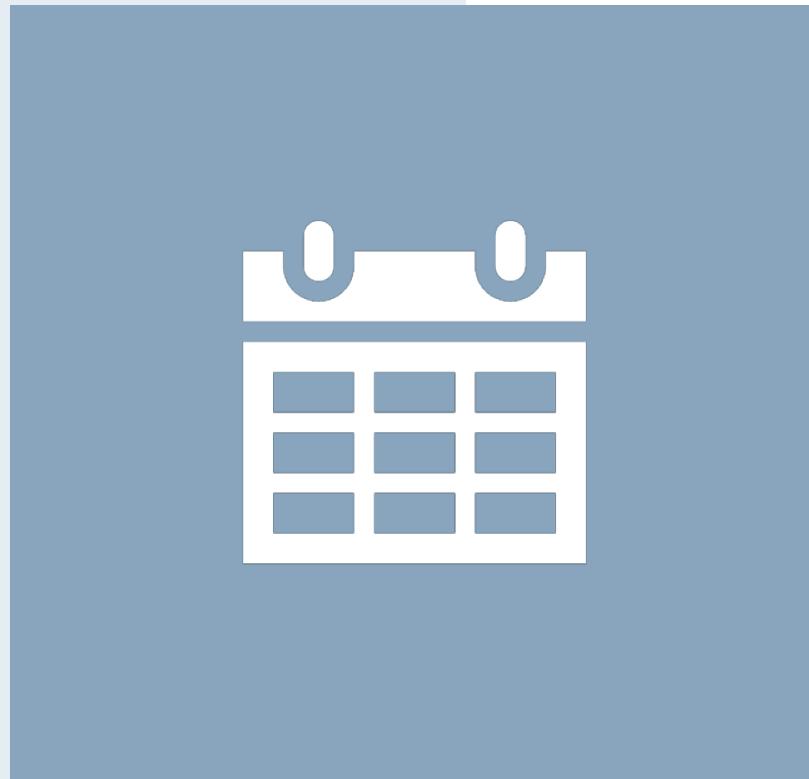


Module IV: “Open system design elements”

Elizaveta Johansson
Entrepreneurship & Innovation (ETKS)



09:00-10:00

10:00-10:15

10:15-11:45

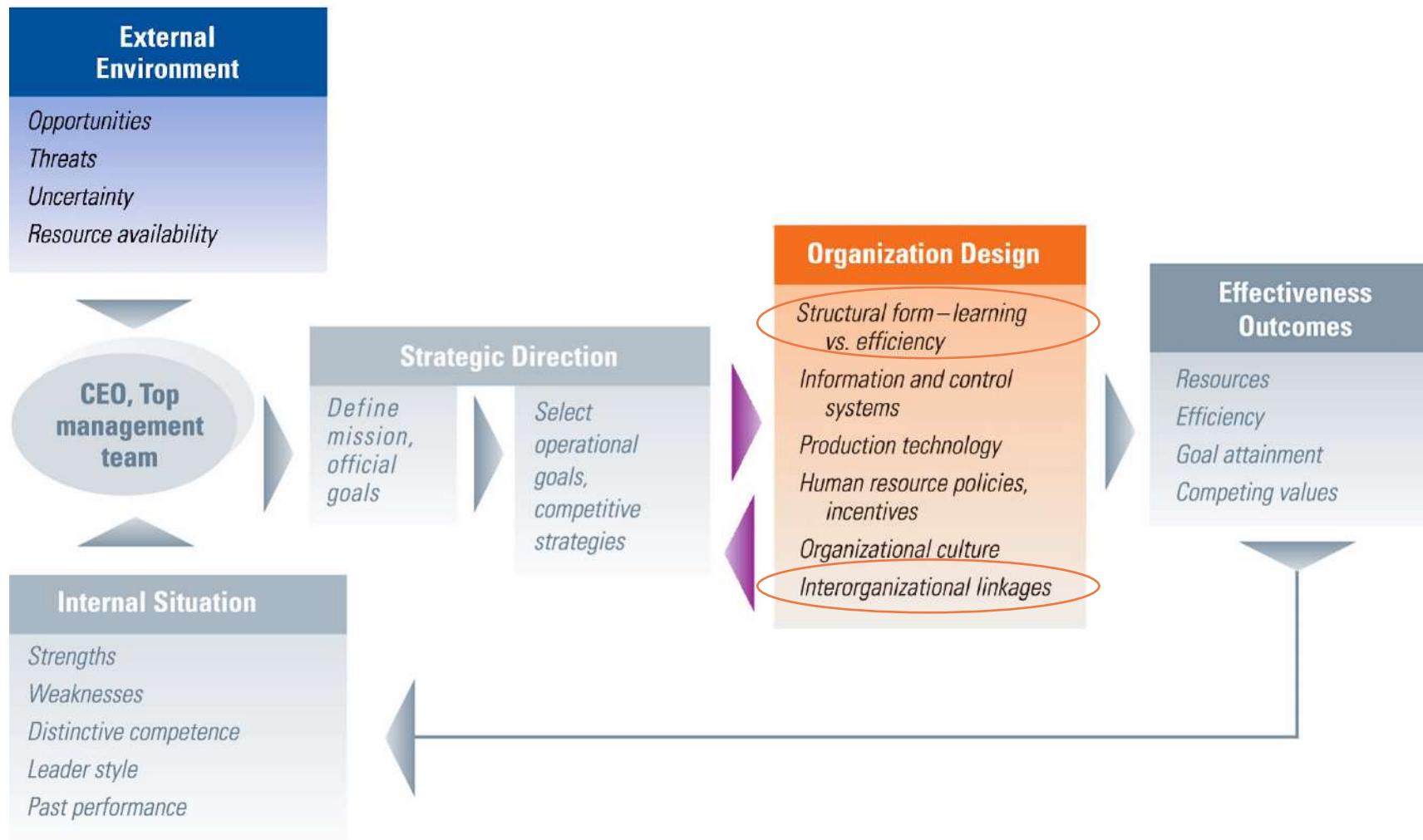
Agenda

Lecture part 1

Break

Lecture part 2 + discussion

Organizational design: structural elements, influence of external environmental

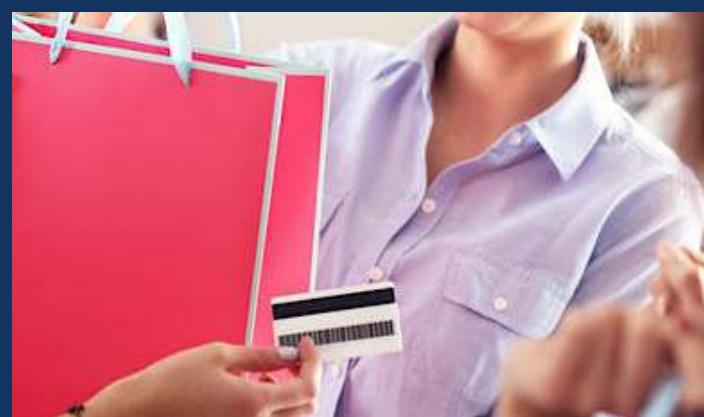


Lecture Part I

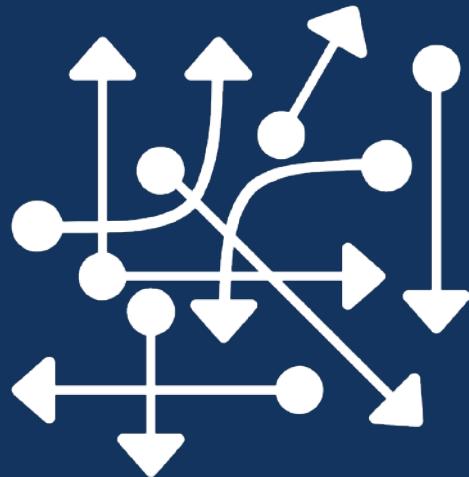
External environment. Resource dependence and
interorganizational relationships.



Organizational environment
is defined as all elements that
exist outside the boundary of
the organization and **have the
potential to affect the
organization.**



The **external environment** is becoming increasingly **unpredictable**
and complex.





The Case of Nokia



- Nokia: extreme turnaround of fortunes
- 1865 forestry company (Nokia town) – **1998 worlds biggest mobile phone company** – 2004 declining market share – 2012 shares dropped 61% and company lost 3 billion USD.
- **Misread the external environment – inward management**
 - Highly centralized and inward-looking product development processes (closed system perspective). Thought it was too big to fail.
 - E.g., Had smartphone idea early but not fit at the time. Stuck to their operation system while others were switching to Android.
- Burning Platform Memo – 2011 – CEO Stephen Elop
 - "We had a series of misses. We haven't been delivering innovation fast enough. We're not collaborating internally. Nokia, our platform is burning".
- Today, Nokia has rebounded – 22 billion USD revenue, 90,000 employees – new focus on 5G network technology

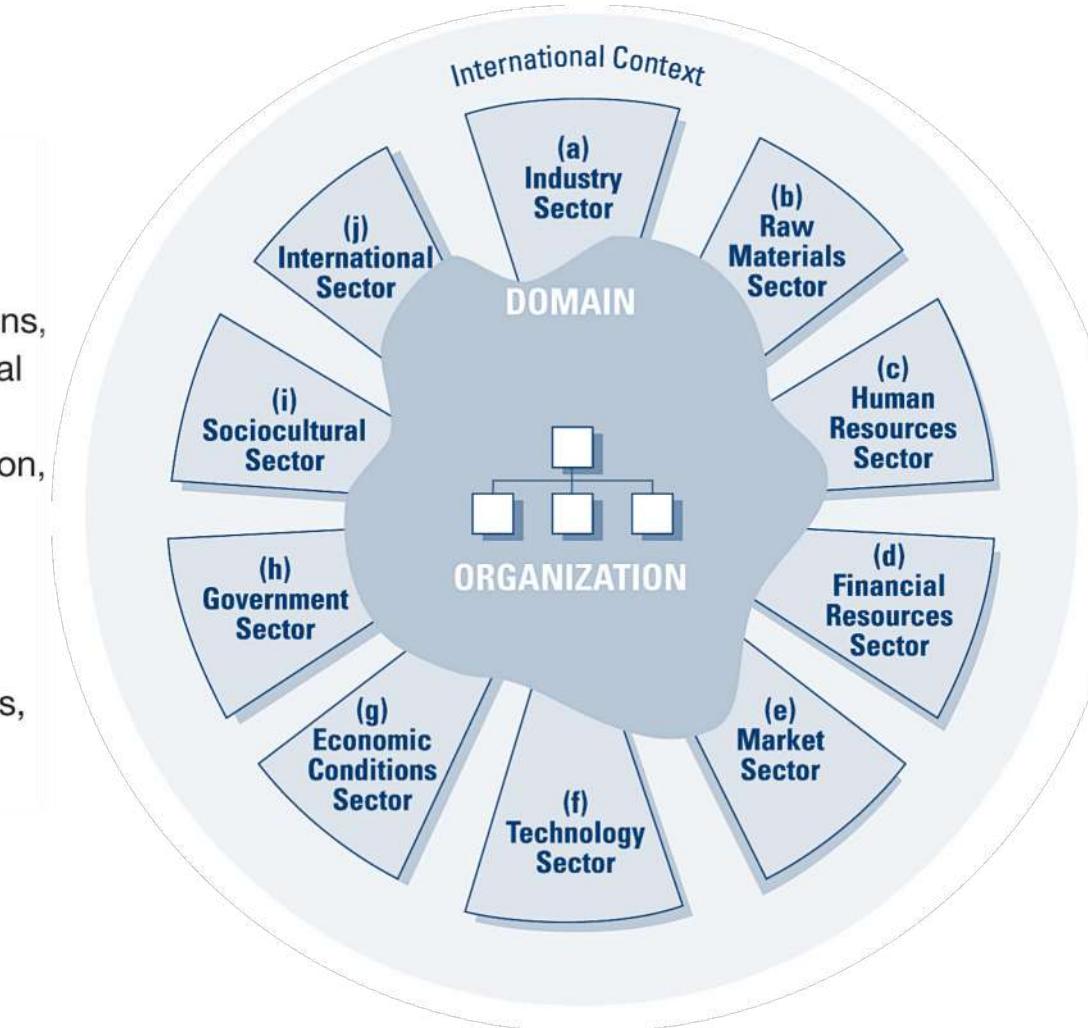
Such shocks are inevitable! But: companies can choose a resilient organizational design.

They can use frameworks to **analyse and predict the environment** and select managerial approaches.



Elements of organizational environment

- (a) Competitors, industry size and competitiveness, related industries
- (b) Suppliers, manufacturers, real estate, services
- (c) Labour market, employment agencies, universities, training schools, employees in other companies, unionization
- (d) Stock markets, banks, savings and loans, private investors
- (e) Customers, clients, potential users of products and services
- (f) Techniques of production, science, computers, information technology, e-commerce
- (g) Recession, unemployment rate, inflation rate, rate of investment, economics, growth
- (h) City, state, federal laws and regulations, taxes, services, court system, political processes
- (i) Age, values, beliefs, education, religion, work ethic, consumer and green movements
- (j) Competition from and acquisition by foreign firms, entry into overseas markets, foreign customs, regulations, exchange rate





What do you see as challenges in analyzing and predicting elements of organizational environment?

