

***ROYAL DOCKS SCHOOL OF BUSINESS AND LAW***

MBA in International Business

**Research Project Proposal Title:**

A literature analysis of the role of technology in facilitating global business operations.

**Mentor:**

Κ. Μαρία Ρέπτση

**Responsible:**

Michail Markou

**UEL NUMBER**

2020732

***Date***

2023/03/20

Table of Contents

[ABSTRACT 1](#_Toc129886625)

[ΠΕΡΙΛΗΨΗ 1](#_Toc129886626)

[ΑΠΟΤΕΛΕΣΜΑ ΤΗΣ ΕΡΓΑΣΙΑΣ ΣΤΗΝ ΑΚΑΔΗΜΑΪΚΗ ΚΟΙΝΟΤΗΤΑ 2](#_Toc129886627)

[RESULT OF RESEARCH WORK IN THE ACADEMIC COMMUNITY 2](#_Toc129886628)

[6. ΑΠΟΤΕΛΕΣΜΑ ΤΗΣ ΕΡΓΑΣΙΑΣ ΣΤΗΝ ΚΟΙΝΩΝΙΑ 3](#_Toc129886629)

[RESULT OF RESEARCH WORK IN SOCIETY 4](#_Toc129886630)

[1. ΕΙΣΑΓΩΓΗ 5](#_Toc129886631)

[2. Background: 5](#_Toc129886632)

[2.1. Η ανάδυση του Industry 4.0 5](#_Toc129886633)

[2.2. Υιοθέτηση Ολιστικής Προσέγγισης στην Υποδομή Πληροφορικής για τη Βιομηχανία 4.0 6](#_Toc129886634)

[2.3. Αποκεντρωμένοι Αυτόνομοι Οργανισμοί και Τεχνολογίες WEB3.0 σε Παγκόσμιες Επιχειρηματικές Δραστηριότητες 6](#_Toc129886635)

[2.4. Προκλήσεις και πλαίσια για την υιοθέτηση τεχνολογίας στις παγκόσμιες επιχειρηματικές δραστηριότητες 7](#_Toc129886636)

[2.5. Συμπεράσματα και συστάσεις για τις παγκόσμιες επιχειρηματικές δραστηριότητες 7](#_Toc129886637)

[3. Methodology: 8](#_Toc129886638)

[4. Expected Outcomes: 9](#_Toc129886639)

[5. Conclusion 10](#_Toc129886640)

[ΠΑΡΑΡΤΗΜΑ 12](#_Toc129886641)

[References 12](#_Toc129886642)

[Figure 1 Lean Manufacturing Process 2](#_Toc122207947)

[Figure 2 Tesla organizational structure 2021 (Hull & Pogkas, 2018) 6](#_Toc122207948)

[Figure 3 SAFe - Enterprise Framework 6](#_Toc122207949)

[Figure 4 Tesla sales 2020 (Dean, 2022) 9](#_Toc122207950)

[Figure 5 Tesla Model 3 Sales 9](#_Toc122207951)

[Figure 6 Tesla Emission Prediction (Tesla, 2022) 10](#_Toc122207952)

[Figure 7 Tesla Production and sales by Quarter (InsideEVs, n.d.; Lambert, 2020) 10](#_Toc122207953)

[Figure 8 Ηλεκτρική ενεργεία με βενζίνη σύγκριση (McCain, 2019) 15](#_Toc122207954)

[Figure 9 Pestel Analysis of Tesla 17](#_Toc122207955)

[Figure 10 from "The Five Competitive Force That Shape Strategy" by Michael E. Porter, Harvard Business Review, January 2008 20](#_Toc122207956)



Figure 1 Word Cloud IT+Business

# ABSTRACT

This dissertation investigates the role of emerging technologies (e.g., Decentralized Autonomous Organizations (DAO), Web 3.0, Human Resource Management Algorithmic Systems (HRMS)) and established methodologies (e.g., Information Technology Infrastructure Library (ITIL), The Open Group Architecture Framework (TOGAF), Scaled Agile Framework (SAFe), DevOps) in global business operations during the Industry 4.0 era. Employing a technology adoption and diffusion framework, the study examines potential benefits, challenges, and ethical concerns of these tools. The research questions address efficiency, data management, decision-making, collaboration, security, interoperability, and algorithmic ethics. Methodology includes a systematic literature review and thematic analysis of case studies featuring successful implementations. The findings contribute to understanding technology and methodology adoption in global business settings and provide recommendations for companies seeking a competitive advantage.

