How Knowledge Management can contribute to Stadiums expansion into new international markets
A case study within the field of Knowledge Management

Master's Thesis in the Master's Programme International Project Management

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CHALMERS UNIVERSITY OF TECHNOLOGY

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Cover:
Photo of Stadium concept store in Uppsala, Sweden.
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I

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ABSTRACT

Knowledge and knowledge management have been identified as being one of the single most important challenges that all organisations face today. There are several authors who argue that sufficiently managed knowledge leads to improved performance, competitive advantage, innovation, "lessons learnt" and knowledge transfer (between projects, from projects to the larger organisation), and other, more routine based development of collaborative practices.

To handle organisational knowledge, I will use two different perspectives on knowledge that are commonly used: knowledge according to the epistemology of possession and knowledge according to the epistemology of practice. The aim of this research is to understand how Stadium AB and their establishment department work with knowledge when running their projects. The practical focus a question will lay on analysing how knowledge management can contribute to Stadiums expansion into new international markets. The theoretical focus a question is how these two perspectives can complement each other to better understand.

To analyse how Stadium works with knowledge, qualitative research methods is chosen. By taking an interpretivist approach semi- structured and participant observations were conducted in order to collect empirical data. An abductive research design has been used as a method, where the theoretical framework, data collection, and data analysis were developed simultaneously.

By using lenses of the two perspectives on knowledge, the empirical findings were categorized into three themes: issues with data and information, issues with practice, and issues with culture. By approaching these issues with the usage of tools and methods from both perspectives of knowledge, it will lead to improved knowledge and learning at Stadium, which will help them to ease the process of expanding into new international markets.

Keywords: Knowledge, tacit, explicit, project management, knowledge barriers, knowledge frameworks, establishment, sport stores.:

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Contents

Preface

This Master's dissertation is part of the Master programme M.Sc. International Project Management at Chalmers University of Technology, Sweden, in collaboration with University of Northumbria, Newcastle, UK. The research has been conducted with the support from Stadium AB.

First and foremost, the author would like to thank my supervisor Martine Buser at Chalmers University of Technology for the opportunity to write this dissertation alongside with her much appreciated input and guidance throughout the writing process. Special thanks also to David Beaney at Northumbria University in Newcastle UK for academic consultation.

The author would also like to thank Stadium AB for giving me the opportunity to conduct this research, and especially thank the staff at the establishment department for their participation in the interviews and the participant observation studies. Without this support, it would not have been possible to perform this research.

Gothenburg June 2015

Emelie Karlsson

1 Introduction

This master's dissertation is a part of the Master programme M.Sc. International Project Management at Chalmers University of Technology, Sweden, in collaboration with University of Northumbria, Newcastle, UK. The author has experience in the fields of Industrial Engineering and Project Management.

Since the year of 2011, the author has worked as a sales person at a sports store named Stadium, which is one of the leading sports stores in Sweden. Stadiums business strategy is to provide sports and sports fashion for the best prices to everyone.

For this dissertation, the author saw the opportunity of aligning her big interest for business and previous organisational knowledge of Stadium, with her own study in international project management. This as Stadium currently is expanding and is encountering new international markets, which makes the research particularly suitable as the master programme is based on an international perspective on project management. The research will describe, analyse and compare the reality with theory from a knowledge work and organisational culture perspective. The main objective is to identify the key challenges for Stadium when opening new stores and expanding, and give recommendations over how to approach them. The research will also investigate whether or not it is recommended to conduct the same type of routines, knowledge procedures and work processes, or if a change is required in order to succeed. By focusing on the internal and national work processes and operations with the goal to give recommendations, it later will help Stadium to reach their business goals and entering new unknown markets.

The research is conducted from a knowledge management perspective, as it investigates what knowledge is required for Stadium to manage its expansion. This will be embedded within a project management perspective as the establishment process of opening a new store is organised as a project.

The fields of knowledge management, organisational culture and behaviour have always been of great interest to the author, who enjoyed having the opportunity to help Stadium with their business goals. For this research, no explicit requirements over the final result were given by Stadium. Instead, it was the author who suggested the field of knowledge management, and Stadium showed an interest in what the research could contribute with for them.

This research will be conducted in collaboration with Stadium, and in particular their establishment department, as it is their business processes and projects that contribute to this research. From this perspective, the research will focus on how the establishment department is working with knowledge, and what type of routines, guidelines and frameworks exist today. In addition to this, the more practice-based aspects of knowledge will be investigated. Thereafter the challenges of conducting the same type of work and processes will be analysed when Stadium is trying to expand and encounter new international markets.

It should also be stated that the researcher was not compensated for the report.

1.1 Stadium AB – History and background information

Today, Stadium is one of the leading providers of sports and sports fashion in the Swedish sports market. Back in the year of 1987, the two brothers, Ulf and Bo Eklund, founded the first Stadium store in Stockholm. By that time, they came up with a unique concept that completely revolutionised the Swedish sports market. They had decided to focus on sports and sports fashion, providing large stores in first class areas, and to have modern and inspiring store concepts and product presentations. This turned out to be a highly successful approach, which have led to that Stadium today has increased their market share in Sweden significantly, and that they in year 2000 entered the Danish market, and in 2001, the Finnish market.

In the year of 2014 Stadium possessed approximately 153 stores, 3380 employees, and a yearly turnover of 6 300 million Swedish crowns.

Today, the business idea of Stadium is to provide modern, functional sport and sportswear for the best prices on the market, this by working with the mission to inspire an active lifestyle, and aiming for the vision to activate the world. In addition to this, the concept of Stadium is constantly being developed, and therefore they currently have subsidiaries in the form of Stadium Outlet, Stadium Team Sales, Stadium Ski and Stadium Sports Camp.

As a part of the Stadium group, Stadium Outlet provides sport and sport fashion at a low market price. Stadium Team Sales is a store function that is working towards clubs and associations, and supports them with clothing and equipment to advantageous prices. Stadium Ski stores are strategically located nearby skiing resorts and provides additional ski and skiing equipment. Stadium Sports Camp is a camp directed towards kids and children, which is held as a yearly event during the summer in Norrköping, Sweden.

In 2010, the top management of Stadium decided to work towards a new business strategy, which partly obtained the ambition to expand further, and this time on a market outside of Scandinavia. After having internally conducted a market analysis concerning where to expand, the decision fell on the German market, where Stadium will open their first store in 2015. This as Germany had the best preconceptions for Stadium to be a successful concept according to the requirements of the market (competitive position, price levels), and its physical location (logistics). The market analysis was conducted by talking with several large international Swedish retail shops with great knowledge concerning how to open stores in Germany, for example H&M and IKEA.

The organisation chart below presents Stadium Sweden AB and its subsidiaries.
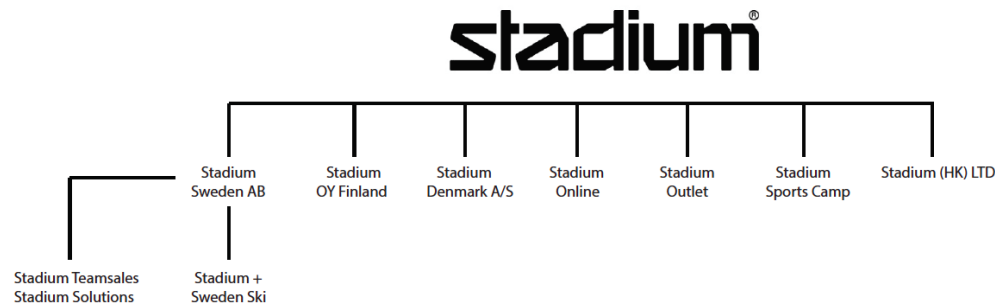
Fig. 1 Stadium AB and its subsidiaries

1.1.1 Top management Stadium

The top management of Stadium consists of the CEO, vice CEO, CEO of Stadium Outlet and CEO of Stadium Sweden AB. The two founders of the company are now retired.

1.1.2 Board of Directors

The board of directors at Stadium consist of a country manager, business manager, HR manager, head of visual and personal sales, marketing manager, and a representative for the region managers.

1.1.3 Establishment council

The establishment council consists of the CEO, vice CEO, the CEO of Stadium Outlet, the CEO of Stadium Sweden AB, an establishment manager, a security manager, a visual merchandise expansion, and a lawyer.

The main function for the establishment council is to act as a strategic support function for the top management, the board of directors, and the establishment department. The establishment council works with strategic issues from an establishment perspective. The council acts like a "filter" for the top management, as it is the council that decide what topics to be discussed during meetings for the board of directors. In addition, they are responsible for conceptual decisions concerning how the Stadium stores should look like.

Once a month the establishment council meet and go through all the projects Stadium currently are conducting and investigate possible strategic projects including budgets. After discussions and consideration, the establishment council possess the power to decide whether or not Stadium should conduct a new project. If yes, the Establishment department is contacted and the process of opening a new store is initiated.

1.1.4 Establishment department

The establishment department at Stadium is the ones who is responsible for the establishment of new stores, refurbishments of already existing stores, and closing of non-profitable stores, or stores that needs to be relocated. The department consists of one establishment manager, three project managers, two visual merchandise expansion employees, and one controller. The establishment manager has the main responsibility for the work that the department conducts, and is the one who top steers the projects. He coordinates and controls. The project managers are the ones who run the projects, and are responsible for succeeding and completing the projects. The visual merchandise employees support the project managers to draw the layout of the store, for example where the cashiers should be or the elevator and similar (see figure 2 below). The controller acts as a contact person for all the stores towards the department.
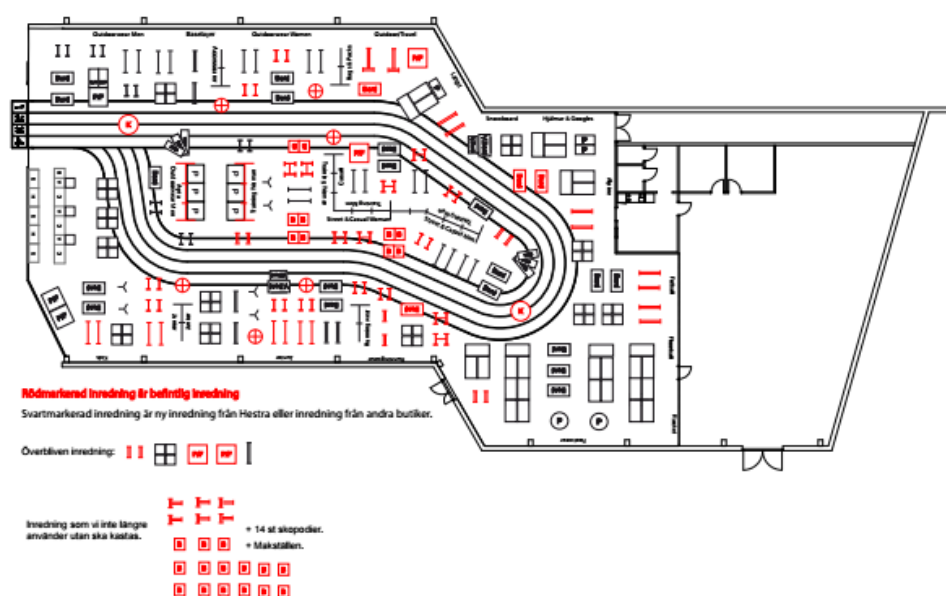
Fig. 2 Layout draft by visual merchandise

On a yearly basis, the establishment department carry out approximately 18 projects, allocated to the three project managers. This research will mainly focus on the project managers and their immediate superiors, as they are the ones who have the main responsibility for the transmission and the completion of the projects. The project managers are divided into different geographical areas, based on a convenient level, as it should be possible for the project manager to visit two projects during a two-day period, in order to ease the facilitation of the working processes. One of the project managers is responsible for the upper- half of Sweden and Germany, one for the lower- half of Sweden and Denmark, and one for Finland. They all have the same level of authority and organisational influence for carrying out this work.

The figure below presents the board of directors, top management, establishment council, and the establishment department at Stadium in their inherent order.
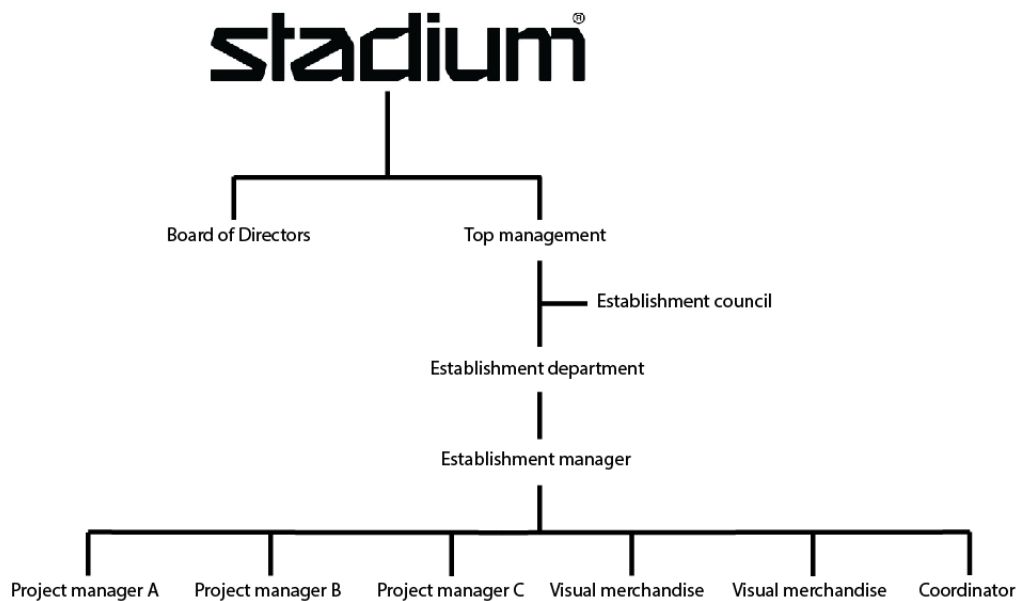
Fig. 3. Partial organisational structure Stadium AB

1.1.5 Process of establishing a new store

The process of opening a new store begins with a demand from the establishment council and the top management. Depending on where this new store is located, the project is delegated to the project manager responsible for that area. Thereafter the project manager is responsible for the conduction and completion of the project. Usually the project starts by the project managers collecting the information needed regarding the facility and its preconceptions for establishing a Stadium store at the acquired location (looking at the condition of the facility, what needs to be done). After this is completed, the project manager contacts the main suppliers and contractors and the establishment process is commenced.

Due to strategic decisions, all of the Stadium stores are built up on a concept, which sets the frame for the project manager on how they should conduct the work. This means that the stores should contain the same type of furniture, materials and give the same impression and feeling regardless the location of the store. The customer should recognize Stadium. In order to ensure this, the establishment department and their project managers work according to building PM: s.

In order to succeed with their project, the project managers use contractors and suppliers for various stages in the project. When opening a store, Stadium uses an existing facility and rents from a landlord.

1.1.6 The project manager role - Establishment department

As stated, the project managers at Stadium conduct the establishment of new stores. In parallel to this, they are responsible for the refurbishments of already existing stores, and to close non-profitable stores, or stores that needs to be relocated. The project managers are responsible for collecting information and controlling the preconceptions for each and one of the projects. To establish a new store means that a rented facility is renovated and adjusted towards the concept of Stadium. To refurbish a store, means that the store is renovated and updated and adjusted to the standards of the Stadium concept. To close a store means that a non- profitable store is removed of

all Stadiums interior and brought back to the head office or taken to another store, so that the facility is emptied. Occasionally stores are closed by strategic decisions, as it might be more profitable to move the store to a more attracted area.

As mentioned above, the process of establishing a new store begins with looking at the preconceptions. Thereafter the project manager and the visual merchandise employee draw up the layout of the store, and decide how the store will look internally when it is finished. This is done according to the Stadium concept. When this is done, the project manager contacts the procured suppliers/ contractors who together decide how to proceed. Based on this, a time plan is created.

In order to support the work, the project managers can follow "Bygg PM" - building memorandums over the Stadium concept. It could for example be a door-memorandum, which states how the door preferably should function. To ensure that all tasks are carried out, the project managers can follow a checklist "Projektet A-Ö", which corresponds to "The project A-Z", a document that shortly presents all the tasks that needs to be done during the project. The project managers run 6- 8 projects a year, depending on demand and the economic situation.

During the project process, the project managers are responsible for reporting to the establishment manager concerning the progress.

1.1.7 Business partners

As a business strategy, Stadium has decided to focus on suppliers who they have been working with for a long time, as that give the suppliers knowledge about how Stadium wants the work to be done. A clear majority have been working with Stadium since the opening of the first store and are local suppliers based in the surroundings of the head office in Norrköping. All of them are small to medium site enterprises, and Stadium does use these suppliers both in Sweden, Finland, and Denmark. This strategy results in close relationships between Stadium and their suppliers, and that the numbers of suppliers are kept to a minimum. The main business partners for the establishment department are the following companies:

Figure 4. *Main subcontractors – Establishment department*, Stadium, 2015.

- **Sundins Elektiska AB**- The supplier who mounts the electricity and data in the Stadium stores

- **Cardi Belysningsspecialisten AB-** The supplier of spotlights, spotlight rails, and light fixtures above the escalators and in the fitting rooms

- **Constructor Sverige AB-** The supplier and installer of the warehouse shelves

- **Hestra Inredningar AB-** The shop-fitting supplier for the concepts of Stadium
- **Mattkillarna AB-** The contractor who lays the floors in the sales area
- **Fridströms Måleri AB-** The contractor who paints the Stadium stores

1.2 Research aim – problem formulation

The research aim is to describe and analyse how Stadium works with knowledge, and to compare it with what the theory says about knowledge and how to best optimise knowledge processes. Thereafter challenges when expanding for Stadium and its establishment department will be identified. This will be investigated based on two different concepts of knowledge: knowledge as a possession and knowledge as a practice. In addition, the role of potentially conducting knowledge management at Stadium will be analysed.

1.3 Research question

The thesis is founded on a research question, which has guided the development of all work:

"How does Stadium AB work with knowledge when opening new stores, and how can this be transferred to a new project manager in a new international context?

One of the main objectives for this research is to help Stadium succeed with their new business goal by easing the process of knowledge transfer when expanding.

1.3.1 Research question – sub-questions

To support the research question and to grasp the context of it, the following sub-questions will be investigated:

- How does Stadium work with knowledge?
- How can different theoretical understandings related to knowledge be bridged to the way Stadium conduct their work?
- What are the difficulties for Stadiums business processes from a knowledge perspective?
- How can Stadium learn about knowledge in the process of expanding and entering markets outside of Scandinavia?
- What main challenges will follow if continuing to conduct the same type of work in the future?

1.4 Scope and limitations

This thesis is conducted as a final project for the master programme International Project Management, which is equivalent to 30 credits. Due to this, limitations in the form of time and cost for this research process will occur. The scope and limitations for this research is presented in the sections below.

1.4.1 Scope

According to (Dubois and Gadde, 2002), this research will take a systematic combining / abductive research approach, which means that theory and research will proceed in parallel in an iterative approach. The theoretical framework will be developed and evolved simultaneous with empirical fieldwork, and case analysis.