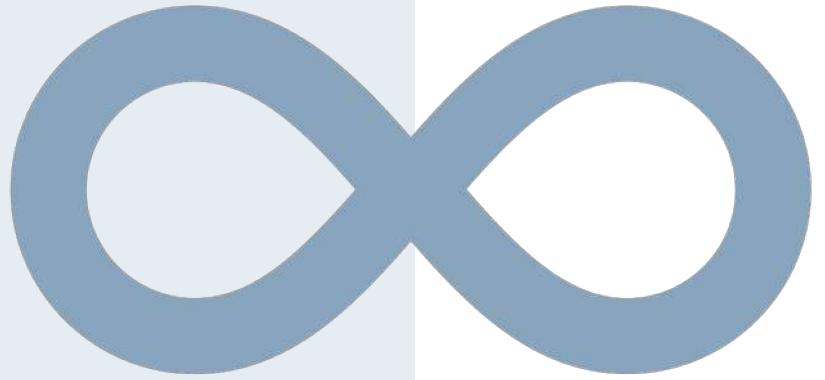
Discuss 5 min.

Knowledge processing problems

Risk - all potential outcomes and their likelihood of occurrences are known.

For example, rolling a regular die, the full range of possible outcomes from rolling a die (six sides) and their probability ($1/6$ chance) are known.





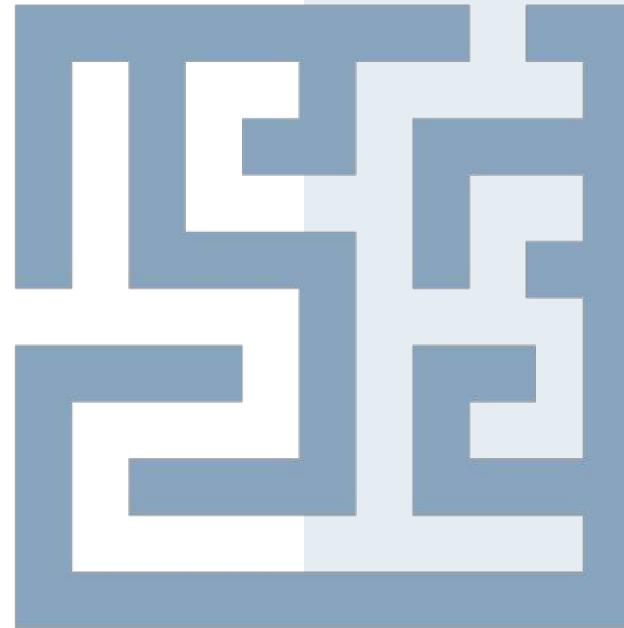
Uncertainty - outcomes and their probability of occurrence are unknown.

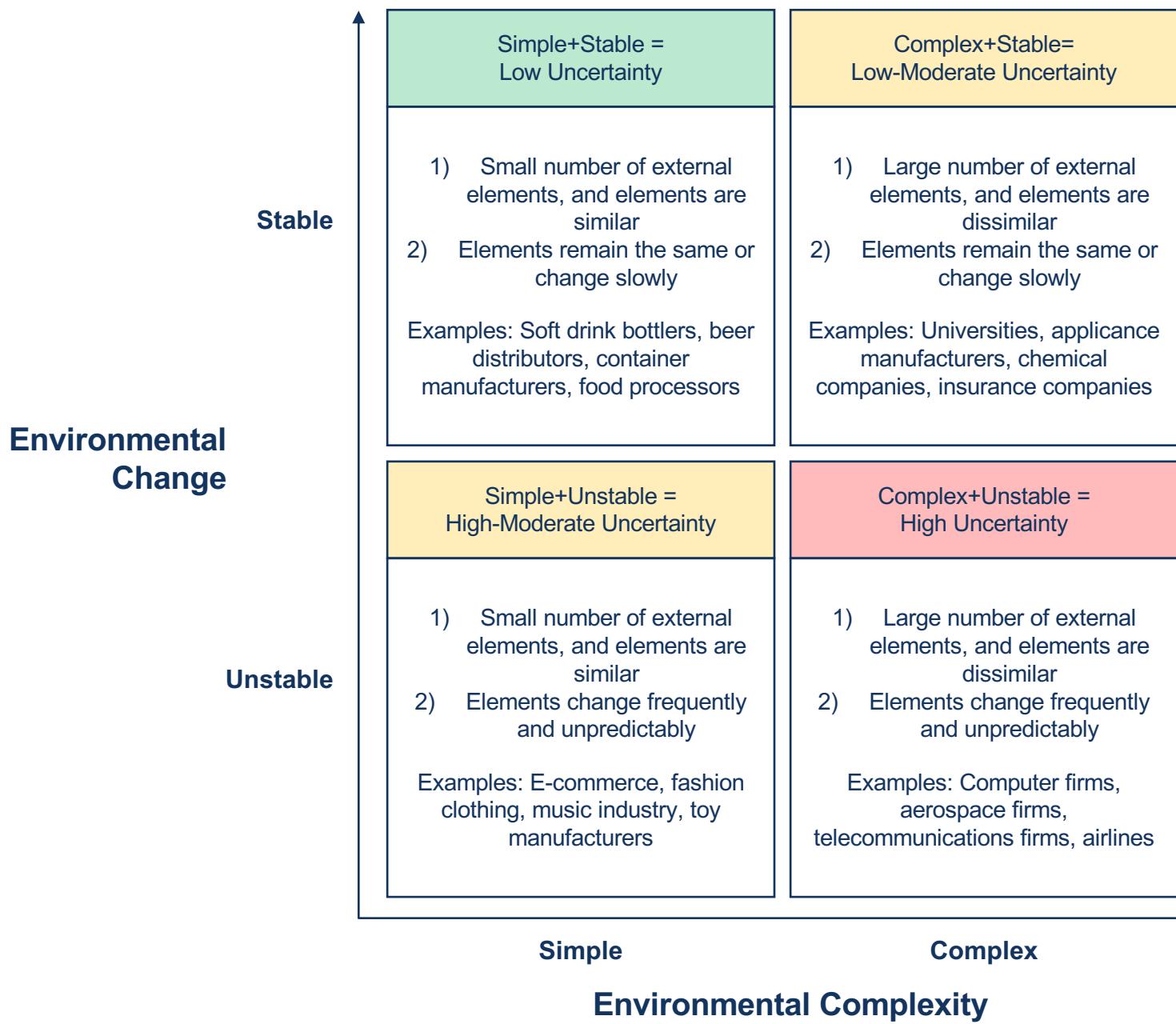
Knowledge gaps: Rolling an **unknown** die – the number of sides and their probabilities are unknown (it could 1 or infinite sides).

Fast change: Die with sides that change often.

Complexity - not necessarily vague or dynamic but **large or/and intricate variety of elements** and relationships that must be simultaneously considered.
(Zack, 2001)

E.g., Swedish legislation - publicly available but intricate.





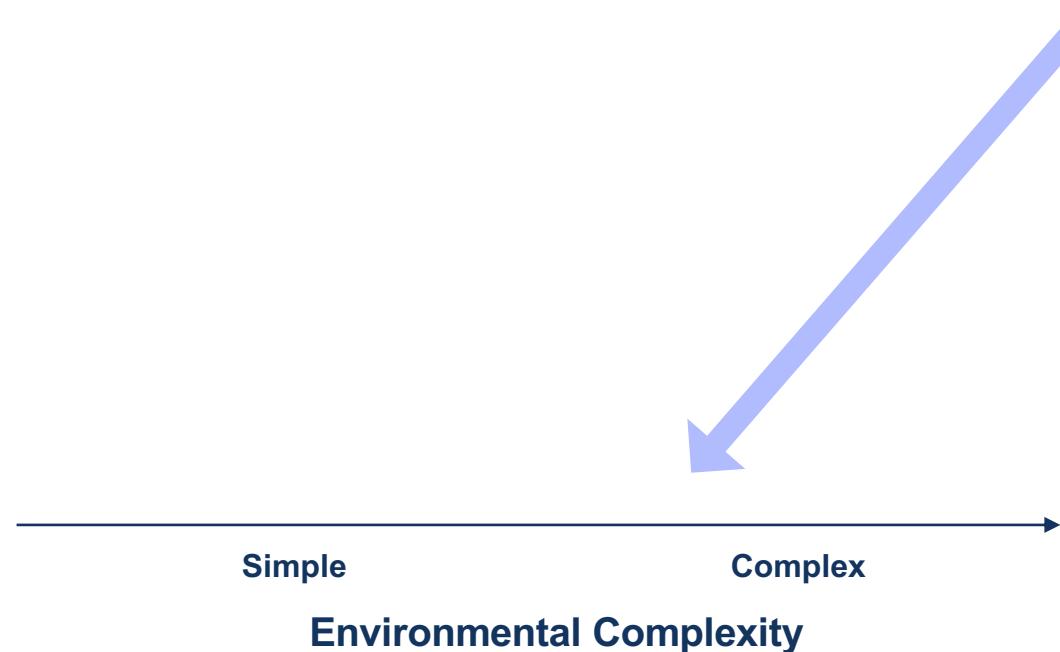
Framework to assess organizational environment

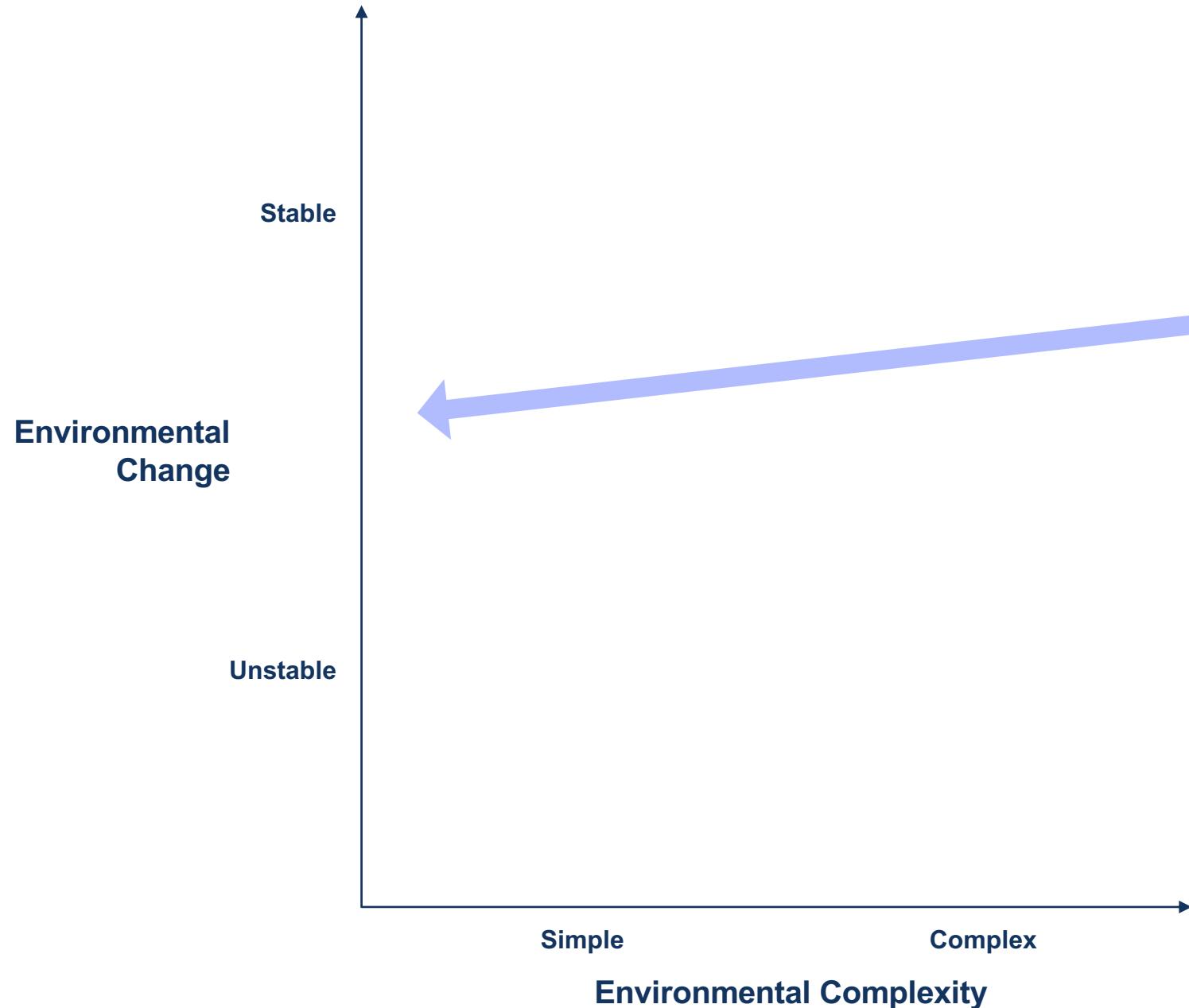
Key takeaway:
 environment can be
 both uncertain &
 complex to a varying
 degree!

