market presence as all of their products are individually customized in the manufacturing countries, in line with each customer order. Even if all products were standardized, local warehousing would most likely be a costly way to go, since their products are both large and heavy. A summary of the data above is presented in table 5.3.

**Table 5.3:** Summary of data – Market Seeking.

	Main Market	Other Markets
Panasonic	Sweden	Europe, Australia, New Zealand, Japan, Far East
Mercedes-Benz	Sweden, Denmark	-
Fanuc	Southern Sweden, Denmark	Finland, Norway, Estonia, Latvia, Lithuania

## 5.2 Human Resources

### 5.2.1 Resource-Based View

The resource-based view describes a firm's competitive advantage as a direct implication of its internal resources and capabilities where the intangible assets play a major role. This is a view that the three companies seem to share. Intangible assets in terms of competence and capabilities among the employees, are considered to be highly valuable within all three companies. This is also reflected in the recruitment processes that the companies apply, as they appear not to settle until they find a suitable candidate for a specific position. Panasonic recruits with the help from an external recruitment agency, Mercedes-Benz has a comprehensive HR function and Fanuc manages the recruitment process internally. Even though all three companies apply headhunting and other proactive methods in the recruitment process, they have all experienced difficulties with finding candidates that provide the minimum qualifications. This has resulted in longer recruitment processes than expected at times. Panasonic and Fanuc have occasionally experienced challenges with finding engineers and economists, while Mercedes-Benz has experienced the same issue within the areas of IT and compliance. Even though the companies always fill the spots at one point or another, the challenging recruitment process is still portrayed as an issue.

In order to achieve and maintain sustained competitive advantage, SCA, the companies do their best to ensure the competence and capabilities within the workforce. Mercedes-Benz is a particularly engaged company when it comes to strategic human resource management, SHRM, as the HR function ensures constant development within the organization in various ways. It's however important to remember that Mercedes-Benz is much larger than the other two companies in terms of company size and number of employees. Panasonic and Fanuc also work with ensuring capabilities and competence within the organizations, even though their tools might be of a more traditional character, through e-learnings and other internal course material. A summary of the data above is presented in table 5.4.

**Table 5.4:** Summary of data – Resource-Based View.

	Approx. Number of Employees	Recruitment Method	Positions/Work Areas Difficult to Recruit
Panasonic	23	Recruitment Agency	Engineers, Economists
Mercedes-Benz	270	HR Function	IT, Compliance
Fanuc	45*	Managed Internally	Engineers, Economists

\*In 2018.

### 5.2.2 Business Networking

The positive effects of networking that may come from exchanging knowledge, competence, perspectives and insights, are not the main focus in any of the three companies. They may

occasionally participate in network activities, but the companies don't seem to be that interested, nor engaged in settings where businesses come together to either collaborate or get to know each other, at least not on a regular basis. Mercedes-Benz seems to have a slightly more positive and proactive attitude towards networking than the other two companies, even though the difference isn't that remarkable. This speaks against the theories that argue for the importance of networking at the organizational level, since none of the companies promote a significant interest in networking but instead seem to consider it as secondary activity. This attitude could possibly be a consequence of the strong and worldwide brand reputation that each one of the companies possesses within their respective industry. As all three subsidiaries belong to global organizations with well-known brand names, they may consider themselves as "giants" with no need to promote themselves any further. If this is the case, they may miss out on unique opportunities, successful collaborations or valuable advice that networking activities might induce. It may also be possible that networking isn't as rewarding for all kinds of companies that the theories may imply, but more fruitful for start-ups or companies with a more entrepreneurial character. These companies might have a stronger need to build up a network in order to succeed, while established companies are less dependent on interaction with external parties. A summary of the data above is presented in table 5.5.

**Table 5.5:** Summary of data – Business Networking.

	Participation in Network Activities	Interest in Networking
Panasonic	Occasionally	Low
Mercedes-Benz	Occasionally	Intermediate
Fanuc	Occasionally	Low

### 5.2.3 Strategic Asset Seeking

Seeking to acquire intangible resources in terms of competence, knowledge, skills or other non-physical and strategic assets, doesn't seem to have been the main FDI motive for any of the companies when they established in Malmö. Panasonic didn't focus on Malmö's potential of strategic assets when establishing more than 20 years ago. Mercedes-Benz and Fanuc were however well aware of Malmö's access to multiple universities nearby before they established and considered it to be beneficial when recruiting but also for future collaborations. Fanuc even considered Malmö to be an advantageous business location when recruiting compared to less urbanized areas, which in turn was one of the reasons why the company chose Malmö as their home base in the first place.

Even though the companies have experienced some difficulties when searching for qualified people around the area, they all have a positive attitude towards the fact that the entire region, including southern Sweden and Copenhagen, is likely to produce but also appeal highly-skilled people. It's also important to remember that the recruitment issues have occurred within specific work areas, while other areas have been much easier to recruit to. A competitive labour market in general, with several employers in combination with a limited number of qualified people within certain work

areas, may also have contributed to the occasional recruitment difficulties. A summary of the data above is presented in table 5.6.

**Table 5.6:** Summary of data – Strategic Asset Seeking.

	Interest in Strategic Assets at the Time of Establishment	Today's Attitude Towards the Strategic Assets in the Region
Panasonic	Low	Positive
Mercedes-Benz	Intermediate	Positive
Fanuc	Intermediate	Positive

## 5.3 Local Resources

### 5.3.1 Location Strategy

The location strategies that the companies applied before establishing in Malmö, can be analyzed with the help from the six dimensions of the PESTEL framework: political factors, economic factors, environmental factors, social factors, technological factors and legal factors. The factors were more or less important for the companies at the time of establishment, summarized in table 5.7, which partly depended on their historical decision processes behind the choice of location. In the case of Panasonic, Malmö was a given choice of location as no other alternatives were considered. This means that the company's location strategy behind the establishment can be considered as less deliberate than it would have been if other location alternatives also had been included in the decision. Mercedes-Benz had Sweden as a given country of location but could have ended up in other cities or regions as well. This means that Mercedes-Benz had a bit more deliberate location strategy in mind before deciding to go for Malmö. Fanuc on the other hand, had the most accurate and thoughtful location strategy of all three companies, not just because it was most up-to-date, but as the location strategy was both well-reasoned and highly deliberate before deciding where to establish. The company could practically have ended up in any Nordic country but decided to go for Sweden and Malmö as the largest share of their customer base operated in southern Sweden and Denmark. The choice of location was thus not just a convenient decision but a strategic move in order to operate close to lead markets.

When comparing the companies' individual views on the location specific factors, several similarities but also a few dissimilarities can be found. Mercedes-Benz and Fanuc seemed to have a somewhat alike attitude towards the different factors before establishing, as they valued four of the six factors similarly when measuring their respective degree of importance. All three companies agreed somehow equally concerning several of the factors, especially concerning the importance of social and legal factors where they all expressed a strong engagement. The dissimilarities mainly concerned the political and economic factors where Mercedes-Benz and Fanuc were united but where Panasonic had an opposite opinion. Fanuc particularly highlighted

the great importance of economic growth in the host region, which Mercedes-Benz also agreed on. Panasonic on the other hand, emphasized the great importance of political stability in the host country, in which the other companies didn't find as significant.

**Table 5.7:** Summary of data – Location Strategy.

	Importance of Location Specific Factors Prior to the Establishment in Malmö					
	Political Factors	Economic Factors	Environmental Factors	Social Factors	Technological Factors	Legal Factors
Panasonic	Very Important	Less Important	Less Important	Very Important	Slightly Important	Very Important
Mercedes-Benz	Less Important	Very Important	Slightly Important	Slightly Important	Very Important	Slightly Important
Fanuc	Less Important	Very Important	Slightly Important	Very Important	Less Important	Slightly Important

### 5.3.2 Resource Seeking

The FDI motive of resource seeking, where the investing company seeks to acquire tangible resources in a foreign country, has mainly included office facilities and land in the case of the three companies. Panasonic and Mercedes-Benz are both tenants in their office facilities, while Fanuc invested in its own piece of land in order to construct a new facility from the ground up, a so-called greenfield investment.

Obtaining the land or office facilities seemed to be a quite unproblematic process for all three companies, even though they had strict requirements in what they were looking for. Both Panasonic and Mercedes-Benz required office facilities at a central and easy-accessible location, close to the train station. Fanuc didn't require a central location but was eager to construct its own building, in order to gain total control over its operations. All three companies found at least a few options to choose between before they decided to go for the most suitable alternative. This in turn speaks for Malmö as an accessible city when providing incoming companies with available business facilities or land. A summary of the data above is presented in table 5.8.

**Table 5.8:** Summary of data – Resource Seeking.

	Business Location in Malmö	Type of Facility Agreement
Panasonic	Close to City Center	Rental Agreement
Mercedes-Benz	Close to City Center	Rental Agreement
Fanuc	In the Outskirts of Malmö	Direct Ownership

### 5.3.3 Efficiency Seeking

The FDI motive of efficiency seeking, where the investing company seeks to gain productivity advantages, is partly the case of Panasonic but not the FDI motive for the other two companies. As Panasonic operates a share of its manufacturing activities in Malmö, the company do seek for some productivity advantages as a consequence of producing close to market. Fanuc is on the other hand a company that concentrates its manufacturing activities exclusively to the home base in Japan. This means that the parent company seeks for benefits such as economies of scale and scope. Still, these productivity advantages don't arise as a consequence of the Malmö establishment and the subsidiary itself did thus not have efficiency seeking as an FDI motive. In the case of Mercedes-Benz, the manufacturing activities are mainly concentrated to Germany and the U.S., but with some production activities in other countries as well. Here, the risk diversification arises as a consequence of geographically dispersed activities. Still, the Malmö establishment doesn't include any manufacturing activities and was thus not an FDI motive for efficiency seeking. A summary of the data above is presented in table 5.9.

**Table 5.9:** Summary of data – Efficiency Seeking.

	Manufacturing in Malmö	Main Locations of Remaining Manufacturing Activities
Panasonic	Partly	Japan
Mercedes-Benz	No	Germany, U.S.
Fanuc	No	Japan

## 6 Conclusions

*This chapter sums up the thesis by answering the research questions. The fulfilment of purpose is discussed, as well as the main contributions of the thesis. Since the reliability, validity and representativeness of the thesis have already been discussed in chapter 2, these areas are disregarded in this section. Lastly, suggestions for further research is presented.*

---

### 6.1 Answering the Research Questions

Main Research Question:

*What makes Malmö a suitable location for foreign-owned companies to establish themselves in?*

The main research question of this thesis is broken down to three underlying sub-questions, RQ1, RQ2 and RQ3, answered below.

#### ➤ RQ1: What are the geographical motives?

The geographical motives that promote Malmö as a suitable location for foreign-owned companies to establish themselves in, mainly concern two aspects which in turn are directly associated with each other.

The first aspect concerns Malmö's close access to Copenhagen Airport, Scandinavia's largest international airport with more than 160 flight connections worldwide. Having a business close to an international airport is highly valuable, if not essential, for the case companies with customers, colleagues and operations spread out all over the world.

The second aspect concerns Malmö's direct and overseas linkage to Copenhagen – the Öresund Bridge. The bridge is 16 kilometers long and can be accessed by car or train, connecting the two cities together with a 20-30 minutes ride apart from each other. Malmö offers train departures to Copenhagen Airport almost every 20 minutes daily, accessible from three different train stations in the city. It is also possible to ride the train directly to Copenhagen city center or further into Denmark. The Öresund Bridge is an important tool to access Denmark, and not least Copenhagen Airport, fast and easily. Copenhagen Airport and the Öresund Bridge can thus be considered to be equally important, since they depend on each other in order to maximize their full potential.

Apart from the two main aspects mentioned above, another geographical motive for foreign-owned companies to establish in Malmö, is the city's convenient location on the world map in general. The case companies included in this study emphasize their gratefulness towards Malmö's global accessibility, but also the city's accessibility within the Nordics. Malmö's location in southern Sweden has been a strategic establishment move for all companies, as their main markets include both Sweden and occasionally Denmark. The short distance in between Malmö and Copenhagen has thus enabled well-functioning operations across borders.