The epistemological position will be from an interpretivist perspective, which means that focus will lie on investigating how the participants are interpreting and make sense of their world (Bryman, 2006). The ontological position will be from a constructionist point of view. Such an approach is preferable since it advocates the involvement of people both in the diagnosis of, and in the solution of problems, instead of imposing solutions to problems that already are defined (Bryman, 2012).

To analyse how Stadium is working, and identifying both formal and informal processes concerning how Stadium work with knowledge, as well as to investigate the transferability for expansion into international markets using these processes, it will be most beneficial to conduct both interview studies and participant observations as research methods. The interview studies are intended to capture the formal aspects of knowledge work, and to investigate people's own perceptions on how they intend to, or actually do work. The participant observations are conducted in order to broaden this empirical data by capturing peoples more informal work, what people actually do. By conducting these, it will be possible to grasp the whole context of Stadiums knowledge work, which is a preconception to see whether or not it is possible to continue working like this when entering new international markets outside of Scandinavia.

When conducting research, it is of importance for the researcher to conduct a value-free study (Bryman, 2012). This means that the study most preferably should be conducted without any forms of personal values and other sources of bias. Bryman also argues that it is of importance that the researcher remains open and objective throughout the whole research process. This is an issue in qualitative research, and especially in participant observations. There will inevitably occur some bias due to the method itself. This mostly due to the fact that in an observation study, the researcher self decides what information to focus on when interpreting data.

It should be stated that the author has worked with the company for several years, and therefore has good organisational knowledge. This should be considered as beneficial since it will be easier to spot present issues, and therefore it will be possible to more efficiently identify knowledge patterns. The negative side of not being completely objective is that the researcher might become native and blind towards specific behaviour. In order to ensure the validity and reliability of this report, the trustworthiness criteria's; internal and external validity; reliability; objectivity, will be used as support.

The interview method chosen for this research are semi- structured interviews. The main reason for this is that the method allows the researcher to self- steer the interview to some extent, even if the interview is based on an interview schedule (Bryman, 2012).

Before undertaking the interviews, the respondents were prepared and informed about the principles of this research. Other ethical constraints will be further described and discussed in the ethics form.

1.4.2 Delimitations

This research and its interview- and observation studies will all be conducted within the same company and in Sweden. The interviews and observations will focus on the feasibility of using the same work processes and organisational culture when encountering new international markets. As a consequence, the research will have a considerable practical approach. It will not only form an observation study, but also a

feasibility study for whether or not it is possible to transfer the knowledge processes. This means that this research will not result in a theory, as it will not be possible to scale up the findings. Instead, this research will result as a case study/ observation/ analysis supported by literature that should help the company to expand and succeed with their new business strategy.

The chosen research strategy means that it will be a non-probability sample for this dissertation, as the people involved are the people who are working with these processes (Bryman, 2012). This might lead to limitations for the research, as it could difficult to know whether or not it is possible to generalize the findings to be seen as representative to other companies. The purpose of this research is to understand the specific context, and not to generalize the findings.

As the report focus on the idea of knowledge for the organisation, there will be delimitations for this research:

Delimitations:

- No quantitative data
- No financial data
- No market analysis
- No assessment of the German market
- No comparison between the project managers
- No identification of external factors that may influence the success of the company

1.5 Justification of the study- programme philosophy

Please refer to Programme Philosophy:

http://pebblepad.northumbria.ac.uk/

"Strategic project organisation management, including: organisational theory and design; organisational culture; change management; portfolio analysis; project proposals; management of dynamic project organisations; demand analysis; and branding and competitive advantage."

This research will focus on strategic project organisation management as the research aims to combine project management with the development of a knowledge management work adjusted to new settings. By taking the approach of knowledge management, organisational culture, and competitive advantage, will also play significant roles in the research.

The objective of this research is to analyse to what extent knowledge management work can be transferred into new markets.

The intention of the author is to raise this question, to investigate the feasibility and by that add to the discussion. By doing so, the knowledge in the area will hopefully be increased in the professional practice.

The APM, association of project management have identified knowledge management, as being an important preconception or factor in order to optimize organisational performance and improve decision-making as well as problem-solving. Due to this, knowledge management has become an integrated part of the APM BoK, association of project management body of knowledge, where they define terminologies, frameworks and tools on how organisations should implement

knowledge management. The question that remains is just if it is possible to apply the same approach for knowledge management in different organisational- and international settings.

1.6 Research outline

This master thesis is structured as follows:

Chapter 1- presents the frame for this research by discussing scope, limitations, and research area. In addition, background information regarding the company and other necessary information is presented in order to create a context for the research.

Chapter 2- presents the theoretical framework that is applied for this thesis. The chapter is divided into five parts: the field of knowledge, knowledge according to the epistemology of possession, knowledge according to the epistemology of practice, organisational learning, knowledge management, and knowledge management barriers/ challenges.

Chapter 3- develops the chosen research methodology and strategy for conducting this research. The chapter starts with presenting the process of collecting the required empirical data, followed by a strategy concerning how to later analyse the findings. In the final section, ethical considerations when preforming this research are presented and discussed.

Chapter 4- the empirical data is presented and structured by following a process line over how the establishment department should conduct their work. The chapter presents how the projects are developed and how the establishment department operates.

Chapter 5- discusses and analyses the empirical data. The analysis/ discussion is based on two different perspectives on knowledge: knowledge as possession and knowledge as process. These two are categorized into the following subtitles: issues with data and information (knowledge as possession point of view), issues with process (knowledge as practice point of view), and issues with knowledge culture.

Chapter 6- contains lists of challenges for the establishment department at Stadium AB on how to improve their way of working with knowledge in order to ease the process of establishing of stores in a new international market.

Chapter 7- entails general conclusions and reflections about the process of conducting this research, and discusses its strengths and weaknesses. In the final section, recommendations for future research can be found.

Chapter 8- contains lists of recommendations for the establishment department at Stadium AB concerning how to improve their way of working with knowledge.

2 Theoretical Framework

The theoretical framework for this research will start by examining the concept of knowledge. Thereafter, different perspectives on knowledge will be specified: knowledge according to epistemology of possession, and knowledge according to epistemology of practice. This will be followed by an investigation on knowledge management according to both these perspectives.

2.1 Knowledge

There are several authors who argue that managing knowledge and knowledge work is considered to be one of the single most important challenges that all organisations face today (Newell, Sue, et al, 2009; Nonaka, I, 1991; Ahmad, HS and An, M, 2008). But even so, it is clear that there is no such thing as a unique definition of what knowledge really is. Different philosophers have for a long time struggled to define knowledge and what it actually is considered to be (Newell, Sue, et al, 2009). They argue on the nature, origin and scope of knowledge.

2.1.1 Working definition of knowledge

For this research knowledge will be defined as:

"The individual ability to draw distinctions within a collective domain of action, based on appreciation of context or theory or both." (Newell, Sue, et al, 2009)

This definition covers both the individual cognitive aspects and the social nature of knowledge (Newell, et al, 2009). This definition of knowledge is specific, but even so, it simultaneously allows the researcher to analyse knowledge from a broad spectra. The definition of knowledge concerns the different ways people understand and make sense of where they are and what they are doing (Newell, et al, 2009).

As this thesis focuses on knowledge and knowledge work for projects, there will be an organisational context when discussing. According to Newell, et al, (2009), there are two perspectives on knowledge that stands out in this organisational context based on their ontology; where knowledge resides, and the epistemology; what type of knowledge. They are:

- Epistemology of possession
- Epistemology of practice

2.1.2 Epistemology of possession

Epistemology of possession view knowledge as something people have and much focus lay on cognitive aspects of the human mind (Newell, et al, 2009). Knowledge from this perspective is considered to be a mental capacity or a resource that can be developed, applied and used in order to improve organisational effectiveness (Newell, et al, 2009; Ahmad, H and Min, An, 2008). Within this perspective, knowledge is commonly illustrated with the help of a triangle. This triangle illustrates a hierarchy that consists of data, information, knowledge and wisdom, and their inherent order. According to this perspective, knowledge exists on two levels: data and information, and thereafter knowledge and wisdom. The first step is to capture information and data, and thereafter use it and transfer the information to knowledge and wisdom (Newell, et al, 2009; Ahmad, H and Min, A, 2008).
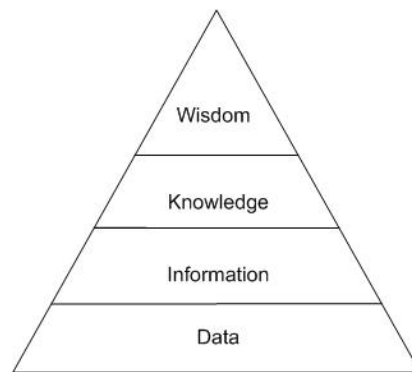
Figure 5- *Hierarchy of Knowledge* (after Ackoff, 1989)

Data is described as a discrete physical entity that is external to the individual and does not have any intrinsic value in itself (Newell, et al, 2009; Ahmad, H and Min, A, 2008). In order to understand the data, you need to have a context to it. Information is described as data that is embedded in a context, and organised in a way that makes it recognizable. Both data and information are "out there", which means that it is possible to search, store, transmit, send and receive it.

Knowledge, according to the epistemology of possession, is described as a personal property of the individual who is able to put meaning to data and information by drawing parallels to personal experiences, preconceptions and previous understandings (Newell, et al, 2009). This result in that different people, with different experiences might interpret same information differently. Knowledge management in this perspective is about identifying knowledge that people possess in different forms. These knowledge forms are categorized by being either explicit or tacit (Newell, et al, 2009; Ahmad, H and Min, A, 2008). Explicit knowledge is knowledge that is spelled out, and that can be codified, articulated and communicated to others in a rather straightforward way. Tacit knowledge is most easily described as "know-how" within individual's heads. This type of knowledge is developed through experiences in different contexts. This brings tacit knowledge to a personal quality that is hard to formalize and communicate to others, but which could be observed and described.

2.1.3 Epistemology of practice

According to the epistemology of practice, knowledge is something that people do (Newell, et al, 2009; Bresnen, et al, 2003). Knowledge is being constructed and negotiated by social interactions between individuals, which leads to that knowledge is derived from social situations, and therefore becomes a social and organisational activity. This social and organisational activity comprises the sharing and creating of all kinds of stories, representations, tools and symbols which facilitates that the experience of individuals is being related to the knowledge of the wider community (Newell, et al, 2009). This perspective and view on how to deal with knowledge is derived from traditions of social constructionism where knowledge is seen as a process of sense- making. This means that there are actors who interact within

particular social contexts and by that negotiate towards an understanding of the real world. This perspective emphasise the connections between knowledge and actions and/or practice, as it believes that knowledge is created and flowing where practice is shared (Newell, et al, 2009; Bresnen, et al, 2003).

Knowledge according to the epistemology of practice is therefore:

- Ambiguous (could lead to different meanings and interpretations)
- Dynamic (accepted meanings can be changed when actors and contexts changes)
- Included in the body ("know how"- the things you do, e.g. cycling)
- Context dependent (requires a context and could it could be difficult to separate from) (Newell, et al, 2009)

In contrast to the epistemology of process, handling knowledge is not so much about how to convert, capture and transfer different forms of knowledge (Newell, et al, 2009). Instead, epistemology of practice focus on how to build and create a supporting context in which different social groups and interests can connect. With different identities and perspectives, it is possible to accomplish specific tasks or purposes (Newell, et al, 2009; Bresnen, et al, 2003).

2.2 Comparisons between data, possession and practice

The chart below presents comparisons between data, possession and practice.

	Data	**Possession**	**Practice**
Where	In IT and documents	Within the skills and the heads of individuals and organisations	Within social contexts and embodied in practice
Relation to organisational performance	As a vital preconception for storing and transferring explicit knowledge	Immediately aligned to the function and performance	As a relationship which is between knowledge and performance that is socially and politically meditated. Reflecting what powerful groups find interesting
Main focus for managing knowledge work	To capture information	To capture, convert, and transfer. Converting from different types (tacit/ explicit)	To share, translate, and legitimize knowledge among groups which are interacting
Major task of Knowledge Management	To organise, store and distribute information	Capturing and transferring knowledge by using IT and other explicit tools	Translate knowledge across interacting groups. Focus on building trust, social networks and communities of practice

Figure 6- *Comparisons between data, possession and practice* (After Newell & al. 2009)

This chart presents comparisons between data, possession and practice. Together they lay the foundation for the theoretical standpoint of this dissertation.

2.3 Organisational Learning

Organisational knowledge and learning can be defined by the organisations ability to apply a learned set of norms, shared understandings, and practices that includes different actors and artefacts who produce valued outcomes within a specific social and organisational context (Newell, et al, 2009; Ahmad, H and Min, A, 2008).

Exploring organisational knowledge is about analysing how groups of actors develop more or less shared beliefs, behaviours and routines that help shape an organisation´s capabilities (Newell, et al, 2009; Bresnen, et al, 2003). Organisational knowledge can be reflected in what people say, what they do, or in the technologies, routines and systems they are using.

While discussing organisational learning, it is important to discuss the origins of knowledge as it underlies assumptions concerning what knowledge really is. If knowledge is something people have (epistemology of possession) or if it is something that people do (epistemology of practice), highly affects the tactics, strategies, and analytical tools that should be applied when attempting to more effectively manage knowledge (Newell, et al, 2009).

2.4 Knowledge management

In this thesis, it is also of importance to discuss and define knowledge management, as knowledge management is helping organisations to strategically work with their knowledge in order to make it an organisational resource. By doing so, it is possible to improve competitiveness and innovation (Newell, et al, 2009; Ahmad, HS and An, M, 2008; Kamara, J. M., et al. 2002).

According to APM BoK (2012), knowledge management is defined as:

"Knowledge management is the systematic management of information and learning. It turns personal information and experience into collective knowledge that can be widely shared throughout an organisation and a profession." (APM BoK, 2012).

This means that knowledge management consists of explicit strategies, tools and practices that are applied by the management, who seek to make knowledge a resource for the organisation (APM BoK, 2012). Organisations need to capture their knowledge and experience, and use that in order to optimise their usefulness in order to be better equipped for problem solving and decision-making (APM BoK, 2012; Bresnen, et al, 2003).

As mentioned in section 2.3, depending on the view of knowledge; if it is something that is a personal property (knowledge as possession) or if it is something that is constructed through social interactions (knowledge as practice), it has implications for the knowledge management system (Newell, et al, 2009). In fact, the perspective has a profound influence on the tactics, strategies and analytical tools that should be used. If the organisation believes that knowledge is something that is possessed, then the major challenge for the knowledge management system is to free knowledge from the individual and make it to a widely available organisational resource by example capturing and transferring this knowledge into a IT-system or writing it down as explicit guidelines. But if the organisation believes that knowledge is something that is shared through practice, then the main challenge becomes to provide an enabling context in where people are able to do things differently and by that learn and develop new knowledge.

2.4.1 Knowledge management according to epistemology of possession

As knowledge according to the epistemology of possession view knowledge as something people have in their minds, and that can be developed, applied and used to improve effectiveness in the organisation, focus should lay on identifying different types and forms of knowledge that people possess (Newell, et al, 2009). In order to describe how to work with knowledge it is beneficial to refer to the "knowledge triangle" in section 2.1.1. Following this triangle and the two steps for knowledge, organisations must as an initial step manage data and information, and thereafter collect, store and distribute this to knowledge.

From a knowledge management perspective this means that organisations should work with knowledge by identifying important tacit knowledge that is available within the organisation, make it explicit, and thereafter tacit again to other individuals (Newell, et al, 2009). One approach of working with this is to follow different frameworks that might help organisations to understand what knowledge could be used further in knowledge work (Newell, et al, 2009; Nonaka, I, 1991). In the field of knowledge management and organisational learning, there are three different frameworks that are well recognized for their purpose and importance, and they are: Nonakas SECI model, Spenders framework, and Blacklers Framework.

Nonaka:s SECI model concerns how tacit knowledge (the knowledge people got due to their personal experiences) can be transferred or converted into new, explicit knowledge (knowledge that can be directly expressed and written down) to other individuals, without demanding them having the same experiences. In Nonaka´s SECI model, knowledge is created in a spiral like a process of interaction between different types of knowledge in different processes (Newell, et al, 2009; Nonaka, I, 1991). These processes are: socialization (tacit to tacit), externalisation (tacit to explicit), combination (explicit to explicit), and internalization (explicit to tacit).
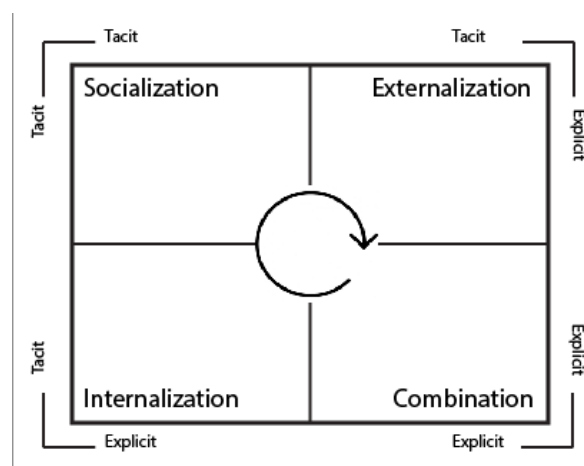
Figure 7- *Nonaka: s SECI Model* (after Nonaka, I, 1991).

The process of socialization is about transferring tacit to other tacit knowledge, and could for example concern face- to- face communication and knowledge interactions through experiences (Nonaka, I and Takeuchi, H, 1995). Meetings and brainstorming are both common organisational activities for succeeding with this.

The process of externalisation is about transforming tacit to explicit knowledge, and is about articulating knowledge (Nonaka, I and Takeuchi, H, 1995). This is mainly done by publishing, like for example written documents, pictures and manuals. When tacit knowledge becomes explicit, it is possible to share it with others in the organisation, and it becomes a foundation for new knowledge.

The process of combination is about transferring explicit to another type of explicit knowledge (Nonaka, I and Takeuchi, H, 1995). This means combining different types of explicit knowledge by organizing and integrating it. For organisations, this is often done with the support of different it-systems that supports the collection and storing of knowledge.

The process of internalization is about transforming explicit to new tacit knowledge, and concerns the application and receiving of knowledge by an individual (Nonaka, I and Takeuchi, H, 1995). It is also about reflections, both on an individual and organisational level. Organisational activities for this are often "learning by doing" related work. After the process of internalization, the knowledge creation process continues, but at a new level, in another spiralling process.

One preconception for this model to work for knowledge creation in organisations is that it must be an enabling context for individuals to share and create knowledge (Newell, et al, 2009; Nonaka, I, 1991). This as Nonaka believes that organisational knowledge creation is steamed from the individual. An enabling context means that it should be a shared place for emerging relationships.