Environmental Complexity Axes (Simple-Complex)

The **more external factors** that regularly influence the organization & the **greater number of elements** in an organization's domain – the **greater the complexity**

- Simple - a family-owned pizzeria
- Complex – telecommunications company (e.g. Nokia)





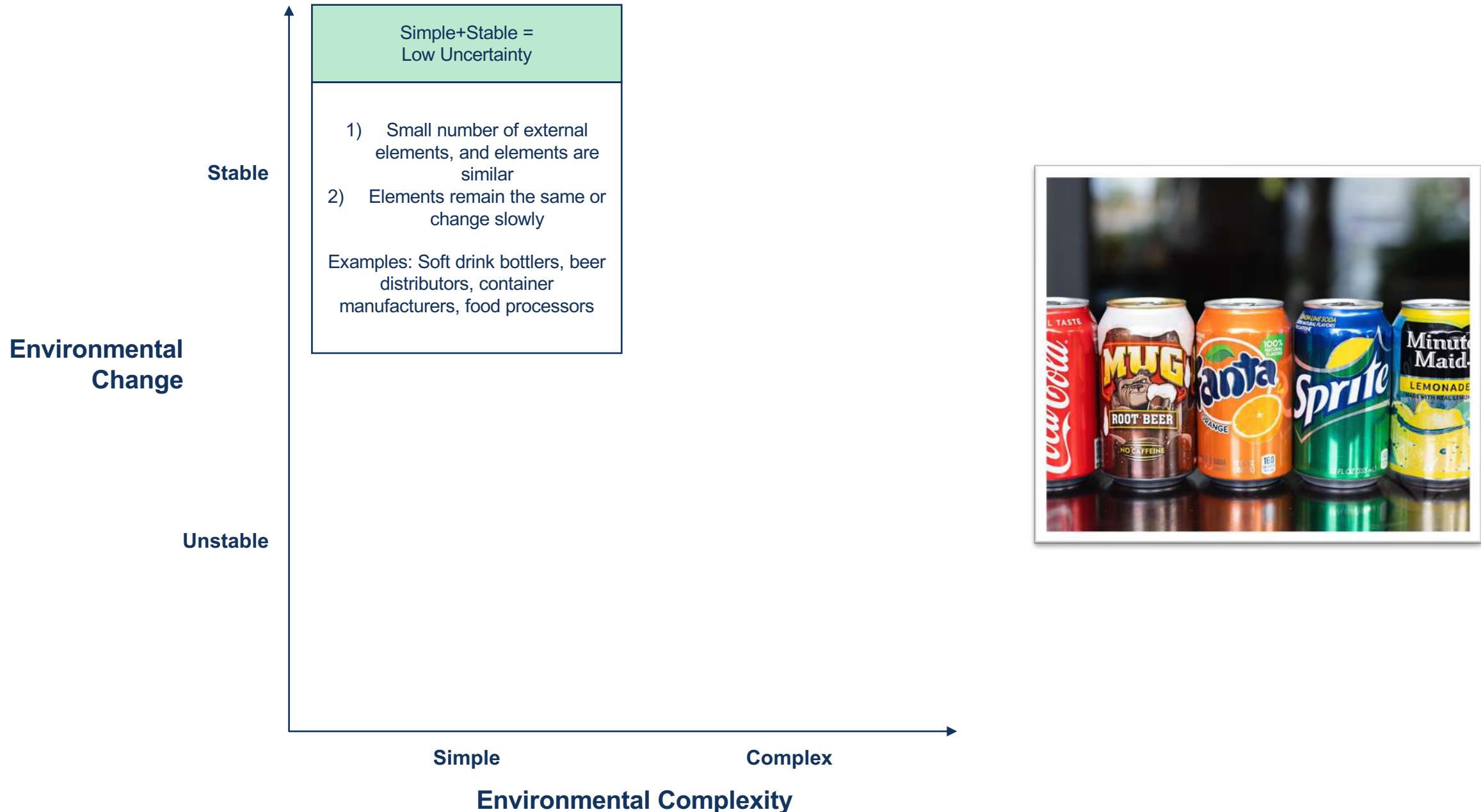
Environmental Change Axes (Stable-Unstable)

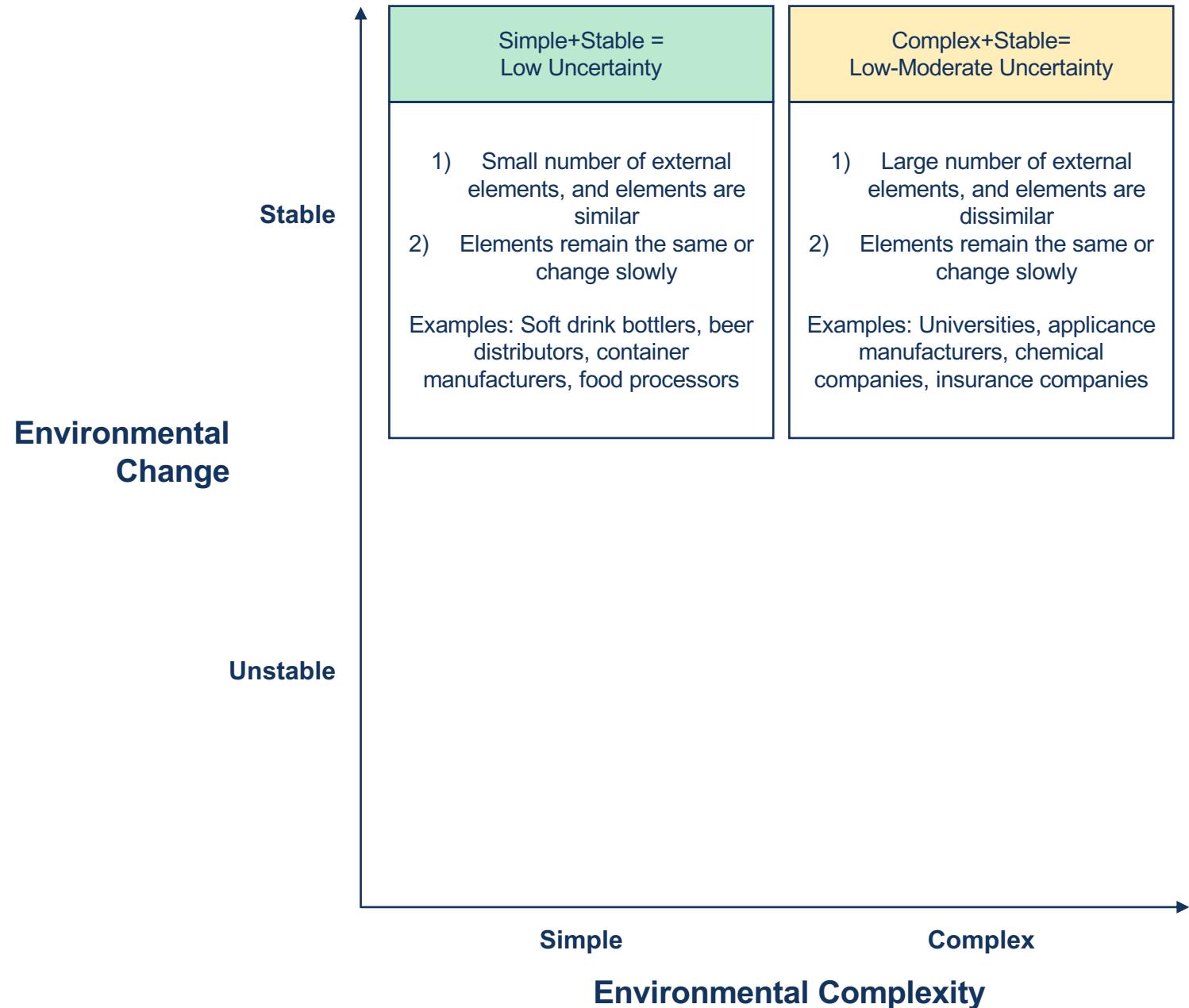
An environmental domain is stable if it remains the same over a period of months or years.

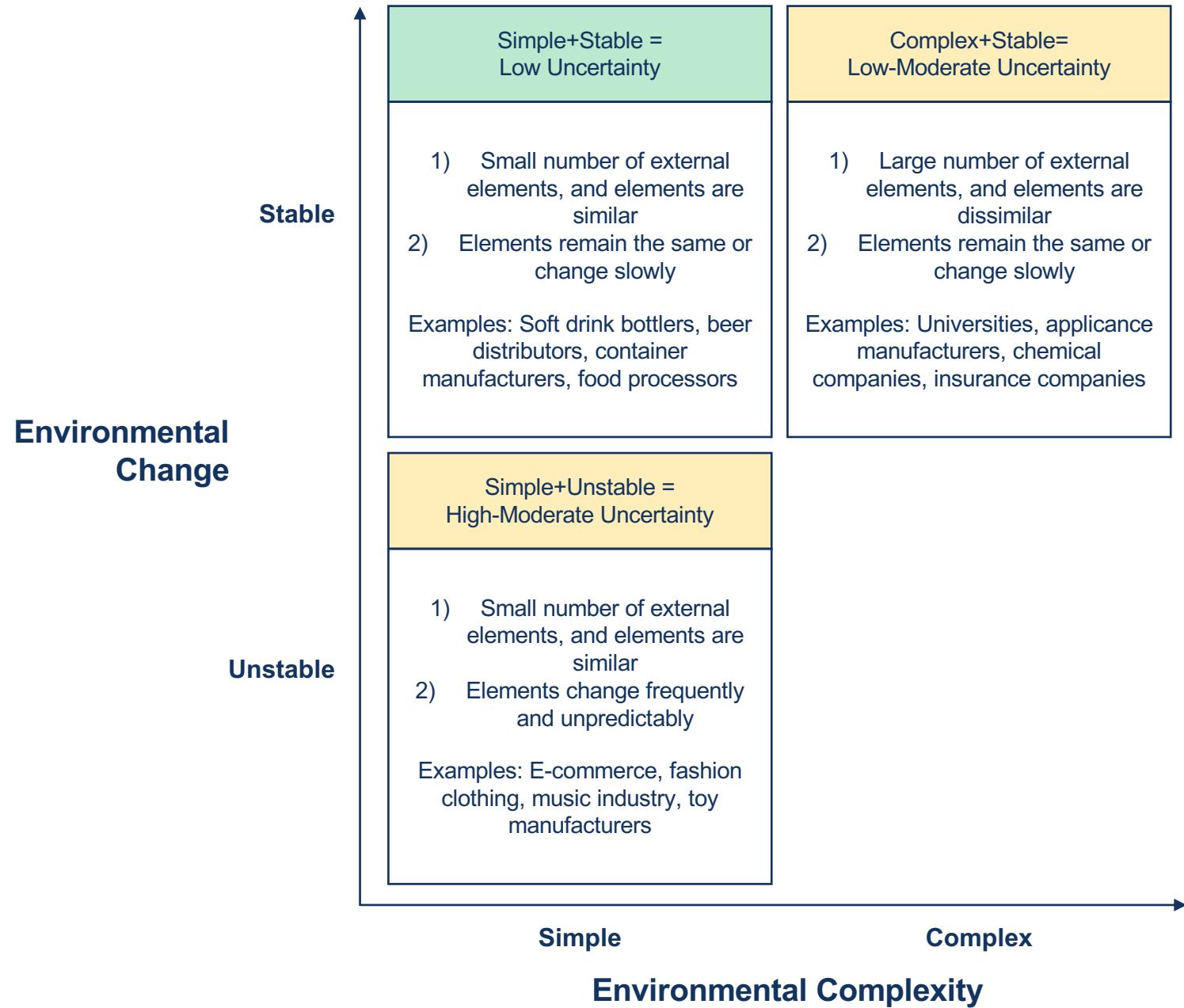
- Unstable – fast fashion
- Stable – public utilities