***Keywords:*** Interoperability; Enterprise Architecture; WEB3.0; Decision-making; Global business operations; Competitive advantage; Strategic technology adoption; Ethical implications;

# ΠΕΡΙΛΗΨΗ

Αυτή η διατριβή διερευνά το ρόλο των αναδυόμενων τεχνολογιών (π.χ., Αποκεντρωμένοι Αυτόνομοι Οργανισμοί (DAO), Web 3.0, Αλγοριθμικά Συστήματα Διαχείρισης Ανθρώπινου Δυναμικού (HRMS)) και καθιερωμένων μεθοδολογιών (π.χ. Βιβλιοθήκη Υποδομής Πληροφορικής (ITIL), The Open Group Architecture Framework ( TOGAF), Scaled Agile Framework (SAFe), DevOps) σε παγκόσμιες επιχειρηματικές δραστηριότητες κατά την εποχή του Industry 4.0. Χρησιμοποιώντας ένα πλαίσιο υιοθέτησης και διάδοσης τεχνολογίας, η μελέτη εξετάζει πιθανά οφέλη, προκλήσεις και ηθικές ανησυχίες αυτών των εργαλείων. Τα ερευνητικά ερωτήματα αφορούν την αποτελεσματικότητα, τη διαχείριση δεδομένων, τη λήψη αποφάσεων, τη συνεργασία, την ασφάλεια, τη διαλειτουργικότητα και την αλγοριθμική ηθική. Η μεθοδολογία περιλαμβάνει συστηματική βιβλιογραφική ανασκόπηση και θεματική ανάλυση περιπτωσιολογικών μελετών που χαρακτηρίζουν επιτυχημένες υλοποιήσεις. Τα ευρήματα συμβάλλουν στην κατανόηση της υιοθέτησης τεχνολογίας και μεθοδολογίας σε παγκόσμιες επιχειρηματικές συνθήκες και παρέχουν συστάσεις για εταιρείες που αναζητούν ανταγωνιστικό πλεονέκτημα.

**Λέξεις-κλειδιά:** Δια λειτουργικότητα; Αρχιτεκτονική της επιχείρησης; WEB3.0; Λήψη απόφασης; Παγκόσμια επιχειρηματική δραστηριότητα; Ανταγωνιστικό πλεονέκτημα; Στρατηγική υιοθέτηση τεχνολογίας; Ηθικές επιπτώσεις;