### ➤ RQ2: What are the human resource-based motives?

To clarify the question, it relates to human resources in terms of competence, capabilities and other types of intangible resources among potential and future employees within the Malmö region. The human resource-based motives that promote Malmö as a suitable location for foreign-owned companies to establish themselves in, are not as extensive as the geographical motives. Despite Malmö's close access to universities and research centers, all three companies have experienced some difficulties with finding qualified people when recruiting, at least when it comes to certain positions within engineering, economy, IT and compliance, for instance. As a consequence, the companies are quite modest when it comes to promoting Malmö's access to a wide range of qualified people, even though they have a positive attitude towards the region's actual capacity. The human resource-based motives that the three companies promote, instead cover the region's promising potential in producing and appealing highly-skilled people in general.

### ➤ RQ3: What are the local resource-based motives?

To clarify this question, it relates to any location specific resources available in Malmö, apart from human resources since that area is already examined in the previous question. The local resource-based motives that promote Malmö as a suitable location for foreign-owned companies to establish themselves in, mainly cover physical resources, such as land and office facilities. Obtaining an office facility, or buying land to construct one on your own, is considered to be a quite easy-going process in Malmö in general. When establishing a business in urbanized regions, this may otherwise be a difficult entry barrier to overcome. As the companies in the study state their individual search experiences as smooth and unproblematic, with different alternatives to choose between in the decision process, Malmö seems to have a sufficient capacity to provide both small and larger companies with suitable business accommodations when settling in the city.

## 6.2 Fulfilment of Purpose

The purpose of this thesis was to examine how international and foreign-owned companies in Malmö experience the city from the perspective of their own operations and business needs.

The purpose of this thesis has been fulfilled by a thorough investigation of the research areas, assisted by a set of theories, which in turn reflect the research questions as well as the problem description. Furthermore, a detailed data collection through qualitative interviews was performed, where three foreign-owned companies in Malmö expressed their views on the issue. This, in combination with a cross-case analysis, has contributed to the fulfilment of the purpose. The three research areas of global accessibility, human resources and local resources were thus investigated to the extent that they were intended to.



## 6.3 Contributions of the Thesis

To academia, this thesis can contribute with insights into the mindsets of the three subsidiaries included in the study, as well as their strategic views on their choice of business location. As all three subsidiaries are owned by global and well-established parent companies, these insights partly concern the corporate groups as well. The thesis can also contribute with insights into the three research areas of the study, including their degree of importance for the case companies.

The thesis can also generate value to the case companies included in the study, as it gives them a chance to reflect on how their businesses are managed. The three case companies are able to compare their individual views on the research areas in between, but also get a chance to gain insights in each other's mindsets as well as in associated theories. They may also find certain areas where they need to improve, or change focus, in order to move forward in a desirable direction.

For global companies worldwide with interests in finding a suitable location for future FDI establishments, this thesis can contribute with detailed information and insights into the city of Malmö and the region of southern Sweden in general. The thesis doesn't only promote Malmö as a global business location but also provides an objective and honest view of the case companies' individual experiences of Malmö as their company base.

## 6.4 Suggestions for Further Research

This thesis was built upon a multiple case study where three companies were interviewed. This gave room for details that may not have been disclosed if additional companies had been included as well. However, the limited amount of companies also restrained the possibility to generalize main findings, especially those that all three companies clearly seemed to agree on. The importance of having a business within a short distance from an international airport is one main finding that would be interesting to look further into, by including a larger sample size. The same applies to the main finding of the occasional recruitment issue concerning certain positions, in which a larger sample size is required in order to identify the main work areas that Malmö potentially has a lack of skilled labour within. It is also important to investigate whether this issue is typical for Malmö exclusively, or if it occurs in other urbanized cities and regions as well.

As this thesis included companies from entirely different industries, no industry related patterns were able to be identified. It is however likely that specific industries have different views on the research areas in this thesis. It would thus be interesting to explore the research areas from the perspective of a specific industry, or several different ones, in order to compare the main findings in between.

The last suggestion for further research, and maybe the most interesting area to investigate further, would be to apply a similar case study on companies in different cities, either on a national or an international level. In that case, Malmö as a global company base could be directly compared to other locations, when companies decide on where to locate future establishments.



# References

- Allt i Malmö (n.d.). *Fosie*.  
<http://www.alltimalmo.se/allt-om-malmo/stadsomraden/soder/fosie> [2019-01-17]
- Barney, J.B., Wright, M. & Ketchen, D.J., Jr. (2001). *The resource-based view of the firm: Ten year after 1991*. Journal of Management, Vol. 27, pp. 625-641.
- Barney, J.B. & Wright, P.M. (1998). *On Becoming a Strategic Partner: The Role of Human Resources in Gaining Competitive Advantage*. Human Resource Management, Vol. 37, pp. 31-46.
- Barney, J.B. (1995). *Looking Inside for Competitive Advantage*. Academy of Management Executive, Vol. 9, Issue 4, pp. 49-61.
- Barney, J.B. (1991). *Firm Resources and Sustained Competitive Advantage*. Journal of Management, Vol. 17, pp. 99-120.
- Business Sweden (2017). *Retail Guide Sweden*.  
[http://redit.skane.com/sites/default/files/media/document/retail\\_guide\\_2017\\_malmo.pdf](http://redit.skane.com/sites/default/files/media/document/retail_guide_2017_malmo.pdf) [2019-01-09]
- Business Sweden (2018). *När företagen investerar: Sverige i den globala konkurrensen om direktinvesteringar*.  
<https://www.business-sweden.se/globalassets/invest-new/reports-and-documents/nar-foretagen-investerar---sverige-i-den-globala-konkurrensen-om-direktinvesteringar.pdf> [2019-01-10]
- Business-to-you. (2017). *International Business Strategy*.  
<https://www.business-to-you.com/international-business-strategy/> [2019-02-05]
- Business-to-you. (2016). *Scanning the Environment: PESTEL Analysis*.  
<https://www.business-to-you.com/scanning-the-environment-pestel-analysis/> [2019-01-11]
- Capuder, A. (2018). *Japansk robottillverkare öppnar nordiskt huvudkontor i Skåne*. 8till5.  
<https://www.8till5.se/2018-09-14/japansk-robottillverkare-oppnar-nordiskt-huvudkontor-i-skane> [2019-01-17]
- Collis, J. & Hussey, R. (2003). *Business Research: A Practical Guide for Undergraduate and Postgraduate Students*. 2<sup>nd</sup> ed. Basingstoke: Macmillan Business.
- Copenhagen Capacity (2018). *Halland slutter sig til Greater Copenhagen*.  
<http://www.copcap.com/newslist/danish/2018/halland-slutter-sig-til-greater-copenhagen> [2019-01-21]
- Copenhagen Capacity (2017). *Greater Copenhagen*.  
[http://www.greatercph.dk/~ /media/GreaterCopenhagen/Vaerktoejskasse/Greater\\_Copenhagen\\_EN\\_brochure\\_WEB.ashx](http://www.greatercph.dk/~ /media/GreaterCopenhagen/Vaerktoejskasse/Greater_Copenhagen_EN_brochure_WEB.ashx) [2019-01-09]
- Copenhagen Capacity. (n.d.). *About Greater Copenhagen*.  
<http://www.greatercph.com/about> [2019-01-21]
- Creswell, J. (2002). *Qualitative, Quantitative, and Mixed Methods Approaches*. 2<sup>nd</sup> ed. Thousand Oaks, CA: Sage.
- Daimler (2018). *Mercedes-Benz Cars at a Glance Edition 2018*.  
[https://facts.daimler.com/fileadmin/user\\_upload/cars/downloads/MBC\\_at\\_a\\_Glance\\_complete\\_PDF\\_VIEW.pdf](https://facts.daimler.com/fileadmin/user_upload/cars/downloads/MBC_at_a_Glance_complete_PDF_VIEW.pdf) [2019-04-05]

- Daimler (n.d.). *Locations Overview*.  
<https://www.daimler.com/career/about-us/locations/> [2019-04-11]
- Dey, I. (1993). *Qualitative Data Analysis*. London: Routledge.
- Dunning, J.H. & Lundan, S.M. (2008). *Multinational Enterprises and the Global Economy*. 2<sup>nd</sup> ed. Edward Elgar Publishing.
- Eriksson, S. & Wessman, J. (2017). *Huvudkontor och specialistkontor till Malmö*. Öresundsinstitutet.  
<http://www.malmobusiness.com/wp-content/uploads/2017/04/Huvudkontorsrapport-20170316-%C3%B6i.pdf> [2019-01-13]
- Fanuc (2018). *FANUC, the world-leading factory automation company, is expanding and opening a new Nordic Headquarter in Malmö, Sweden*.  
<https://www.fanuc.eu/se/en/who-we-are/news/no-new-office-in-malmo-05-2018> [2019-01-17]
- Fanuc (n.d.). *Locations*.  
<https://www.fanuc.com/locations/index.html> [2019-04-08]
- Fanuc Nordic AB (2018). Annual Report for Fanuc Nordic AB 2017-2018 (April 1, 2017 – March 31, 2018). Available at: Retriever Business [2019-01-17]
- Fanuc Nordic AB (2014). Annual Report for Fanuc Nordic AB 2013-2014 (April 1, 2013 – March 31, 2014). Available at: Retriever Business [2019-01-17]
- Fanuc Nordic Service AB (2009). Annual Report for Fanuc Nordic Service AB 2007-2008 (Oktober 18, 2007 – December 31, 2008). Available at: Retriever Business [2019-01-17]
- Fanuc SA (2018). *Fanuc HQ*.  
<http://fanucsa.co.za/about-us/fanuc-hq/> [2019-04-11]
- Free Management eBooks. (n.d.). *VRIO Analysis*.  
<http://www.free-management-ebooks.com/news/vrio-analysis/> [2019-02-13]
- Gerdeman, D. (2012). *Location, Location, Location: The Strategy of Place*. Harvard Business School.  
<https://hbswk.hbs.edu/item/location-location-location-the-strategy-of-place> [2019-02-11]
- Gibson, C., Hardy III, J.H. & Buckley, M.R. (2014). *Understanding the role of networking in organizations*. Career Development International, Vol. 19 Iss 2 pp. 146 – 161  
[https://www.researchgate.net/publication/264351995\\_Understanding\\_the\\_role\\_of\\_networking\\_in\\_organizations](https://www.researchgate.net/publication/264351995_Understanding_the_role_of_networking_in_organizations) [2019-02-10]
- Goerzen, A., Asmussen, C. & Nielsen, B. (2013). *Global cities and multinational enterprise location strategy*. Journal of International Business Studies.  
[https://www.researchgate.net/profile/Bo\\_Nielsen/publication/256191666\\_Global\\_Cities\\_and\\_Multinational\\_Enterprise\\_Location\\_Strategy/links/0c960521ef822a8032000000/Global-Cities-and-Multinational-Enterprise-Location-Strategy.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/Bo_Nielsen/publication/256191666_Global_Cities_and_Multinational_Enterprise_Location_Strategy/links/0c960521ef822a8032000000/Global-Cities-and-Multinational-Enterprise-Location-Strategy.pdf?origin=publication_detail) [2019-02-11]
- Grunfelder, J., Jeppesen, T., Kristensen, I., Rytter Sunesen, E. & Theilgaard, C. (2018). *The World in Europe, global FDI flows towards Europe. Extra-European FDI towards Europe*. ESPON EGTC.  
<https://www.espon.eu/sites/default/files/attachments/ESPON%20FDI%20-%202002%20-%20Main%20report%20-%20Extra-European%20FDI%20towards%20Europe.pdf> [2019-02-03]
- Healey, M.J. & Rawlinson, M.B. (1993). *Interviewing business owners and managers: a review of methods and techniques*. Geoforum, Vol. 24, No. 3, pp. 339-355.

Herzing, M., Norbäck, P.-H. & Persson, L. (2006). *Effektivitetseffekter av utländska direktinvesteringar*.  
<http://www.tillvaxtanalys.se/download/18.1af15a1f152a3475a818974/1454505625848/Effektivitetseffekter+av+utl%C3%A4ndska+direktinvesteringar-06.pdf> [2019-01-22]

Höst, M., Regnell, B. & Runeson, P. (2006). *Att genomföra examensarbete*. Lund: Studentlitteratur AB.

Invest in Skåne (2018). *Access to well-educated and highly skilled people*.  
<https://www.investinskane.com/access-well-educated-and-highly-skilled-people> [2019-01-21]

Johnson, G., Whittington R., Scholes, K., Angwin, D & Regné, P. (2014). *Fundamentals of Strategy*. 3<sup>rd</sup> ed. Pearson Education, pp. 157-176.