Spender's framework is similar to the SECI model in the way that it also focuses on the understanding of where the organisational knowledge originates and what activities that are required (Newell, et al, 2009). But in addition to the SECI model, Spender´s framework also presents the issue concerning on where the knowledge resides, which means that is also focuses on the ontology. Spender's framework present tacit and explicit knowledge, but also makes a distinction between individuals own knowledge and collective knowledge, meaning that Spender claims that there are four different types of knowledge: conscious, automatic, objectified, and collective. According to Spender, organisational knowledge is created through interactions between all four types of knowledge.
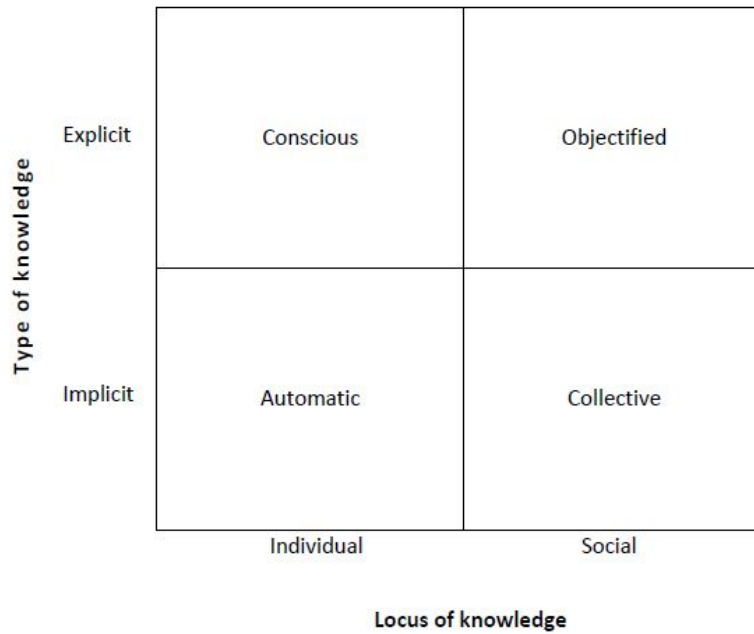
Figure 8- *Spender's framework* (after Newell, et al, 2009).

In Spender´s framework, conscious is equal to individual and explicit knowledge, Automatic is about individual implicit, objectified concerns social explicit, and collective are about social implicit (Newell, et al, 2009). This means that Spender argue that social knowledge can exist beyond the individual, which is an important additional point in his framework. One illustrating example on this is the culture of an organisation, which is a social type of knowledge that actually survives even if new members are attached. Embedded in an organisational context, Spender argues that it is the collective type of knowledge that is the most valuable for organisations. This as collective knowledge is a type of knowledge that other firms will have difficult to understand and imitate. The collective knowledge becomes a firm´s "core competencies".

Blacker´s framework is distinguished from Nonakas and Spender's frameworks since it presents five different types of knowledge: embrained, embodied, encultured, embedded and encoded (Newell, et al, 2009). Blacker and Spender are both arguing for knowledge to exist either at an individual level and a collective level. The difference is that Blacker argues that each and one of these knowledge types can be more or less explicit. Additionally, he also highlights that different types of knowledge have different levels of domination in different organisations.

Emphasis on collective endeavour	**Knowledge-Routinized Organisations:** *Knowledge embedded in technologies, rules and procedures.* Hierarchical division of labour and control. Low skill requirements. *Example:* "Machine Bureaucracy" Such as a McDonalds.	**Communication-intensive Organisations:** *Encultured knowledge and collective understanding.* Communication and collaboration the key processes. Empowerment through integration. *Example:* "Adhocracy" such as a large management consultancy.
Emphasis on contributions of individuals	**Expert-Dependent Organisations:** *Embodied competencies of key members.* Performande of individual specialist experts is crucial. Status and power from professional reputation & qualifications. *Example:* "Professional Bureaucracy" such as a hospital.	**Symbolic-Analyst-Dependent Organisations:** *Embrained skills of key members.* Entrepreneurial problem solving. Status and power from creative achievements. *Example:* "Knowledge-intensive-firm" such as a science-based, high tech firm.
	Focus on familiar problems	Focus on novel problems

Figure 9- *Blacker's framework* (after Newell, et al, 2009).

In the model, different examples on knowledge creation are presented.

What all of these frameworks have in common is that they believe that knowledge is something that individuals can transform from different types of knowledge and by that be accessible in organisations. Knowledge according to the epistemology of possession can therefore be captured, expressed and written down. Therefore it is possible and useful for organisations to use computer systems and similar to support their knowledge work.

2.4.2 Knowledge management according to epistemology of practice

According to this perspective, knowledge is created and embedded in culture and by people spending time together and do things in interactions (Newell, et al, 2009) The epistemology of practice therefore stresses the importance for organisations to have processes and enable contexts that support knowledge work. Focus should lie on connecting different social groups and interests, identities and perspectives to work together in order to accomplish specific tasks or purposes.

Organisational knowledge work is about sharing, translating and legitimating knowledge among groups of people who are interacting (Bresnen, et al, 2003).

To succeed with knowledge management, it requires social networks and trust. First then, it is possible to transform practice and transversing boundaries of practice (to use objects and creating groups who share knowledge).

One strategy to succeed with this is for organisations to use "Communities of practice"(Newell, et al, 2009). As the name indicates, communities of practice consist of people who engage in a process of collective learning in a shared domain of human endeavour, which is exactly aligned to the practice perspectives way of working with knowledge.

Wenger (2011) defines Communities of practice as:

"Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly."

The community of practice methodology could for example concern knowledge tools as mentoring, trainees, apprenticeships, knowledge brokers, boundary objects, making things "fix", and creation of a knowledge community (Wenger, 2011) By using these types of groups/ tools, it is possible to improve the organisational performance and increase the level of knowledge. Communities of practice are useful for a number of organisational activities; for problem solving, information requests, seeking experiences, reusing assets, coordination and synergy, discussing developments, documentation of projects, and mapping knowledge and by that identify knowledge gaps.

In order to be defined as a community of practice, there must be a domain, a community, and a practice in place (Wenger, 2011).

2.5 Organisational culture and knowledge management

In addition to knowledge management, organisational culture has also been identified as significant for organisations competitive advantage (Al S. and Said A., 2015). This as the organisational culture is crucial to an organisations definition and execution of its business strategy (Al S. and Said A., 2015). The culture is also considered to be a critical factor in building and reinforcing knowledge creation and knowledge management in organisations (Rai RK, 2011). This as it impacts how members learn, acquire, and share knowledge. The environment plays a critical role in the creation, translation and transfer of knowledge in organisations as it facilitates the interactions with communication and experimentation.

Robbin (2004) defines organisational culture as:

"Complex entity of values, beliefs, behaviour norms, meanings and practices shared by personnel within an establishment."

Organisational culture is extremely multifaceted (Al S. and Said A., 2015). To assess an organisations culture it is beneficial to analyse the conceptual levels of artefacts, supported beliefs and values, and underlying assumptions. Artefacts are characterised as visible expressions of culture, which means structures, practices and processes, dress code, technology, rituals and similar. The artefacts comprise the visible components of the organisation, which are clear for an individual unfamiliar with the organisation. This means that individuals within an organisation perform certain types of behaviour, but might not be conscious about it. Beliefs and values are deeper contextualized than the visible artefacts, and is the approach the organisation has on favouring creativity, problem solving and collaboration with others.

Underlying assumptions are the deepest layer of organisational culture, and constitutes of unconscious elements as preconceptions, thought and feelings. These are extremely difficult to change.

The culture also affects the behaviour towards knowledge sharing since the culture constitutes the context where social interactions takes place and establish how knowledge later will be used. It also shapes the process where new knowledge is created and transferred within organisations.

In addition the culture affects the structure, information technology support and language within the organisation. High levels of centralisation might lead to decreased learning, while more centralised organisations stimulate creation of new knowledge. The information technology constitutes a major role in knowledge creation as it engages people in learning, and supports collective interactions. It also impacts the approach towards maintaining information. The language also plays a significant role since knowledge travels through language. Conversations become foundations for knowledge creation, and constant conversations in the daily work constantly create new tacit and explicit knowledge.

All these different types of culture dimensions impact the preconceptions for knowledge and learning for knowledge management. It is therefore crucial that organisations creates a culture that values the sharing of ideas, that considers the social context where knowledge learning and sharing occurs, and encourages and supports knowledge management initiatives in order to succeed with knowledge management.

2.6 Knowledge management benefits and barriers

For today's organisations, knowledge management have become a crucial preconception for achieving improved performance, competitive advantage, innovation, lessons learnt and knowledge transfer (between projects, from projects to the larger organisation), and other, more routine- based development of collaborative practices (Newell, et al, 2009; (APM, 200; Ahmad, HS and A, M, 2008; Kamara, J. M., et al. 2002) It is also a common problem that organisations struggle with knowledge and learning, and knowledge management is one way of approaching and dealing with these problems.

The many benefits with conducting knowledge management is also well known among today's organisations, but even so, people are aware of that there is a common phenomenon that a lot of knowledge is not efficiently captured and used. The question that remains then is why they are struggling and the real issues behind these problems. If these problems are analysed in a strategic way with the aim to identify the root cause, it will be possible to develop systems adjusted after the special needs for the organisation and by that benefits can eventually be reached (APM, 2006).

Newell, et al. (2009) argues that attempts of managing knowledge often fail in organisations. They further argue that some put too much focus on generically applicable tools/ or methods for transferring information, and forgets to consider the social and cultural aspects. Others tend to forget the initial purpose of handling knowledge, if it is for improving the efficiency of activities, or if it is for increasing innovation. Newell, et al also mentions that some organisations fail due to the fact that they focus on sharing knowledge between certain groups, but simultaneously forget other groups (Newell, et al, 2009).

The APM BoK views knowledge as a possession standpoint, and states that knowledge management faces two key challenges: firstly, knowledge is difficult to capture; and secondly, it is difficult to motivate employees to search for and use existing knowledge (APM, 2006). The APM BoK also discuss that a common view amongst people in organisations is that they believe knowledge management is time-consuming and therefore distracts from original tasks. They argue further that this mind-set becomes a major challenge for knowledge management, and in order to

overcome this problem the organisational governance must install procedures on how to deal with this, e.g. embedded in the professional role and as a part of their daily work (APM, 2006, Carlile, 2004). The organisational learning must become a routine based activity for all parties involved and the governance must install procedures that assure that this is happening.

Terzieva (2014) argues that these problems with knowledge management have arisen because the concept and dynamics of knowledge have exceeded both our theoretical and managerial frameworks, which leads to a disparity between what results employees can expect by using knowledge management and what it can ultimately deliver. The main reason to this is that several approaches exist on how to handle knowledge management and what they offer varies. Sometimes, they are even incompatible. One approach to knowledge management is to focus on how to capture, store and transfer knowledge, while other approaches emphasize the need of social interaction in translating knowledge before it can be shared.

To overcome this issue, knowledge frameworks are commonly used (Terzieva, 2014). The frameworks help the members of the organisation to better understand different knowledge management approaches and their collective value by focusing on the challenge of sharing knowledge across boundaries.

Based on this background information, it is of importance to analyse what type of knowledge management approach the company has in place, how well the governance structure supports knowledge management, and what the people who are involved think of the knowledge management principles and how well they adapt to it. After this analyse, it is possible to look at the feasibility of transferring such a knowledge management framework to international markets.

2.7 List of challenges for knowledge work

As discussed in this chapter about knowledge, there are a lot of challenges when organisations are trying to work with knowledge and learning. Below, the main challenges are summarized in a list.

Challenges:

- Time pressure

- Project organisation (temporary, and matrix organisation)

- Disparity between project locations

- Difficult to capture and store knowledge

- Difficult to motivate people to search for already existing knowledge

- Difficult to create enabling contexts for knowledge sharing

- Difficult to get people to share tacit knowledge

- Individualistic work

- Difficult to transfer knowledge and learning from project to wider - organisation and to other projects

- Difficult to learn from project to project – reinvents the wheel

On the basis of this chapter, there are three understandings of knowledge. First: knowledge based on information and data, second: knowledge due to processes and how things are done, and third: knowledge based on the culture.

In addition, different barriers that might occur while working with knowledge have been presented. This information will be used while analysing how Stadium works with their knowledge and when investigating how they conduct their work. This will be discussed in the analysis where the feasibility of continuing working in the same way while expanding into new international markets will be analysed.

3 Research Methodology

This chapter presents and discusses the research methodology chosen for this thesis.

First, the chosen research epistemology is presented, followed by research design, development of theoretical framework, data collection, data analysis, method limitations, reliability and validity issues, and lastly present ethical considerations.

The decision of what type of research methodology to apply is highly depending on the research question and what it is attempting to find out. Secondly, the availability of data should be considered (Jha, 2008). When investigating and analysing organisational knowledge and knowledge work, there is inevitably a unique setting based on the specific company. Therefore, it requires closeness to the setting and that focus lies on the personal experiences involved (Meglio & Risberg, 2010). In additon to this, knowledge is a concept which intails different perspectives (Newell, et al, 2009) The most beneficial method to use to tackle this is an indepth study (Bryman, 2008). The research is built on a qualitative methodology, from an interpretevist perspective emedded in social constructionism in order to work with an abductive theory (Bryman, 2008; Jha, 2008). The qualitative data collection include interviews and participant observations.

This research attempts to investigate how knowledge and knowledge management can support the project process of establishing new stores when a company is trying to expand and encounter new international markets. The objective is to analyse the current situation, and to see how this can be improved.

3.1 Research epistemology

According to Bryman (2012) interpretivism is a social science paradigm that grasps for subjective meaning of social interactions. It believes that the study of the social world requires a research procedure that reflects the differences of humans against the natural order. This is closely aligned with phenomenology, which concerns how people make sense of their world. To approach the research from an interpretivist perspective means that the research focuses on people, their relations, and that the researcher by analysing this understands the underlying meaning (Bryman, 2012).

Social constructionism believes that social phenomenon and their meanings are constantly being accomplished by social actors (Bryman, 2012). They are of the opinion that all knowledge that exists is based on these interactions, and therefore also becomes the reality based upon human practices. This is something that is being constructed and developed embedded in a social context. According to constructionism, meaning is not created just by itself, it is something that needs to be constructed, and therefore it could be both objective and subjective at the same time (Crotty, 1998). According to constructionism material objects are in our surrounding meaningless, until humans construct a meaning around them by interactions (Bryman, 2012). A meaningful reality is a cause of constant process of people that interpret and reinterpret our world.

As the approach undertaken for this research is from an interpretevist perspective, it allows the researcher to use interviews and participant observations as methods for analysing how people work and behave and simultaneously interpret the way they are doing it. It is also consistent for the researcher to rely on that people make sense of

what they are doing.

3.1.1 Summarisation research epistemology

As the goal for this thesis is to explore and understand within a specific setting, the research is based on the following paradigm:

Ontology	Constructionism
Epistemology	Interpretivist
Method	Interviews and observations

3.2 Research design

The research design undertaken was highly related to the research question that attempts to investigate how Stadium works with knowledge and how this can be transferred into new markets. As an initial step, the research question was decided to be rather extensive and broad as the research undertaken has an abductive approach (Dubois and Gadde, 2002). This allows for theory and research to proceed in parallel in an iterative approach, which leads to that the research question will be more explicit and clear as more data is collected. This process will be more in- depth described in section 3.3.

During the research process the author has been located at the head-office of Stadium, and at one of Stadiums local offices in Gothenburg, Sweden. This was in order to conduct interview studies and participant observations and was mainly done at the beginning of the research. The purpose of doing so was to collect the necessary need of data to lay the foundation for the whole research. Thereafter, additional interviews were made to complement the existing data and to allow for more in-depth analysis as the abductive method is aiming for.

According to Bryman (2012), by conducting interviews studies the researcher can identify the more formal opinions or impressions of the respondent, and that participant observations can act as a complement to this by revealing how the people actually behave in various social contexts, which they might not always be conscious of.

3.3 Development of theoretical framework

As this research attempts to analyse how Stadium is working with knowledge and how this can be transferred into new markets, the most beneficial research method to use is systematic combining and to conduct an abductive research process. This as the method is dealing with single case research and focuses on development of theory (Dubois and Gadde, 2002). The abductive approach got implications for the theoretical framework, as it according to this method is developed and evolved simultaneous with empirical fieldwork, and case analysis. The researcher is constantly going back and forth from one type of research activity to another, between empirical observations and theory, and therefore is able to expand the understanding of both theory and practice. The theoretical framework is therefore an initial step based on articulated "preconceptions" and will over time be developed and changed due to

findings that the empirical fieldwork generate and after analysis and the researchers interpretations of that data (Dubois and Gadde, 2002).

This research is based on the different findings that interviews and participant observations at Stadium have generated, and as stated above, this is done in an iterative process. The more knowledge about the subject, the more precise the research question, and the more precise the theory. For this research, the process started with a question, based on theory about knowledge management frameworks, and followed by empirical data. The theory was then changed in order to better fit with the company and its needs. Thereafter, an iterative process of empirical data, theory, empirical data, theory, was initiated. This process is presented in the figure below.

T = Theory
R = Research
E = Empirical data
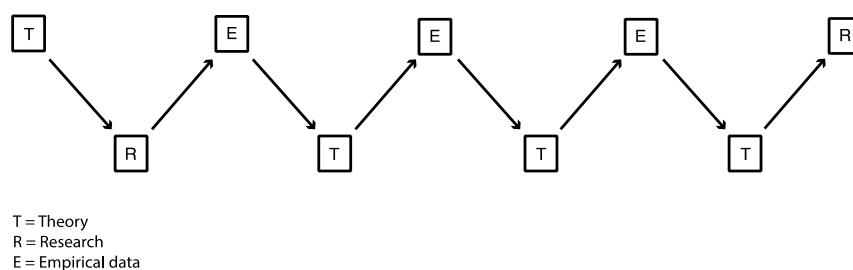
Figure 10, *Research process*, 2015

3.4 Data collection

This research attempts to align its method with its research purpose, which is to explore and understand a new situation. For doing this, observations and interviews are adequate tools (Bryman and Bell, 2011). This research was based on both, and more specifically, semi-structured interviews and participant observations. The semi-structured interviews were used to understand what the respondent thinks about the subject. The participant observations were used in order to identify how Stadium is actually working with their knowledge. To find the more formal aspects of Stadiums way of working with knowledge, their guidelines and intranet was analysed. With this approach it is possible to map the organisational knowledge patterns.

The respondents to the interviews were the project managers at Stadiums establishment department. This since their way of conducting their projects constitutes the core of this research. By following the project managers in their daily work, the researcher also conducted participant observations during meetings at the head-office at Stadium.

Additionally different tools, frameworks and guidelines that the project managers are working with were considered and analysed. The purpose of doing this was to collect as much knowledge about Stadium as possible.

3.4.1 Semi-structured interviews

Knowledge can be seen as a concept that can be viewed on from two different perspectives: knowledge as practice and knowledge as possession (Newell, et al, 2009). This means that people have different views concerning what knowledge really

is, which is crucial for the researcher to be aware of as it might affect the result of the interview study.

Semi- structured interviews are an intermediate between structured interviews and unstructured interviews (Bryman, 2012). The decision to hold semi-structured interviews was made as this method allows the researcher to have an interview schedule as support during the interview, but also as the method allows for follow-up questions and to vary the order of the questions. This is beneficial for the research as it is possible to more in-depth investigate how the respondents work with knowledge and by that collect considerable amounts of data about how knowledge management can support the project process of establishing new stores internationally. In addition to this, semi- structured interviews are also a sufficient method to ensure that all data required to answering the research question actually is collected (Bryman, 2012).

As a support for the interviews, interview schedules are used. An interview schedule is a document that contains the questions to be asked during the interview. For more information, see appendix 1 and 2.