# ΑΠΟΤΕΛΕΣΜΑ ΤΗΣ ΕΡΓΑΣΙΑΣ ΣΤΗΝ ΑΚΑΔΗΜΑΪΚΗ ΚΟΙΝΟΤΗΤΑ

1. Συμβολή στην ακαδημαϊκή βιβλιογραφία σχετικά με τη χρήση της τεχνολογίας στις παγκόσμιες επιχειρηματικές δραστηριότητες, εντοπίζοντας βασικά οφέλη και προκλήσεις από τη χρήση DAO, WEB3.0, HRMS και μεθοδολογιών όπως TOGAF, ITIL, SAFe, DevOps.
2. Προώθηση της κατανόησης του τρόπου με τον οποίο οι εταιρείες μπορούν να αξιοποιήσουν αποτελεσματικά αυτές τις τεχνολογίες και μεθοδολογίες για να βελτιώσουν τις παγκόσμιες επιχειρηματικές τους δραστηριότητες, προσφέροντας συστάσεις και βέλτιστες πρακτικές με βάση την ανασκόπηση της βιβλιογραφίας.
3. Παροχή πληροφοριών σχετικά με το πώς οι αναδυόμενες τεχνολογίες, όπως το DAO, το WEB3.0 και το Blockchain, μπορούν να μεταμορφώσουν τις παγκόσμιες επιχειρηματικές δραστηριότητες, εξετάζοντας μελέτες περιπτώσεων επιτυχούς υιοθέτησης και εφαρμογής τεχνολογίας.
4. Τονίζοντας τη σημασία μιας στρατηγικής και προσεκτικής προσέγγισης για την υιοθέτηση μεθοδολογίας DevOps στις παγκόσμιες επιχειρηματικές δραστηριότητες, τονίζοντας την ανάγκη για πλαίσια όπως το TOGAF, ITIL, SAFe να καθοδηγούν τη λήψη αποφάσεων.
5. Προσδιορισμός περιοχών για περαιτέρω έρευνα σχετικά με το ρόλο της τεχνολογίας στις παγκόσμιες επιχειρηματικές δραστηριότητες, όπως η διερεύνηση των επιπτώσεων των αναδυόμενων τεχνολογιών στο διεθνές εμπόριο και στο μέλλον της εργασίας.

# RESULT OF RESEARCH WORK IN THE ACADEMIC COMMUNITY

1. Contribution to the academic literature on the use of technology in global business activities, identifying key benefits and challenges of using DAO, WEB3.0, HRMS and methodologies such as TOGAF, ITIL, SAFe, DevOps.
2. Advancing the understanding of how companies can effectively leverage these technologies to improve their global business operations, by offering recommendations and best practices based on the literature review.
3. Providing insights into how emerging technologies, such as DAO, WEB3.0, and blockchain, can transform global business operations, by examining case studies of successful technology adoption and implementation.
4. Highlighting the importance of a strategic and careful approach to methodology adoption DevOps in global business operations, by emphasizing the need for frameworks such as TOGAF, ITIL, SAFe to guide decision-making.
5. Identifying areas for further research on the role of technology in global business operations, such as exploring the implications of emerging technologies for international trade and the future of work.

# ΑΠΟΤΕΛΕΣΜΑ ΤΗΣ ΕΡΓΑΣΙΑΣ ΣΤΗΝ ΚΟΙΝΩΝΙΑ

1. Παροχή πληροφοριών σε επιχειρήσεις σχετικά με το πώς να αξιοποιήσουν αποτελεσματικά την τεχνολογία και μεθοδολογίες για να βελτιώσουν τις παγκόσμιες δραστηριότητές τους, γεγονός που μπορεί να οδηγήσει σε βελτιωμένη απόδοση, παραγωγικότητα και κερδοφορία.
2. Ευαισθητοποίηση των υπευθύνων χάραξης πολιτικής και του κοινού σχετικά με τα πιθανά οφέλη και τις προκλήσεις από τη χρήση αναδυόμενων τεχνολογιών όπως DAO, WEB3.0, Blockchain και HRMS και μεθοδολογιών TOGAF, ITIL, SAFe, DevOps στις παγκόσμιες επιχειρηματικές δραστηριότητες, που μπορεί να οδηγήσει σε ενημερωμένες αποφάσεις πολιτικής και δημόσιο διάλογο.
3. Ενίσχυση του παγκόσμιου εμπορίου και της διεθνούς συνεργασίας με τη διευκόλυνση της υιοθέτησης και ενσωμάτωσης της τεχνολογίας στις επιχειρηματικές δραστηριότητες, η οποία μπορεί να οδηγήσει σε αυξημένη οικονομική ανάπτυξη και ανάπτυξη.
4. Προώθηση της καινοτομίας και της δημιουργικότητας στις παγκόσμιες επιχειρηματικές δραστηριότητες διερευνώντας τις δυνατότητες των αναδυόμενων τεχνολογιών και ενθαρρύνοντας τις εταιρείες να πειραματιστούν με νέες ιδέες και στρατηγικές.
5. Επισήμανση της ανάγκης για μια στρατηγική και υπεύθυνη προσέγγιση για την υιοθέτηση τεχνολογίας στις παγκόσμιες επιχειρηματικές δραστηριότητες, η οποία μπορεί να βοηθήσει στον μετριασμό των κινδύνων και των προκλήσεων που συνδέονται με την εφαρμογή της τεχνολογίας, όπως ανησυχίες για την ασφάλεια και ηθικές επιπτώσεις.