Jurevicius, O. (2013). *PEST & PESTEL Analysis*. Strategic Management Insight.  
<https://www.strategicmanagementinsight.com/tools/pest-pestel-analysis.html> [2019-02-11]

Kotabe, M. & Helsen, K. (2010). *Global Marketing Management*. 5th ed. John Wiley & Sons, Inc, pp. 290-316.

Lindeskog, C. (2019). "World Trade Center." JPEG file.

Malmö Business (n.d.). *Fosie och sydöstra Malmö*.  
<http://www.malmoebusiness.com/fosie-och-sydostra-malmo/> [2019-01-17]

Malmö stad (2018a). *Befolkningsprognos*.  
<https://malmo.se/Kommun--politik/Fakta-och-statistik/Befolkning/Befolkningsprognos.html> [2019-01-09]

Malmö stad (2018b). *Malmö – Sveriges snabbast växande storstad*.  
<https://malmo.se/Kommun--politik/Fakta-och-statistik/Befolkning/Befolkningsstillvaxt.html> [2019-01-09]

Malmö stad (2018c). *Om Västra Hamnen*.  
<https://malmo.se/Stadsplanering--trafik/Stadsplanering--visioner/Utbyggnadsomraden/Vastra-Hamnen-/Om-Vastra-Hamnen.html> [2019-01-17]

Malmö stad (2018d). *Dockan*.  
<https://malmo.se/Stadsplanering--trafik/Stadsplanering--visioner/Utbyggnadsomraden/Vastra-Hamnen-/Planer-program--byggprojekt/Delomraden-i-Vastra-Hamnen/Dockan.html> [2019-01-16]

Mercedes-Benz Sverige AB (2018a). Annual Report for Mercedes-Benz Sverige AB 2017 (January 1, 2017 – December 31, 2017). Available at: Retriever Business [2019-01-16]

Mercedes-Benz Sverige AB (2018b). *Mercedes-Benz Sverige AB*.  
<https://www.mercedes-benz.se/passengercars/the-brand/mercedes-benz-sverige-ab/mercedes-benz-sverige-ab.module.html> [2019-01-16]

Midroc (2008). *Panasonic etablerar sig i World Trade Center Malmö*.  
<https://www.midroc.se/nyheter/2008/panasonic-etablerar-sig-i-world-trade-center-malmo/> [2019-01-16]

Midroc (n.d.). *Malmö, WTC Jungmansgatan*.  
<https://www.midroc.se/en/property-development/properties/our-properties/malmo-wtc-jungmansgatan/> [2019-04-03]

MVB (n.d.). *Hällkistan 3/Fanuc, Malmö*.  
<http://mvbab.se/projekt/pagaende-projekt/hallkistan-3-malmo/> [2019-04-05]

Mynewsdesk (2016). *Världens starkaste robot på Elmia*.  
<http://www.mynewsdesk.com/se/elmia/news/vaerldens-starkaste-robot-paa-elmia-163560> [2019-04-09]

- News Øresund. (2018). *Region Halland bliver medlem i omdøbt Greater Copenhagen*.  
<https://www.newsøresund.dk/region-halland-bliver-medlem-i-omdoebt-greater-copenhagen/> [2019-01-21]
- Näringslivskontoret (2018). *Malmöläget*.  
[http://www.malmobusiness.com/wp-content/uploads/2018/09/180813\\_malmolaget2018\\_LR.pdf](http://www.malmobusiness.com/wp-content/uploads/2018/09/180813_malmolaget2018_LR.pdf)  
 [2019-01-10]
- Panasonic (n.d.). *Locations*.  
<https://www.panasonic.com/global/corporate/careers/locations.html#locations7> [2019-04-11]
- Panasonic Eco Solutions Nordic AB (2018). Annual Report for Panasonic Eco Solutions Nordic AB 2018 (April 1, 2017 – March 31, 2018). Available at: Retriever Business [2019-01-16]
- Robson, C. (2002). *Real World Research*. 2<sup>nd</sup> ed. Oxford: Blackwell.
- Saunders, M., Lewis, P. & Thornhill, A. (2009). *Research Methods for Business Students*. 5<sup>th</sup> ed. Pearson Education.
- Skyrme, D.J. (2007). *Knowledge Networking: Creating the Collaborative Enterprise*. Routledge.
- Smart (n.d.). *Driving pleasure*.  
<https://www.smart.com/se/sv/index/smart-fortwo-453/driving-pleasure.html> [2019-04-10]
- Teknikföretagen (2018). *Så får Sverige de viktigaste utländska investeringarna*.  
<https://www.teknikforetagen.se/globalassets/i-debatten/publikationer/internationell-handel/sa-far-sverige-de-viktigaste-utlandska-investeringarna-180705.pdf> [2019-01-10]
- Thompson, J.A. (2005). *Proactive personality and job performance: a social capital perspective*. Journal of Applied Psychology, Vol. 90, No. 5, pp. 1011-1017.
- Wolf, H.G. & Moser, K. (2010). *Do specific types of networking predict specific mobility outcomes? A two-year prospective study*. Journal of Vocational Behavior, Vol. 77, No. 2, pp. 238-245.
- World Travel Images (n.d.). *Dockan and Hjälmarekajen*.  
[http://www.worldtravelimages.net/Malmo\\_Dockan.html](http://www.worldtravelimages.net/Malmo_Dockan.html) [2019-04-03]
- Wright, P., Dunford, B. & Snell, S. (2001). *Human resources and the resource-based view of the firm*. Journal of Management, Vol. 6, pp. 701-721.
- WTC (n.d.). *Bli medlem i WTC Club!*  
<https://www.wtcmalmo.se/sv/WTC/Bli-medlem.aspx> [2019-03-26]
- Yin, R.K. (2003). *Case Study Research: Design and Method*. 3<sup>rd</sup> ed. London: Sage.

# Appendices

## Appendix A – Interview Guide: Panasonic & Mercedes-Benz

*Please note: The following interview guide is written in Swedish.*

### Intervjuguide

Följande intervjuguide har tagits fram i syfte att ta reda på hur tre utlandsägda bolag upplever Malmö som sin nutida bas för sina respektive verksamheter. Personliga intervjuer genomförs med en representant från respektive bolag med intervjuguiden som grund. De tre bolagen består av Mercedes-Benz Sverige AB, Panasonic Fire & Security Europe AB och Fanuc Nordic AB. Det sistnämnda bolaget står inför en kommande etablering och kommer därmed att hanteras i en separat intervjuguide, med korrigerade men likvärdiga frågor. De tre intervjuerna kommer tillsammans ligga till grund för en fallstudie tillhörande ett examensarbete på masternivå om 30 högskolepoäng som skrivs vid Lunds Tekniska Högskola. Examensarbetet i sig undersöker Malmös potential och lämplighet för utlandsägda bolag att etablera sig i. Examensarbetet kommer att mynna ut i en skriftlig rapport som i sin tur publiceras i databasen LUP Student Papers och betraktas som en offentlig handling. Intervjuguiden är på svenska av praktiska skäl medan resterande delar av rapporten kommer att skrivas på engelska. Alla tre bolag som ingår i studien kommer att erhålla varsin kopia av rapporten när denna har publicerats.

Intervjuguiden är uppbyggd i tre olika delar. Del 1 består av inledande frågor, där Malmöetableringen berörs utifrån ett historiskt, nutida och framtida perspektiv. I del 2 undersöks etableringen utifrån ett globalt synsätt medan del 3 istället analyserar etableringen utifrån ett lokalt synsätt.

### Del 1: Inledande frågor

#### Personlig information

1. Vad har du för roll i bolaget idag?
2. Hur länge har du haft den rollen?

#### Historiskt perspektiv

3. Varför sökte man efter en ny etablering?
4. Valde man mellan olika städer eller länder vid etableringen?
5. Hur länge letade man efter en lämplig plats innan beslutet togs?
6. Vad var det som låg bakom att bolaget etablerades i just Malmö?
7. Vilken syn hade man på Malmös närhet till Danmark/norra Europa?
8. Inför etableringen, ställdes det några konkreta krav på den plats/stad/region där bolaget skulle komma att hamna?
9. Vilka av följande faktorer var mer respektive mindre betydande vid valet av plats?

- Politiska faktorer                      Politisk stabilitet, utrikespolitik, skattepolitik
- Ekonomiska faktorer                      Tillväxt, växlingskurser, inflation, räntor
- Sociala faktorer                              Värderingar, normer, affärskultur, demografi
- Teknologiska faktorer                      Teknologisk utveckling, digitalisering, innovationstakt
- Miljömässiga faktorer                      Klimatmedvetenhet, hållbarhet
- Legala faktorer                              Lagstiftning, arbetsrätt, konsumenträtt, upphovsrätt

### Nutida perspektiv

10. Vilka faktorer (se föregående fråga) anser ni vara mest betydande idag när det kommer till Malmö/Sverige som bas för ert bolag?
11. Vad ser ni för fördelar med att driva verksamheten från Malmö?
12. Vad ser ni för nackdelar med att driva verksamheten från Malmö?
13. Har man övervägt att flytta verksamheten till andra städer eller länder?

### Framtida perspektiv

14. Finns det planer på att flytta eller utöka verksamheten någon annanstans i framtiden?
15. Hur ser ni på Malmös tillväxt av företag och hur påverkar det er?

## Del 2: Etableringen utifrån ett globalt synsätt

### Internationell strategi inom företagskoncernen

1. Har ni en regelbunden kontakt med era moderbolag?
2. Hur fördelas ansvaret över er verksamhet mellan er och era moderbolag?
3. Anpassas ert kunderbjudande efter lokala förutsättningar och behov i olika länder/regioner?  
Om ja:  
- På vilket sätt?
4. Skiljer sig ert utbud från de som era systerbolag/distributörer har i andra länder eller är de relativt lika?
5. Är företagskoncernens olika dotterbolag lokaliserade i utvalda i-länder eller har man även verksamheter i u-länder?
6. Koncentreras produktionen i förekommande fall till u-länder, för att på så sätt utnyttja kostnadsfördelar?

### Etableringsmotiv och marknader

7. Förekom det exportaktiviteter till Sverige/närliggande regioner innan bolaget etablerades här från första början?
8. Varför valde man just ett helägt dotterbolag som etableringsmetod?
9. Övervägde man att ingå i ett joint venture (samriskföretag med ett eller flera andra företag) som en alternativ etableringsmetod?  
Om ja:  
- Varför blev det inte så?



Om nej:

- Varför var det inte av intresse?
- 10. Vilka marknader tjänas från Malmökontoret idag?
- 11. Vad betyder en fysisk närvaro i anknytning till dessa marknader för er?
  - Vilken skillnad gör denna närvaro för ledtiderna, jämfört med om ni hade tjänat marknaderna på ett större avstånd?
- 12. Inom företagskoncernen i sin helhet, är det vanligt att etablera fysiska enheter i närheten av ledande marknader?

### Del 3: Etableringen utifrån ett lokalt synsätt

#### Mänskliga resurser

1. Hur gick rekryteringen till när bolaget etablerades i Malmö?
2. Hittade ni utomstående kandidater med rätt kompetens?
  - Hur upplever bolaget Malmö idag när det kommer till att hitta kompetent arbetskraft?
3. Finns det någon specifik kompetens som ni har haft svårare att hitta när ni har sökt efter personal?
  - Har det hänt att ni har behövt sänka kraven för att hitta en kandidat till en specifik tjänst?
4. Jobbar bolaget aktivt med att säkerställa medarbetarnas kompetenser och förmågor?
5. Inför etableringen, var det något fokus på vilka resurser Malmö kunde bidra med i form av arbetskraft?
6. Var Malmös närhet till universitet och forskningsinstitut av betydelse vid etableringen? T.ex. Lunds universitet, Malmö universitet, Copenhagen Business School, Köpenhamns universitet, Ideon Science Park, Medicon Village Science Park, RISE.

#### Företagsnätverk

7. Engagerar bolaget sig i nätverksträffar eller andra sammanhang där företag möts? T.ex. träffar som anordnas av Näringslivsavdelningen i Malmö eller liknande?
8. Hur ser ni på att era kontorslokaler är placerade i nära anknytning till andra företag?
9. Vad har bolaget för relation till andra företag i närområdet?
10. Vad har bolaget för relation till andra företag i Malmö, både inom er bransch och utanför?

#### Platsspecifika resurser

11. Hur var utbudet av kontorslokaler när ni sökte er till Malmö?
12. Varför valde ni just de kontorslokaler ni har idag?
13. Fanns det några specifika resurser i Malmö i övrigt som bolaget ville komma åt i samband med etableringen?