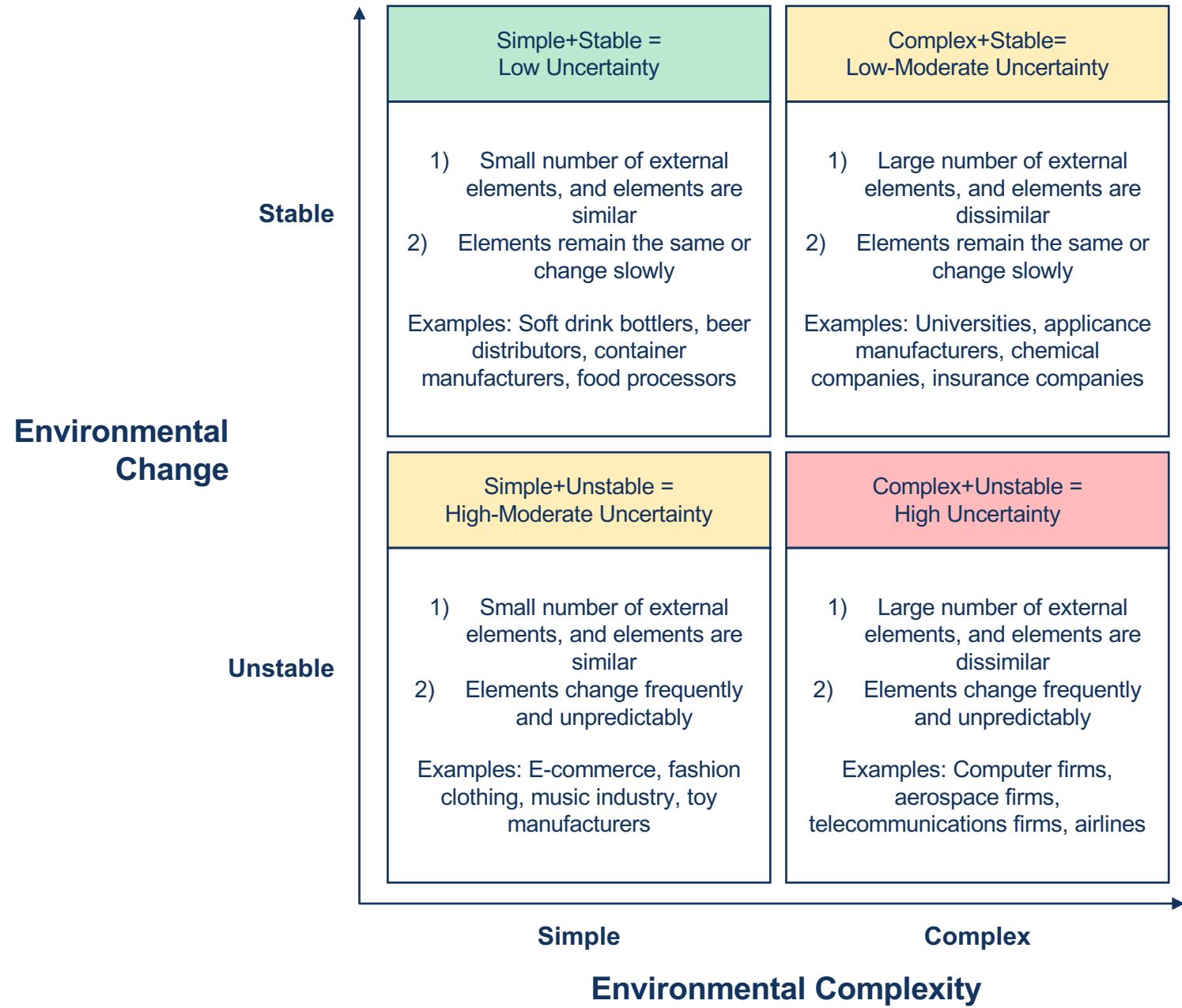
NOTE: Stable environments less and less common (thing of the past?). E.g., social media shaming - firms pressured to pull out of Russia and fast.











Equivocality - multiple meanings for or interpretations of the same thing, may be mutually exclusive and conflict (Zack, 2001)

Relevant in context of sustainability. Is climate change “real”? What is “sustainable”? Social sustainability? Environmental sustainability? Both?

- E.g., exploring rare earth materials deposit in Kiruna (useful for wind turbines) may damage local people.
- E.g., ethanol fuels labeled as “crime against humanity”.





How would you describe org
environment of SAS and LKAB?
Discuss, 5 min.

Now that “we” have used the framework to assess organizational environment – how do “we” translate that into action?

Managing knowledge problems: general principles (Zack, 2001)

- **Complexity** – mobilizing expert knowledge; **practices for breaking down**
- **Uncertainty** – making reasonable assumptions /hypothesis and acquiring additional factual information - **practices for continuous learning**
- **Equivocality** – practices for interpretation and negotiation to converge on one meaning, or action that addresses multiple meanings, or adhering to externally imposed meaning.



Organizational design perspective on managing knowledge problems

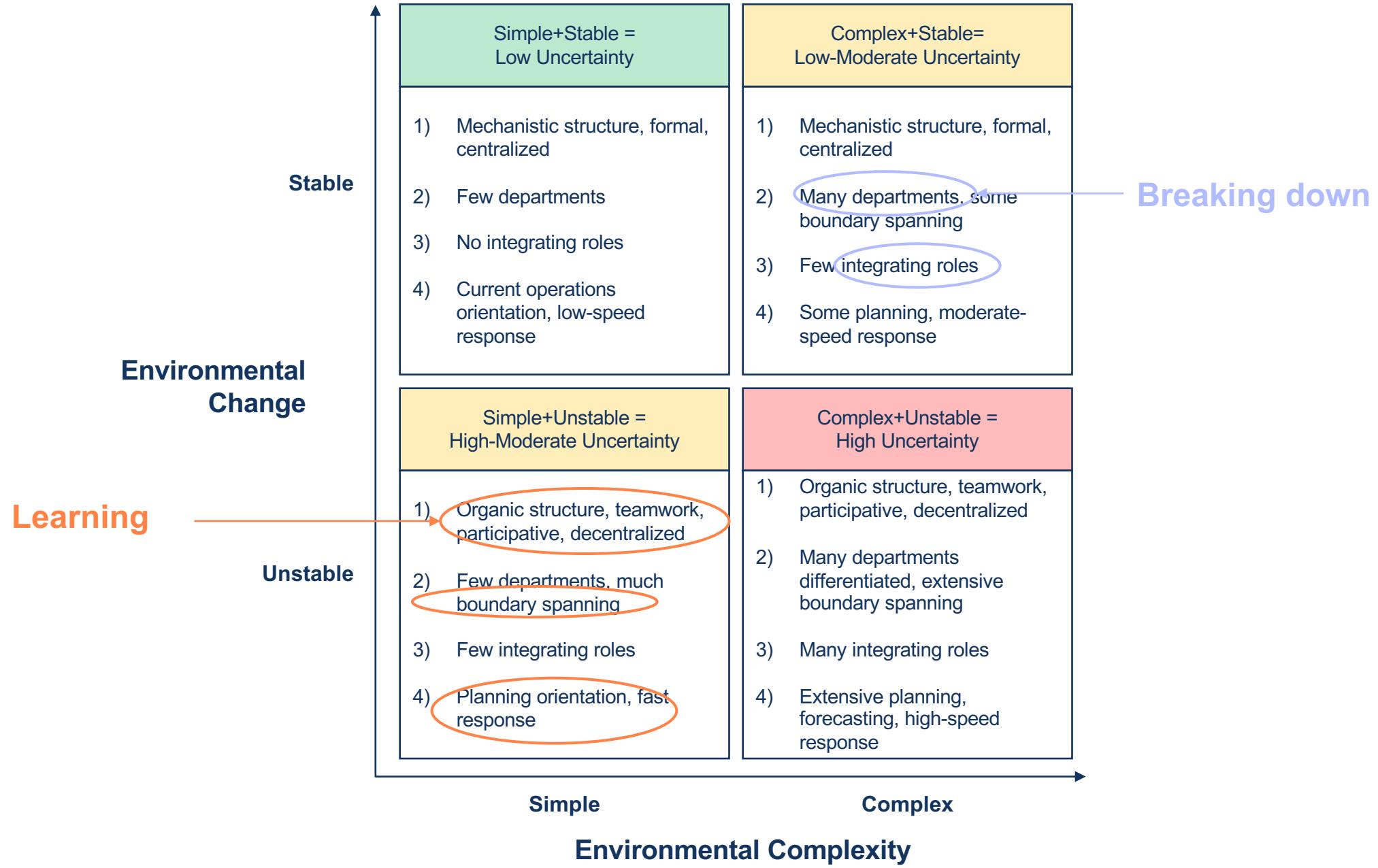
I. Departments: Each sector in the external environment require a **specialized** employee or department. (e.g., HR department finds new personnel, Procurement – resources, Legal - regulation)

II. Differentiation & Integration: cognitive and structural differences between departments (e.g., R&D seeks long term discoveries, Sales – short term responses to customer needs, have different education, goals). Integrative roles for “bigger picture” (e.g., project managers)

I. Boundary spanning to have “buffer” information (e.g., market analysts, business intelligence, R&D)

II. Organic vs. Mechanistic structures: from **mechanistic systems** (formalized tasks, centralized, vertical linkages) towards **organic system** (lack of rules, decentralized, horizontal linkages to share information).

III. Planning, forecasting and responsiveness: Forecasting **scenarios** for environmental changes and planning for response. “**Stories**” about future.





Examples of practices for learning - companies spending most on R&D 2020

- Amazon - \$42 billion
- Alphabet (Google) - \$27.57 billion
- Huawei - \$22.04 billion
- Microsoft - \$19.27 billion
- Apple - \$18.75 billion



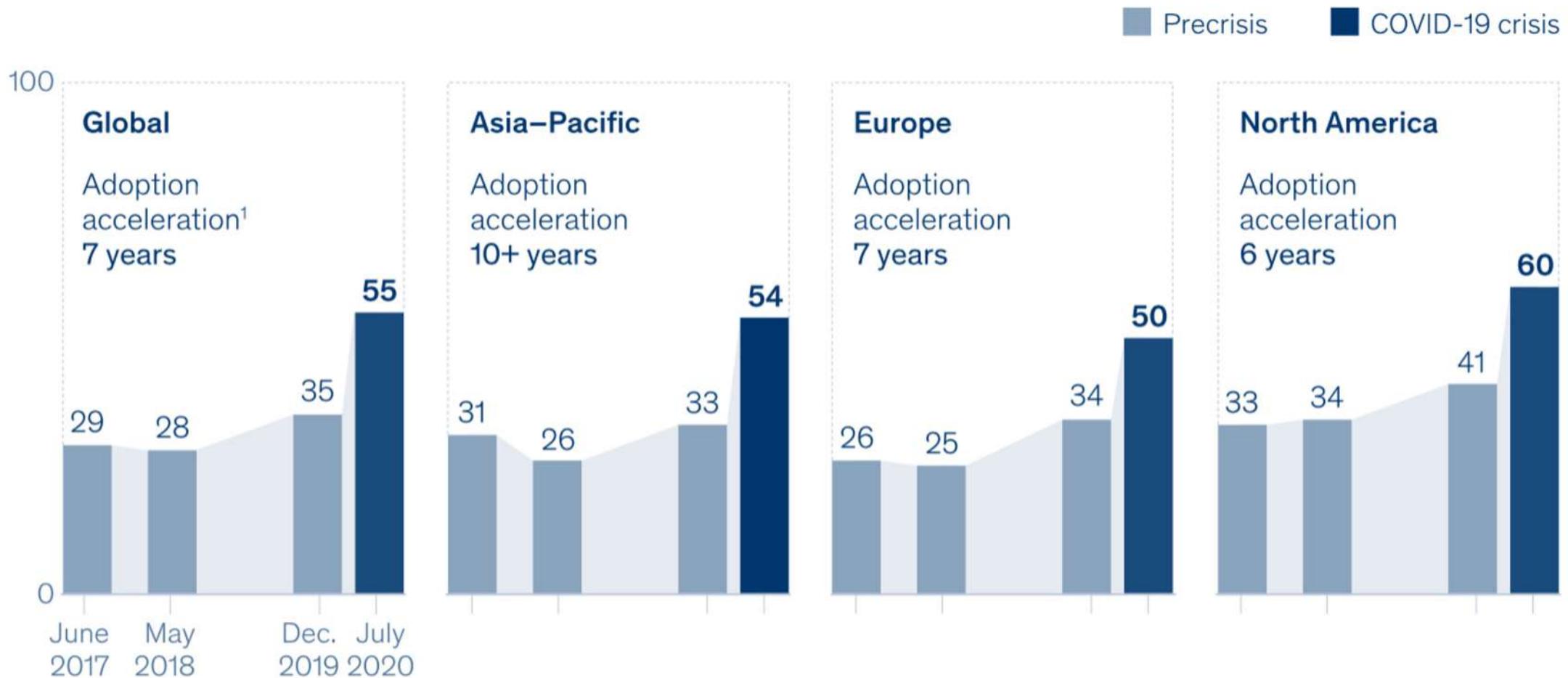
Examples of practices for learning – extensive teamwork

*“For R&D, instead of big project teams that are staffed with multifunctional resources—which is how things were run ten years ago—I now **have more than 150 small groups working on all kinds of exciting ideas that they can fast-cycle learn. This means we have many more bets being placed**” (Jon Moeller, P&G, CEO)*



Do you see any opportunities from
uncertainty?
Discuss, 5 min.

Average share of products and/or services that are partially or fully digitized, %



¹Years ahead of the average rate of adoption from 2017 to 2019.