# RESULT OF RESEARCH WORK IN SOCIETY

1. Providing insights for businesses on how to effectively leverage technology to enhance their global operations, which may lead to improved efficiency, productivity, and profitability.
2. Raise awareness among policymakers and the public about the potential benefits and challenges of using emerging technologies such as DAO, WEB3.0, Blockchain and HRMS and TOGAF, ITIL, SAFe, DevOps methodologies in global business operations, which can lead to informed policy decisions and public debate.
3. Enhancing global trade and international collaboration by facilitating the adoption and integration of technology into business operations, which may lead to increased economic growth and development.
4. Fostering innovation and creativity in global business operations by exploring the potential of emerging technologies and encouraging companies to experiment with new ideas and strategies.
5. Highlighting the need for a strategic and responsible approach to technology adoption in global business operations, which may help to mitigate risks and challenges associated with technology implementation, such as security concerns and ethical implications.

# Εισαγωγή

The advent of Industry 4.0 has marked a significant shift in the global business landscape, characterized by the rapid adoption of digital technologies, automation, and data-driven decision-making. These developments have prompted organizations to increasingly rely on emerging technologies and established methodologies to maintain their competitiveness and adapt to the changing business environment. This research aims to investigate the role of emerging technologies, such as Decentralized Autonomous Organizations (DAO), Web 3.0, and Human Resource Management Algorithmic Systems (HRMS), alongside established methodologies, including Information Technology Infrastructure Library (ITIL), The Open Group Architecture Framework (TOGAF), Scaled Agile Framework (SAFe), and DevOps, in global business operations.

While the potential benefits of adopting these technologies and methodologies are promising, organizations face numerous challenges related to efficiency, data management, decision-making, collaboration, security, interoperability, and ethical implications. The successful integration of these tools necessitates a comprehensive understanding of the benefits, challenges, and ethical concerns that arise from their adoption in various business contexts. However, existing literature has often examined these technologies and methodologies in isolation, without providing an integrated perspective on their combined impact on global business operations. This gap in the literature highlights the need for a more holistic understanding of how these technologies and methodologies can be effectively adopted and implemented in the Industry 4.0 era.

The statement of the problem, therefore, is to examine the benefits, challenges, and ethical concerns related to the adoption of emerging technologies and established methodologies in global business operations during the Industry 4.0 era. This research will employ a technology adoption and diffusion framework to investigate these issues, with the goal of providing practical recommendations for companies seeking to leverage these tools for competitive advantage. By conducting a systematic literature review and thematic analysis of case studies featuring successful implementations, this study aims to contribute to the literature on technology and methodology adoption, ultimately aiding organizations in navigating the complex landscape of Industry 4.0.

# Ανασκόπηση της Βιβλιογραφίας:

The literature review provides a brief overview of the relevant research on emerging technologies, established methodologies, and their adoption in the context of global business operations during the Industry 4.0 era.

Decentralized Autonomous Organizations (DAOs), Web 3.0, and Human Resource Management Algorithmic Systems (HRMS) are among the emerging technologies that have gained considerable attention in recent years. DAOs represent a new form of organization, leveraging blockchain technology to enable decentralized governance and decision-making (Tapscott & Tapscott, 2016). Web 3.0, often referred to as the Semantic Web, facilitates the intelligent processing and interpretation of data, enabling more efficient and personalized online experiences (Berners-Lee, Hendler, & Lassila, 2001). HRMS uses artificial intelligence and machine learning algorithms to automate and optimize various human resource management tasks, such as recruitment, performance evaluation, and talent management (Meijerink, Bondarouk, & Lepak, 2016).