# Appendix B – Interview Guide: Fanuc

*Please note: The following interview guide is written in Swedish.*

## Intervjuguide

Följande intervjuguide har tagits fram i syfte att ta reda på hur tre utlandsägda bolag upplever Malmö som nutida bas för sina respektive verksamheter. Personliga intervjuer genomförs med en representant från respektive bolag med intervjuguiden som grund. De tre bolagen består av Mercedes-Benz Sverige AB, Panasonic Fire & Security Europe AB och Fanuc Nordic AB. De två förstnämnda bolagen har varit etablerade i Malmö sedan en tid tillbaka och kommer därmed att hanteras i en separat intervjuguide, med korrigerade men likvärdiga frågor. De tre intervjuerna kommer tillsammans ligga till grund för en fallstudie tillhörande ett examensarbete på masternivå om 30 högskolepoäng som skrivs vid Lunds Tekniska Högskola. Examensarbetet i sig undersöker Malmös potential och lämplighet för utlandsägda bolag att etablera sig i. Examensarbetet kommer att mynna ut i en skriftlig rapport som i sin tur publiceras i databasen LUP Student Papers och betraktas som en offentlig handling. Intervjuguiden är på svenska av praktiska skäl medan resterande delar av rapporten kommer att skrivas på engelska. Alla tre bolag som ingår i studien kommer att erhålla varsin kopia av rapporten när denna har publicerats.

Intervjuguiden är uppbyggd i tre olika delar. Del 1 består av inledande frågor, där Malmöetableringen berörs utifrån ett historiskt, nutida och framtida perspektiv. I del 2 undersöks etableringen utifrån ett globalt synsätt medan del 3 istället analyserar etableringen utifrån ett lokalt synsätt.

## Del 1: Inledande frågor

### Personlig information

1. Vad har du för roll i bolaget idag?
2. Hur länge har du haft den rollen?

### Historiskt perspektiv

3. Varför sökte man efter en ny etablering?
4. Valde man mellan olika städer eller länder vid etableringen?
5. Hur länge letade man efter en lämplig plats innan beslutet togs?
6. Vad var det som låg bakom att bolaget etablerades i just Malmö?
7. Vilken syn hade man på Malmös närhet till Danmark/norra Europa?  
Inför etableringen, ställdes det några konkreta krav på den plats/stad/region där bolaget skulle komma att hamna?
8. Vilka av följande faktorer var mer respektive mindre betydande vid valet av plats?

- Politiska faktorer                      Politisk stabilitet, utrikespolitik, skattepolitik
- Ekonomiska faktorer                    Tillväxt, växlingskurser, inflation, räntor

- Sociala faktorer Värderingar, normer, affärskultur, demografi
- Teknologiska faktorer Teknologisk utveckling, digitalisering, innovationstakt
- Miljömässiga faktorer Klimatmedvetenhet, hållbarhet
- Legala faktorer Lagstiftning, arbetsrätt, konsumenträtt, upphovsrätt

### Nutida perspektiv

9. Vilka faktorer (se föregående fråga) anser ni vara mest betydande när det kommer till Malmö/Sverige som bas för ert bolag?
10. Vad ser ni för fördelar med att driva verksamheten från Malmö?
11. Vad ser ni för nackdelar med att driva verksamheten från Malmö?
12. Vilka konkreta förändringar tror ni att kontorsflytten kommer medföra för verksamheten?

### Framtida perspektiv

13. Finns det planer på att utöka verksamheten någon annanstans i framtiden?
14. Hur ser ni på Malmös tillväxt av företag och hur påverkar det er?

## Del 2: Etableringen utifrån ett globalt synsätt

### Internationell strategi inom företagskoncernen

1. Har ni en regelbunden kontakt med era moderbolag?
2. Hur fördelas ansvaret över er verksamhet mellan er och era moderbolag?
3. Anpassas ert kunderbudande efter lokala förutsättningar och behov i olika länder/regioner?  
Om ja:  
- På vilket sätt?
4. Skiljer sig ert utbud från de som era systerbolag/distributörer har i andra länder eller är de relativt lika?
5. Är företagskoncernens olika dotterbolag lokaliserade i utvalda i-länder eller har man även verksamheter i u-länder?
6. Koncentreras produktionen i förekommande fall till u-länder, för att på så sätt utnyttja kostnadsfördelar?

### Etableringsmotiv och marknader

7. Förekom det exportaktiviteter till Sverige/närliggande regioner innan bolaget etablerades i Sverige från första början?
8. Varför valde man just ett helägt dotterbolag som etableringsmetod?
9. Övervägde man att ingå i ett joint venture (samriskföretag med ett eller flera andra företag) som en alternativ etableringsmetod?  
Om ja:  
- Varför blev det inte så?  
Om nej:  
- Varför var det inte av intresse?

10. Vilka marknader kommer att tjänas från Malmökontoret?
11. Vad betyder en fysisk närvaro i anknytning till dessa marknader för er?  
- Vilken skillnad gör denna närvaro för ledtiderna, jämfört med om ni hade tjänat marknaderna på ett större avstånd?
12. Inom företagskoncernen i sin helhet, är det vanligt att etablera fysiska enheter i närheten av ledande marknader?

### Del 3: Etableringen utifrån ett lokalt synsätt

#### Mänskliga resurser

11. Hur kommer rekryteringen gå till när bolaget flyttar till Malmö?
12. Vad har ni för förväntningar på Malmö som region när det kommer till att hitta kvalificerad arbetskraft?
13. Jobbar bolaget aktivt med att säkerställa medarbetarnas kompetenser och förmågor idag?
14. Inför etableringen, var det något fokus på vilka resurser Malmö kunde bidra med i form av arbetskraft?
15. Var Malmös närhet till universitet och forskningsinstitut av betydelse vid etableringen?  
T.ex. Lunds universitet, Malmö universitet, Copenhagen Business School, Köpenhamns universitet, Ideon Science Park, Medicon Village, RISE.

#### Företagsnätverk

16. Kommer bolaget engagera sig i nätverksträffar eller andra sammanhang där företag möts?  
T.ex. träffar som anordnas av Näringslivsavdelningen i Malmö eller liknande?
17. Hur ser ni på att era kontorslokaler är placerade i nära anknytning till andra företag?
18. Har bolaget skapat någon form av relation till andra företag i Malmö redan, eller planerar ni att göra det?

#### Platsspecifika resurser

9. Hur var utbudet av kontorslokaler/mark när ni började titta efter olika alternativ inför etableringen?
10. Var tanken redan från början att man skulle bygga helt nya lokaler, eller kunde man lika gärna ha tagit över befintliga?
11. Varför valde ni just den plats ni gjorde?
12. Finns det några specifika resurser i Malmö i övrigt som bolaget vill komma åt i samband med etableringen?

## Appendix C – Interview Notes: Panasonic

*Please note: The following notes are conducted in Swedish and origins from the interview with Björn Svensson, Managing Director at Panasonic Fire & Security Europe AB.*

### Intervju – Panasonic Fire & Security Europe AB

Nytt namn: Panasonic Fire & Security Europe AB (från och med mars 2019). Tidigare Panasonic Eco Solutions Nordic AB.

Slogan: A better life – a better world.

Verksam inom utveckling och försäljning av brandlarmsystem.  
Satsar mycket på produktutveckling då det är ett tillverkande företag.

Brandlarm och hemlarm: 70-80 % av de anställda jobbar med produktutveckling/R&D.  
Försäljning, administration, HR, inköp och ekonomi resterande 20 %.

Japan står för 50 % av omsättningen, Europa 8,3 %. Kina och Asien växer mest.

23 anställda. En som jobbar helt med att de europeiska standarderna uppfylls.

Produktutbud:

1. Brandlarmsystem (huvudsakligen) för kommersiella fastigheter. Sjukhus, hotell osv. Produkter som är hårt kontrollerade av myndigheter i och med att det är en kontrollerad bransch där allt måste fungera som det ska. Har 1-2 kunder per land.
2. Hemlarm (IoT). Gör några olika detaljer i Verisures sortiment, samarbetar med dem. Började med brandvarnare, bäst på det. Verisure är enda kunden inom hemlarm.

Hittar företag som sedan blir kunder under lång tid. 3-4 st. jobbar med administration. 2-3 st. jobbar utåtriktat med affärsförsäljning. Jobbar inte direkt mot slutkund.

Bakgrundinformation:

Bolaget grundades 1999 under ett annat namn (Matsushita Electric Works Scandinavia AB) och etablerades redan då i Malmö på Citadellsvägen i april. Björn VD sen 2008.

### Del 1: Inledande frågor

Historiskt perspektiv

#### **3. Varför sökte man efter en ny etablering?**

*Flytten till Citadellsvägen*

1999 fanns det redan en utvecklingsavdelning inom bolagskoncernen på Kronprinsen, kompetensen fanns här. Man sökte då efter en lokal i Malmö som hade goda pendlingsmöjligheter. Detta var viktigt. Man etablerade sig då på Citadellsvägen.

### *Flytten från Citadellsvägen till WTC*

Inte så moderna lokaler på Citadellsvägen. Mycket var slitet och nergånget. Fastighetsägaren höjde hyran markant vilket gjorde att de blev tvungna att titta på annat. Började titta på olika alternativ, ville vara i närheten. Tänkte på de anställda, att de inte skulle ha så långt till jobbet. WTC höll då på att byggas. Kollade även på lokaler nära Dockan. Var trevligt att sitta i en modern lokal, från stängda rum som de hade haft tidigare, till ett öppet och yteffektivt kontorslandskap. Behövde nästan 30-40 kvm mer yta i andra, mer äldre lokaler, där lokalerna inte var optimala ytmässigt. I WTC fick de en blank yta som de kunde möblera som de ville och bygga upp från start.

#### **4. Valde man mellan olika städer eller länder vid etableringen?**

Nej. Fanns redan en utvecklingsavdelning aktiv här och en flytt var inte påtänkt.

#### **5. Hur länge letade man efter en lämplig plats innan beslutet togs?**

Tog kanske sex månader att bestämma sig för att man skulle flytta till WTC. Kollade upp olika alternativ under tiden. Tog kanske ett helt år innan man var på plats i WTC.

#### **7. Vilken syn hade man på Malmös närhet till Danmark/norra Europa?**

Stort plus att man låg nära Danmark och Europa då företaget har mycket internationella besökare. Har två kunder i Sverige och resten utanför. Kastrup är därmed väldigt oerhört viktig för bolaget, Öresundsbron likaså.

#### **9. Vilka av följande faktorer var mer respektive mindre betydande vid valet av plats?**

*Politiska:* Mycket betydelsefullt - Måste vara politiskt stabilt för att driva en verksamhet utan orosfaktorer.

*Ekonomiska:* Mindre betydelsefullt – Inte beroende av Malmös eller Sveriges tillväxt. Handlar i euro, är därmed beroende av den växelkursen.

*Miljömässiga:* Mindre betydelsefullt – Var inte lika mycket fokus på det 99 som det är idag.

*Sociala:* Mycket betydelsefullt – Värderingar, socialt ansvar, långsiktighet, compliance, människosyn och respekt för individer har man alltid haft inom organisationen.

*Teknologiska:* Ganska betydelsefullt – hade dock redan spetskompetensen i den egna arbetsstyrkan och sökte inte denna utifrån.

*Legala:* Mycket betydelsefullt - Jobbar mycket med compliance. Företaget kan få böter om man inte följer lagen som man ska. Eventuella böter blir en procentsats på företagets totala omsättning.

Nutida perspektiv

#### **10. Vilka faktorer (se föregående fråga) anser ni vara mest betydande idag när det kommer till Malmö/Sverige som bas för ert bolag?**

Sociala faktorer är viktiga som tusan. Värderingar. Socialt ansvar, långsiktighet. Compliance, människosyn, respekt för individer.

#### **11. Vad ser ni för fördelar med att driva verksamheten från Malmö?**

Kommunikationen, närheten till Kastrup. Flyget viktigare än tåget. Flyger mer, då detta är enklare/snabbare. Närmsta kund är Verisure, ligger här i Malmö så de har de nära till. Nästa kund är i Glostrup i Danmark, går inga bra tågförbindelser dit så då blir det bil. Till andra kunder i världen blir det flyg. Flyger till Japan några gånger om året. Säljer även till kunder utanför Europa, såsom Australien. Säljer även tillbaka till Japan. Viktigt att länderna som produkterna säljs till har europeiska regler (och därmed europeiska standarder) så att de kan använda de produkter som säljs.