McKinsey
& Company

Another issue of the organizational environment **- resource dependence.** Strive to reduce that dependence through greater control of resources. But market is not always capable of providing them (e.g., cannot “buy” novel innovation knowledge)



Establish interorganizational linkages (adapting to the environment)

1. **Ownership:** acquisition or merger to get access to technology, knowledge, material resources etc.
2. **Strategic alliances:** binding arrangement between two or more organizations to undertake mutually beneficial project where parties remain independent. **Joint venture:** creating a separate entity – independent from parent.
3. **Cooptation, interlocking directorates:** making external leaders part of the company environment, sitting on multiple boards
4. **Executive recruitment:** e.g., politicians to private firms
5. **Advertising & PR**

Shape the domain (controlling the environment)

1. **Change of domain:** Acquisition of other players in the industry, shifting investment to another industry, divestment
2. **Political activity, regulation:** Lobbying for change in regulation in own interests or to worsen situation for competitors
3. **Trade associations:** pool resources to lobby together, share public relations campaign etc.
4. **Illegitimate activities,** e.g., bribes

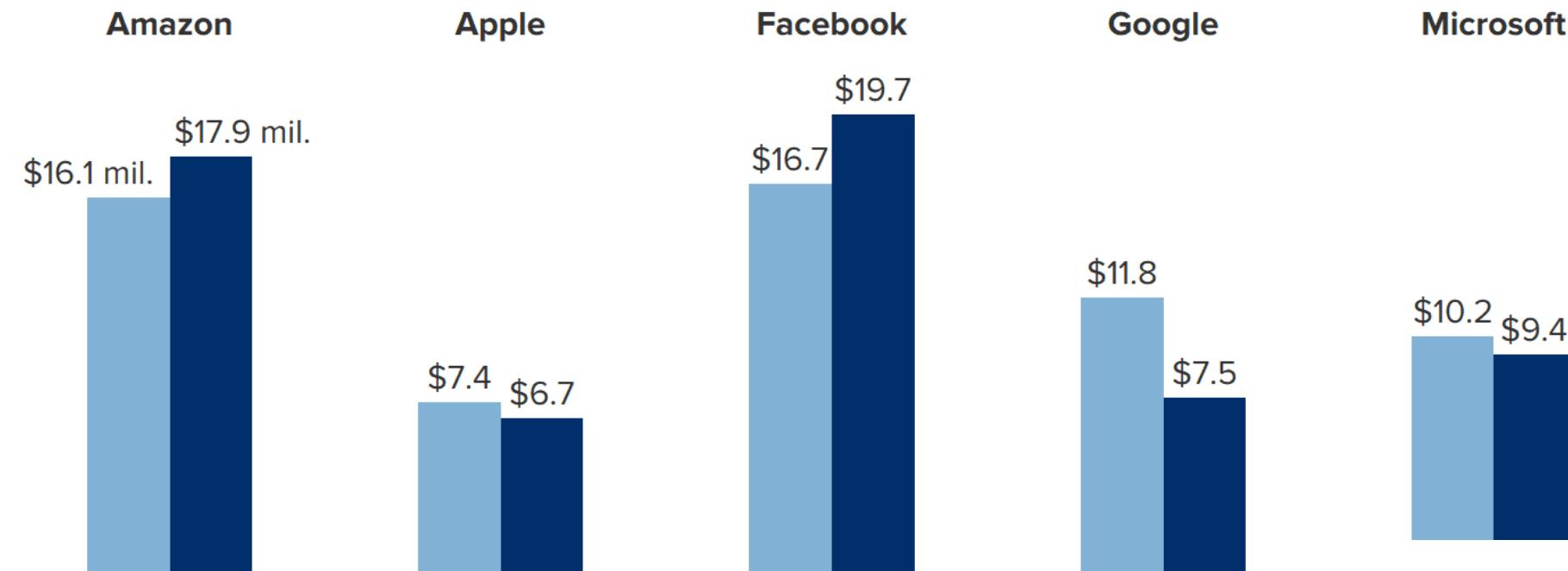
Lobbying: Examples

(shaping the domain)

Big Tech lobbying spend

Change in spend from fiscal year '19 to '20. In total, the five companies spent \$61 million in 2020.

■ 2019 ■ 2020



Source: CNBC, 2021

Alliance: Example (establishing interorganizational linkage)

SSAB, LKAB and Vattenfall - **HYBRIT** alliance in 2016, aim of developing a technology for fossil-free steelmaking (HYBRIT, 2023)

Alliances like this help to **not only share scarce resources (!)** but also to improve company image, facilitate learning and improve competitive offering (Keller et al., 2021)





What could be some
disadvantages of establishing
relationships with other
organizations?
Discuss, 5 min.



Challenges and management of interorganizational relationships

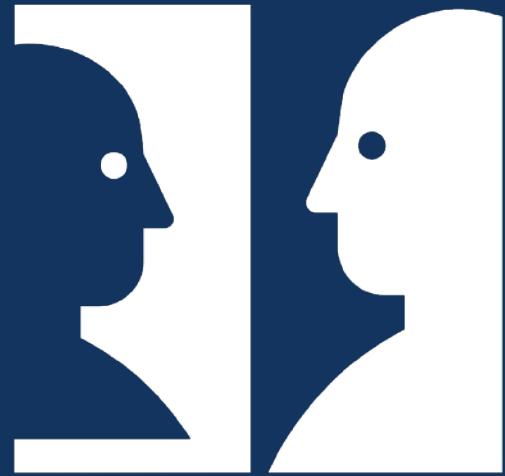
- 40-60% end in underperformance or outright failure (McKinsey, 2002; McKinsey, 2014).
- **Risk of opportunism** – taking opportunities at someone else's cost such as cheating, withdrawing investments, renegotiating agreed terms.
- **Risk of resource inefficiencies** - poor design of alliances, poor scoping and planning of work, unclear roles and activities
- Adressed by structural and relational mechanisms (Keller et al., 2021). **Role of manager moves beyond internal orientation!**

Structural – agreements with clauses sanctioning transgressors, precise labour division (breaking down tasks and sequences)

Relational – building trust and norms of reciprocity, discussions to merge understanding on priorities, clear communication on expected work activities

Another perspective on environmental influence – **institutional perspective.**

Organizations are often **similar** - want to acquire **legitimacy and recognition**, they want to be perceived as credible to stakeholders.





PIZZA KLASS 1, 90:-
FAMILJ 245:- BARN 85:-

Tomatsås & Ost
ingår till
samtliga pizzor!

- 01. Margherita Tomatsås, ost
- 02. Vesuvio Skinka
- 03. Funghi Champinjoner
- 04. Antonio Tonfisk, lök
- 05. Hawaii Skinka, ananas
- 06. Capricciosa Skinka, champinjoner
- 07. Calzone (Inbakad) Skinka
- 08. Bussola Skinka, räkor
- 09. Sorena Räkor, champinjoner

PIZZA KLASS 2, 100:-
FAMILJ 260:-, BARN 90:-

- 10. Hawaii Special Skinka, banan, ananas, curry
- 11. Romana Bacon, ägg, lök
- 12. Bahamas Banan, ananas, curry
- 13. Bolognese Köttfärsås, lök, vitlök
- 14. Mamma Mia Skinka, bacon, lök
- 15. Prima Skinka, tonfisk
- 16. Sicilia Köttfärs, ägg, lök, färsk tomater
- 17. Vegetariana Champ, lök, paprika, ananas, oliver
- 18. Havana Skinka, räkor, ananas
- 19. Crabfish Tonfisk, räkor, musslor, crabfish
- 20. Calzone Special (Inbakad) Skinka, 2 pizzadegar

PIZZA KLASS 3, 120:-
FAMILJ 290:-, BARN 110:-

- 21. Napoli
- Oxfilé, champinjoner, paprika, lök, färsk tomater, bearnaiseås
- 22. Dallas
- Skinka, salami, fefferoni, purjolök, cayennepeppar
- 23. Kebabpizza (115:-)
- Kebabkött, fefferoni, sallad, lök, gurka, färsk tomater, säs
- 24. Dala Special
- Oxfilé, färsk champinjoner, lök, färsk paprika, vitlök, bearnaiseås
- 25. Carola
- Oxfilé, skinka, ananas, curry
- 26. La Gondola
- Oxfilé, bacon, vitlök
- 27. Ciao Ciao (Halvinbakad)
- Oxfilé, champinjoner, lök, bearnaiseås
- 28. Delicato
- Oxfilé, fiskfilé, ädelost, bearnaiseås
- 29. Milano
- Oxfilé, ädelost, svartpeppar, bearnaiseås
- 30. Disco
- Fläskfilé, sparris, lök, vitlök, svartpeppar
- 31. Shish Kebab (Halvinbakad)
- Oxfilé, fläskfilé, ädelost, bearnaiseås

MEXIKANSKA 120:-
FAMILJ 290:-, BARN 110:-

- 32. Acapulco
- Oxfilé, taco kryddmix, champinjoner, vitlök, lök, tacosås, jalapeno, vitsås
- 33. Mexicana
- Köttfärs, taco kryddmix, tacosås, jalapeno, vitlök, lök, vitsås
- 34. Azteka
- Skinka, tacosås, taco kryddmix, jalapeno, vitsås
- 35. Tampico
- Ananas, oliver, taco kryddmix, champinjoner, lök, färsk tomater, paprika, tacosås, jalapeno, vitsås
- 36. Garlica
- Oxfilé, kebabkött, vitlöksås
- 37. Tacatallrik
- Tacobötfärs, chips, sallad, tomat, gurka, lök, tacosås, gräddfil
- 38. Tacopizza
- Köttfärs, tacosås, vitlöksås, lök, tacokrydda, jalapeno, tacochips, isbergsallad
- 39. Malin Special (Inbakad)
- Skinka, gorgonzola, creme fraiche
- 40. Vegan pizza
- Champinjoner, lök, ananas, oliver
- 41. Chicken Burrito
- Vetertortilla fyld med kyckling, ost, sallad, hot sauce, gräddfil, bönor, guacamole



Mechanisms underlying institutional similarity:



Coercive

Legislation,
certifications, rules

E.g. food safety
controls



Mimetic

Mimics solutions that
work for others,
competitors, experts.
Benchmarking

E.g. burger places
are increasingly
selling vegan options



Normative

spread via
professions, previous
education, identity
affiliation

E.g. burger places
typically play similar
music, similar
employee dress code



**BREAK
15 MIN**

Lecture Part II

Global operations

Amid advances in communications, technology, and transportation, the world is increasingly becoming a **unified global arena.**

Many companies gradually evolve to a more global orientation.

Organizational structure must fit global orientation.



Motivation for global expansion

Economies of scale: lower cost *per unit of production*

Economies of scope: the more different-but-similar goods you produce, the lower the total cost to produce each one will be.

Low-cost production factors: lower labor costs, lower resource costs, cheap energy, reduced government restrictions etc.





Organizational design to fit global strategy

Examples



Danone: Multidomestic



Audi: Globalization
(minor changes, e.g.,
engines for colder climate,
or changing wheel from left
to right)



Uniliver & McDonalds :
Both globalization and
multidomestic (e.g.,
McDonalds does not serve
beef in some countries)

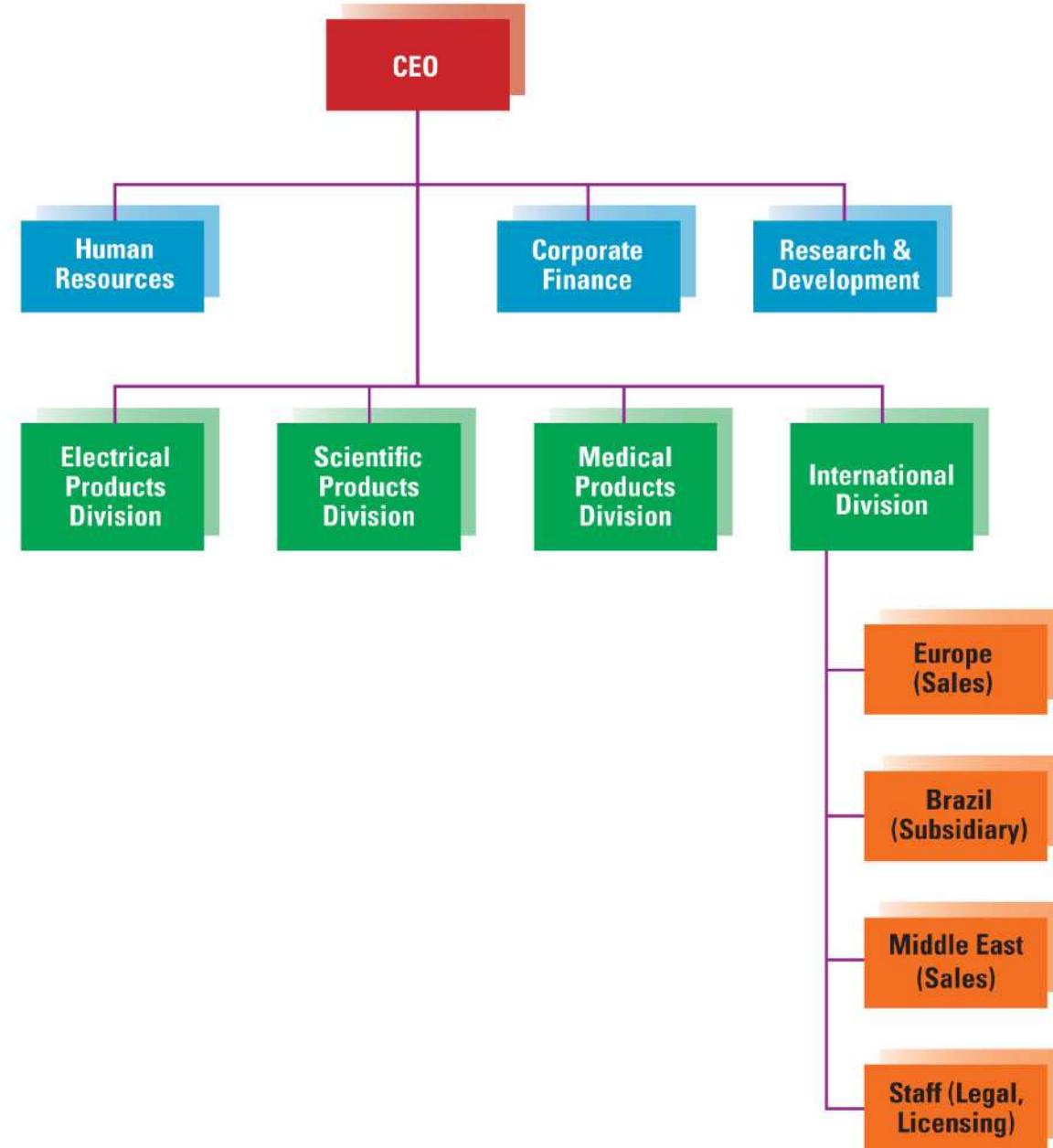


How would you describe
Microsoft's global strategy?
Discuss 5 min.