Interviews were conducted separately with the project managers at the establishment department at Stadium. The purpose of holding interviews with them separately was to investigate their way of working with their projects and to reveal opinions about the work structure and beliefs on knowledge when establishing new stores. This means that the semi- structured interviews attempted to cover the conscious part over their way of working. The interviews were made in two sets. The first set of interviews was done to see how things are supposed to function, with the purpose to act as a formal guide for this research. The second set of interviews was more specific towards how things are actually done, and was more organisational for this research.

At a total, seven interviews were conducted for this research. The respondents are the project managers at the establishment department and their manager. All the interviews took approximately 90 minutes each.

All the interviews were conducted at a facility owned by Stadium, mainly at the head-office, but also at more local facilities towards their projects. In total, there were six interviews made with the project managers and all of them were recorded. Before undertaking interviews, the respondents were informed about the purpose and the principles concerning the research. Before conducting the interviews, a pilot interview was made as Bryman (2008) argue this is a sufficient way of ensuring the quality of the interviews. By doing so potential weaknesses can be identified.

3.4.2 Participant observations

As a part of the abductive research method and the systematic combining approach, participant observations were also conducted. Participant observations mean that the researcher in the case study goes out and evolves with the context where the research is undertaken (Bryman, 2012). The main purpose of doing so is to investigate what the project managers were doing and how, and by that uncovering the more unconscious parts of knowledge. By doing so, the researcher can see if there is any additional information that could be added to the results of the interviews.

Participant observations were conducted at the establishment department at the head office, and with the project managers when working at their current project/ store. Approximately, the participant observations have taken three weeks at a total. The situations that have been observed have entailed all the daily operations that the

project managers do, for instance meetings with contractors/ suppliers, breaks, lunch, problem solving, and own planning and similar. The purpose of analysing all these situations was to be able to grasp the whole context of how Stadium works with their knowledge. It would not be sufficient to just observe the project managers on their own, instead it also important to see how they are working on the field, and consider how they communicate, how they share knowledge, how they solve problems, and similar situations.

During the observations, in addition to the project managers and their manager, other actors were also observed. Suppliers, store managers, security managers and other employees at the head office were contributing to the findings of the research in the observations.

3.4.3 Sampling

As this research attempted to identify how Stadium work with knowledge, and the potential of conducting the same type of work processes and routines when expanding and entering unknown markets, the research was based on a case study at the establishment department at Stadium. The interviewees are therefore the project managers who work there and the sampling are therefore based on their role in the organisation.

3.4.4 Respondent validation

In order to ensure that all the data the interviews generated was correctly interpreted and supported by the respondents, the interviews will be subjects for respondent validation. This process means that the researcher present the findings/ results to the respondents (Bryman, 2012). All the data generated that will be used in the report will therefore be sent to the respondents in order to get their approval first. Besides ensuring the quality of the research, this process will also increase the internal validity for the study. This is accountable for both interviews and observations.

3.4.5 Supportive data

In order to grasp the whole context regarding how Stadium work with knowledge, and the feasibility of conducting the same type of work when expanding into new international markets, it is needed to search for supportive data beyond the participant observations and interview studies.

For this research, the supportive data have consisted of different tools, frameworks and guidelines that the project managers were working with along with their intranet- "Files". The intranet constitutes of a common map structure that contains the guidelines "Bygg PM", and "Projektet A-Ö".

The purpose of using this material was to collect as much knowledge about the Stadium as possible.

It should also be stated that informal talk consists of necessary preconceptions for grasping the more informal parts of knowledge management.

3.5 Data analysis

In the abuctive method/ the systematic combining approach, the analysis of the data begin in an early stage of the research process and is thereafter conducted in parallel

with the development of the theoretical framework and the collection of data (Dubois and Gadde, 2002). The interviews and participant observations were all analysed separately immediately after being conducted, but also later on in the research process, together with the other data.

The data analyses were based on transcriptions or summarizations of the empirical data that the interviews and participant observations generated. As a support for ensuring the validity of the study, the interviews were recorded. After the collection of empirical data the process of analysing the material was initiated, and one after one the interviews were analysed and divided into different knowledge- themes based on different perspectives of knowledge. This was done in an excel sheet (appendix 3).

The knowledge perspectives are: knowledge as practice and knowledge as a process. The themes were: knowledge management, as the information aspect of knowledge management, tacit/ explicit, as more of the tasks Stadium were doing, and practice, as the informal way of Stadium of working. By categorizing the data into these themes, it was possible to map the whole concept of knowledge at Stadium. In the figure below, you can see an extract from the excel sheet in appendix 3.

Knowledge Management	Tacit/ Explicit	Practice
Unclear where to find information	Open/ establish stores	Friends
Work with similar types of jobs - do it differently	Order Materials	Hugs
People don't know where to find information	Coordinates	Jokes

Figure 11, *Extract from the excel sheet*, 2015.

First thereafter it was possible to conduct an analysis of knowledge work and the feasibility of continuing doing the same when entering new international markets.

As the abductive method and the interpretivist perspective implies, the empirical data have been used together with other available data in order to make sense of what has been said and expressed during the interviews and the participant observations. It will not be possible to assess to what extent the findings and what is said is actually true, but even so, the interpretivist perspective argues that it is the experiences and impressions of the respondents that is of interest and that is where focus will lie.

3.6 Method limitations

This research is based on a case study that entails both interview studies and participant observations. This is something Bryman and Bell (2011) stress as beneficial since using these two methods together will minimize the issue with construct validity.

The sampling method was based on a convenient level as common when conducting participant observations (Bryman and Bell, 2011). The sampling for the participant observation entailed all employees at the establishment department, the top management, and the company's main contractors when they establish new stores. For the interview studies, the sampling was entirely based on the establishment department, which resulted in four respondents.

As the researcher has been working as a sales person at the company for several years, there will be a tension with objectivity. This can eventually result in some bias and

that the researcher becomes native to the organisation and blind the inherent issues (Bryman, 2012). To handle this issue Guba and Lincons criteria's for trustworthiness will be assessed. For more information, see section 3.7.

The collection of empirical data is mainly based on the interviews and observations. Some documentations has been used as support, but it should be stated that this documentation has been very limited, due to the project managers are working based on their tacit knowledge, and according to oral interactions/ agreements.

3.7 Reliability and validity of the study

For this research, Guba and Lincons criteria's for trustworthiness and authenticity will be used. These criteria's are a way of assessing how good a qualitative research is. The criteria's are the following: credibility, transferability, dependability, and conformability (Bryman, 2012). By following these, it is possible to ensure an acceptable level of quality for this research thus making sure it is conducted in good faith.

3.7.1 Credibility

Credibility is about ensuring that the research is conducted in line with good practice and that the submitted research findings of the social world actually is correct and has strong internal validity (Bryman, 2012). For handling this issue the researcher conducted respondent validation. By doing so, it was possible to ensure that the research reached a high degree of compliance between findings and theoretical ideas that were developed.

3.7.2 Transferability

Transferability is a way of ensuring that the qualitative study, which often is carried out with the help of a small sample, actually is possible to transfer out from that context into a new setting (Bryman, 2012). It concerns the possibility to scale up the findings. For this criterion there will be rather limited results, mainly as this research is based on a case study and is context dependent. The result will not be transferrable to different organisations, but it will be transferable within the organisation.

3.7.3 Dependability

Dependability is about reliability for the study and is about ensuring that complete records and notes are held at all the different processes when conducting research. This should be done in an accessible manner (Bryman, 2012). In this research, this was ensured by a report log, which also served as a foundation for a peer review. That will make it possible for other peers to conduct a review and thereby assess the degree to which the conclusions can be evaluated and justified.

3.7.4 Conformability

Conformability is concerned about making sure that personal values and beliefs of the researcher are not translated into the research findings (Bryman, 2012). This since it is not possible to conduct qualitative research entirely objective. In order to handle this issue in the research process, respondent validation will be used as a tool for counteracting all such influences.

3.7.5 Ethical considerations

When conducting this research there were two types of ethical considerations/ dilemmas that needed to be highlighted. During the research process, it was inevitable to not put notice on confidential material. To handle this issue, a confidentially agreement was conducted. In order to prevent ethical issues, the people involved in the research were informed about that they were a part of the research and why. In addition, they were informed about the objectives and limitations with this research. In both the participant observation and the interview study, the research process was treated with confidentiality.

4 Empirical data

In order to organise the empirical findings that the participant observations and interview studies generated, the empirical data will be structured as a process line over how the establishment department should conduct their work. This chapter will therefore present how the projects are developed and how the establishment department operate.

The findings are mainly from the project managers as they are the focus of this research. In the following chapters, they are called for Project manager A, Project manager B, and Project manager C.

4.1 Work and process description

Refer to section 1.1 - 1.3 for general information concerning Stadium and the establishment department.

The establishment department at Stadium is responsible for the establishment of new Stadium stores, refurbishment of already existing stores, and closing stores that are not profitable. This is done at all of the Scandinavian markets that Stadium currently is operating in: Sweden, Finland and Denmark.

The way that the Stadium stores are built up on is based on a concept. This concept states how the Stadium stores are supposed to look like, and what impression it will give the future customers. This means that the Stadium stores are supposed to look more or less the same, no matter the location. "The customers are supposed to know Stadium" - project manager A. In order to ensure this, the project managers are supposed to use the building PM: s.

This work is project based, and there are three project managers who are responsible for the steering, coordination and control over these processes. By doing so, they secure the concept of Stadium when conducting new constructions and refurbishments. Internally this is called "Projektet A-Ö", translated to: "conducting project from A-Z", since it covers the whole spectra of a project - from initiation to delivery and closure. In order to support this process, the project managers have two tools and guidelines in place. These are called "Projektet A-Ö" and "Bygg PM".

Checklista A-Ö
Reviderad 8 maj 2014

Butik: Land:
Öppningsdatum: Projektledare:

PL: Projektledare
VM: Visual Merch
CM: Contract Manager
EM: Expansion Manager
EK: Expansion Kordinator

		Ansv	Svar	Klar
A	Genomgång av avtalssförslag. Kommentarer till Contract Manager. Lokalen skall ses innan kommentarer lämnas			
	Var noga med dolda fel, t.ex fukt i golv mm. Vid behov kontaktas extern besiktningsman	PL	CM	
	Projektledare och Visual merch granskar ritning.	PL	CM	
B	Läsa igenom påskrivet hyresavtal, scannas och sparas i projektmappen i files.	PL		
C	Upprätta en preliminär tidplanering.	PL	EM	
D	Nedanstående punkter skickas till FÄ inför första byggmötet.	PL		

Figure 12, *"Projektet A-Ö"*, 2015.

"Projektet A-Ö" presents all tasks that need to be done in order to succeed with a project. This guideline contains information about what tasks to do, but not how to execute the tasks. As can be seen in the figure above, the guideline is in a word format. When a task is executed, the box on the right side is supposed to be marked by the project manager. In order to do that, the project manager need to print the document, mark it and thereafter scan it and thereby save a new version.

6. Lager

Golv
- Golv läggs med golvplatta avsedd för lagermiljö, målas med epoxi i grå kulör
- Fukt i platta, dilfogar och täckning lika butik.
- Nödutmarkering i golv målas eller tejpas.
- Stadiums golvplatta i skolagret
- Sockel 40mm.

Väggar
- Konstruktion lika väggar i butik (plyfa + gips)
- Släta som målas NCS 0502Y
- Utsatta väggar utrustas med marinplyfa enligt Stadium.

Tak
- Målas NCS 0502Y
- Samtliga installationer skall monteras dikt tak och anpassas efter Stadiums lagerinredningslayout.
- Inget undertak i lagret.

Figure 13, *extract from a "Bygg PM"(Building memorandum),* 2015.

The "Bygg PM: s" are more precise than "Projektet A-Ö", and contains information regarding the Stadium concept during different building processes, and the different demands Stadium have. "Bygg PM" could for example concern how Stadium wants to build a door and its functions according to their concept. In addition to this, Project Manager B has made own guidelines with more explicit information about how different processes should be conducted, what they need to use and supplementary information that helps to steer the work. These guidelines are mainly based on own experiences from collaboration with various suppliers during the recent years. "I have taken the things I felt was useful" – project manager B.

The establishment department works with an intranet, called "Files". This intranet attempts to contain project related information that employees with access can reach (project managers, establishment manager, and top management at Stadium). The main purposes of this intranet is to ease the process of working with parallel projects, to control project status and to see what orders and purchases have been made.
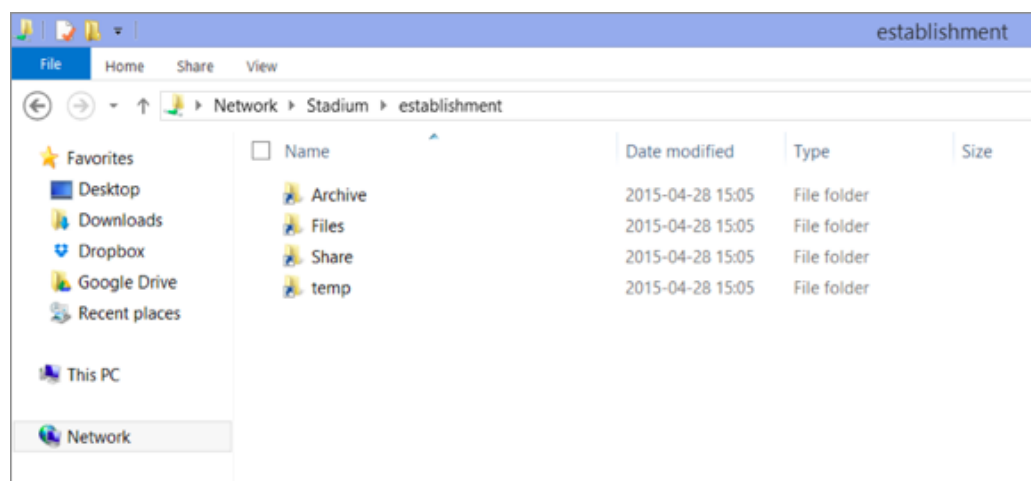
Figure 14, *Front page -Files*, 2015

The intranet Files is built up on a map structure. In Files, the project managers and their colleagues at the establishment department store project related information. In addition, the guidelines "Projektet A-Ö" and "Bygg PM" are stored here. The intranet Files is a basic IT environment, and all employees with access can work like they prefer, as it is possible to change the structure of the documents as preferred.

Stadium as a company has grown from having one store in Stockholm to having a large number of stores in Sweden, Denmark and Finland, and in a near future Germany. The people at the establishment department have grown with this, which means that they more or less only know the Stadium way of working. This is especially accountable for project manager A and C. Most of their knowledge concerning how to run their projects is learned through the mentality of "learning by doing", and only know this way. Project manager A has during the years at the establishment department run 77 projects, project manager B 12 and project manager C 32.

This affects much of the way of working with different tasks. Project manager B states for example that "the intranet is really basic, and does not really fulfil its purpose, which is to serve as support"- project manager B. The guidelines are for example based on own experiences and it is actually project manager A who has written them down ("Projektet A-Ö"). According to project manager B "some of the documents are there because Stadium believes it is good to have them, but they don't really know why they are good"- project manager B. This also results in several editions of the same documents, which make it really hard to work according to, as people don't know which edition is accurate. These documents and guidelines are not shared as they are updated or created, but they are accessible if one of the project managers searches for them, either physically at the head office or digitally, hidden in the intranet.

The project managers all run approximately six projects a year, and the duration vary depending on the project and its size. The projects and the work are done independently without any further collaboration from either the establishment manager or the other project managers. Instead, the project managers are by themselves responsible for delivering the projects according to money, time and quality constraints. They are therefore in charge of the structure of the work and decide what level of relationship to have with the store and its employees, and the suppliers/ contractors. What is important is that the delivery of the project becomes successful in terms of the constraints. This leads to the project managers being relatively free, and having rather much freedom for taking the own decisions when negotiating with suppliers. The project managers can take strategic decisions and own assessments concerning their projects in terms of cost and time based on their "gut feeling". In more extreme cases, if the price is high, then they need to take advice from the manager at the department, but otherwise the project manager has the mandate. One example of this is project manager B who found out that the one of the refurbishment stores needed improved security on their doors. The project manager negotiated with the supplier who recommended changing all the doors in the store, approximately 15. Then Project manager B was able to authorize that change without asking for permission, even if it leads to a significantly increased cost.

While running these projects, the amount of work is told to be rather high resulting in that the project managers work significantly more than a regular 40-hour week- Project manager C.

When the project managers communicate with each other they mainly use e-mail, which stands for approximately 90 per cent of the total communication. In addition, phone calls and meetings are used. When communicating, the project managers mainly discuss different issues that have arisen which they need help with to solve.

Meetings are held two times a year at the Establishment department. The purpose of these meetings is to discuss how the projects proceed, results over previous work, and new strategic initiatives.

The establishment department and the project managers work according to the philosophy "learning by doing" and much work is done in the same way as it always has been. This means that they work a lot according to their gut feeling and act based on previous experiences. Project manager A expresses it like "sometimes it becomes successful, but sometimes costly. But that is ok, it is the Stadium way". According to the project managers and the establishment manager, this results in a work that not consciously entails awareness of knowledge work, and a lot of learning from previous projects are therefore gone missing.

When a project manager conducts a project from A-Ö, they are responsible for a large number of different tasks. It could for example concern creating time plans, make different judgements over different tasks and decisions, and make a risk analysis for each project they are running. In parallel, the work also consists of a lot of collaboration and negotiating with suppliers, craftsmen's, and landlords. "This is something we need to do more or less throughout the whole project, from initiation until project delivery and closure"- project manager B.

Collaboration with suppliers and craftsmen's is often held when an issue or a problem has occurred that the project manager needs help with. The collaboration is often not

with all suppliers; instead it is done one by one, and more specific with the supplier that has responsibility over the specific task. Project manager B for example, had an issue with the security lock at one of the doors at one of the establishment projects in Gothenburg. Then the project manager asked the supplier to come and discuss the best way to solve the problem.

On a more detailed and daily basis, the project managers have several smaller tasks. These are for example to order materials, to coordinate work and tasks for suppliers and craftsmen (mostly order of priority/ process steering), to collect information, to plan and conduct meetings to take care of bids, and to make budgets.

As stated in section 1.1.5, the project managers at the establishment department are divided into different geographical areas. Project Manager A is responsible for the upper half of Sweden and Germany, Project Manager B is responsible for lower half of Sweden and Denmark, and Project Manager C is responsible for Finland.
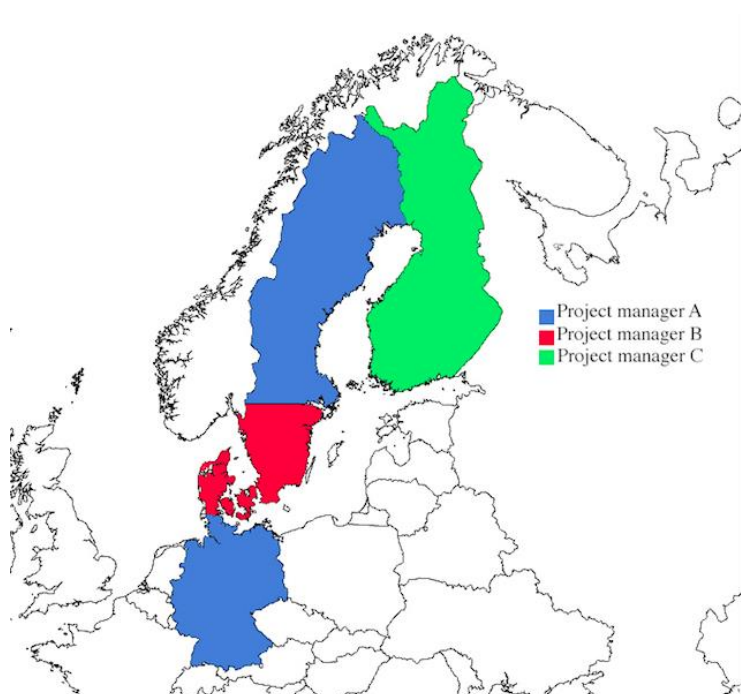
Figure 15, *distribution of work – Stadium AB*, 2015.