## **12. Vad ser ni för nackdelar med att driva verksamheten från Malmö?**

Besvärligt att få hit japanska medarbetare som är här på två- eller treårskontrakt. Hittar inte hyresbostäder till dem. Hittade Turning Torso för några år sedan, placerar efter det alla sina japanska medarbetare där. Tar även lång tid att få arbetstillstånd för de utländska medarbetarna, även om det enbart handlar om förflyttning inom en företagskoncern. Har tvingats skicka hem japanska medarbetare för att de inte fått arbetstillstånd i tid. Tar hit specialister från Japan som ska tillgodogöra sig internationell träning.

## **13. Har man övervägt att flytta verksamheten till andra städer eller länder?**

Nej.

Framtida perspektiv

## **14. Finns det planer på att flytta eller utöka verksamheten någon annanstans i framtiden?**

Finns inga planer på det. Malmöverksamheten går bäst inom företags division i hela Europa (dvs. Ecosolutions, den orangea stapeln).

Eco-solutions finns även i Tyskland (Bayern), där de utformar solpaneler och eldrivna verktyg (power tools). I Hamburg finns även en verksamhet för belysning (lightning). Malmö är den enda verksamheten som håller på med just brandlarmsystem (fire alarm systems) och hemlarm (home alarm systems). Det finns därmed ingen annan del inom divisionen som håller på med just det. Därmed samarbetar man enbart med Japan på den fronten.

## **15. Hur ser ni på Malmöns tillväxt av företag och hur påverkar det er?**

Bra att kunder ligger nära. Annars påverkar det inget speciellt. Största kunden omsättningsmässigt är Verisure och att de ligger i närheten är såklart positivt.

## **Del 2: Etableringen utifrån ett globalt synsätt**

Internationell strategi inom företagskoncernen

### **1. Har ni en regelbunden kontakt med era moderbolag?**

Ja. Man har videokonferenser, ofta flera gånger i veckan. Givetvis måste man se till tidsskillnaden men det funkar. Har i snitt kanske två besök från Japan i månaden. Har en internationell styrelse som sitter i både Tyskland och Japan. Har kanske tre styrelsemöten per år. Björn är själv i Japan kanske tre gånger per år. Ibland är det viktigt att man ses ansikte mot ansikte, speciellt vid kundprojekt.

### **2. Hur fördelas ansvaret över er verksamhet mellan er och era moderbolag?**

Bolaget är självgående och självständigt till stor del, sköter därmed sig själva. När en division växer såsom Eco-divisionen gör, så blir man givetvis av större intresse för moderbolaget. Det följer en del regler som är kopplade till hur stora man är. 10-20 miljoners-beslut får Björn/bolaget ta ställning till själva men är det över där måste man kanske gå via styrelsen. Det sker dock ingen detaljstyrning. Jobbar efter femårsplaner, till skillnad från USA som har kvartalsplaner. Blir därmed mycket frihet.

### **3. Anpassas ert kunderbjudande efter lokala förutsättningar och behov i olika länder/regioner?**

Ja. Brandlarmsprodukter måste vara anpassade efter landet de ska användas i. Har därför 15-20 olika språkvarianter som medföljer produkterna som säljs. Europeiska normer och regler går under EU:s byggdirektiv.

Tog tre år att komma igång med en tysk kund, där kunderbjudandet behövde anpassas specifikt efter de tyska normerna. Enklare att få igång försäljningen i små länder i Europa medan större länder såsom Tyskland och Frankrike är mer trögstartade, eftersom de innehar en hög grad av protektionism (skydd av nationella varor och tjänster från konkurrens från andra länder). Detta pågår även om det enligt lag är förbjudet enligt EU:s grundprinciper att inte acceptera standardkraven.

### **4. Skiljer sig ert utbud från de som era systerbolag/distributörer har i andra länder eller är de relativt lika?**

Skiljer sig pga. att alla systerbolag har olika inriktningar. Malmö är det enda bolaget som gör hemlarm/brandlarmsystem medan andra bolag runtom i Europa är verksam inom andra områden, såsom belysning och solpaneler som nämndes tidigare.

### **5. Är företagskoncernens olika dotterbolag lokaliserade i utvalda i-länder eller har man även verksamheter i u-länder?**

Produktionen sker mestadels i Japan fortfarande. Även en hel del produktion sker i Vietnam och Filippinerna.

### **6. Koncentreras produktionen i förekommande fall till u-länder, för att på så sätt utnyttja kostnads fördelar?**

Koncernen har i förekommande fall flyttat fabriker från Storbritannien till Vietnam pga. att det har varit mycket billigare att driva produktionen där. Produkter som tillverkas åt Verisure har av samma anledning flyttats från Japan till Serbien, även om det har visat sig vara mer ineffektivt där efterhand. Har även en stor produktionsverksamhet i Indien men man säljer också mycket där, så produktionen har inte enbart placerats där för att uppnå kostnads fördelar. Branddetektorer produceras i Japan, då det är bäst kvalitet där. Man jobbar hela tiden med att försöka minska produktionskostnader. Men koncernen har samtidigt stränga regler internt och anställer kvalificerade medarbetare var de än befinner sig.

Etableringsmotiv och marknader

### **7. Förekom det exportaktiviteter till Sverige/närliggande regioner innan bolaget etablerades här från första början?**

Exporterade brandlarmsdetektorer till Sverige från första början. Sedan köpte man upp produktioner här. Man ville inte fortsätta med detta då ledtiderna var långa och det fanns därmed ett behov att etablera lokala lager här.

*Ledtider:* Japanska produkter läggs först två månader på en båt men ledtiden är totalt fyra månader tills att produkterna är på plats. Båtarna går långsamt för att de ska spara energi, gick snabbare tidigare. Måste därmed ha ett lokalt lager här.

Producerar även en del komponenter i Malmö, ofta de som ska vara i Verisures produkter. Kanske 10–20% av produkterna tillverkas i Malmö, resterande i Japan som är det huvudsakliga



produktionslandet. Produkter som görs här är hela system, vissa komponenter är därmed flexibla att tillverka här.

#### **10. Vilka marknader tjänas från Malmökontoret idag?**

Europa, Australien, Nya Zeeland, lite i Fjärran Östern (Japan, Filippinerna). En hel del av försäljningen sker tillbaka till Japan. 70–80% av den totala försäljningen sker till Sverige (hemlarm till Verisure). Resterande 20–30% omfattar brandlarmsystemen där 1/3 av denna andel säljs inom Sverige, resten exporteras. Växer mycket utanför Sverige.

#### **11. Vad betyder en fysisk närvaro i anknytning till dessa marknader för er?**

Den fysiska närvaron är viktig sett till kommunikationen. Videokonferenser fungerar internt men inte lika bra externt. Även de fysiska lagren är nödvändiga här, för att minska ledtiderna. Har ett lager i Malmö (lagerhotell i Arlööv) och två fabriker. Fabrikerna producerar komponenter till brandlarmsystemen. Fördelen med att vara lokaliserad i Europa är att testhusen finns här. Produkterna inspekteras nämligen en gång om året.

EN54 – brandlarmen ska uppfylla denna. Produktgodkännande. ISO9001.

#### **12. Inom företagskoncernen i sin helhet, är det vanligt att etablera fysiska enheter i närheten av ledande marknader?**

Ja. Man vill finnas nära marknader och kunderna. Fyra månader i ledtid är inte optimalt. Man vill därför producera så nära kunden som möjligt. Det är även en miljöaspekt att tillverka nära marknaderna.

### Del 3: Etableringen utifrån ett lokalt synsätt

#### Mänskliga resurser

##### **1. Hur gick rekryteringen till när bolaget etablerades i Malmö?**

Behövde inte rekrytera till en början, eftersom kompetensen redan fanns i den existerande personalstyrkan.

##### **2. Hur upplever bolaget Malmö idag när det kommer till att hitta kompetent arbetskraft?**

Rekryterar kanske 2-3 personer om året, har alltid haft en rätt så låg personalomsättning. Sköter rekryteringen via bemanningsföretag. Nyrekryteringen beror huvudsakligen på att bolaget växer och därmed behöver anställa fler.

##### **3. Finns det någon specifik kompetens som ni har haft svårare att hitta när ni har sökt efter personal?**

Har haft svårt att hitta ingenjörer. Har även haft svårt att få tag på kvalificerade administratörer, och ekonomer. Viktigt att anställningen blir rätt från början. Har ofta tagit tid att hitta kvalificerade kandidater, även om det löser sig förr eller senare. Har därmed inte sänkt kraven.

##### **4. Jobbar bolaget aktivt med att säkerställa medarbetarnas kompetenser och förmågor?**

Har som filosofi att tillämpa frihet under ansvar, medarbetare som vill får därmed titta efter utbildningar externt utanför företaget. Har även internutbildningar till nya medarbetare. Köper in mer och mer externa kurser.

**6. Var Malmö närhet till universitet och forskningsinstitut av betydelse vid etableringen?**

Nej. Tog in praktikanter från högskolor tidigare men detta har stannat av på grund av tidsbrist. I och med att man har svårt att få in rätt kompetens, så har man inte känt av de positiva effekterna av närheten till universiteten. Men givetvis är det mer fördelaktigt att ha nära till olika läroverk.

Företagsnätverk

**7. Engagerar bolaget sig i nätverksträffar eller andra sammanhang där företag möts? T.ex. träffar som anordnas av Näringslivsavdelningen i Malmö eller liknande?**

Björn har själv deltagit enstaka gånger i träffar som Malmö Näringslivsavdelning har anordnat men har inte tyckt att detta är speciellt givande. Nätverkande för att skapa kontakter för affärer och är kanske mer relevant för entreprenörer. I och med att bolaget redan har sina kunder och är så nischade, så finner de inte det så givande att delta i dessa träffar.

**8. Hur ser ni på att era kontorslokaler är placerade i nära anknytning till andra företag?**

Ses som ett stort plus att man är placerad i WTC. Stor flexibilitet med mötesrum som man bokar vid behov. Man kör även mycket externa utbildningar i mötesrummen. Sen krävs det enbart en receptionist till alla företag. Bra infrastruktur att ta hit folk, finns även restaurang i huset och hotell precis bredvid. Placerar alla gästande besökare på hotell Park Inn, vilket också är bra då det är nära både stationen och arbetsplatsen. WSP har störst yta, i princip halva huset. Men det är ändå få företag som är så stora som Panasonic, de flesta delar våning. Det tillämpas även seminarium som alla i huset bjuds in till. T.ex. SEB bjuder in till föreläsningar.

Platsspecifika resurser

**11. Hur var utbudet av kontorslokaler när ni sökte er till Malmö?**

Stort. Nämns tidigare.

**12. Varför valde ni just de kontorslokaler ni har idag?**

Nämns tidigare.

**13. Fanns det några specifika resurser i Malmö i övrigt som bolaget ville komma åt i samband med etableringen?**

Malmö är lagom stort vilket medför vettiga pendlingstider för alla medarbetare. De flesta som jobbar på bolaget bor även i Malmö. Japanska medarbetare tycker detta är coolt, då de själva är vana vid stora avstånd.

## Appendix D – Interview Notes: Mercedes-Benz

*Please note: The following notes are conducted in Swedish and origins from the interview with Annika Berglund, HR Business Partner at Mercedes-Benz Sverige AB.*

### Intervju – Mercedes-Benz Sverige AB

Import och grossistförsäljning av personbilar, transport- och lastbilar och reservdelar i Sverige. Har 60-tal anställda i Köpenhamn och närmre 270 i Malmö.

*Byggnaden:*

Andra våningen: Försäljning, affärsmodeller

Tredje: Transport- och lastbilar

Fjärde: Reservdelar och IT

Femte: HR, finance, retail, ekonomi, ledningsgruppen

Försäljning sker separat i Fosie. (Mercedes-Benz Försäljnings AB).

I DK finns säljansvarig, specialister, tekniker.

Har ett reservdelslager i Lerum. Annars importerar man mestadels från Tyskland.

Bolaget bildades 1994, men då under namnet Daimler-Benz AG. 1999 flyttade företaget till Öresundsregionen, dvs. Köpenhamn. 2008 etablerades kontoret i Malmö. Enbart kontoret i Malmö räknas som huvudkontor.