In addition to these emerging technologies, established methodologies like Information Technology Infrastructure Library (ITIL), The Open Group Architecture Framework (TOGAF), Scaled Agile Framework (SAFe), and DevOps have played a significant role in shaping the adoption and management of digital technologies in organizations. ITIL offers a set of best practices for IT service management, while TOGAF provides a comprehensive approach to enterprise architecture design and implementation (Cater-Steel, Toleman, & Tan, 2006; Lankhorst, 2013). SAFe and DevOps promote agile and collaborative approaches to software development, fostering faster and more efficient delivery of digital solutions (Leffingwell, 2011; Kim, Humble, Debois, & Willis, 2016).

Despite the growing interest in these technologies and methodologies, there is limited research that examines their combined impact on global business operations in the Industry 4.0 era. The existing literature often focuses on specific benefits, challenges, and ethical concerns related to individual tools, without addressing the broader implications of their adoption and integration. This literature review highlights the need for a more comprehensive understanding of the role of these technologies and methodologies in shaping the global business landscape and informing organizational decision-making.

# Μεθοδολογία Έρευνας:

This study employs a mixed-methods approach to investigate the role of emerging technologies and established methodologies in global business operations during the Industry 4.0 era. The research methodology consists of two main components: a systematic literature review and multiple case studies.

Systematic Literature Review: A systematic literature review will be conducted to identify and analyze relevant research articles, books, and reports on the adoption of emerging technologies (e.g., DAO, Web 3.0, HRMS) and established methodologies (e.g., ITIL, TOGAF, SAFe, DevOps) in the context of global business operations. The literature review process will follow a predefined search strategy, using keywords related to the research questions and employing database searches, citation tracking, and expert recommendations. The inclusion and exclusion criteria will be established to ensure the relevance and quality of the selected sources. The findings from the systematic literature review will provide a comprehensive understanding of the current state of knowledge on the topic and inform the case study analysis.

Multiple Case Studies: To gain deeper insights into the real-world applications of these technologies and methodologies, multiple case studies will be conducted, examining companies that have successfully adopted and implemented these tools in their global business operations. Purposeful sampling will be used to select cases that represent different industries, sizes, and geographical locations, ensuring the diversity and generalizability of the findings. Data will be collected through multiple sources, including interviews with key informants, company documents, and publicly available information. A thematic analysis will be employed to identify common patterns, benefits, challenges, and ethical concerns related to the adoption of the technologies and methodologies under investigation.

The combination of a systematic literature review and multiple case studies allows for a comprehensive understanding of the research topic, drawing from both existing literature and real-world examples. This mixed-methods approach will facilitate the identification of key factors that contribute to the successful adoption and implementation of emerging technologies and established methodologies in global business operations during the Industry 4.0 era.

# **Ανάλυση Δεδομένων**:

The data analysis process for this research comprises two main stages, corresponding to the two research components: analysis of the systematic literature review findings and analysis of the case study data.

Systematic Literature Review Analysis: After conducting the systematic literature review, the selected studies will be analyzed to extract relevant information on the adoption of emerging technologies and established methodologies in global business operations. A thematic analysis will be employed to identify recurring themes, patterns, and trends in the literature. The thematic analysis involves a systematic process of coding and categorizing the data, focusing on identifying the benefits, challenges, and ethical concerns related to the adoption and implementation of these tools. This analysis will provide a comprehensive understanding of the current state of knowledge on the topic and reveal any gaps in the existing literature.

Case Study Data Analysis: Following the data collection from multiple case studies, the data will be analyzed using a cross-case synthesis approach. This approach involves comparing and contrasting the findings across different cases to identify common patterns and unique insights. A thematic analysis will also be conducted on the case study data, focusing on the real-world applications, benefits, challenges, and ethical implications of adopting and implementing the technologies and methodologies under investigation. Data triangulation, using multiple sources of evidence, will be employed to enhance the validity and reliability of the findings.