This division is mainly done with the purpose of easing the project process by limiting the distances between the stores. But even so, the project managers need to conduct a lot of travels and this mainly between the stores i.e. their projects, and occasionally to the head office. "During a normal work week, I spend approximately 20 hours of travelling" – project manager B. How long the project manager is located at the project site is based on the need of the project and its status. Sometimes the project manager stays at one location for a day, sometimes a week. This varies a lot and in the end of the project, the project manager tends to stay for longer durations. If required, the project manager can stay at a hotel nearby the project location.

In order to keep the project on track, all the project managers conducts upstart meetings with all the suppliers at the store on a weekly basis, often during the Mondays. The organisational culture at the establishment department and Stadiums

head office could easily be described as open and friendly. The involved people are friends, and know each other rather well. There is no explicit dress code, and there is an informal language. The environment is relaxed.

This culture and way of behaving is also transferred into meetings and other joint appointments between project managers and contractors and suppliers. The culture here is also informal, and highly friendly with hugs and jokes. When it comes to contractors and suppliers, Stadium use the same as they always have done for all of their projects. This is due that Stadium has grown in an informal way, and have used friends along this journey. During recent years, this is seen to be convenient since they know the Stadium concept.

During work processes, the project managers listen a lot to their suppliers as a strategy. If a problem occurs or of if a decision needs to be taken where the project managers feel insecure, then they commonly ask their suppliers for advice. This since they are the ones with the expertise knowledge while the project manager has a more holistic view, and steers the work in the project. Project manager A lifts up an example concerning this: when we were mounting the floor at the Store in Värnamo, then the plan was to put new floor on the old one, but then the supplier argued that the floor might be too thick. This resulted in the project manager and the supplier agreed on removing all floor and mount entirely new floor afterwards.

The culture is collaborative, and they support each other, there is not much prestige involved in the work processes. "I always ask if there is something I don't know, I am completely prestige less" – project manager B. Many of the decisions taken are verbally conducted. This means that many of them are rarely written down in contracts or similar. The system is highly trust based. This can be seen from meetings and similar, when suppliers are participating and they jointly reach a decision, often are no contracts written simultaneously.

There are also moments when this relaxed culture and way of working have negative impacts, for example the suppliers occasionally arrive late to meetings, which later on is not that formal and structured. Also, comments like "is this time plan really accurate? Can I trust it?" occur- Project manager B.

During the empirical data collection it has come clear that much of the new knowledge concerning how to perform a certain tasks is only communicated with for example one of the project managers, and the others are left out. It has also come clear that sometimes when they do not reach a definite conclusion, they tend to put things on hold, mostly due to hesitation. Moments when different issues are made to a joke have also occurred a few times.

As already stated, when working with suppliers and contractors who are based on informal networks, project manager A, B and C say they prefer to act "street smart", and by that getting people on board with them during project processes. One example of this is that all project managers asks the store manager to join them in the start-up process of the projects, and allows them to come with suggestions concerning how they would prefer the store to look when finished. The store manager can here discuss opinions concerning where different departments should be located, doors, cashiers etc. But even so, the final decision is up to the responsible project manager.

As a new strategic initiative, Stadium is currently aiming at expanding and entering new markets outside of Scandinavia and establishing stores for the German market. The responsible for this is Project Manager A, who alone will conduct all these

projects and new openings. There will be a rather offensive entrance and as Stadiums goal is to open four new stores during the following years. As a strategic decision, Stadium will start to expand by entering the city of Hamburg. "This since it is rather close to Sweden in terms of distance, and that since the market is considered to be rather strong"- Manager establishment department. Depending on the result, Stadium will decide whether or not to open additional stores.

When opening the new store in Hamburg, Germany, Stadium will conduct the same type of project processes as they do today. Even if Stadium has decided to have English as a concern language, this is not followed. The knowledge of English is told to be on an accepted level, but information, intranet, guidelines and etc. is not yet on English as they are supposed to be. The knowledge of the German language is very limited within the organisation. In fact, there is no one at the establishment department who actually speaks German. This might challenge the work, as it will be much harder to communicate between different actors within the project, and to contractors and suppliers as well. For example, the rules and regulations are not the same in Germany as in Sweden.

The guidelines: "Projektet A-Ö" and "Bygg PM", are both in Swedish and follows the regulations and work routines that need to be done in Sweden according to this context. There are no regulations on place concerning how to run a project in Germany. There is also an issue that suppliers and contractors located in Germany have limited skills in the English language.

The general approach towards the entering at the German market is the same as when they are opening a new store in Sweden, it is "learning by doing". But even so, in order to be able to establish on the German market, the project manager has recruited a German architect firm, Idea in Hamburg. Through this firm's competence, Stadium can grasp local knowledge concerning how to run these types of businesses in Germany. The architect firm knows whom to contract and who to establish working relationships with. They will try to use firms that are good in English, even if their price might be higher than other firms, who they rather would have hired if the language wasn´t an issue. Thereafter they will try to use the same approach towards suppliers and contractors as they do in Sweden. Eventually, they will stop using the architect firm, and steer the work by themselves. "I actually don't have any instructions concerning how to conduct the work; instead, I can decide on my own"- project manager A.

To briefly describe the project process: a new establishment project is completed more or less through following the checklists. A refurbishment project on the other hand, begins with the project manager planning what needs to be done, and thereafter presents his/ hers suggestions to the store (often the store manager). Thereafter the project manager and the store reach a common solution before the refurbishment starts. A closing project is done by routine that the project manager according to previous experiences.

There are often quite severe time constraints when running the projects, and there is always a new project upcoming. Therefore the project managers and the establishment department do not put focus on reflections and learning. They know how to structure the projects and how to conduct the work, and therefore do not need to follow any templates, and they rarely communicate their knowledge to other parties. In addition to this, there are also quite limited amounts of support in form of documents or intranets concerning how to run the projects. The supports the project managers have

available are building PM: s and the checklist "Projekt A-Ö". Besides these there is a significant gap of knowledge. This gap has resulted in a learning time of approximately one year for a new project manager before being possible to run own projects.

To find new knowledge, the project managers mainly use Google, and their suppliers/ contractors. This is valid for them all.

According to project manager B, the organisational culture is told to be hierarchical, with long decision paths and top steering. Simultaneously, project manager A argue that the organisation is flat due to the informal way of working. The participant observations indicate that it is a rather hierarchal organisation, this mostly due to the power structure where the top management has the power to steer and decide strategic initiatives and due to long decisions patterns. It is the manager at the establishment department who has the final decision.

5 Analysis/ discussion

This chapter will present an analysis and discussion concerning how Stadium works with knowledge and how that can be transferred into new markets based on the findings from the participant observations and the interview studies. In addition strengths and weaknesses will be presented.

The findings will be discussed according to two different perspectives on knowledge, knowledge as possession and knowledge as process. These two are categorized into the following subtitles: issues with data and information (knowledge as possession point of view), issues with process (knowledge as practice point of view), and issues with knowledge culture. This in order to identify what the strengths and weaknesses are for Stadium and their knowledge work based on theoretical perspectives. These will later guide Stadium by directing how they best should work when establishing in international markets. Embedded in both knowledge perspectives, the feasibility of conducting this type of work while expanding, and encountering new international markets will be taken into consideration when analysing and discussing.

5.1 Issues with data and information

In this section, issues regarding how Stadium run their projects and the feasibility of continue working like this when entering new markets outside of Scandinavia will be analysed and discussed from an epistemology of possession perspective.

For information about knowledge as possession refer to chapter 2.1.1.

The empirical findings clearly show that even if the project managers at the establishment department at Stadium work with similar types of tasks, with common goals which is to either open a new, to refurbish, or to close a Stadium store, it is clear that the process of conducting this project work is significantly different between them. They all have different types of approaches towards tasks, ways of using existing tools and guidelines, types of relationships towards the subcontractors, ways of solving problems, and different leadership styles, to mention a few examples concerning areas over where the way of working differ.

For information and explicit support to run the projects, the project managers only have two tools, which are the building PM: s and the checklist, which could be considered as rather deficient as the majority of the processes and tasks lack instructions concerning how to conduct them. It has also been shown that the project managers do not tend to use them that significantly; project manager A does not use the guidelines at all, project manager B does it on an occasional level, and project manager C uses them rather frequently. The reason is that the project managers believe that the format of this documentation is insufficient and have rather low functionality. Project manager A and B state that the guidelines are hard to follow.

According to the theory and the epistemology of possession, this empirical data indicates that Stadium have the two lower parts of the hierarchy of knowledge. They have data, and also some information concerning how to run their processes and projects. The issue is that all the data Stadium has is either not efficiently stored, or is not entirely contextualised. The latter issue is obvious while analysing the functionality of, and the usage of both the building PM: s and the checklist. There is a need for more descriptions about how to execute different tasks, not just information

that the tasks need to be done. Broader descriptions would make Stadiums data contextualised, and thereby made to information. Thereafter it is possible to collect, store and distribute this information, which are preconceptions for data and information to later become knowledge and finally wisdom (Newell, et al, 2009).

In general terms, the major risk with not conducting the same type of work approach is that the result might differ amongst the project managers. Even if the end result is more or less the same for all of their projects due to the Stadium concept, there can be differences in quality, time, cost and performance during different project stages. In fact, this could easily occur, and especially since the guidelines only present what to do and not how to execute the tasks. The empirical data implies a risk for it, and has not revealed that it has happened.

The project manager B comments the intranet "Files" – "It is way too administrative, it is really messy, which results in that it is very difficult to find what you need. When I finally find what I need, I notice that we´ve got several editions of the same document". This project manager is not alone with these opinions, project manager A agrees: "First of all, we must have way more information documented concerning how we build a Stadium store. Today, too much knowledge is in our heads, and instructions are not available. This results in that we have to go out and point where and how to perform different tasks." Project manager A also comments the intranet Files: "I don't like it at all. The way we handle documentation is catastrophic." While analysing the attitude towards the intranet files and the frameworks and guidelines, it is clear that Stadium suffers from at least two identified barriers towards knowledge management. First, from an information aspect, it is obvious that it is difficult for Stadium to capture and store knowledge. This has later led to Stadium having issues with motivating people to search for already existing knowledge.

As much is omitted to the project manager's own interpretations, it could lead to a less successful result. One example can be the cashier desks and their layout in the store. If the documents only state the amount of cashiers required for the specific size of the store, but not how to place the cashiers, then the project manager might think one solution is the best, but in the reality, that might not be the case and the queue system gets problematic and ineffective.

It has also been revealed that Stadiums suppliers at various occasions have felt confused, as the project managers tend to give different directions, and accept different types of behaviour. What is accepted for one project manager might not be accepted for the other, which for example might result in conflicts being dealt with differently. When discussing this issue with the project managers, all of them argue that this is a result of lack of guidelines and information concerning how to conduct the work. Because of that personal attributes become more prominent.

It is also clear that the project managers do behave differently when running the projects when it comes to handling documents during the project progress. This could be risky, as there is a risk that the project managers are not being honest if something has been less successful. It is for example possible for them to not revealing all purchases. It is also possible for them to delete information that might not be favourable in their professional role, without anyone notice. It has not been shown that this is the case, but it has occurred several times that people doesn't share information.

Different directions and behaviours from the project managers could result in favouritism from both the project manager perspective and the contractor's

perspective. Some suppliers/ contractors might be freer to conduct their work as they favour, and some suppliers/ contractors work with more ambition for one project manager and less with the other. The empirical data indicates this being the case for one of the project managers. When expanding and entering new markets, the project managers must behave in a similar way towards their all of their suppliers and contractors in order to reach the same level of respect and authority. This is especially important as they are going to open stores in Germany where the hierarchical culture and attitude towards work significantly differ from Sweden.

As the projects are led today, with the usage of existing frameworks, guidelines and tools, it will according to the manager at the establishment department take approximately one full year to teach someone new the role of being a project manager at the establishment department at Stadium. This is mostly caused by the limitations of the frameworks, guidelines, and tools, but also since much knowledge concerning how to handle the projects are tacit and not explicitly stated anywhere. The issue for Stadium is not that they are missing knowledge, only that it needs to be shared.

This way of working will not be feasible if Stadium is about to speed up their processes and open more stores internationally. The documents and the intranet is too insufficient and time consuming. As well as going out and point where to perform different tasks, this must be stated somewhere so that the contractors can do their work efficiently.

The empirical data presented in the sections above reveals that Stadium has knowledge, but it needs to be significantly more shared. It is also clear that a majority of this knowledge is tacit, which is according to Newell, et al, (2009), described as knowledge based on "know-how" within individuals heads, which makes it difficult to share. This knowledge needs to be shared, and made explicit, which is described as spelled out and codified knowledge. The amount of tacit knowledge is obvious as the project managers are able to run their projects, without accurate support in form of frameworks, guidelines and intranet, and the fact that it takes approximately one full year to teach a new employee how to run the projects. This is not feasible in the long run. In order to handle this, Stadium can use the frameworks presented by Nonaka, Spender and Blacker for inspirations concerning how to improve their knowledge work. As it is today, it would not be feasible for them to just to apply such a framework to its full extent, instead, they can look at them and see what tools that could be useful and possible to apply for them based on their situations and needs. By doing so, they can create a fundamental understanding on how knowledge work, and how it can be created from the possession perspective of knowledge. All of these tools present explicit strategies concerning how to transform different types of knowledge to another. For Stadium this means explicit strategies for transforming tacit knowledge to explicit by using different tools.

Which framework to use, does not really matter, as the purpose is to give a fundamental understanding of knowledge. The most basic framework is Nonakas, which is enough in order to cover the needs of Stadium. If Stadium wants to develop, an understanding of impact of where the knowledge resides, then Spender´s framework is to prefer. According to Newell, et al, (2009), this framework also makes a distinction between individuals own, and collective knowledge. This is actually a rather important input for Stadium as they rely on independent work, and much tacit knowledge.

The benefits of using Blacker's framework, is if Stadium would like to add different levels of explicit knowledge. Newell, et al, (2009) states that knowledge can be more or less explicit and that different types of knowledge have different dominations in different organisations. The advantages with adding this perspective would be if Stadium would like to better understand its specific needs, and thereafter working on improving their organisational knowledge by transforming tacit to explicit.

More specifically, if using Nonakas SECI model, (Newell, et al, 2009) this knowledge work could constitute of the following:

In the process of socialization, Stadium could then increase the amount of shared and transferred tacit knowledge by conducting more meetings and other brainstorming organisational activities among the project managers (Nonaka, I and Takeuchi, H, 1995), either at the establishment department or by using Skype or other online meeting tools.

In the process of externalisation, where tacit knowledge should be transferred to explicit, Stadium is suggested to conduct additional meeting protocols for all their meetings, for example when the project manager runs upstart meetings (Nonaka, I and Takeuchi, H, 1995). Then the results of these beneficially should be stored in a common intranet for sharing the new insights and knowledge. Stadium could also preferably increase the manuals and frameworks.

In the process of combining, the explicit knowledge is transferred to other explicit knowledge (Nonaka, I and Takeuchi, H, 1995). Here Stadium could install their improved manuals and guidelines, and store them in an intranet which is synchronized with the framework. It could for example concern that the intranet process steers the checklist "Projektet A-Ö", where project tasks are presented.

In the process of internalization, which concerns explicit knowledge transferred to new tacit, then Stadium could benefit by using their "learning by doing". The preconception is that it is the project managers who are participating in it. Especially important and is it that the project managers follows the project manager who are responsible for the establishment at the German market.
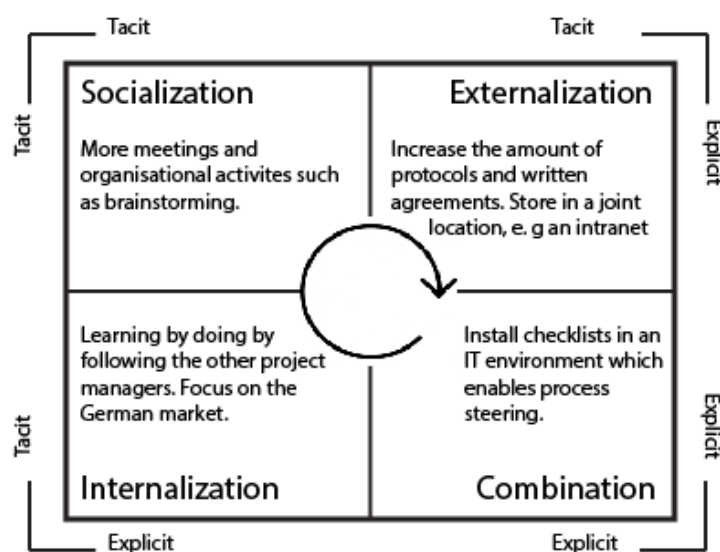
Figure 16, *Nonakas SECI model, adjusted for Stadium AB*.

The project managers might not be willing to conduct this knowledge work as they already have a rather high work burden in their projects. The extra amount of work might therefore not be appreciated. This is an issue for Stadium, and frankly, high work burden and time pressure has been identified as being one of the more common barriers towards knowledge management. This leads to that Stadium needs to install producers for knowledge management embedded in their daily work. This as knowledge work is crucial for Stadium if they are planning to speed up and establish stores in new international markets.

At the establishment department, there is also a limited proficiency in computer usage and the maintenance of the structure of the intranet. The intranet tends to be used differently. Some project managers share more documents than others, and there are also differences concerning which documents are shared. As a consequence to limited IT skills and intranet being used differently, a project manager might not get the right information when he/ she needs it as someone else might have the information stored at his or hers computer and not at a common space like the intranet. This might result in decisions taking longer time the necessary, and that the project work risk being upheld because of someone not storing the right information. If that would be the case, then the project manager must search for this information by calling or e-mailing, and the receiver might take time before answering. But even so, the attitude towards working with IT is positive, and no one of the project managers does resist it. This could therefore be solved quite easily by educating the project managers in IT and different IT environments, and different tools.

The reason to why the intranet is used differently might be because it is internally structured, and not constructed by IT- consultants. "Files" is an IT- environment that only entails documents and folders. This makes it easy to change and structure the documents as preferred.

Some of the project managers say that they believe it is difficult with the new technique, which is an issue as there are a lot of processes going on during a project, especially when it comes to information. As it is today, it is not possible for the project managers to track different processes, which is an issue, and Stadium needs a type of process steering from signing the deal to the opening of the store. To use a system for process steering would make the whole project more reluctant towards occurrences for instance if someone is absent.