#### **Annikas roll:**

Jobbat i 5 år på HR-avdelningen. Innan dess var hon på utbildningsavdelningen i Fosie i två år. Annika jobbar för båda kontoren men är placerad här.

Vissa grejer tas via Skype men den fysiska närvaron är viktig.

### Del 1: Inledande frågor

Historiskt perspektiv

#### **3. Varför sökte man efter en ny etablering?**

Närheten till både Stuttgart och Danmark spelade in vid beslutet. Närheten till det existerande kontoret i Köpenhamn var en viktig faktor vid beslutet. Det var längre till Stockholm och därför var det inte lika intressant, förmodligen dyrare också för den delen. Malmö var en mindre ort med bra pendlingsmöjligheter, så man kunde få en integrerad personal sinsemellan det danska och det svenska kontoret. Såg möjlighet att attrahera personal från både DK och Sverige.

#### **4. Valde man mellan olika städer eller länder vid etableringen?**

Kunde inte bli något annat land. Ville ha en enhet i Sverige för att tillgodose den svenska marknaden.

#### **5. Hur länge letade man efter en lämplig plats innan beslutet togs?**

Tog nog ett par år, många godkännanden som skulle gå igenom och förankras.

## 6. Vad var det som låg bakom att bolaget etablerades i just Malmö?

Närheten till DK och Tyskland. Har en norsk distributör men inget enskilt bolag där.

## 7. Vilken syn hade man på Malmö närhet till Danmark/norra Europa?

Region som var på gång vilket man också ville komma åt. Ville komma åt kompetensen här och såg potentialen i att Malmö gick från industristad till mer entreprenörskap och nytänk överlag. Lunds universitet och högskolan här var också viktigt kompetensmässigt, samt närheten till Köpenhamns universitet.

## 9. Vilka av följande faktorer var mer respektive mindre betydande vid valet av plats?

*Ekonomiska:* Mycket betydande. Tillväxten i både Sverige, Malmö och Köpenhamnsregionen var viktig.

*Politiska:* Mindre betydande. Sverige var redan förutbestämt, oavsett politisk situation.

*Sociala:* Ganska betydande. Men förmodligen ännu viktigare idag. Jobbar mycket med värderingar och affärskultur.

*Teknologiska:* Mycket betydande. Koncernen är positivt inställd till digitalisering och är van vid att använda digitala verktyg. Finns företag från Sverige som är väldigt framåt när det gäller digitalisering.

*Miljömässiga:* Ganska betydande. Dock inte lika medvetet och proaktivt som det förmodligen hade varit idag. Man hade sannolikt haft ett större intresse för hållbarhet om etableringen hade skett idag.

*Legala:* Ganska betydande. Grundläggande.

Nutida perspektiv

## 10. Vilka faktorer (se föregående fråga) anser ni vara mest betydande idag när det kommer till Malmö/Sverige som bas för ert bolag?

Miljömässiga spelar en större roll än tidigare, teknologiska spelar fortfarande stor roll. Sociala faktorer också viktigt, värderingar och normer. Ekonomiska faktorer också viktigt.

## 11. Vad ser ni för fördelar med att driva verksamheten från Malmö?

Det är en region i ständig tillväxt och så finns det stora möjligheter till lokaler här. Näringslivet här är också i ständig framkant. Lund ligger nära, där det också händer mycket i termer av investeringar, bebyggelse och företagande. Värdefullt att ha nära till både Kastrup och Sturup. Tåget och bron är också värdefulla, dvs. pendlingsmöjligheterna överlag i Malmö är fördelaktiga. Detta är viktigt, både för de anställda och för kunder. Har ofta kundbesök men även återförsäljare och kollegor från både DK och Tyskland på besök. Kunder tar ofta tåg eller taxi från Kastrup. Kan ta direktflyg från Kastrup till Stuttgart. Allt är väldigt sammanlänkat. Åker ofta på besök till varandra. Tar även tåget och metron för att ta sig till kontoret i Köpenhamn. Kör ibland över med pool-bil eller tjänstebil när det krävs och har uppföljningssamtal med chefer och anställda. Ledningsgruppsmöten varierar mellan de olika länderna, gemensamma julfester likaså. Kontoren är integrerade och det finns även en hel del danska kollegor på kontoret i Malmö. Har parkeringsplatser till anställda i Dockan idag. Man befinner sig nära försäljningen.

*Eventuell flytt:*

Tittade i fjor på om bolaget skulle bygga ett helt nytt hus i Hyllie där alla inom bolaget skulle få plats, inkl. Finans (som idag sitter en gata bort) men även försäljningen som idag sker i Fosie. Det hade även blivit enklare pendlingsmässigt mellan Malmö och Köpenhamn. Men man ville inte ta ett sådant stort beslut ännu eftersom det ännu är ovisst hur den nya affärsmodellen går. Ville istället utvärdera hur det går framöver och hur många man blir, så att en eventuell ny byggnad anpassas därefter. Förlängde istället hyreskontraktet här och kollar hur affärsmodellen går framöver.

Skulle även kunna ha utbildningsmöjligheter i det nya huset. Enklare för kunderna att hitta alla i ett hus. Försäljningen och utbildningsavdelningen sitter i Fosie idag. Med ett nytt hus hade man även kunnat göra kontoren mer optimala rent inredningsmässigt.

#### *Lokalerna idag:*

När Finans flyttade till ett eget hus, så tillkom ett helt våningsplan. Man skapade då optimala ytor och telefonbås så man slipper telefonsamtal i öppet kontorslandskap. Detta hade de anställda framhåvt som önskemål i enkäter.

### **12. Vad ser ni för nackdelar med att driva verksamheten från Malmö?**

Ofta tät trafik på morgnarna när de anställda ska till jobbet. Finns endast två infarter in till kontorsbyggnaden. Har ibland svårt att hitta rätt kompetens, speciellt inom IT och inom företagets lönomodell. Bilarna ankommer till Malmö hamn och står där tills de transporteras ut till återförsäljarna. Kan bli problem när hamnstrejker inträffar.

### **13. Har man övervägt att flytta verksamheten till andra städer eller länder?**

Nej. Man har ju övervägt att flytta verksamheten inom Malmö men inte utanför. Men många kunder uppskattar kontorets lokalisering, nära stationen och inte minst precis vid havet och hamnen. Det är en stor fördel med lokaliseringen idag.

Ägde tidigare försäljningen i både Malmö och Stockholm men har sålt dessa till återförsäljare.

#### Framtida perspektiv

### **14. Finns det planer på att flytta eller utöka verksamheten någon annanstans i framtiden?**

Blir åtminstone tre år till här, i och med att man har ett treårigt hyreskontrakt. Kommer säkerligen utvärdera den nya affärsmodellen om ett år. Därefter kanske man tar ställning och gör en slags etableringskoll för att se om man hittar ett bättre alternativ där alla får plats.

### **15. Hur ser ni på Malmös tillväxt av företag och hur påverkar det er?**

Generellt väldigt positivt.

Har en del ledare som är med i nätverk. Tysk-Svenska Handelskammaren. Är med i nätverk, givande.

## Del 2: Etableringen utifrån ett globalt synsätt

### Internationell strategi inom företagskoncernen

#### **1. Har ni en regelbunden kontakt med era moderbolag?**

Har en regelbunden kontakt med Daimler. Deras intresse i bolaget här är givetvis stort, eftersom alla vinster går dit. Behöver även argumentera för förändringar direkt med dem. Aktieägarna i Daimler är ju de som bestämmer. De efterfrågar ett bra resultat och vår existens beror på dem. Det finns generellt en stor medvetenhet att man ingår i en större enhet med en ständig uppföljning.

Använder Skype och har ofta telefonkonferenser med delad skärm med kollegor i Tyskland. Vill uppmuntra att man ser varandra med delad skärm och föredrar detta framför telefon. Har säkerligen minst en videokonferens i veckan med Stuttgart. Detta har blivit vanligare med tiden, nu när medvetandet kring överdrivet resande och utsläppsperspektivet också har ökat.

### *Integrationen mellan Stuttgart och Malmökontoret*

Jobbar ständigt med att främja relationer och komma närmare varandra. Det är speciellt viktigt med fysiska besök när det kommer in nya medarbetare så att man lär känna varandra. Satsar mycket på kulturutbildning med chefer som kommer hit, från Tyskland och Kina t.ex. Man vill snabbt introducera våra värderingar i Sverige, t.ex. kring pappaledighet, och att vi inte jobbar till sent på kvällen som man kanske gör i andra länder. Det är viktigt att de från start får respekt för den svenska arbetskulturen som råder men även vilken typ av ledarskap som gäller här. Detta för att minska känslan av 'vi och dem', Sverige och Tyskland osv. Olika typer av ledarskap råder ju på olika platser i världen. Har en "Diversity day" en gång om året när kulturperspektivet i arbetssättet står i fokus, detta för att förebygga konflikter och missförstånd.

### **3. Anpassas ert kunderbudande efter lokala förutsättningar och behov i olika länder/regioner?**

Delvis. Har en standardutrustning på E-klass och speciella skydd på lacken pga. snö/saltning i olika länder, sätesvärmare osv. i och med olika klimatskillnader. Jobbar mycket med feedback från kunder, både på transport- och lastbilssidan. Vissa modeller är mer populära här än i andra länder och man anpassar utbudet efter det.

### **4. Skiljer sig ert utbud från de som era systerbolag/distributörer har i andra länder eller är de relativt lika?**

Spanien har flest Smartbilar i världen, i och med att man också har mindre bilar där generellt sett. I Sverige och DK gillar man kombis och SUV:ar, och det är vi stora på. Här i Sverige måste bilarna vara stabila och med bra vinterväglag.

### **5. Är företagskoncernens olika dotterbolag lokaliserade i utvalda i-länder eller har man även verksamheter i u-länder?**

I-länder. Tillverkningen sker mest i Tyskland men även i USA.

I Lerum har man ett reservdelslager. Har även platser i Malmö hamn till fordonen och därifrån slussas de direkt till återförsäljarna.

Etableringsmotiv och marknader

### **7. Förekom det exportaktiviteter till Sverige/närliggande regioner innan bolaget etablerades här från första början?**

Bilarna importerades hit.

### **8. Varför valde man just ett helägt dotterbolag som etableringsmetod?**

Fanns inte på kartan att inleda något partnerskap med någon annan. Har en del samarbeten idag, men var nog mindre vanligt på den tiden.

### *Nytt joint venture – Daimler AG & BMW Group*

Daimler AG och BMW Group (båda tyska bolag) gick ihop rätt nyligen för att skapa ett joint venture och ett slags mobilitetskoncept, för att dra nytta av varandras expertis och kompetenser. Detta är nytt, men så var det inte när vi etablerades.

### **10. Vilka marknader tjänas från Malmökontoret idag?**

Sverige och Danmark. Har en del gemensamma funktioner över dessa gränser som hanterar båda marknader.

### **11. Vad betyder en fysisk närvaro i anknytning till dessa marknader för er?**

Den fysiska närvaron är viktig. Det ger ett starkt signalvärde att ha fysiska enheter på plats här. Denna närvaron gör också att vi har ett väl utformat nätverk med våra återförsäljare. Vi har ett flertal anslutna återförsäljare som också är utbildade av oss. Utbildning sker hos oss på (erbjuder global training i Fosie) där vi utbildar alla våra återförsäljare. Mekaniker måste också gå vissa kurser hos oss. Det finns även utbildningsmöjligheter i Danmark, Norge och norra Sverige där återförsäljare kan utbildas. Säljare, mekaniker och serviceradgivare måste förstå hela flödet.

Har kontakt med kedjan. Om det är något fel i hamnen eller återförsäljare så kan man åka dit direkt och lösa om det är något problem som behöver hanteras. Det mesta kommer från Tyskland. Förmodligen ett par månaders flöde.

### **12. Inom företagskoncernen i sin helhet, är det vanligt att etablera fysiska enheter i närheten av ledande marknader?**

Är en viktig strategi att etablera en fysisk närvaro på bolagets olika marknader. Kontakten med återförsäljarna som säljer vidare bilarna är också viktig. Närvaron är också viktigt för att flödet av distributionen av bilarna ska fungera bra.

## **Del 3: Etableringen utifrån ett lokalt synsätt**

### **Mänskliga resurser**

#### **1. Hur gick rekryteringen till när bolaget etablerades i Malmö?**

Hade redan en hel del personal i Cph, både svenska och danskar. Många av dessa förflyttades hit. De utgjorde den största delen av personalstyrkan. Resterande poster som behövde fyllas rekryterades utifrån. Man var ute i god tid.