International division

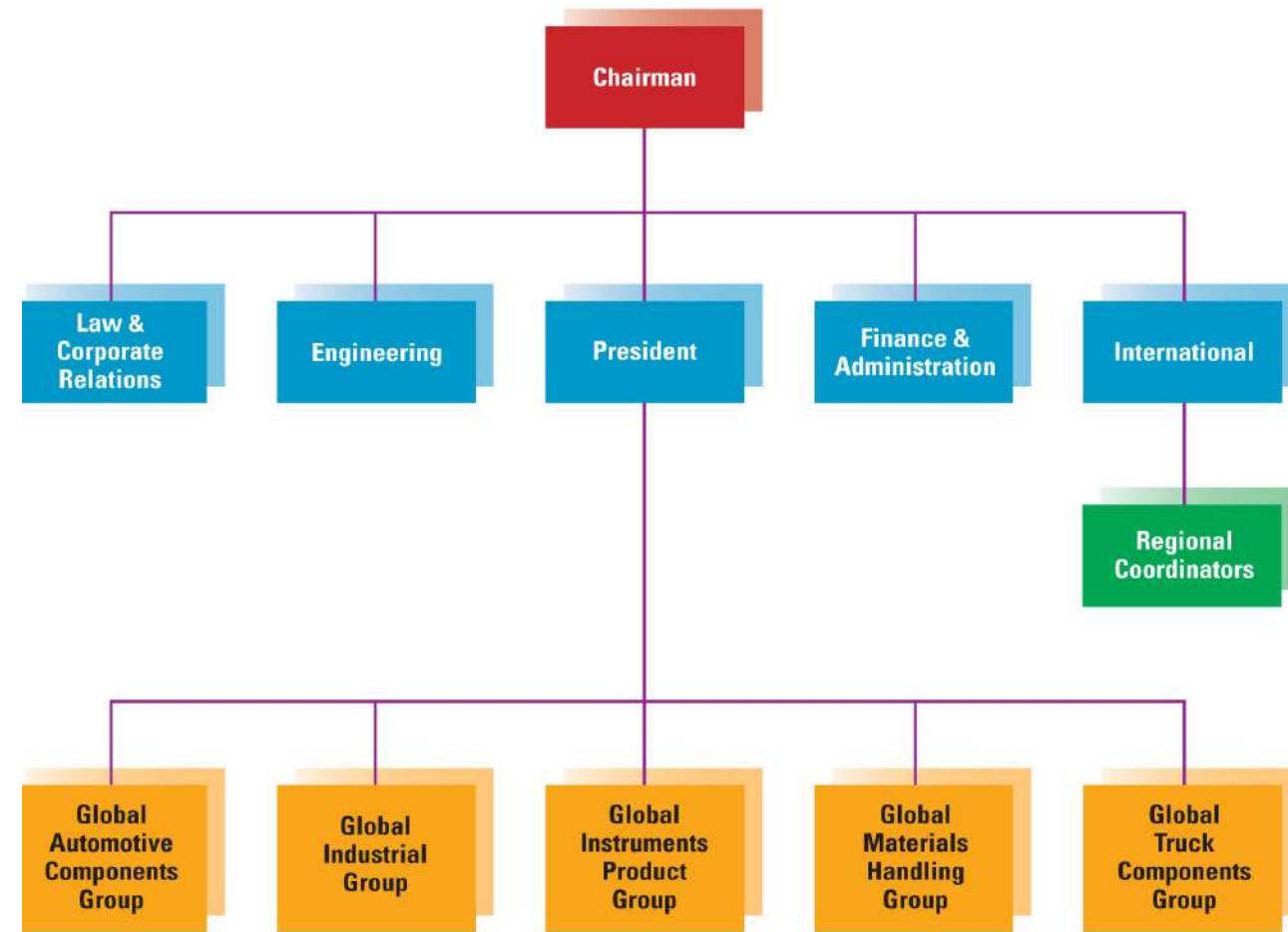
- Often used when companies begin to explore international opportunities;
- **Benefit:** centralized way to handle simpler international matters (e.g., sales, while customer problems, details of freight are handled by outsiders)
- **Challenge:** not sophisticated enough, e.g., when starting operation abroad, difficult to centralize IT function when operating conditions and human resource capacities vary widely across countries





Global product division structure

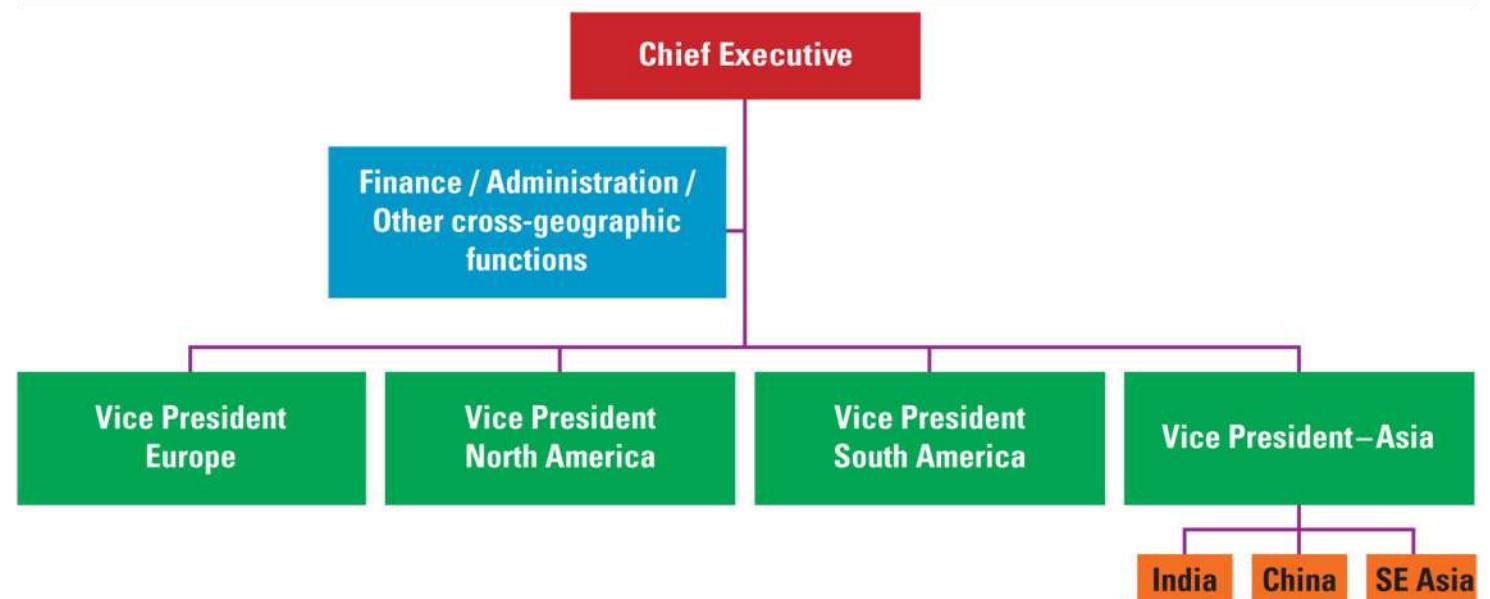
- **Product divisions** take responsibility for global operations, e.g., same manager is responsible for ONE product throughout the WORLD
- **Benefit** - standardizing production and sales around the globe – economies of scale, e.g., IT services in India, assembly in China etc.
- **Challenge** - can encounter problems when product divisions do not work well together, lower responsiveness to local customers





Global geographic structure

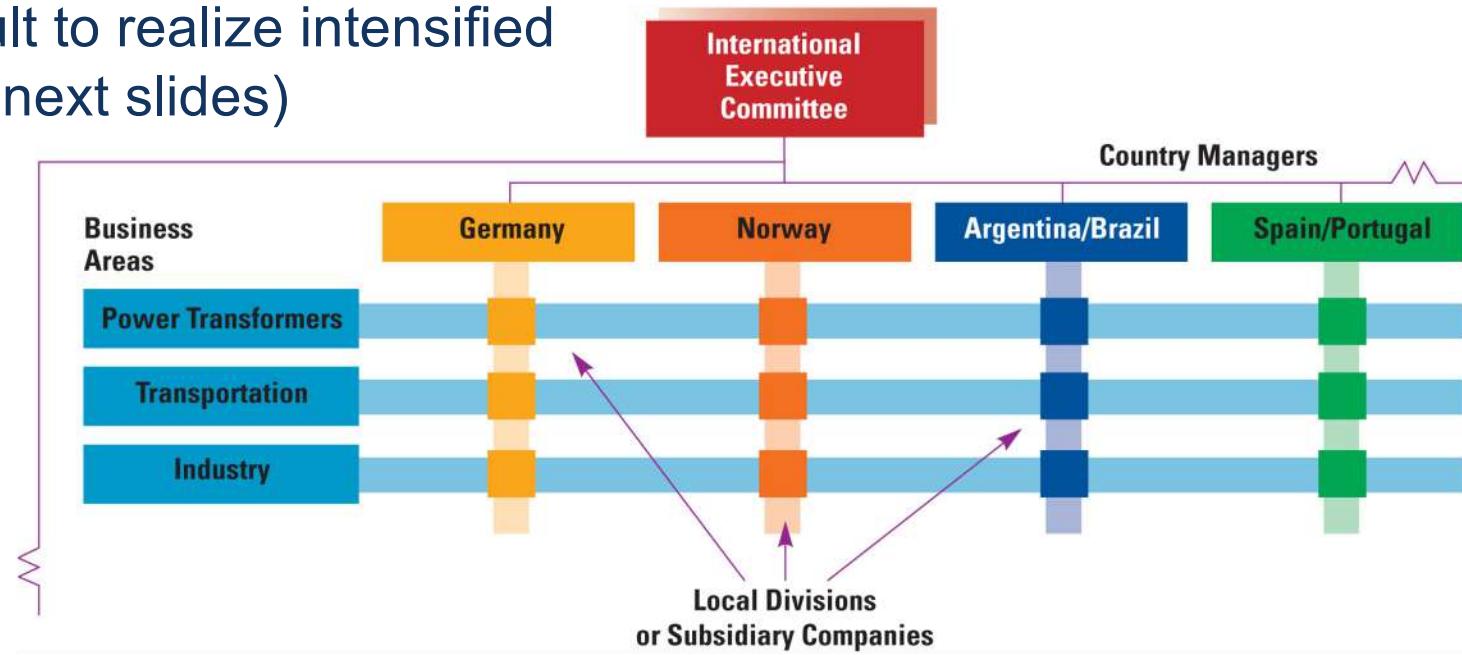
- **Geographical** divisions, each reporting to the CEO, controlling functions within regions, e.g. regional manager is responsible for ALL products but only in SWEDEN
- **Benefit** - each division has full control of functional activities within its geographical area, helps to **better respond to local customers.**
- **Challenge** – undermined economies of scale, senior managers may face difficulties resulting from the **autonomy of each regional division**, more suitable for companies with mature product lines





Global matrix structure

- Works best when there is pressure for the interests of both product standardization and geographical localization
- **Benefit** - achieves vertical and horizontal coordination simultaneously;
- **Challenge** - distance make it difficult to realize intensified need for coordination across units (next slides)





“

*“Starbucks will move to a new **three-region organizational structure: China and Asia Pacific, Americas, EMEA**. President for each region will oversee the company-operated retail business...They will also work closely with **Starbucks Global Consumer Products and Foodservice team** to continue building out Starbucks brands and channels in each region”*

Discuss what kind of global structure this sentence is signaling. 5 min.