To use e-mail to the large extent as Stadium and the project managers do often results in a lot of time-consuming tasks, like sending extra e-mails to ensure things, and that some useful information is being forgotten. Project manager B says that lack of information occur regarding details due to the great usage of E-mails.

It is clear that the project manager must store their working routines and guidelines somewhere so they are easily accessible. Before doing that they must make sure to have sufficient and accurate tools in place. For example: project manager B says, "A few of the tools are good, but many of them are too complex and in the wrong format. The checklist for example is in a word format, which makes it time consuming and hard to work with. I would prefer to have it in excel".

To deal with the issue with insufficient documents, it would be beneficial if Stadium structured their available knowledge and sort out among their documents. One initial step is to ensure that they use one accurate edition of the documents. Then, it is

important for Stadium to be sure that the document actually fulfils its purpose and that it is actually easing the project process, and not because of being potentially useful. Thereafter they need to make sure that the documentation is stored in an appropriate place so people easily can find it. Additionally, this is in line with Nonakas SECI model (Nonaka, I and Takeuchi, H, 1995).

To ease the project processes, it would be valuable if the establishment department created supporting documents for their checklists, so that the project managers have access to both all tasks that need to be done during the project and the guidelines over how to operate.

There is an increasing risk that Stadium becomes too dependent towards their project managers, who therefore holds a powerful position. As it is today, a lot of the project manager's knowledge consists of tacit knowledge. This means that a lot of their knowledge concerning how to do their work is learned through their experience by conducting work according to the philosophy "learning by doing". This knowledge is in their heads, and not explicitly stated in documents. This tacit knowledge will continue to be accumulated simultaneously as the project managers continuing to conduct their work. As a result, Stadium is highly dependent on their trust, and their well willing. If they lose one of these knowledge resources, the company will suffer, some of their business will stop and it will be costly.

5.2 Issues with practice

In this section, issues regarding how Stadium run their projects and the feasibility of continue working like this when entering new markets outside of Scandinavia will be analysed and discussed from an epistemology of practice perspective.

For information about knowledge as practice refer to chapter 2.1.2.

Both project manager A, and B, state that working according to learning by doing, and to work differently have been an accepted way of working. Now as Stadiums is expanding into new international markets outside of Scandinavia, this will no longer be an optimal way of working, in fact, continuing to work according to this method implies taking a risk.

When Stadium run their projects and strive towards the best solutions, the project managers tend to individually use a great deed of argumentation and collaboration with their project resources i.e. their suppliers/ contractors. They do this in order to achieve the best result by using the expertise knowledge that the suppliers/ contractors have achieved through years of experience working for Stadium.

In relation to theory, this way of structuring work is according to the epistemology of practice equal to the usage of communities of practice. This as communities of practice consists of groups that share a concern or a passion for something and learn how to do that better as they interact regularly (Wenger, 2011). By structuring work like this, it is possible to improve organisational performance and increase the level of knowledge as new knowledge and learning is created and organized. This is exactly aligned to the project manager's goal with their collaborating with their suppliers since they create a community with their contractors and suppliers. This argumentation/ collaboration often occur in connection with weekly start-up meetings. For Stadium, one preconception for this to work and new knowledge to occur is that

the project manager accepts that it might take time for everyone to reach an understanding for the process or the task (to jointly reach a solution requires that all involved understands what is discussed). This also leads to longer decision time than if the project managers just went on own power. But even so, the approach seems to be beneficial for Stadium as this collaboration often generates new knowledge, and problems get solved.

This knowledge is often created and shared through meetings and visits at the constructing area, when people are in action out in the field. To be able to work this way is based on practice, and the fact that they have a long and well-functioning collaboration with past experiences that facilitates the work. This is a very organic way of working with people, and it is therefore extremely difficult to transfer new people involved to a new balance. This is also a difficulty when entering a new county, which most likely has another business philosophy.

Even if there are positive aspects for Stadium to rely so much on their suppliers/ contractors, there are also negative aspects embedded. The negative side is that Stadium risks to be fooled, as all parties might not always have the best intensions.

One additional negative aspect of this relaxed culture is that sometimes when the project managers are following this way of working with knowledge, hesitations over how to proceed occur. It has also been revealed that they sometimes do not reach a conclusion, and that they instead put things on hold. For this, it could be questioned why Stadium does not use more of the knowledge that the project managers possess. Instead of mainly focusing on collaboration with suppliers and contractors, it would be beneficial to increase the collaboration between the project managers and to install communities of practice. If installing a community among the project managers, the community will stimulate new learning and increased collaboration, which might reduce the risk of hesitations concerning how to proceed, occurs. The project managers would learn and develop simultaneously.

One preconception for installing successful communities of practice is that there is a shared common goal (Wenger, 2011). Among the project managers, it should be taken for granted that this being the case, but Stadium need to make sure that this also is accurate for the communities of practice and in the collaboration with the suppliers. The risk with conflicting goals is that negative intensions might impact the results (Wenger, 2011). For Stadium it could concern that the suppliers not share all the knowledge they got since they might prefer a more expensive way of solving problems in the establishment process. This has not been revealed as being the case, but Stadium does not control this, instead they trust their suppliers blindly.

As presented in chapter 4 and in section 5.1, the project managers work highly independently. This is partly a result of physical distance (from project manager to project manager, and from project location to project location), but also by choice. This leads to an environment and a context that does not support knowledge sharing and learning. The fact that the project managers work independently, with a physical distance, leads to that Stadium according to theory on knowledge management, suffers from two barriers for successful work with knowledge from a practice perspective: disparity between project locations and individualistic work. Therefor to succeed with knowledge and learning, Stadium must according to the epistemology of practice create an enabling context for this, as it is a preconception for knowledge creation.

Two times a year the project managers meet each other at the head office to exchange project results during the current period. The intensions are that this meeting should allow the project managers to exchange experiences and new knowledge that they have accumulated during their projects, and together reach new solutions and work methods. The problem is that due to time and other constraints, the focus always lies on cost and cost evaluations for the projects, and as a consequence, the project managers rarely discuss the intended issues. This is unfortunate as this context is ideal to stimulate new knowledge.

It should also be said that holding this type of meetings and collaborations only two times a year is according to theory not enough for efficient knowledge creation. Instead, it would be beneficial if Stadium and the project managers had meeting on a much more regular basis, for example every other month.

It could then be questioned whether or not it is needed to conduct more collaboration. The participant observations indicate that it is needed. One example for a process that would be supported if the project managers worked more jointly is when they are negotiating prices with suppliers. If all project managers followed the same principles and used all their experiences, then the whole process would be easier for them.

Stadium does struggle with learning and knowledge sharing. When communicating, focus often only lies on problems and not new learning and experiences. They also rarely put attentions to project evaluations from any other angle than cost, which have been revealed as most important for them and therefore becomes their main focus. To continue like this would be doable, but not preferable. The risk is that they will continue doing the same mistakes and "reinvents the wheel time after time".

One way of approaching this issue is according to the theory on knowledge based on the epistemology of practice to use "communities of practice" (Wenger, 2011). As stated in the sections above, it is clear that there is a need for Stadium to install procedures that enables knowledge sharing and learning. The empirical data also indicates that Stadium have successfully implemented this way of working with their suppliers, meaning that the organisation has the knowledge concerning the procedure of communities of practice, and also understands that is a highly productive way of working with knowledge. The next step for Stadium is then to install procedures where the project managers can interact as a group, and thereby share, translate, and legitimate new knowledge. In order for this to be successful, they need to shift focus, and not only put attentions on cost. To work proactively is beneficial from a cost perspective.

The number of projects for the project managers and their content is told to be similar; therefore it can be assumed that the work burden between the project managers is equal. On a yearly basis they all run approximately 6 projects each. During the participant observations and interviews, it have become clear that all the project managers spend more time at work than a regular 40 hour week. This could be a risk concerning stress levels which in a worst case scenario could lead to that the project managers stretch quality, money and time constraints.

5.3 Issues with culture

In this section, issues regarding how Stadium is running their projects and the feasibility of continue working like this when entering new markets outside of Scandinavia will be analysed and discussed from an organisational culture perspective.

The organisational culture significantly impacts the preconceptions for knowledge and learning (Al S. and Said A., 2015). The organisational culture at Stadium and their establishment department is best described as open, relaxed, honest, and trust based. The project managers and their closest colleagues are both talking and dressed informally, and most of them are friends, not just colleagues. There is no great amount of prestige involved in the work processes. This could be a result of that people have worked at the company for several years, and grown personally within it. It shapes the function, dynamic and the atmosphere in a group. This situation can be seen as beneficial and positive as people become collaborative and close to each other (Al S. and Said A., 2015). But it is also negative, as it might be hard to tell someone if he or she needs to change something because of people are afraid of insulting someone. Also, if people have grown as much within a company as some of the project managers have at Stadium, then they might only know the Stadium way of working.

Even so, this organisational culture is a very beneficial context for installing knowledge and learning mechanisms and tools (Al S. and Said A., 2015). The fact that people are friendly, relaxed, honest, and with no prestige leads to very good preconceptions for a successful implementation for communities of practice (Wenger, 2011). In addition, Stadium is likely to bridge the barrier to knowledge and learning, as the empirical data does not give any indications of them having issues with getting people to share tacit knowledge.

The organisational structure is highly based on the culture (Al S. and Said A., 2015). At Stadium and their establishment department, the organisational structure is best described as flat and rather informal, as common in Sweden. Even so, it should be stated that there are contradictive opinions concerning this. One project manager believes that due to long decision paths and a clear power structure where the top management possesses all power, the organisation is hierarchal. If the organisation is centralised, then the organisation is more simulating towards knowledge creation (Al S. and Said A., 2015).

The attitude is friendly, and quite homogeneous at the establishment department, but a few individuals follow a negative pattern concerning their behaviour, and do occasionally strive towards working as little as possible and possess a rather negative attitude. Comments like "no one would use an IT-system", "one issue at the time, you don't need to work harder than necessary" occurs, and sometimes people make jokes about current issues, instead of trying to solve them. It should be clear that this is not accountable for the majority.

There is also a rather negative attitude towards new competence and knowledge. Instead, they prefer to work as they always have done. "It works". Sometimes they therefore ignore new potential solutions.

People's attitude is something the project managers need to work with, both personally, but also to other involved. The attitude is embedded in the organisational culture and people might behave in a certain way, but not being fully aware of it (Al

S. and Said A., 2015). Instead it is clearer for people who are unfamiliar with the organisational culture. People's attitude is important, and especially if Stadium are trying to encounter new markets. Then the attitude must be high and people must have a willing to succeed and to try new tasks and strategies. The intranet is a clear issue for this, as people must be willing to use it and to shape it for it so be successful for supporting the process of expanding to new international markets. One way to succeed with this is according to Terzieva (2014) to make sure that no disparity occurs from what the employees can expect of the system and what the system ultimately delivers. This is accountable for all data and information aspects when working with knowledge and learning.

Since the organisation is trust based, with mainly verbal communication and no written agreements, it could be a risky business strategy to follow. Especially as Stadium are planning to continue to work as they do in Sweden also in Germany. It should not be taken for granted that people are kind and always want the best for all involved. Actually, Stadium could just as well be fooled even in Sweden.

Unfortunately, this informal way of working have resulted in suppliers being late to meetings and behave in a manner that might not always be the most appropriate. Even so, this type of behaviour is accepted by Stadium. This could be a result of Stadiums approach that "we have always done like this, so we continue", or that Stadium in fact is too dependent on their suppliers, so that they choose to accept it. This is something Stadium can work on when going international. They need to create a new supplier base, and when doing so, they can ensure not to accept this type of behaviour.

The organisational culture is highly adjusted towards the Swedish standard. This includes all aspects; like organisational structure, how people behave, how people are dressed, their trust, how they collaborate, and more explicit aspects like content and language on their tools and frameworks. This will inevitably be an issue for Stadium, as the German business culture not is the same as the one in Sweden. One clear example is the hierarchal structure and business structure. Organisations in Germany are much more hierarchal, and the business structure is more structural and formal. Stadium needs to strategically consider this, it might not be successful to take the approach as Stadium intends and continue to work according to the business processes that they do today in Sweden. It might not be feasible to transfer the culture of Sweden to Germany; the risk for culture clashes and misunderstandings might be too big. This might result in the question whether or not it might be more cost efficient to start from scratch, and take the German culture in to the Swedish way of working, and by that get used to another way of working.

While establishing in Germany, Stadium needs to do is to translate frameworks and building PM: s so that they are available on both English and German. It is a preconception in order to successfully conduct the projects according the concept of Stadium, especially as it has shown that the suppliers/ contractors in Germany lack proficiency in English, and that Stadiums project managers lack proficiency in German.

One additional issue when working according to the community of practice as the project managers does when collaborating with their suppliers, people don't question the relationship. Instead, people are well aware of what they do and not and the whole working method is very organic. As Stadium want to establish same type of work with the future suppliers/ contractors, they need to reflect on how they developed the

way they work, and analyse what the involved parties need to know in order to repeat that. The question is whether or not it is possible to transfer it to Germany.

5.4 Issues with barriers to knowledge management

This section will discuss Stadiums position regarding knowledge management barriers. Focus will lie on Stadiums awareness to these barriers, how they are operating concerning them and how they best should tackle them as successful as possible.

First of all, it is clear that a lot of organisations are struggling with knowledge and knowledge work, and that conducting knowledge management is a beneficial and structured way to tangle these problems (Newell, et al, 2009; Ahmad, H and Min, An, 2008). Unfortunately, this is not something entirely complex free; there are issues and barriers that are founded in the different perspectives on knowledge; knowledge as possession and knowledge as practice. From the possession standpoint, barriers mainly occurs due the fact that knowledge is difficult to capture, and because it is difficult to motivate employees to search for and use already existing knowledge (APM, 2006). From the practice standpoint, barriers occur due to independent work, and the lack of social interactions (Newell, et al, 2009). When it comes to Stadium and these barriers, they need to deal with issues from both perspectives.

Time pressure is also one of the common barriers to knowledge management, and among many other organisations Stadium struggle with it. Knowledge management is often seen as something that is time-consuming and therefore distracts from original tasks, which is accountable for Stadium as well (APM, 2006). To approach this issue, it is recommended for Stadium to install procedures regarding how Stadium best should deal with knowledge, and make knowledge work to an integrated part of the project manager's daily work.

As commonly according to theory, Stadium also struggles with a disparity between what employees can expect for results by using knowledge management and what a knowledge management system ultimately delivers (APM, 2012). This issue must be handled and discussed; otherwise, it will never be possible to succeed with a knowledge management system.

According to the barriers, Stadium needs to work with their knowledge from both perspectives. One starting point for doing so would be to use knowledge management frameworks. The frameworks can help the project managers and the organisation to better understand different knowledge management approaches and their collective value by focusing on the challenge of sharing knowledge across boundaries.

As already discussed, Stadium has much knowledge concerning how to conduct their projects successfully. The issue for them is rather that this knowledge mainly is tacit. They have a limited amount of explicit knowledge available in their intranet and in different documents and guidelines, the issue is that people don't search and use this knowledge as the documents are seen as insufficient and difficult to work with.

Based on this background information, it is of importance to analyse what type of knowledge management approach Stadium has in place, how well the governance structure supports knowledge work, and what the people who are involved think of the knowledge management principles and how well they adapt to it. After this

analyse, it will be possible to look at the feasibility for transferring such a knowledge management framework to international markets.

6 Challenges for Stadium AB

This research has focused on analysing how Stadium AB and their establishment department work with knowledge, and how that can be transferred into new markets. In addition, the feasibility for Stadium to conduct same type of knowledge work when expanding and encountering new markets has been analysed. The empirical data presented in chapter 4 clearly shows that there are areas where Stadium can improve the way they are working with knowledge. They need to install knowledge procedures from both a knowledge as possession and knowledge as practice perspective. Therefore, in this chapter, lists of challenges for Stadium will be presented based on three different perspectives of knowledge. The lists entail issues and challenges from an information, practice and cultural perspective. Embedded is also challenges due to common barriers that often occurs while organisations are striving towards implement knowledge management systems.

By following these lists, Stadium will according to the theory improve their knowledge and learning and the process of expanding and entering new international markets will therefore be eased. In this change, Stadium needs to install new knowledge procedures from both knowledge perspectives: knowledge as possession and knowledge as a practice and consider the cultural dimensions when entering new international markets.

6.1 Challenges for knowledge management from an information perspective

- How to increase support for work processes and how to conduct accurate and effective guidelines
- How to conduct knowledge management frameworks that support the process of transferring tacit to explicit knowledge
- How to improve the intranet so it becomes possible to track work processes
- How to decrease the learning period for future recruits
- How to increase the structure regarding how to conduct the work
- How to limit the amount of E-mails
- How to decrease the dependency of project managers and contractors/ suppliers tacit knowledge
- How to get accurate documents stored
- How to increase the computer knowledge amongst the employees
- How to translate frameworks and guidelines to German
- How to speed up projects and make them more efficient

6.2 Challenges for knowledge management from a practice perspective

- How to install communities of practice among the project managers and the establishment department
- How to install an enabling context for knowledge sharing and learning even due to distance
- How to assess the trustworthiness to conduct communities of practice with suppliers/ contractors
- How to support the project manager who alone is responsible for the establishment process at the German market

6.3 Challenges for knowledge management from a cultural perspective

- How to align the project managers' work so it becomes more similar. This regards attitudes and relations towards guidelines, suppliers, problem solving, and leadership styles
- How to change from a Swedish organisational culture towards a more international culture
- How to adjust the organisational culture so it stimulates knowledge sharing
- How to create an atmosphere with focus on how to stimulate learning and knowledge sharing as much as possible

As mentioned above, the lists are conducted with the basis of three different perspectives on knowledge, which results in that if Stadium would follow these suggestions, then the organisational knowledge and learning would drastically increase. The majority of Stadiums knowledge related issues would be solved and the process of establishing in a new international market would significantly be eased.

However, these lists are based on empirical data, drawn from theoretical perspectives. According to theory, this is what Stadium needs to do in order to be successful. In the reality, Stadium do work rather contradictive to this, and therefore also to the theory, but are still a successful company, as they are profitable and obviously do not jeopardize with their business, and the projects do carry their costs. This leads to a statement/ question that Stadium is challenging the theory.

7 Conclusions

This chapter presents the conclusions this research has generated, and is structured in three different sections: empirical, theoretical and methodological assessments.

7.1 Empirical assessment

The research question this study is trying to answer is: How does Stadium AB work with knowledge when opening new stores, and how can this be transferred to a new project manager in a new international context?

For analysing this, different theoretical understandings related to knowledge were used.

Stadium AB: s establishment department does not actively and consciously work with their knowledge. Instead, much of their processes and projects are based on the philosophy "learning by doing", and on the project manager's gut feeling. This result in a clear majority of the existing knowledge being tacit and embedded in the minds of the project managers, which is a risk from a business perspective as Stadium are very dependent on them. Especially as there are only three project managers who are responsible for such a crucial part of the business at a company of their size (200 stores)

The fact that Stadium and the establishment department does not actively and consciously work with knowledge also means that they don't have a knowledge management system on place, nor other computer and IT related tools for supporting knowledge and learning processes, which is recommended from an epistemology of possession perspective. It also means that they do not actively work for having an enabling context for knowledge creation and sharing, which is a preconception for knowledge work according to the epistemology of practice perspective.