The data analysis process will be supported by qualitative data analysis software, such as NVivo or Atlas.ti, to facilitate the organization, coding, and interpretation of the data. The findings from both the systematic literature review and case study analyses will be integrated to provide a comprehensive understanding of the role of emerging technologies and established methodologies in global business operations during the Industry 4.0 era. The integration of these findings will inform the development of practical recommendations for companies seeking a competitive advantage through the adoption of these tools.

# Συμπέρασμα:

In conclusion, this research aims to investigate the role of emerging technologies (e.g., DAO, Web 3.0, HRMS) and established methodologies (e.g., ITIL, TOGAF, SAFe, DevOps) in global business operations during the Industry 4.0 era. The study seeks to identify the potential benefits, challenges, and ethical concerns associated with the adoption and implementation of these tools in various business contexts. The mixed-methods approach, which combines a systematic literature review with multiple case studies, ensures a comprehensive understanding of the research topic, drawing from both existing literature and real-world examples.

The findings from the systematic literature review will provide an overview of the current state of knowledge on the topic, revealing gaps and opportunities for further research. The case study analysis will offer valuable insights into the practical implications and real-world experiences of companies that have successfully adopted and implemented these technologies and methodologies. The integration of these findings will lead to the development of practical recommendations for companies seeking a competitive advantage through the adoption of emerging technologies and established methodologies.

This research has the potential to contribute significantly to the literature on technology and methodology adoption in global business settings. By exploring the role of these tools in the context of Industry 4.0, the study addresses a timely and relevant issue, with potential implications for businesses, policymakers, and society at large. The results of this research can inform future decision-making and strategic planning for organizations, helping them navigate the challenges and opportunities presented by the rapidly evolving technological landscape.

Ultimately, the insights gained from this study will enable companies to make more informed choices when adopting and implementing new technologies and methodologies, fostering innovation, efficiency, and competitiveness in the dynamic global business environment of the Industry 4.0 era.

# ΠΑΡΑΡΤΗΜΑ

# References

AP, 2022. *Tesla’s sales in Q2 drop amid supply chain issues, Covid pandemic woes | Business Standard India.* [Online]   
Available at: https://www.business-standard.com/article/international/tesla-s-sales-in-q2-drop-amid-supply-chain-issues-covid-pandemic-woes-122070200997\_1.html  
[Accessed 8 12 2022].

Bilbeisi, K. M. & Kesse, M., 2017. Tesla: A successful entrepreneurship strategy. *Morrow, GA: Clayton State University,* 1(1), pp. 1-18.

Blogger, G., 2020. *Designing a Sustainable Supply Chain Based on the Triple Bottom Line of People, Planet, & Profit.* [Online]   
Available at: https://www.allthingssupplychain.com/designing-a-sustainable-supply-chain-based-on-the-triple-bottom-line-of-people-planet-profit/  
[Accessed 8 12 2022].

Carlier, M., 2018. *Number of Tesla Employees 2018 | Statistic.* [Online]   
Available at: https://www.statista.com/statistics/314768/number-of-tesla-employees/  
[Accessed 8 12 2022].

*Case Study of Tesla* (n.d.) Sathish, S and Weeknk, E.

Chen, Y. & Perez, Y., 2018. Business model design: lessons learned from Tesla Motors. *Towards a Sustainable Economy,* pp. 56-69.

Choi, S. J. & Lu, J., 2013. Returnee Faculty Members, Network Position and Diversification Strategy: An Analysis of Business Schools in China. *Asia Pacific Business Review,* Volume 19, pp. 559-577.

Cooke, P., 2020. Gigafactory Logistics in Space and Time: Tesla’s Fourth Gigafactory and Its Rivals. *Sustainability,* Volume 12, p. 2044.

Dean, B., 2022. *Tesla Revenue and Production Statistics for 2021.* [Online]   
Available at: https://backlinko.com/tesla-stats  
[Accessed 8 12 2022].

Effects, H., n.d. *SUCCESS FACTORS BEHIND TESLA.* [Online]   
Available at: https://hypereffects.com/business/success-factors-behind-tesla/  
[Accessed 8 12 2022].