#### **2. Hittade ni utomstående kandidater med rätt kompetens?**

##### **- Hur upplever bolaget Malmö idag när det kommer till att hitta kompetent arbetskraft?**

Bolaget hittade den kompetens som efterfrågades. I och med att man var ute i god tid, så lyckades man rekrytera personal utan några komplikationer.

Idag nyanställer man personal vid behov. Bolaget rekryterar själva och använder chefsnätverk och annat för att sprida annonserna. Man är proaktiva när man söker folk, hör av sig till tidigare kandidater som man fortfarande har ett intresse i. Är man bara ute i god tid finns alla möjligheter. Upplever ibland problem när anställer en dansk på ett svenskt kontrakt. Om de bor i DK och jobbar i Sverige, så kan de ibland undgå förmåner.

#### **3. Finns det någon specifik kompetens som ni har haft svårare att hitta när ni har sökt efter personal?**

Personer med IT-kompetens har varit lite svårt att hitta ibland. Måste investera lite mer i rekryteringen då, för att få in rätt personer. Personer inom Legal and compliance har också varit svårt att hitta ibland. Man har dock aldrig behövt sänka kraven.

#### **4. Jobbar bolaget aktivt med att säkerställa medarbetarnas kompetenser och förmågor?**

Har utvecklingssamtal regelbundet med de anställda. Både utvärdering kring prestationer och feedbacksamtal, där man ser tillbaka på året som gått och om individuella mål har uppfyllts. Kollar även på medarbetarens utveckling och vilka training-utbildningar som medarbetaren har gått. Sen sätter man nya mål. Kollar på om medarbetaren ska genomgå någon internutbildning och om den innehar rätt kompetenser för att bli bättre. Går igenom om man ska planera in besök i Tyskland på

någon fabrik för att eventuellt förstå flödet bättre. Har även summeringsmöten. Tittar även på olika individer, vilka vill bli ledare och vilka utbildningar kan dessa då genomgå. Kollar vilka ledarskapsprogram som finns att gå, både lokala och externa. Har även coachning och feedback-samtal. Bolaget har ett 'Employee-driven focus', dvs. det finns många verktyg att där man kan lära sig nya kompetenser, genom både training och podcasts.

Kollar även upp olika möjligheter till IT-training, att man är bekväm i att hantera videokonferenser och presentationer och går igenom vilken digital training som finns. Har nytt intranät, där man kan skapa egna grupper, lunchgrupper. Man kan även jobba i gemensamma dokument där istället för att maila dessa emellan sig. Vill lyfta de medarbetare som inte behärskar de digitala arbetssätten och alltid arbetar mot att jobba smartare.

### **5. Inför etableringen, var det något fokus på vilka resurser Malmö kunde bidra med i form av arbetskraft?**

Man var medveten om Malmös tillgång till universitet, både i stan och i Lund och DK. I efterhand har man knutit kontakt med olika skolor i närområdet. Men även med gymnasieskolor med fordonsinriktning. Detta i och med att man har efterfrågat både försäljare och mekaniker och på så sätt har dessa elever fått upp ögonen för bolaget tidigt samtidigt som de fått kontakt med återförsäljare här. Man har också tagit emot praktikanter från CBS, Lunds Universitet och Kristianstad Högskola inom bland annat marketing, ekonomi och HR. De har jobbat på bolaget under sina praktikperioder där de har genomfört olika projekt.

### Företagsnätverk

### **7. Engagerar bolaget sig i nätverksträffar eller andra sammanhang där företag möts? T.ex. träffar som anordnas av Näringslivsavdelningen i Malmö eller liknande?**

Engagerar sig bland annat i Tysk-Svenska Handelskammaren. Har även ett kvinnligt nätverk där marketing och försäljningen bjuder in karriärsdrivna kvinnor som har egna företag. Sveriges HR-förening. Sveriges annonsör.

### **8. Hur ser ni på att era kontorslokaler är placerade i nära anknytning till andra företag?**

Stor fördel att Mercedes Finans ligger nära, kan utnyttja varandras möteslokaler osv. Blir därmed lite synergieffekter på så sätt. Det är kul att det finns så många olika företag här. Hade en inspirationsdag en gång, där Telavox var på plats och berättade om något relevant. Vissa kontakter uppstår naturligt när man är nära varandra.

### Platsspecifika resurser

### **11. Hur var utbudet av kontorslokaler när ni sökte er till Malmö?**

Man hade en del specifika krav men förmodligen fanns det en del lokaler tillgängliga. 2008 var ju innan den stora etableringen av företag så förutsättningar var förmodligen gynnsamma då. Fanns en bra hyresvärd i Dockan och inredningen passade önskemålen. Många fick plats i samma lokal. Hyfsat även prismässigt samtidigt som läget var optimalt.



## Appendix E – Interview Notes: Fanuc

*Please note: The following notes are conducted in Swedish and origins from the interview with Cerold Andersson, Managing Director at Fanuc Nordic AB.*

### Intervju – Fanuc Nordic AB

Fanuc: Ett tillverkande och inte minst världsledande bolag inom automationsindustrin. Tillverkningen är idag uppdelad i tre olika produktområden: CNC-styrssystem, industrirobotar och verkstadsmaskiner.

#### *Kontor i Norden:*

Sollentuna och Malmö. Har ett kontor i Finland och ett i Danmark (Odense). Säljer robotar till systemhus och partners, inte slutkund. Måste ändå ha utställningshallar och teknikcenter för att utbilda både partners och kunder.

#### *Historia:*

Fanuc Nordic AB bildades 2007 i Sollentuna under det dåvarande namnet Fanuc Nordic Service AB. Fram till 2013 servade bolaget de styrssystem som fanns i Sverige. 2013 bytte företaget namn till Fanuc Nordic AB och det var först då som alla tre produktområden slogs ihop under ett och samma tak. Sedan dess bedriver bolaget både försäljning och teknisk support. De senaste fem åren har bolaget växt med närmre 30 % per år. Först 2015 blev bolaget komplett (när man flyttade in i nya lokaler) och började på riktigt.

Började bygga det nordiska huvudkontoret i november 2018.

Kontoret i Sollentuna kommer att behållas som det ser ut nu men enbart som kontor och inte som huvudkontor. Kanske flyttar verksamheten till mindre lokaler.

Cerold VD sedan sommaren 2016. Började sin resa i företaget i mars 2015 och jobbade då som försäljningschef.

#### *Huvudkontoret i Japan:*

Fanuc - Factory Automation Company: Huvudkontoret i Japan ligger i en naturpark i skogen vid Mount Fuji, som är en vulkan. Omringad av träd. Har där en produktionskapacitet på 35 000 enheter per månad. Tillverkar 7000 robotar i månaden just nu, ska upp till 11 000 framöver. Japan består till stor del av R&D. Börsnoterat på Nikkei index i Japan.

#### *Företaget globalt:*

Har 7000 anställda i hela världen. Störst i världen på CNC-styrssystem men även på servomotorer. Tillverkar även laser. Styrssystem är det största produktområdet i världen medan robotar är störst i Norden. Har tagit fram världens starkaste robot som lyfter 2,3 ton. Kostar över tre miljoner kr. Tillverkar även collaborative robots – robotar som kan samspela med människor. Företaget säljer sina robotar men använder även dem själva i sin egen produktion som är högt automatiserad. Robotar tillverkar robotar. Tillverkar även verkstadsmaskiner (Robomachine). Finns bland annat i mobilindustrin, flygplansindustrin (lackering av flygplan), matindustrin (västerbottensost) och fordonsindustrin. Mobilindustrin är en stor sektor internationellt.

## Del 1: Inledande frågor

Historiskt perspektiv

### 3. Varför sökte man efter en ny etablering?

När bolaget år 2015 flyttade in helt nya lokaler i Sollentuna, insåg man snabbt att det skulle bli trångt där eftersom bolaget växte snabbt.

### 4. Valde man mellan olika städer eller länder vid etableringen?

Ja. För att ta reda på var en etablering vore mest lämplig, använde man en BI-report – en business intelligence report. På så sätt fick man ut kunderna i form av prickar på en karta. Man såg då snabbt att bolaget hade många underleverantörer i både Småland och i Danmark.

Man tittade då över vilka alternativ det fanns i Danmark eftersom man redan hade ett kontor där och även en stor kundstock. Men man kände samtidigt en viss tvekan kring att placera kontoret där. Danmark var för långt ifrån Sollentuna på ett sätt och man var rädd att det skulle bli ”vi och dem” och inte en sammansvetsad enhet.

Småland upplevdes däremot inte som någon världsmetropol att förlägga ett kontor i. Det skulle också upplevas som mindre tillgängligt för de danska kunderna men också för kollegor i resten av världen. Där fanns inte heller någon internationell flygplats i närheten. Man kom då fram till att Malmö var den optimala platsen, med ett rimligt avstånd till både danska och svenska kunder samt med närheten till Kastrup flygplats för internationella besökare. Lokaliseringen skulle även möjliggöra en svensk-dansk organisation, med ett tätt samarbete däremellan. Även danska kollegor skulle kunna arbeta i Malmö men fortfarande bo kvar i Danmark om de hade velat det, Öresundsbron. Både Småland och hela Danmark skulle bli tillgängligt inom några timmars köravstånd. Malmö kändes därmed som en central plats i Norden men också sett till de redan existerande kontoren i DK och Sollentuna.

### 5. Hur länge letade man efter en lämplig plats innan beslutet togs?

Våren 2017 började man titta på alternativ, två år sedan. Hösten 2017 klubbades Malmö. Beslutet gick rätt snabbt.

### 7. Vilken syn hade man på Malmös närhet till Danmark/norra Europa?

Såg positivt på att Malmö geografiskt sett låg nära både Tyskland (kontor i Stuttgart) och Luxemborg (europeiskt huvudkvarter), då kontoret skulle få många besök från Europa. Än en gång var Kastrup och såklart Öresundsbron väldigt viktig.

### 8. Vilka av följande faktorer var mer respektive mindre betydande vid valet av plats?

*Politiska:* Mindre betydande, inte fokus på det.

*Ekonomiska:* Mycket betydande. Tillväxt är viktigt. Koncernen etablerar sig enbart i regioner som har en bra tillväxt. Har därmed inte satsat på Baltikum ännu, trots en god kundstock där, eftersom man inte sett en ekonomisk tillväxt lika tydligt. Om man märker av detta i framtiden så kommer man satsa mer där.

*Sociala:* Mycket betydande. Har en stark kultur med japanska ledord som bolaget präglas av. Man vill att bolaget tillämpar en hög precision, perfektionism och en strictness i sin tillverkning (ge mitso). Bolaget ska själva uppträda precist och ge förstklassig service, viktigt att uppträda professionellt. Värderingar, normer och affärskultur är viktigt för oss. Transparens (tome) är ett annat ledord, att bolaget är transparent i sitt sätt även om det är uppbyggt av en viss hierarki. Man vill vara transparent mot leverantörerna.

*Teknologiska:* Mindre betydande. Har redan kompetensen själva och söker inte denna utifrån, då Japan är ett högteknologiskt land.

*Miljömässiga:* Ganska betydande. Viktigt med klimatmedvetenhet och hållbarhet, även i den japanska kulturen. Huvudkontor i Mt. Fuji, exempel.

*Legala:* Ganska betydande. Inte helt avgörande, men det är ändå en grundläggande förutsättning.

Nutida perspektiv

**9. Vilka faktorer (se föregående fråga) anser ni vara mest betydande när det kommer till Malmö/Sverige som bas för ert bolag?**

Ekonomiska och sociala är allra viktigast. Ett bolag fungerar inte väl om man inte har de sociala faktorerna på plats. Då är det inte hela världen om de legala inte är helt optimala.

**10. Vad ser ni för fördelar med att driva verksamheten från Malmö?**

Närheten till Danmark, Öresundsbron, och inte minst Kastrup. Förmodligen också enklare att hitta kompetent arbetskraft här, än i t.ex. Småland. Vill att det ska bli ett svenskt-danskt kontor och kommer ha danskar anställda här. Danmark är en viktig marknad.

Har en del underleverantörer i Småland, ofta familjeägda företag. De upplever problem att hitta kompetent arbetskraft. Vi tror att det är enklare att hitta kompetent arbetskraft i städer.