But even so, the project managers and the establishment department have good knowledge concerning how to run and conduct their projects, as all of them are experienced project managers at Stadium. Never the less, it has been revealed that they do not work especially much concerning how to use the knowledge they possess. This results in explicit knowledge not being efficiently store and distributed, and a lot of knowledge is gone missing or is being kept at one project manager.

The project managers are divided into different geographical areas based on a convenient level in order to ease the facilitation of work. This division has led to the project managers working very independently, without any further collaboration with each other. The empirical data shows that collaboration in the field of knowledge does exist, but mainly between the project managers and the suppliers. It has been revealed that the project managers have established well-developed collaboration with the suppliers, in line with communities of practice as the epistemology of practice advocates. It should though be stated that it is taken for granted that the communities of practice is successful among the suppliers and the project manager. The empirical data reveals that this way of knowledge creation is fruitful for Stadium, but they should not take for granted that their suppliers are having a common goal with them. It is a risk that they angle it so that the work is preferable for them.

7.2 Theoretical assessment

The different perspectives of knowledge: knowledge as possession and knowledge as practice discuss these issues, and the empirical data clearly show that Stadium can benefit from them both. Stadium has great amounts of tacit knowledge that is not accurately stored. With this, the epistemology of possession and its different frameworks for transferring different types of knowledge can be used in order to improve the situation. Taking the view of knowledge creation according to Nonakas SECI model for example, following this framework, Stadium can apply different tools and methods that the model recommends.

As the tacit knowledge the project managers possesses concerns the whole project process, Stadium and the establishment department should preferable first focus on improving the already existing frameworks for conducting the projects, and develop new ones so that the guidelines not only presents what tasks to be executed, but also how to execute them. One other method for knowledge work from the possession perspective is to use IT systems. For this, the project managers would benefit significantly if improving the intranet "Files". How Stadium best should improve Files is presented in a list in section 5.1 – Issues with IT and information.

The fact that the collaboration between the project managers is limited is something that Stadium needs to work with if they would like to improve their knowledge and learning from a social and interacting perspective, in line with the epistemology of practice. To work individually and dispersed do not create an enabling context for knowledge creation. The empirical data do show that Stadium does work according methods that are recommended by the epistemology of practice. This since they are working similar to communities of practice with their suppliers. To improve this, Stadium would benefit if installing similar procedures in between the project managers as well. To conduct project reviews, and additional meetings with each other would be two preferable approaches. By doing so, the work will for sure result in improved projects, increased knowledge and learning, and shortened learning time for new project managers, to mention a few examples.

All of this result in the fact that Stadium has much to learn about knowledge in the process of expanding and entering markets outside of Scandinavia. Before doing so, and in order to succeed with it, they need to install procedures that generate better preconceptions for knowledge and learning in house and nationally first. This as it will not be achievable for them to conduct the same type of work internationally. They can't work according to a Swedish business culture, without accurate and effective support for conducting the projects.

How feasible it will be for Stadium to conduct all of this knowledge work can be discussed. How they should handle their great amount of tacit knowledge, and how to create a context where they can share and stimulate new knowledge, are both crucial and fundamental questions. The single most important factor for succeeding with this would be Stadium to having the willing to conduct this extra amount of work, which it inevitably will be now in the beginning. The empirical data clearly shows that the project managers are aware of the situation and their need of improving their way of working with knowledge. This awareness will in best-case result in a preferable foundation for changing the situation. The next factor would be to ease the work burden, and prioritise and give time for knowledge work.

The main challenge for Stadium to succeed with their knowledge work is that it would completely revolutionise their way of thinking and conducting projects. As upon today, Stadium have grown significantly based on "learning by doing", something that is no longer feasible while expanding and entering new markets.

Based on this, it has been highly relevant, beneficial and important to approach this research through the lenses of two different perspectives on knowledge. By doing so it was possible to grasp the whole context of Stadiums situation when it comes to knowledge and learning. To conduct the thesis according these perspectives has also been a sufficient way to structure the report as it facilitates the reader's understanding.

But even so, it is important to question the validity and reliability of these perspectives, and whether or not it is appropriate to rely on their frameworks and models. As the theoretical frame mostly have supported and facilitated the understanding of the empirical data, they can be considered accurate and reliable.

7.3 Methodological assessment

With the results in hand, the methods used were the most appropriate ones for reviewing the way of working at Stadium. It was beneficial to use both participant observations and interviews. Without doing so, it would not be possible to grasp the whole context regarding Stadium and their business processes. This as there are differences in what people do believe they are doing, and what they actually are doing in reality, and that this is something which people might be more or less conscious about. But in order to improve the research even further, it would be desired to increase the time for the participant observations, and spend more time with all of the project managers and the establishment department as a whole. It is for sure that it would increase the understanding of operative work, which might lead to more in-depth research. This especially since a clear majority of the project manager's knowledge is accumulated through their experience by working according to the philosophy "learning by doing".

If something would be changed concerning the research methods, the focus should be redirected from having the most effort directed towards the interviews, and thought of the participant observations as something that was just required to increase the knowledge concerning Stadium. With the result in hand, the situation is the other way around; it was the participant observations that generated the most of the empirical data.

If the research was not limited by time and costs, it would be more focus on the international aspect, by more in detail analyse the German market, their business culture and how the process of establishing new stores are conducted there. Doing so would make it possible to even further list the opportunities and strengths for Stadium to operate in a new international market.

As a general conclusion concerning this research, the researcher feels satisfied with the result that the study generated. This as it has generated a lot of new knowledge concerning the process of research, and due to that the researcher does feel much more experienced concerning how reality and theory is connected, and how they interact with each other.

This research was based on a case study, with the intensions to understand how Stadium is working with their knowledge. The research is therefore situation based,

without any intensions for developing a new theory. As a consequence, it will not be possible to scale up the findings. Even so, the researcher feels like this research was needed, both from a personal aspect, but also from a theoretical. By conducting this research, the researcher has learned very much concerning how business processes actually work in the reality, and have therefore now seen other perspectives than the theoretical aspect. In fact, Stadium works quite contradictive towards what the theory would recommend them to do, but even so they are a successful company, meaning that Stadium is challenging the theory, and is still a successful company. Perhaps this shows that there is always more than one way to success.

8 Recommendations for Stadium AB

This section presents an extensive list of recommendations concerning how Stadium best should handle their great amount of tacit knowledge from an information aspect and recommendations concerning knowledge management. This as the empirical data clearly shows that the one of the main issues is all the "know-how" – competence and lack of support during the project progress.

8.1 Recommendations from an information perspective

Issues occur for Stadium due to lack of structure over how to work, that the communication flow mainly consist of emails, and that many strategically important decisions are taken informally, with no written agreements. People need a common way of working, not only in order to prevent confusion among suppliers and contractors as discussed above, but also in order to ease work processes among the employees at the establishment department. The work processes must be clearer, and people must know who is responsible in order to be more effective and efficient.

Stadiums intranet would benefit drastically if it changed in layout, structure, format and content. It would be beneficial if Stadium bought this service externally, from a firm that are specialists on IT, and if they made sure that the intranet is adjusted after Stadiums specific needs. A well-suited intranet would be highly beneficial for the project managers while running their projects.

Before buying the service to create an intranet, Stadium must make sure that they know what processes they need to have embedded in the system and what information it should contain.

The table below presents some benefits that that a well-suited intranet would generate while handling tacit and explicit knowledge:

- Ease the process of finding the right documents
- Ease the process of information sharing
- Documents would be in a sufficient format – Their checklists and their building PM: s.
- Notices for new information
- Send initiation documents so the start-up process for a new project would go much quicker and smoother
- Document are stored jointly
- Logical structure of files and information
- Ease the process of identifying, capturing and distributing existing explicit knowledge

A preconception for a new intranet to be successful is that it is adjusted for Stadium´s specific needs, but still easy to use. Then it would be possible for Stadium to improve their efficiency and ensure the process. If succeeding with this, Stadium would bridge some of the common barriers for knowledge management. It will be easier for them to

capture and store knowledge, and it will be easier to motivate people to search for and use this knowledge.

As the competence regarding computers is rather limited among the project managers, it would be beneficial if Stadium educated its personnel in computer skills. If Stadium decides to buy an intranet externally, then they also need to make sure that they educate the employees in how to navigate and use in the intranet.

A useful intranet would ease the process of information sharing, which is something Stadium really needs support with. As described in section 4.1, information and new knowledge are often only shared with one project manager, if even shared. To not communicate new knowledge slows down the processes of new development, innovation and competitive advantage for the projects. Also, the other project managers might need this information for their projects. It would also be possible to track processes, for example if someone order material in a project, then it would be visible for all involved. This is especially important as it has been revealed that there are many people involved in processes, which results in that people occasionally don't know who is responsible for what.

The intranet would also help Stadium to not be as dependent towards the memory of the project managers. This would be especially important when expanding, as it will no longer be possible for the project managers to run in and out and initiating processes. This needs to be done digitally. To expand successfully, the project managers must change the way they are working, and things needs to be taken one step further.

While preforming knowledge work, it would be beneficial for Stadium to reflect about the knowledge they have internally, especially the organisational knowledge due to a great majority being tacit knowledge. They should focus on transferring this tacit knowledge and make it explicit. Thereafter they should according to the epistemology of possession store the knowledge and distribute it so that other people can use it. There are many reasons for doing this, partly in order to ease the project process by preventing time-consuming search, but also for shortening the learning time for new employees. One additional advantage is that if the tacit knowledge is made explicit, then Stadium would not be as dependent towards their project managers as they are today.

As stated in chapter 4, Stadium tends to work after the philosophy "learning by doing", and have grown significantly following this strategy. Many of today´s employees have been a part of this journey, which has resulted in people has grown with and within the company. This is accountable for both project managers and suppliers/ contractors. Their competence regarding business processes is therefore mainly tacit. The suppliers/ contractors knows the concept of Stadium, and partly because of this, Stadium have decided to keep them, even if they may not be the best choice in terms of price, quality and competence. As a consequence, they might feel too comfortable with their situation, and may not work at the desired level. The risk is that some projects do not achieve the highest level of quality. On the other hand Stadium risks losing competence if the suppliers/contractors are exposed to competition for new projects. Stadium is to one extent dependent on them and their tacit knowledge concerning how to conduct Stadiums projects.

This risk of losing competence is an issue for Stadium who has quite few resources with a lot of tacit knowledge concerning business processes. In fact, there are three project managers responsible for a crucial part of the business (open, refurbish, and

close stores) for a company of this size. If a project manager decides to leave or is absent, then Stadiums work processes would stop, which is a great risk and very costly. The organisation is highly dependent on few resources. The fact that there are only three project managers who run a large number of projects, and therefore work much more than the regular 40-hour week, creates an issue from a work environment perspective.

When running the projects, the project managers can by themselves decide when they would like to work, and how. Even if no indicators of that is the case, it might occur that people get comfortable and plan to work when they feel for it. To work according to this structure, both pros and cons are embedded. It could be beneficial as the freedom creates incitement for the project managers to work harder, while simultaneously create confidence and trust among them. It could also be negative as this type of freedom is not optimal for all personalities, and issues as the one mentioned above could occur.

The concept of "learning by doing" might also be risky. To just initiate business processes by following gut feeling might result in success, but could also cause severe negative impacts. This must be considered if taking on a more offensive business strategy, especially when entering a new and rather unknown market embedded in another context than what they are used to here in Sweden.

The first step to control this issue is to increase the language capabilities. The corporate language at Stadium is supposed to be English, but in the reality this is not the case. Almost everything is in Swedish, which also is accountable for the guidelines, frameworks and intranet. In addition people do not speak English internally. This might be an issue when operating in Sweden, but when operating and communicating internationally, this needs to be changed.

Stadium must deal with this when going international in order to not suffer from projects cantered with a lot obstacles and issues.

The amount of tacit knowledge is a major issue for Stadium. There are only three project managers who have the knowledge concerning how to run these projects, and since they are planning to establish stores rather offensively they must plan for their project managers to have additional resources. Most preferable is to hire at least one more resource, preferably a project manager. Since focus lies on Germany, it might be beneficial to hire one project manager especially for that task that has high proficiency in German.

8.2 Recommendations from a knowledge management perspective

Stadium needs to capture, store and then transfer knowledge in a process that concerns how to transfer tacit to explicit knowledge. The project managers must work with this, and most of all devote time for it. During this process it is crucial that they also ensure that the knowledge they focus on to store is accurate and useful.

A barrier towards knowledge management is also the feature of the structure and the enabling context to knowledge management. This becomes a barrier towards Stadiums knowledge work as well. Mostly due to the physical distance between the projects and the project managers, but also due to the way they structure their work

and the way they communicate. Stadium needs to emphasize the need of social interaction in translating knowledge before it can be successfully shared.

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APPENDIX I – INTERVIEW SCHEDULE

INTERVIEW ONE

Questions:

- Name, gender and time at the company?

- Can you describe your role as project manager at Stadium?

- What would you say is your main task?

- What type of steering documents and guidelines do you have in place when working with your project for steering of processes and activities?

- To what extent do you use these?

- What channels do you use for reaching new knowledge?

- How much do you collaborate with your colleagues?

- How do you communicate with them?

- How, and how often do you exchange experiences and knowledge with them?

- Do you communicate new solutions and experiences?

- Would you say that the project managers work in the same way? Please explain.

- How do you work with knowledge management? (Documentation and evaluations)

- Are there any processes what you think you need support with when it comes to knowledge work?

- How would you describe the organisational culture at Stadium? (Hierarchal, flat, etc.)

- What type of relationship do you conduct as a project manager towards the store you are working with?

- Do you think this needs to be changed when entering new markets based on country?

- What do you think of the feasibility of using same type of routines and way of working when entering a new international market? (Expansion to the German market)

APPENDIX II – INTERVIEW SCHEDULE

INTERVIEW TWO

Based on previous knowledge and experiences

First, I would like you to spend a few minutes reflecting over a moment/ a case you been working with regarding information, experiences and problems.

Questions:

- How do you use information/ experiences/ solutions from previous projects to new ones?

- How did you get access to that information/ experience/ solution?

- How did you decide the feasibility to transfer this information/ experience/ solution to the new project? (Reliability and validity)

- What criteria's do you have for taking the decisions that you make?

- I what situations do you judge whether or not it is possible to transfer previous experiences?

- How do you adjust the previous information/ experience/ solution so that it suits your new situation?

- Do you have access to, or do you register success or mistakes when adjusting to new situations?

- For whom is this information accessible to?

- How do you work in order to increase the organisational knowledge?

- How do you work with new knowledge? How do you share it?

- How do you decide what needs to be done?

- Where do new ideas come from?

- How do the strategy, development plan and plan for this look like?

- Who is responsible for the final decisions? As a collective or as individuals?

- Who are responsible for the result of new initiatives?

- How often do you come up with new ideas?

APPENDIX III

Knowledge Management - Stadium

Knowledge Management	Tacit/ Explicit	Practice
Unclear where to find information	Open/ establish stores	Friends
Work with similar types of jobs - do it differently	Order Materials	Hugs
People don't know where to find information	Coordinates	Jokes
A lot of E-mail to ensure things	Make sure that everyone knows what to do	No dress code
"Need a common way of working"	Calling for meetings	No strict time schedule
"Need a bible"	Conducting projects A-Ö	Ok to be late
"No one would use a IT- system"	4 projects / year	Listen a lot to suppliers
Need a file --> as drop box	Open new stores, closing, or rebuilding	trust based
many chefs- who does what?	Travel a lot	no written agreements
Desire for a common data base where all project information can be found	Evaluating tasks (eskning)	collaborative
Unclear work processes	negotiating - Suppliers, craftsmen's, landlords	taking time in order to reach understanding
Few resources	Collecting information	open
Much can be more effective	Making judgements (bestämmer ytor, upplägg etc)	no prestige
Joint meetings 2 a year where sharing new experiences	Drawings	support each other
Same suppliers and craftsmen	Planning meetings	Some issues are made to a joke
Use same craftsmen, even if not best	Controls the whole process	Verbal communication
Craftsmen and suppliers know the stadium way, the concept (maybe even better then us PM:s)	Time plan (according to standard)	Always done like this -> do it again
Trust suppliers so no need for detail steering	Work by stages	Much hesitation - how do we solve this?
Lack of information regarding details (due to emails)	Taking care of bids	Don't always reach a conclusion - putting things forward
A lot of documents contains the same information	Making budgets	Work as we always have done
Who takes care of what?	Meeting every week with the specific store	If problem, just ask the other PM: s, they will help
struggely working methods (need to double check a lot of things)	Reconcile invoices	Some individuals strives to work as little as possible
not everyone use the same tools (for example not sharing work that is done)	Risk analysis for each project	New information sometimes discussed with one, not everyone reach the same information
a lot of documents "heard that this is needed" or "several editions on the same thing"	New knowledge shared through meetings and visits at the constructing	PM:s work in their own way. Up to themselves
A lot of phone calls	Budget without contract	Developing decisions through reasoning
Need for structure over how to work	etableringsråd beslutsorgan	not really following the checklists
The structure is not logical	Working according to contracts and budgets	Follow checklists occasionally
Checklists are difficult to work with, word document, need scanning	Concept building	no need for words, know each other so well that it is possible for them to just be there
The checklists are too extensive. Too much information, and bad structure	Collecting information	hierarchal organization
Always improving templates	look at preconceptions	No trust for PM to make own judgments
new knowledge though Google and suppliers	Painting and creating drawings	street smart (in order to get people to join you)
Communication trough emails	deciding layout	Friendly to the employees in the stores
Reach decisions trough reasoning with colleagues and suppliers	top steering of project	Swedish company culture and language (English as a concern language?)
PM:s knowledge is used in other contexts (re-arrangements of inventory)	deciding on interiurs	Suppliers based on informal networks
Don't use local knowledge (layout of the store)	creating timeplans	Grown up in the company, much personnel have only seen the stadium way
Don't have all information that is needed for budget	phone calls, and e-mails as a daily communication tool	worked so long with each other so it is difficult to say something. Afraid of insulting someone.
Clear explanations need to be on place	90 % of the communication is by E-mail	Sitting on their own chamber (departments)
we save things differently	independently	Discussing strategy even during breaks
Some things that I need to know as a PM is on someone others computer. Not ok	Result meeting after conducted project	informal language
Documents		Honesty
Templates		"is this really accurate?" (time plan)
checklists		
Cost conscious		
decisions take time		
Takes long time for new employees to reach desired level of understanding.		
Unlogical structure of files and information		
Systems conducted sequentially		
New tasks requires new templates/ information (underlag)		
Sensitive system- if someone doesn't answer or taking time or sick or so on. Work stops		
Limited skills in German		
All the templates, check lists and so on are on Swedish		
Much informal decisions		
The suppliers in Germany generally don't speak good English		
Suppliers based on informal networks		
Try to use same suppliers in Germany		
Different organizational cultures in Germany vs. Sweden		
Trust suppliers for advices, use their expertise		
All projects lay on the shoulders of three PM: s		
Too many things that needs to be done (same way of working) --> passive		
Sensitive - if someone is leaving. Screwed		
Need for framework --> lot of inputs to the projects.		
Need for clear responsibility areas and who does what in a project?		
Need guidelines- who is responsible for what?		
Information need to be shared to PM:s can do their work		
limited computer skills		
need for regelverk, riktlinjer och underlag		
weak use of IT systems		
Straggly IT environment		
everyone use the IT system differently		
standardised project process		
Concept buildning		
arumentation and collaboration in order to reach the best solution		
word documents, need for excel or similar		
Learn how to dothings by being out on the field		
Not always up for new initiatives		
Not so clear responsibility areas between departments		
Don't really know what other departments are up to (some limitations here)		
Too many thing s need to be done --> nothing happens		
really much experience		
If a new initiative is successful, then the PM adapts it.		
even if the PM: s are working individually, a lot of the work is steered		
Not good with dealing with previous experiences		
The structure make it hard for someone else to work with the material		
New ideas when problems occur		
several documents over the same thing. Which one is actually accurate?		
Compentence based on experience i.e. learning by doing		

APPENDIX IV

stadium®

Checklista A-Ö
Reviderad 8 maj 2014

Butik:

Öppningsdatum:

Land:

Projektledare:

PL: Projektledare
VM: Visual Merch
CM: Contract Manager
EM: Expansion Manager
EK: Expansion Kordinator

		Ansv	Svar	Klar
A	Genomgång av avtalssförslag. Kommentarer till Contract Manager. Lokalen skall ses innan kommentarer lämnas			
	Var noga med dolda fel, t.ex fukt i golv mm. Vid behov kontaktas extern besiktningsman	PL	CM	
	Projektledare och Visual merch granskar ritning.	PL	CM	
B	Läsa igenom påskrivet hyresavtal, scannas och sparas i projektmappen i files.	PL		
C	Upprätta en preliminär tidplanering.	PL	EM	
D	Nedanstående punkter skickas till FÅ inför första byggmötet.	PL		

Förberedande frågor till FÄ. Följande punkter skall diskuteras (1 år – 6 mån innan öppning).