Fengqianyao, C., 2022. Analysis of Key Factors for Tesla’s Success. In: *Proceedings of the 2022 2nd International Conference on Enterprise Management and Economic Development (ICEMED 2022).* s.l.:Atlantis Press, pp. 758-763.

Financial Times, 2022. *Tesla blames logistics problems after delivering fewer cars than forecast.* [Online]   
Available at: https://www.ft.com/content/16456af8-4aff-4153-a6fe-cdfaecef81c3  
[Accessed 8 12 2022].

Fruhlinger, J., 2019. *Tesla's growing worldwide presence.* [Online]   
Available at: https://www.businessofbusiness.com/articles/teslas-growing-worldwide-presence/  
[Accessed 8 12 2022].

Gratton, L., 2004. In: *The Democratic Enterprise.* s.l.:Financial Times Prentice Hall, pp. xii-xiv.

Gupta, S. & Jain, S. K., 2013. A literature review of lean manufacturing. *International Journal of Management Science and Engineering Management,* 8(4), pp. 241-249.

Hull, D. & Pogkas, D., 2018. Elon Musk Doesn’t Work Alone. These Are Tesla’s Other Key Leaders. *Bloomberg.*

InsideEVs, n.d. *Tesla Sold 2 Million Electric Cars: First Automaker To Reach Milestone.* [Online]   
Available at: https://electrek.co/2020/03/09/tesla-produces-1000000th-electric-car/  
[Accessed 8 12 2022].

Jose, P., 2020. *EV Sales 2019.* [Online]   
Available at: http://ev-sales.blogspot.com/2020/01/  
[Accessed 8 12 2022].

Jose, P., 2020. *Markets Roundup – December 2019.* [Online]   
Available at: http://ev-sales.blogspot.com/2020/01/markets-roundup-december-2019.html  
[Accessed 8 12 2022].

J, V., Morkunas, Jeannette, P. & Boon, E., 2019. How blockchain technologies impact your business model. *Business Horizons,* pp. 295-306.

Kissinger, D., 2018. *Tesla, Inc. PESTEL/PESTLE Analysis & Recommendations.* [Online]   
Available at: http://panmore.com/tesla-motors-inc-pestel-pestle-analysis-recommendations  
[Accessed 8 12 2022].

Kissinger, D., 2019. *Tesla Inc. Five Forces Analysis (Porter’s Model) & Recommendations.* [Online]   
Available at: https://panmore.com/tesla-motors-inc-five-forces-analysis-recommendations-porters-model  
[Accessed 8 12 2022].

Lambert, F., 2020. *Tesla produces its 1 millionth electric car.* [Online]   
Available at: https://electrek.co/2020/03/09/tesla-produces-1000000th-electric-car/  
[Accessed 8 12 2022].

Li, Z., 2018. Business Network Positioning Analysis of Toyota. *American Journal of Industrial and Business Management,* Volume 8, pp. 1693-1699.

McCain, C., 2019. *A Strategic Audit of Tesla, Inc..* s.l.:s.n.

Moberg, K., 2019. *Bil-året 2019: Derfor var 2019 så spesielt [The car of the year 2019: That's why 2019 was so special] (in Norwegian).* [Online]   
Available at: https://www.dinside.no/motor/derfor-var-2019-sa-spesielt/71970723  
[Accessed 8 12 2022].

Monsellato, A., 2016. *esla Motors: a business model innovation in the automotive industry..* s.l.:s.n.

Moran, M. R., Facanha, S., Goncalves, M. A. & Fischmann, A. A., 2012. Congruencies between Strategic Positioning and Business Networks: Case Study of a Multinational Subsidiary in Brazil. *Rev. Adm,* Volume 47, pp. 68-80.

Norwegian Road Federation , 2020. *Norwegian Road Federation (OFV).* [Online]   
Available at: https://ofv.no/registreringsstatistikk

Oliveira, G. D. & Dias, L. C., 2019. Influence of demographics on consumer preferences for alternative fuel vehicles: a review of choice modelling studies and a study in Portugal. 12(2), p. 318.