**11. Vad ser ni för nackdelar med att driva verksamheten från Malmö?**

Svårt att få tag i kompetens, man har märkt av det redan när man söker folk. Speciellt inom den spetskompetensen som vi söker, inom t.ex. robotkunskap. Har anställt två ekonomer nyligen. Upplever att det är den tekniska kompetensen som man har svårt att hitta. Säljer mycket reservdelar och säljarna måste då vara tekniskt kunniga. Systemkunskap måste man också ha. Upplever att man har hittat spetskompetensen utanför Malmö där det ligger större företag. Men har upplevt att folk undviker att pendla. Har en robottekniker från Skövde som flyttat hit. Precis också anställt en som flyttat från Stockholm. Bolaget har som tur är ändå en form av attraktionskraft så att folk vill flytta hit för att jobba hos oss.

**12. Vilka konkreta förändringar tror ni att kontorsflytten kommer medföra för verksamheten?**

Blir mer sammansvetsade med Danmark. Blir också en slags nystart för bolaget i sig. Vid ihopslagningen 2013 så har man upplevt att de personer som jobbade inom ett visst produktområde tidigare (t.ex. CNC) kanske hade svårt att anpassa sig efter den nya organisationen. Personer inom olika produktområden hade tidigare jobbat på olika sätt och nu fick de tänka om. Hade lite svårigheter att få ihop alla tre produktgrupper till ett team, i och med att alla jobbade på sitt sätt. Nybyggnationen öppnar nu upp för en nystart när det kommer till sammansvetsningen av alla tre produktgrupper.

Framtida perspektiv

**13. Finns det planer på att utöka verksamheten någon annanstans i framtiden?**

Baltikum, om det blir en bättre tillväxt där. Inga fler etableringar kommer nog göras i Sverige dock i och med att man har båda Stockholm och Malmö nu. Kanske på sikt att man skaffar ett större kontor i Finland.

**14. Hur ser ni på Malmöns tillväxt av företag och hur påverkar det er?**

Positivt. Tillväxten berör dock inte de typen av företag som Fanuc har så mycket nytta av dock, i och med att Malmö inte är en industristad. Finns dock en del skånska huvudkontor inom

industribranschen som flyttar till Malmö. Lindab ska t.ex. öppna ett kontor här, då de har svårt att rekrytera ingenjörer i Ängelholm. Det är här universiteten och högskolorna finns. Finns också en del intressanta företag i Malmö och Lund. Mycket inom data och fordonsindustrin. Bolaget hoppas därmed kunna dra åt sig mer personal i framtiden.

## Del 2: Etableringen utifrån ett globalt synsätt

Internationell strategi inom företagskoncernen

### 1. Har ni en regelbunden kontakt med era moderbolag?

Har ett huvudkontor Europa, Luxembourg. Har daglig kontakt med dem. Huvudkontoret i Japan åker man till några gånger om året. Japanerna kommer inte hit lika ofta. Men man har en regelbunden kontakt sinsemellan.

### 2. Hur fördelas ansvaret över er verksamhet mellan er och era moderbolag?

Är väldigt självständiga. Även om ett japanskt ägandeskap innebär mycket kontroller. Japaner är generellt sett väldigt noggranna i allt de gör, där existerar inte antaganden. Det måste alltid finnas konsekvenser, vad kostar det, vad är alternativet. Även om bolaget mer eller mindre sköter sig själva så har de riktlinjer att följa. När man t.ex. ska bygga något eller hyra lokal så finns det en viss Fanuc-standard att följa. Väljer lokal efter de förutsättningar som man letar efter eringi = decision making process. Kan vara ett avtal med internationell kund, eller ett inköp av lokal. Då gör man en eringi. Följer alltid en viss process så att allting sker på rätt sätt.

### 3. Anpassas ert kunderbjudande efter lokala förutsättningar och behov i olika länder/regioner?

Man tillämpar lokala anpassningar. Här i Norden är det mest robotar som gäller. Robotar är också störst i Europa. I vissa länder kan det vara styrsystem som det är fokus på, t.ex. Schweiz. De tillämpar hög precision och maskintillverkning efterfrågar därmed mycket styrsystem.

Man kollar även vilken typ av industri och kompetensnivå som finns i specifika länder. Olika länder har olika typer av efterfrågan på precision. Vissa robotar tillämpar en högre grad av AI (vilket efterfrågas i Sverige och DK) medan andra robotar inte är lika smarta (och därmed säljs i andra länder).

Vision teknologi: Roboten känner igen en färg och en plats där den ska greppa tag i något.  
3D-vision: Då kan objekten ligga huller om buller.

Kommit mer AI: Maskinerna tänker själva. Roboten måste känna av själv var på pennan den hittar bästa greppet. Där skiljer de olika marknaderna, vilka teknologier man jobbar med.

### 4. Skiljer sig ert utbud från de som era systerbolag/distributörer har i andra länder eller är de relativt lika?

Utbudet skiljer sig inte, det är istället säljnivåerna som skiljer sig.

### 5. Är företagskoncernens olika dotterbolag lokaliserade i utvalda i-länder eller har man även verksamheter i u-länder?

Enbart i i-länder. Ingen verksamhet i u-länder. All produktion sker i Japan.

Produktionen är inte placerad i u-länder alls, utan enbart i Japan. Automatiseringen bidrar till att produktionen i framtiden kan komma att förflyttas tillbaka från u-länderna i allmänhet.

Etableringsmotiv och marknader

**7. Förekom det exportaktiviteter till Sverige/närliggande regioner innan bolaget etablerades i Sverige från första början?**

Ja. 2007 var vi dock en serviceorganisation för att serva styrsystemen. Försäljningen drog först igång 2013. Robotarna har exploderat de senaste tio åren i Norden. Innan 2013 exporterades robotarna hit via England, såldes därifrån hit. Robomachine exporterades hit från Tyskland.

**9. Övervägde man att ingå i ett joint venture (samriskföretag med ett eller flera andra företag) som en alternativ etableringsmetod?**

Japaner är inga stora fan till att ingå i joint ventures, de gör det hellre i egen regi och börjar i liten skala, för att sedan växa till sig.

**10. Vilka marknader kommer att tjänas från Malmökontoret?**

Norden och Baltikum.

**11. Vad betyder en fysisk närvaro i anknytning till dessa marknader för er?**

**- Vilken skillnad gör denna närvaro för ledtiderna, jämfört med om ni hade tjänat marknaderna på ett större avstånd?**

Mycket. Viktigt för kunderna (återförsäljarna) att de kommer till oss och visar upp teknologin för slutkunderna. Kommer ha en robotakademi för partners och för deras kunder. Showroom.

Närvaron gör i sig ingen skillnad för ledtiderna. Har inget lager på plats i Sverige. Reservdelar har vi på ett lager i Luxembourg. Kan få hit dem snabbt.

Allt tillverkas i Japan vilket i sig är ett högkostnadsland. En industriarbetare i Japan är mycket dyrare än i Sverige. Behåller tillverkningen där för att skydda varumärket och inte minst kvaliteten. Måste föregå med gott exempel. Bolaget står för bra arbetsvillkor och hela den biten.

**12. Inom företagskoncernen i sin helhet, är det vanligt att etablera fysiska enheter i närheten av ledande marknader?**

Ja, del av strategin överlag. Sker snabbt och bygger i hela Europa just nu. Blev nyss klar med en byggnation i England. Nya etableringar sker eller kommer även att ske i Ungern, Spanien (Barcelona), Italien, Ryssland och Tyskland (Hamburg).

## Del 3: Etableringen utifrån ett lokalt synsätt

Mänskliga resurser

**1. Hur kommer rekryteringen gå till när bolaget flyttar till Malmö?**

Många har redan rekryterats och har redan börjat jobba nu på Hanögatan. Började med rekryteringen redan förra sommaren med att ta in en som var ny för detta kontoret. Först satt enbart Cerold där och en säljare. Sen anställdes en på hotline support. Nu är de kanske 10 på kontoret som har rekryterats inför etableringen. Har även servicetekniker som är inne ibland. Har en som börjar i april, anställer nu inom marketing. Alla rekryteringar kommer inte vara klara men arbetsstyrkan kommer nog vara uppe i 15 fasta tjänster när man flyttar in. Men sen kommer även säljare från DK och andra ställen in, som kommer vara på plats ibland för att träffa kunder osv. Kommer även ha applikationstekniker på plats som håller i utbildningar. Planerar för ungefär 50 kontorsplatser.

Funderar redan nu på att bygga ännu ett mötesrum som får plats med 100 personer. Stuttgart är ingen metropol, liten flygplats. Kastrup är dock en sådan flygplats som alla har enkelt att flyga till, var man än kommer ifrån. Alla halvstora flygplatser har connections till Köpenhamn. Kan då få hit fler möten och på så sätt få mer uppmärksamhet.

## **2. Vad har ni för förväntningar på Malmö som region när det kommer till att hitta kvalificerad arbetskraft?**

Kände på sig redan innan att det skulle bli svårt att hitta den specifika kompetens som man efterfrågar. Räknar med att flytta folk hit för att fylla platserna.

I och med att produktionen är automatiserad, så krävs rätt kompetens vid hantering av robotarna.

Rekryterar nästan uteslutande via headhunting för att hitta rätt personer. Personlighet är viktigt. Försöker hitta guldkornen. Inte alltid den med bäst CV som vinner utan den som passar in bäst i teamet. Har låg personalomsättning överlag.

## **3. Jobbar bolaget aktivt med att säkerställa medarbetarnas kompetenser och förmågor idag?**

Internutbildningar sker frekvent. Finns hela tiden diverse utbildningar inom det tekniska och systemen på den administrativa sidan.

## **5. Var Malmös närhet till universitet och forskningsinstitut av betydelse vid etableringen?**

Såg det som en fördel att det fanns tillgång till universitet och högskolor här. Samarbetar även med DTU i Köpenhamn. De jobbar mycket mot företag i DK men även svenska företag. Jobbar med teknologier och nya sätt att göra något. Studenter jobbar inte här men kommer i kontakt med bolaget via DTU. Hoppas på att ha studenter som praktiserar här framöver.

Företagsnätverk

## **6. Kommer bolaget engagera sig i nätverksträffar eller andra sammanhang där företag möts? T.ex. träffar som anordnas av Näringslivsavdelningen i Malmö eller liknande?**

Kommer nog att delta i nätverksträffar, Cerold är själv med i Friends of Executive (Öresundsregionens ledande VD-nätverk).

## **7. Hur ser ni på att era kontorslokaler är placerade i nära anknytning till andra företag?**

Kan vara företag här som kan vara potentiella kunder, t.ex. Skånemejerier och TePe. För övrigt har man ingen direkt nytta av de andra företagen.

## **8. Har bolaget skapat någon form av relation till andra företag i Malmö redan, eller planerar ni att göra det?**

Man har kunder i Malmö redan, det är de relationerna man fokuserar på.

Platsspecifika resurser

## **9. Hur var utbudet av kontorslokaler/mark när ni började titta efter olika alternativ inför etableringen?**

Skickade ett mail till Malmö Kommun när man började leta. Beskrev vem bolaget var och tog med siffror osv, fick ett svar dagen efter. Blev kallade på möte nästan direkt. De sa att de hade några tomter och ville verkligen att vi skulle etablera oss i Malmö. Pratade lite om en tomt i Hyllie ett tag,

men hittade ingenting som passade riktigt. Behövde en stor fastighet och mycket mark. Visste därmed redan från början att de då inte kunde bygga centralt i Malmö.

**10. Var tanken redan från början att man skulle bygga helt nya lokaler, eller kunde man lika gärna ha tagit över befintliga?**

Man behövde mycket med plats och att bygga nytt var tanken redan från start. I Sollentuna hyrde man sin fastighet. Man ville nu köpa sin egen mark för att på så vis signalera att man var här för att stanna, både för marknaden och för kunderna. Hyr man in sig är det också lättare att säga upp kontraktet och dra vidare, vilket kunderna också är medvetna om. Ägandeskapet hade därmed ett viktigt signalvärde, vilket också är typiskt japanskt – att investera ur egen ficka och inte hyra in sig. Man investerade därför 100 miljoner i bygget och finansierade allt ur egen kassa.

När ryktet spreds att bolaget letade mark i Malmö så hörde en massa fastighetsbolag av sig och sa att de kunde bygga lokaler åt Fanuc, som de sen skulle kunna hyra. Bolaget var dock fast beslutna vid att bygga sitt eget.