In sum, “local – global” tension: setting up autonomous subsidiaries and regional entities **might compromise economies of scale** while global business units **might ignore the richness of cultural differences across markets.**

Is matrix an easy answer?





Challenges of global structures

Increased complexity and differentiation: increased complexity (more elements to consider) → higher specialization (more positions and units) → higher pressure on management → need of e.g., headquarter planning, special managers coordinating across countries, global teams etc. BUT challenged by:

A. Integration: quality of collaboration (e.g., global teams) can be low – e.g., time, space and cultural differences.

B. Knowledge transfer: most of the knowledge is tacit and hard to transfer. Some units may be competitive and protective of their knowledge.

A. Integration Hofstede model

- **Gerard Hofstede (1928 – 2020).** Studied IBM offices in 1970s worldwide.
- “Culture is the collective programming of the mind that distinguishes the members of one group or category of people from others” (Hofstede et al., 2010, p. 3)
- Identified national value systems that influenced organizational and employee working relationships.
- Managers need to build awareness of cultural difference, adapt or facilitate tolerance.





Loreal case (Doz & Hong, 2013)

“My French boss never starts meetings on time. So, whenever we have a meeting planned with him; we can get frustrated if we are not flexible...I make sure to tell my team members in advance, why I am behind and ask them for their next availabilities. Conflicts may still exist in my team, but we handle them more tolerantly”



Power distance

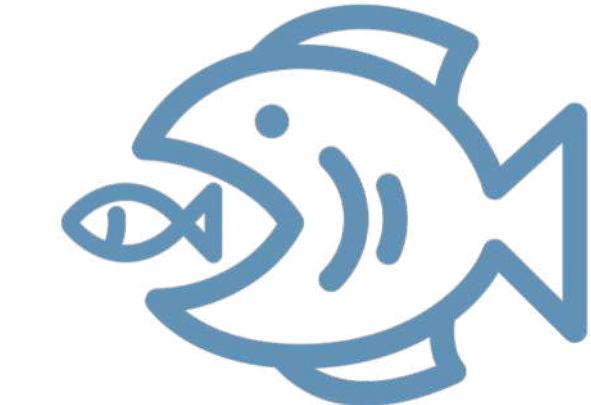
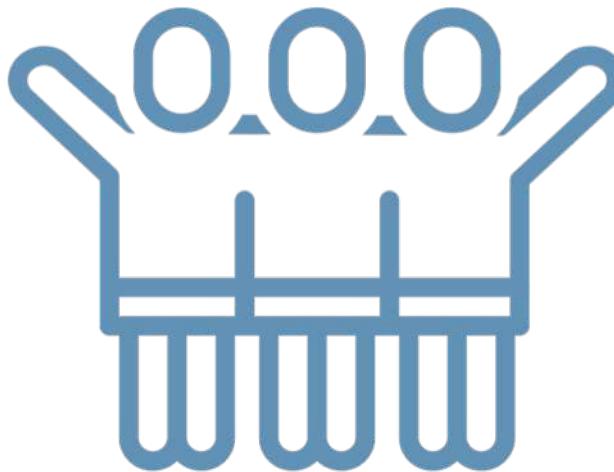
In cultures with high power distance, organizations are more authoritarian. Subordinates expect to be told what to do. Superiors are less accessible. Status symbols. Behavior according to status roles.

Where it is lower, there is strive to be organized more democratically. Subordinates expect to be consulted. First name basis with manager is accepted.

Individualism vs. collectivism

In individualistic cultures individuals often identify as "I". Care for individual and close family needs. Ease in speaking one's mind. Task is viewed to prevail over relationship. Promotion is merit based only.

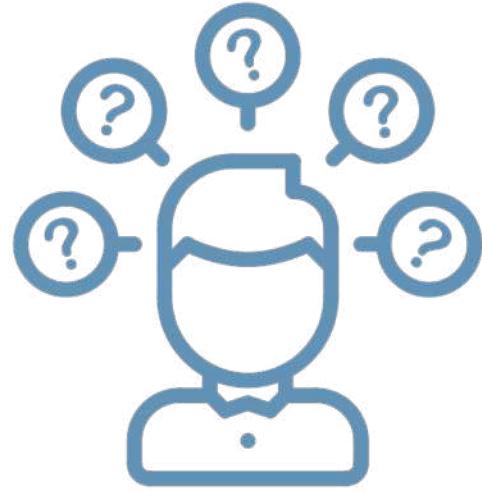
In collectivistic cultures, "we" identity. Higher loyalty levels. Difficulty speaking one's mind. Need to prove authentic before getting down to work. Networking is more crucial.



Femininity vs. masculinity

In feminine cultures, cooperation, modesty (e.g., lagom rule), care for others is appreciated. Work-life balance and equality is important. Manager is supportive. Long discussions until compromises are made.

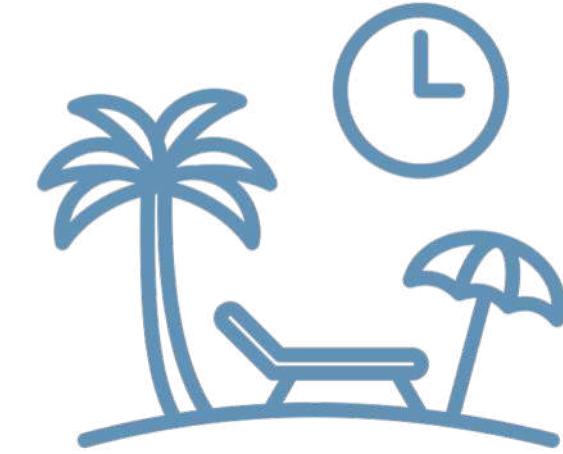
In masculine – assertiveness, material rewards are rewarded. Competition between operational teams. Work prevails over family (long working hours are encouraged).



Long-term vs. short-term

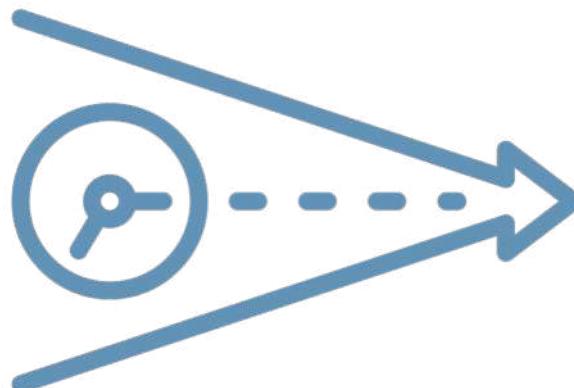
Long-term oriented cultures are more pragmatic about the future, invest more in planning for long-term trends, R&D. Priorities to steady growth. Traditions and definitions of rights and wrong are viewed as adaptable.

Short-term oriented cultures are more conservative. They honor traditions, customs and history, strong opinions about right and wrong. Measure their performance on a short-term basis, with profit and loss statements being issued often. Strive for quick results.



Indulgence vs. restraint

Indulgence cultures seek more space for fun, expression of emotions, sports. Optimism at work. Work is attractive when it helps to live an enjoyable life rather than means for survival.



Restraint cultures prefer discipline. Cynicism at work is acceptable (e.g., complaining as a way to small talk). Gratification need is suppressed, too much fun is somewhat wrong.

Uncertainty avoidance

Countries with low uncertainty avoidance are uncomfortable with chaos. Put more focus on creating standards, rules, controls., feasibility studies in innovation. Intolerance of deviant persons and ideas. Need for clarity, detailed briefings, detailed dress code.

Countries with high levels feel comfortable with chaos. Tolerance of deviant persons and ideas. Tolerate flexible structures and schedules.

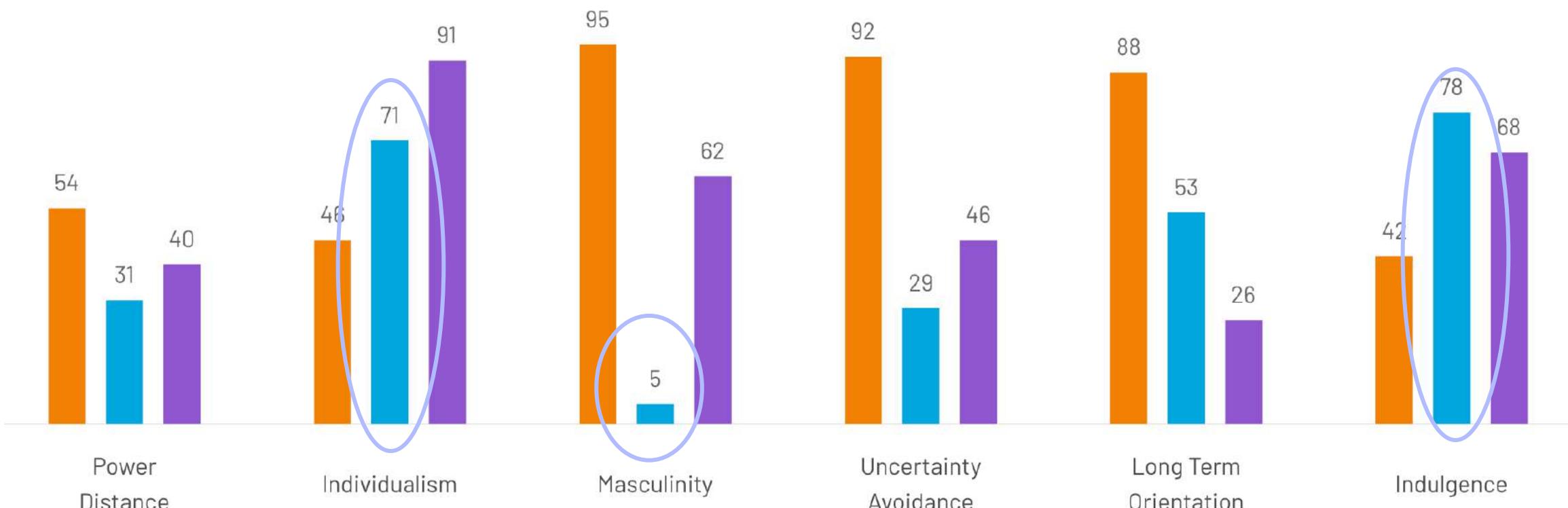


In which dimension(s) do you think Sweden ranks high? Discuss, 5 min.

Japan ✕

Sweden ✕

United States ✕



<https://www.hofstede-insights.com/country-comparison/>

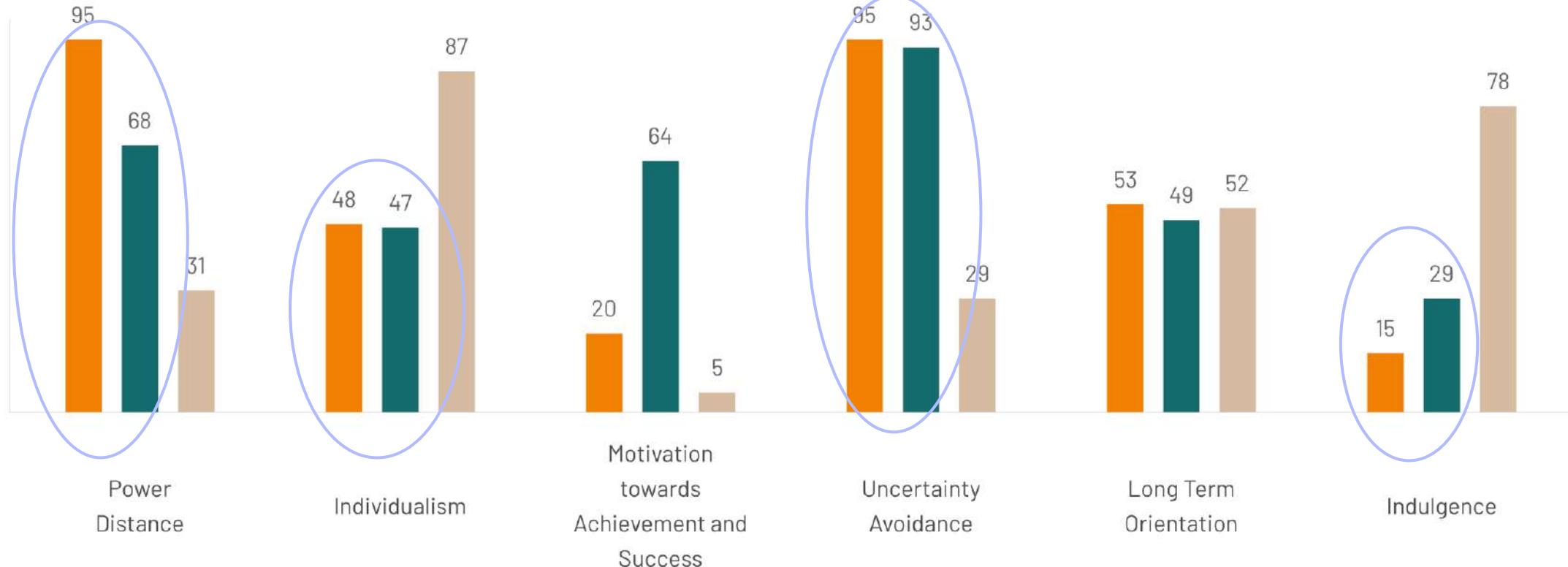


You are holding a business planning meeting in an Eastern European branch. What could be different from how you would hold it in Sweden? Discuss, 10 min.