Palo Alto, 2022. *Tesla Fourth Quarter & Full Year 2021 Update.* [Online]   
Available at: https://tesla-cdn.thron.com/static/WIIG2L\_TSLA\_Q4\_2021\_Update\_O7MYNE.pdf?xseo=&response-content-disposition=inline%3Bfilename%3D%22tsla-q4-and-fy-2021-update.pdf%22  
[Accessed 8 12 2022].

PMI, 2022. *Global Megatrends 2022.* [Online]   
Available at: https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pmi-megatrends-2022.pdf?rev=087ea6f24b62411bb5a42dcce4a6739f&sc\_lang\_temp=en  
[Accessed 8 12 2022].

Pontes, J., 2020. *Tesla Model 3 Shatters Records in Hot European Market – EV Sales Report.* [Online]   
Available at: https://cleantechnica.com/2020/01/27/tesla-model-3-shatters-records-in-hot-european-market-ev-sales-report/  
[Accessed 8 12 2022].

Reuters, 2022. *Exclusive: Tesla’s Cybertruck to start mass production at end of 2023.* [Online]   
Available at: https://www.reuters.com/business/autos-transportation/exclusive-tesla-plans-mass-production-start-cybertruck-end-2023-sources-2022-11-01/  
[Accessed 8 12 2022].

Scaledagileframework.com, 2018. *SAFe for Lean Enterprises – Scaled Agile Framework.* [Online]   
Available at: https://www.scaledagileframework.com/safe-for-lean-enterprises/  
[Accessed 8 12 2022].

Shahan, Z., 2020. *Tesla Model 3 = #1 Best Selling Auto In Netherlands & Norway In 2019.* [Online]   
Available at: https://cleantechnica.com/2020/01/19/tesla-model-3-1-best-selling-automobile-in-netherlands-norway-in-2019/  
[Accessed 8 12 2022].

S, H. & Filippi, D., 2021. Hassan, S. and De Filippi, P., 2021. Decentralized autonomous organization. *Internet Policy Review,* 10(2), pp. 1-10.

Sundar, R., Balaji, A. N. & Kumar, 2014. Sundar, R., Balaji, A.N. and Kumar, R.S., 2014. A review on lean manufacturing implementation techniques. *Procedia Engineering,* Volume 97, pp. 1875-1885.

Tesla, 2021. *Tesla financial statements 2021.* [Online]   
Available at: https://ir.tesla.com/\_flysystem/s3/sec/000095017021002253/tsla-20210930-gen.pdf  
[Accessed 8 12 2022].

Tesla, 2022. *Tesla Impact Report.* [Online]   
Available at: https://www.tesla.com/ns\_videos/2021-tesla-impact-report.pdf  
[Accessed 8 12 2022].

Tesla, n.d. *How Tesla’s Just-In-Time Production Methods Keep Costs Low.* [Online]   
Available at: https://www.thesharpener.net/does-tesla-use-just-in-time-production/  
[Accessed 2022 12 8].

Tesla, n.d. *Tesla | About Us.* [Online]   
Available at: https://www.tesla.com/about  
[Accessed 8 12 2022].

Warsta, J. & Seppänen, V., 2007. Value Network Positioning of Expected Winners: Analysis of the Top Software Business Start-Ups. *Springer US.*

W., H, J., P, D. & Bianzino, N., 2017. The jobs that artificial intelligence will create. *MIT Sloan Management Review.*

www.tesla.com, n.d. *Find Us | Tesla Europe.* [Online]   
Available at: https://www.tesla.com/en\_EU/findus/list  
[Accessed 8 12 2022].

www.wsj.com, n.d. *TSLA | Tesla Inc. Annual Balance Sheet - WSJ.* [Online]   
Available at: https://www.wsj.com/market-data/quotes/TSLA/financials/annual/balance-sheet  
[Accessed 8 12 2022].

Yiannas, F., 2018. A New Era of Food Transparency Powered by Blockchain. Innovations: Technology, Governance, Globalization. *MIT Press Direct,* 12(1-2), pp. 46-56.