Belarus ×

Poland ×

Sweden ×



<https://www.hofstede-insights.com/country-comparison/>

B. Knowledge transfer

Bridging tacit & explicit knowledge

Explicit

- Can codify and formalize – express and document. E.g., musical notes
- To promote – knowledge bases, employee education programs



Tacit

- Difficult to extract, comes from experience, revealed in practice or interaction. E.g., playing piano (not just notes but fine motor skills, “feeling”)
Yet important, source of competitive advantage, difficult to replicate!
- To promote – global teams, mentorship programs. But, what about problems to “decode” each other, getting along due to cultural differences?



Loreal case (Doz & Hong, 2013)

- a portfolio of brands from many cultures—French (Lancôme), American (Maybelline), British (The Body Shop) etc. Presented in more than 130 countries.
- **Global teams with professionals of mixed cultural backgrounds** in new-product development

“Building teams around individual managers, who by virtue of their upbringing and experience have gained familiarity with the norms and behaviors of multiple cultures and can switch easily among them”
- Helps to merge interpretations facilitating information exchange, prevent alienating team members with different cultural backgrounds, facilitate tolerance

Social problems with global expansion: inequality



Environmental problems: outsourcing pollution

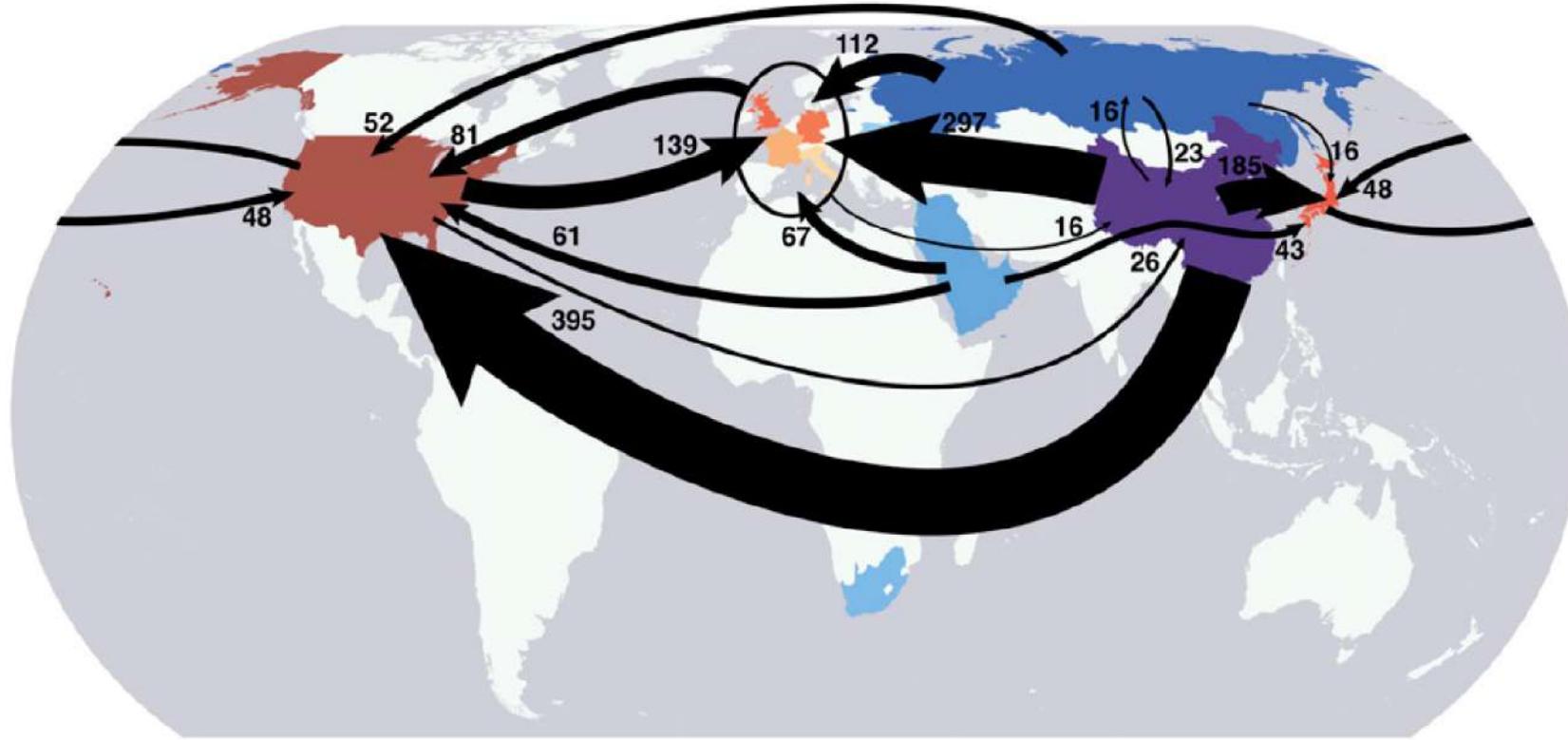


Fig. 1. Largest interregional fluxes of emissions embodied in trade ($\text{Mt CO}_2 \text{ y}^{-1}$) from dominant net exporting countries (blue) to the dominant net importing countries (red). Fluxes to and from Western Europe are aggregated to include the United Kingdom, France, Germany, Switzerland, Italy, Spain, Luxembourg, The Netherlands, and Sweden.

(Davis & Caldeira, 2010)



It's time for companies to take on 'scope 3' emissions to tackle the full climate impact of their products

New social and environmental responsibilities with expansion

Pressure to trace supply chain for social and environmental considerations.

- H&M faced pressure to improve working conditions and mitigate **exploitation and slavery**. In 2018 faced scandal after not meeting the commitment.
- International organizations are **putting pressure for companies to trace scope 3 emissions**
 - **Scope 1** - direct emissions from owned or controlled sources, e.g., machinery in factory
 - **Scope 2** - indirect emissions from the generation of purchased energy.
 - **Scope 3** - indirect emissions which occur in the company's value chain - both upstream and downstream, e.g. mining, manufacture of equipment you use, transporting your products to customers

Case review

Haier case: “RenDanHeyi” organizational structure

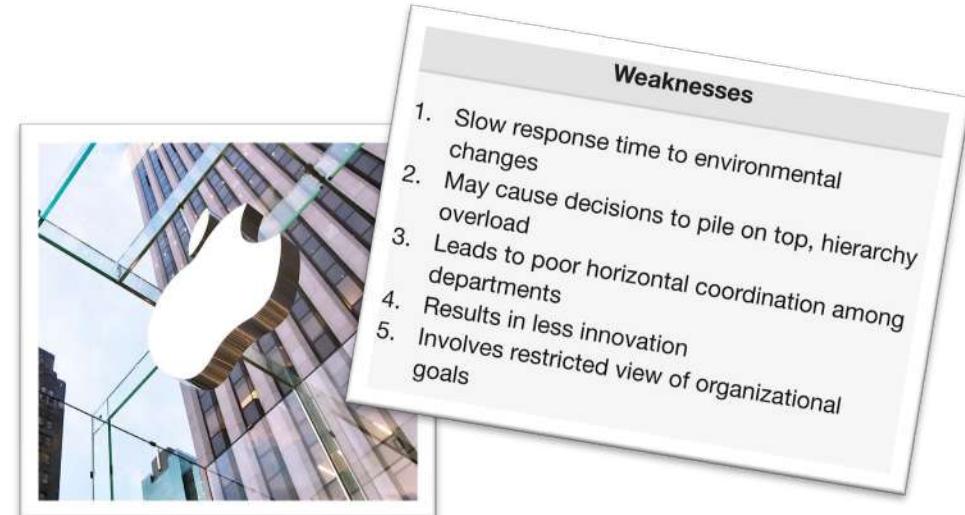


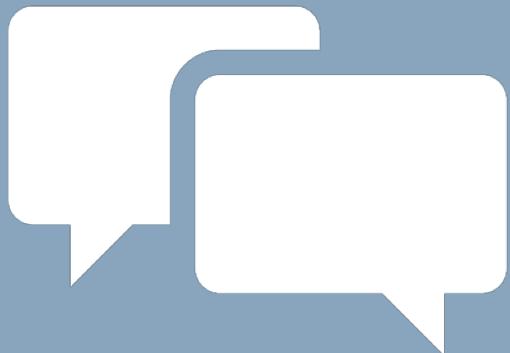
To answer questions, use frameworks from the lecture. We have too little input to make a holistic proposal, the goal is for you to train using theory.

Last session: “How can Apple’s org design be improved?”

What kind of company is Apple? → a. What does theory say about relevant approach for such companies? (divisional or matrix) → What did Apple use? (functional, to boost knowledge development) → b. Does theory mention challenges of their approach? (yes, good interaction between product lines but may result in poor interaction between functions) → a + b form points for suggestions (project managers working across functions).

Similar logic in your case analysis.





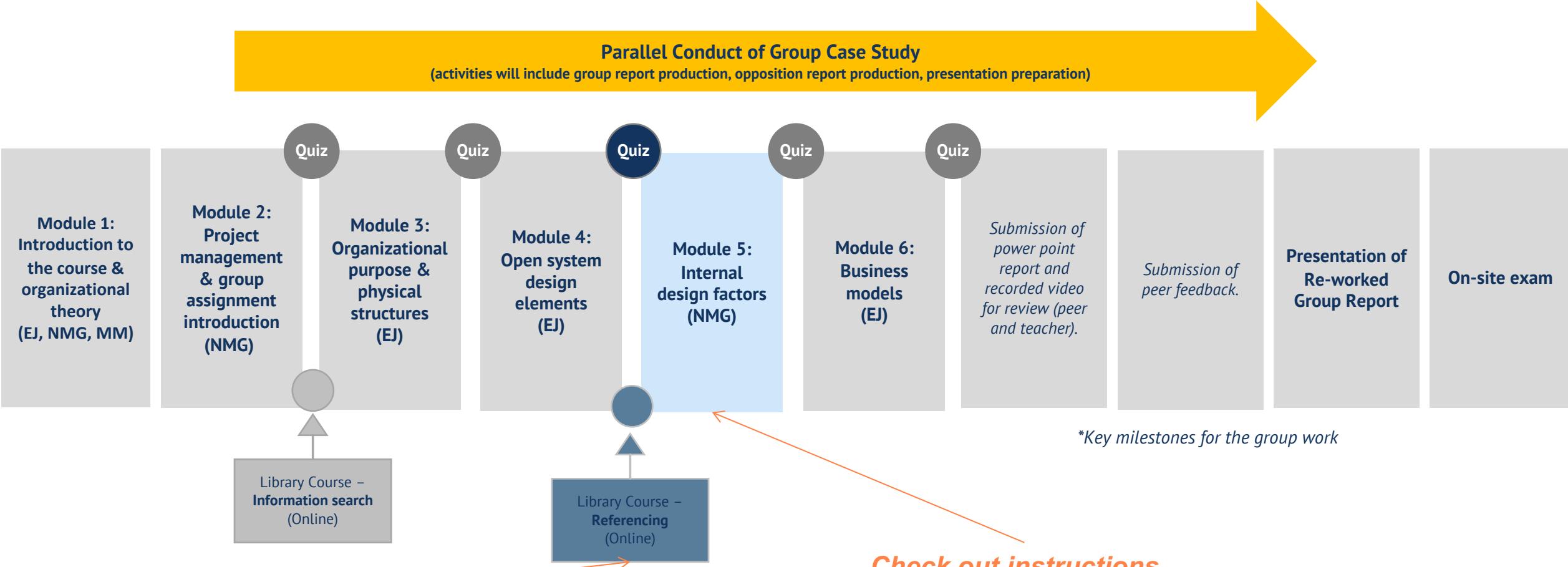
Discuss with your neighbors (2-3 students).

1. What kind of company is Haier (size, product type)?
2. What does theory say about structural approach for such companies (e.g., learning / efficiency)?
3. Discuss Haiers structure. What is special about it? What could be challenges of such approach?
4. Think of uncertainty and complexity, how would you characterize Haiers environment? What do they do (or could do) to address that?
5. What challenges could they face in global expansion?

Based on that, jointly come up with ONE suggestion how Haier could further improve its organizational design. Explain why and give an example. (use Slido #2608516).

15 min

Course outline: Next up



New date for library workshop!
21st November 8.15-11.45

Check out instructions
on Canvas for home
reading!



**Regarding questions on this module
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