	Ansvar	
1. Genomgång av avtal och färdigställandegrad, vem står för vilka kostnader?	PL	CM
2. Stadiums tidplan för projektets genomförande, ok?	PL	
3. Dag för övertagande av lokal? Optimalt övertagande, vid PM 9 v och ej PM 12 v.	PL	
4. Bestämma tid för besiktningsdatum för övertagande och slutbesiktning.	PL	
5. Stadium skall skriftligen godkänna följande ritningar: samtliga takinstallationer, så som ex: ventilation, sprinkler och ritningar över samtliga fasta installationer.	PL	
6. Ritningar och rumsbeskrivning på samtliga ytor enligt hyresavtal, inkl översikt för köksinredning.	PL	
7. Planritning över samtliga ytor skickas till inredningsleverantör	PL	
8. Vid behov skickas följande handlingar till Stadiums arkitekt.	PL	
- Situationsplar Visar hela området med byggnader, vägar, p-platser osv.	PL	
- Planritning över hela köpcentret/området.	PL	
- Fasadritningar visande utomhusfasader. Skala 1:100 alt, 1:200.	PL	
- Invändiga butiksfasader och glaspartier / eventuella skyltskåp. Skala 1:50 alt. 1:20.	PL	
- Sektion, invändiga butiksfasader. Skala 1:50 alt. 1:20.	PL	
10. Vilka adresser gäller för post, leveranser och besökare?	PL	
11. 10 pars kommunikationskabel för data/tele lämnas med en plint på anvisad plats. Denna ska vara kopplad i Telias korskopplingsskåp och levereras enligt Stadiums tidplan.	PL	
12. Logistik innan och efter öppning, hur är tillgängligheten?	PL	
13. Sophantering under öppning och efter öppning. Kontaktuppgifter från FÄ önskas.	PL	
14. Vilka arbetsmiljökrav finns på byggarbetsplatsen? Vem är BAS U?	PL	
15. Samtliga byggmöten skall protokollföras av Fastighetsägaren och vara Stadium tillhanda senast en vecka efter varje möte.	PL	
16. Bygglov/skyltlov söks av FÄ och Stadium betalar.	PL	
17. Kontaktuppgifter på säkerhetsansvarig, centrumchef, teknisk förvaltare och fastighetsskötare.	PL	
18. Brandskyddsdokumentation skickas till säkerhetsansvarig och butikschef.	PL	
19. Fuktprov skall utföras av auktoriserad firma (FÄ) senast 4 veckor innan start för golvläggning. Kopia till Stadium.	PL	

20. Alla beställningar som görs av Stadium skall ske skriftligen. Detta skall stå med i första byggmötesprotokollet tillsammans med dom från Stadium som äger rätt att beställa. Alla beställningar som görs av annan part ansvarar inte Stadium för.   PL

21. Finns det något skalskyddslarm i vår lokal?   PL

22. Vilket väktarbolag rekommenderar FÅ?   PL

23. Vilket el-abonnemang har Stadium? Undercentral eller eget? Id nr? Kom ihåg att läsa av mätare vid överlämnandebesiktning.   PL

24. Har lokalen sprinkler eller brandlarm? Meddela Expansionsavdelningens koordinator (nedan kallad för EK).   PL

25. Stadium erhåller en "Drifts & underhållspärm" vid slutbesiktningen. Utred vilken part som ansvarar för besiktningar och service.
Meddela EK vilka leverantörer, garantitider och serviceintervaller som gäller på nedan angivna områden.

	Besiktning	Service	Garantitid?
Hissar			
Rulltrappor			
Dörrautomatik	Inget krav		
Jalusier	Inget krav		
Takskjutport	Inget krav		
Ridåvärme	Inget krav		

26. Säkerställ att vi får med en nödsänkningsvev till rulljalusiet.   PL

F   Möte med arkitekt på plats vid behov. (Senast 4 - 6 månader innan öppning).   VM

Förslag senast 4 veckor efter mötet.

1. Fasadlösningar vid samtliga entréer   VM
2. Skyltförslag på fasad samt i eventuellt centra   VM
3. Storbilder   VM
4. Bjälklagsöppningar   VM
5. Gå igenom tidplan av förslag och förfrågningsunderlag.   VM

G Upprättande av tidsplan (senast 4 mån innan öppning).

Tidsplanen skall innehålla samtliga arbeten och sparas i pågående projekt under files.　PL ☐

H Möte på plats med VM och Inredningsleverantör (senast 4 - 6 månader innan öppning).　PL ☐

Inredningsleverantör tillhandahåller en ritning inför detta möte.

Placering av kassa

Inredningshöjd

Löparbana

Storbilder, inne och ute

Budskap på fasad innan öppning?

Bjälklagshål, ev väggar vid rulltrappa

Placering entré

Placering TS

I Skapa layout då PM ingår (senast 5 månader innan öppning)　VM/PL

Ritning utförs av inredningsleverantör inom 2 veckor.

Butikslayout	TeamSales	Löparbana
Elchecklistans punkter	Skovägg	Antal kassor
Monteringsrum	Provrum	Inredningslager
Godsmottagning	Entrébredd	Lagerinredning
Konferensrum	Rutschkana	Kontor/Lunchrum
Målningshöjd	Skalstock	Rangeryta
Vp-rör till larmbågar		Mellanväggar
Ortoped	Skyltfönster	
Kundtoalett	Speedshooting	Jumbotron
VP-rör till kassa	Dusch	Städ
2 omklädningsrum		kontor

J   PL   Planritning från inredningsleverantör skickas till sammankallande i Skyddskommitté. Svar önskas inom 2 veckor.

K   EM   EM presenterar butikslayout, fasadförslag och skyltförslag för Etableringsrådet (senast 5 månader innan öppning)

PL   1. Bygglov söks om så krävs för skylt och fasadförslag. I de flesta fall sköts detta av fastighetsägaren. Stadiums skyltleverantör söker i de fall Stadium själva ansvarar. Beviljat bygg / skyltlov sparas i pågående projekt under files.

L   PL   Inredningsleverantör meddelas att ritning döps till Bygghandling (senast 4 månader innan öppning).

M   Skicka underlag till:

Ritningstyp	Format	Antal	Mottagare	
Inredn/Golvplan	A0	1	Mattläggare (3 veckor innan läggning)	PL
Golvplan/El-ritning	A0	2	Elektriker (2 veckor innan montagestart)	PL
Förfrågningsunderlag	Digitalt	1	Lagerinredningsleverantör (8 veckor innan montagestart)	PL

N   Upphandling av samtliga entreprenader (senast 3 månader innan öppning). Spara orderbekräftelser i pågående projekt under files. Tänk på att samtliga entreprenörer som anlitas skall lämna in F-Skattsedel och Byggherreansvarsförsäkring innan arbetet påbörjas.

1. Golv   PL   Enligt golvritning från Hestra. Observera att fuktprov skall utföras innan upphandling görs. minst 4 veckor innan golv påbörjas. Kopia på fuktprov scannas och sparas i files. Enligt förfrågningsunderlag med PM eller utan PM.

2. El   Enligt elchecklista, ritat underlag från Cardi och Hestra

3. Målning   PL   Enligt specifika målningsinstruktioner.

4. Entréer   PL   Enligt ritning

5. Skyltar   PL   Enligt ritning

6. Lås   PL   Enligt dörruppställning, Stadium dörr PM och få eventuella dörruppställning.

7. Ikea   PL   Avstämning med EK

		Ansvarig	☐
8. Lager	Enligt ritning och förfrågningsunderlag	PL	☐
9. Telefoni	Installation och beställning via EK	PL	☐
10. Data	Datum för installation enligt tidsplan.	PL	☐
	6 veckors levtid i Sverige.		
	10 veckors levtid i Danmark och Finland.		
	12 veckors levtid i Tyskland.		
	Kostnad för expressinstallation: Ca 10 000 SKR		
	Datasupporten behöver adress och fastighetsbeteckning för beställning av ovan.		
11. Media	Beställning av utrustning sköts av EK. Bokning av montör utförs av PL	PL	☐
O	Inköp av inventarier (3 månader innan öppning)	PL	☐
	Avstämning med EK enligt leverantörslistan som ligger under files/beställningssedlar.		
P	Budget (senast 2 månader innan öppning).	PL	☐
	Överskrids budgeteten med 10% förankras det med EM.		
Q	VM sparar inredningsritning i files	VM	☐
R	Start Entreprenörer (2 månader innan öppning)	PL	☐
	Gå igenom på plats och starta igång följande entreprenörer:		
	1. Inredning		
	2. Elektriker		
	3. Golv		
	Upprätta arbetsmiljöplan, ta in riskanalyser samt utse BAS U.		
S	Startmöte	PL/VM	☐
	Till detta möte kallas Bc, Slv, Slp, Vsc och VM		

1. Rundvandring i lokalen

2. Genomgång tidplan och byggpärm

3. Utvärdering

	Roll	Aktivitet	
T	PL	Överlämning av butik till Försäljningsavdelningen Drift och underhållspärm överlämnas. Berätta för Storemanager om butikens olika driftsrutiner gällande hissar, rulltrappor, jalusier, brandsläckare, sprinkler, datarack, telefoner, var finns våra Stadiumskyltar, daglarm vid NUT , dörrautomatik och Stadium Support.	☐
U	PL	Fotografering Fotografering enligt mallen som ligger under files/projekt/mall/foto	☐
V	PL	Datafiler sorteras Flytta över filer från files/projekt till share.	☐
W	PL	Slutbesiktning med inredningsleverantör och ansvarig VM. (1 månad efter öppning) Skall protokollföras av inredningsleverantör och eventuelle anmärkningar görs inom 8 veckor.	☐
X	PL	Slutbesiktning och reglering av kostnader med FÄ Slutbesiktningen skall protokollföras och åtgärderna bevakas. Innan projektet kan anses avslutat skall samtliga anmärkningar och kostnadsregleringar vara åtgärdade.	☐
Y	EK	Utvärdring samlas in från butikschef	☐
Z	PL	Utfall erhålls från EK och granskas av PL. Dessa siffror skrivs in u budgetmallen.	☐
Å	PL/EK/ED	Utfall och utvärderingsmall utvärderas tillsammans med EK och ED	☐

APPENDIX V

Bilaga nr: _____

stadium®

Etablerings PM

**Teknisk beskrivning för ny Stadium butik.
Bilaga till hyreskontrakt.**

Version 14.1

Innehållsförteckning

| 1. | Lokalbehov | **Butik Standard 1 plans butik 1100 kvm** | |

Butik Standard 1 plans butik 1100 kvm
1100 kvm nettoyta (exklusive hissar, rulltrappor)
Butik standard 2 plansbutik 1150 kvm
Övriga utrymmen standard:

Lager	200 kvm
Monteringsrum	15 kvm
Team Sales Showroom	15 kvm
Team Sales kontor	6 kvm
Transitlager vid lastkaj	10 kvm
Kontor	9 kvm
Kassauppräkning	5 kvm
Pausutrymme	20 kvm
Dusch	3 kvm
Omklädningsrum inkl wc.	2 st på vardera 5 kvm
Städskrubb	4kvm

Totalt: **297 kvm.**

Totalt lokalbehov för standardbutik ca 1350-1400 kvm.

Stadium Plus   2400-2600 kvm
2500 kvm nettoyta (exklusive hissar, rulltrappor)
Övriga utrymmen Stadium plus

Lager	400 kvm
Kontor	10 kvm
Monteringsrum	25 kvm
Team Sales Showroom	15 kvm
Team Sales kontor	6 kvm
Transitlager vid lastkaj	10 kvm
Mötesrum	10 kvm
Kassauppräkning	5 kvm
Pausutrymme	25 kvm
Omklädningsrum inkl wc	2st, vardera 10 kvm
Städskrubb	4 kvm
Kundtoalett	5 kvm
Ortoped	12 kvm
Totalt	**537 kvm**

Totalt lokalbehov för Stadium Plus butik ca 2800-3000 kvm

2. Allmänt   **Säkerhetsklass**
Material, installationer och konstruktioner i lokalen ska uppfylla
Säkerhetsklass 2 samt vara CE-märkta.

Skyddsklass
Lokalerna ska uppfylla inbrottsskydd enligt Skyddsklass 2 *(se bilaga 1: Inbrottsskydd skyddsklass 2)* För Danmark gäller SKAFOR blå. För Finland gäller Rakenteellinen murtosuojeluohje 2, Finanssialan Keskusliitto.
Alla fönster/skyltfönster, kundentrér och exit dörrar som är direkt mot gatan skall utrustas med motordrivna rullgaller. Rullgallren styrs från ett ställe om det finns flera rullgaller i samma våning. Kontor och kök skall vid behov utrustas med galler inifrån.

Allmän Material- och Arbetsbeskrivning
För det som inte finns beskrivet i detta PM hänvisas till respektive AMA
för nivå på färdigställande.

Brandskyddsdokumentation
Brandskyddsdokumentation för lokalen/byggnaden ska överlämnas till
Stadium senast veckan innan öppning.

Skyltar
Externa skyltar/portal på fasad/köpcentrum placeras enligt
överenskommelse. Eventuell bygg/skylt lov till kommunen söks av
fastighetsägaren. Stadium tillhandahåller underlag. El samt arbetsbrytare
ska dras fram till varje skyltplats. Skymningsrelä och tidur monteras för
styrning samtliga skyltar.

Tidplan, ändringar o besiktning
Nedan nämnda detaljer skall utföras enligt Stadium och vara levererade i
antal enligt Stadium senast 9 veckor innan överenskommen
öppningsdag. Eventuella avsteg från detta PM ska skriftligen regleras i
hyresavtalet. Om ändringar och tilläggsarbeten uppkommer under
projektets gång ska detta skriftligen godkännas av Stadium. Stadium
betalar bara för offererade arbeten som beställts skriftlligen.
Vid butikens färdigställande skall Fastighetsägaren låta utföra en
slutbesiktning av en auktoriserad besiktningsförrättare.

Garantier, drift och underhåll
En vecka innan öppning skall en pärm överlämnas innehållandes: En
krysslista med tydlig ansvarsfördelning, garantiförteckningar på samtliga
installationer som kräver underhållsservice eller besiktning. Ex:
rulltrappor, hissar, jalusier, skjutdörrar, kylskåp.
Kontaktuppgifter till centrumchef, fastighetsskötare skall även stå med i
denna pärm.

GPRS-täckning
Gprsäckning krävs i kontor, butik och personalrum.

Väderskyddad cykelparkering
Plats för cykelparkering med väderskydd, placering enligt Stadium.

Logistikhjälp
Hjälp med lossning av inredning fram till dess att Stadium har personal
på plats. Skall lossas på av Stadium angiven plats i butik. Hjälp med
avfallshanteringen (hämta och kasta) fram till öppning.

3. **Butiksentré utomhus**

Markbeläggning
- Parkeringsytor utförs med asfalt med utmärkta p-platser där minst
  2st skall vara avsedda för handikappade.

Påkörningspollare
- Armerade betongpollare ca 1000 mm höga framför entréer,
  glaspartier och dörrar i marknivå. ½ kubikmeter armerat 8 TG-
  fundament i mark, c/c pollare 1300 mm.

Torkmatta
- Torkmatta special i luftsluss enligt ritning från Stadium. Stadium
  levererar och hyresvärden betalar. Ramen läggs i anpassad
  betongplatta som är försedd med golvvärme.

Entré

- Dörrparti och skyltfönster i rostfritt stål enligt Stadium.
- Skyltfönster med klarglas Pilkington Optiwhite eller motsvarande.
- Dörrautomatik.
- Motordrivet rullgaller typ öppen matta i strängpressade aluminiumprofiler eller motsvarande placeras i entré samt i alla skyltfönster i fasad utomhus. Rullgaller levereras med rullsäkring, nödmanöver med vev samt nyckelströmbrytare. Ej lås i gejder.
- Radiatorer med kulör NCS 7000-N i skyltfönster (inte i en galleria).
- Skyltfönster med radiatorer byggs vid behov in som ett podium med Stadiums golvplatta. Ingen sockel, endast en mörkgrå mjukfog.
- Varmluftsridå typ Masterveil eller motsvarande
- Löparbana 4 meter från fasad enligt ritning från Stadium läggs med vägmarkeringslinjer direkt på asfalt.
- Vattneburen värme i luftsluss, 4 meter innanför luftsluss och 3 meter utanför entrédörrar.

Flaggstänger

- 6 st placeras enligt Stadium

4. Butiksentré inomhus

Entré

- Entréparti och skyltfönster i rostfritt stål enligt Stadium.
- Skyltfönster med klarglas Pilkington Optiwhite eller motsvarande.
- Motordrivet rullgaller typ öppen matta i strängpressade aluminiumprofiler. eller motsvarande placeras 250 mm in från glasfasad enligt ritning från Stadium (se bilaga 11). Rullgaller levereras med rullsäkring, nödmanöver med vev samt nyckelströmbrytare.Ej lås på gejderskena.
- Löparbana skall gå ut minst 1 meter utanför fasadliv. Löparbanan fräses ner i inomhusgallerior
- Frostade "pluppar" appliceras på glasparti för att undvika att besökare krockar med glasparti. Detta gäller inte vid skyltfönster. Appliceras enligt Stadium.
- De skyltfönster som Stadium ej använder som skyltfönster skall fastighetsägaren foliera enligt Stadiums direktiv (t.ex. Oracal folie, karta 641, folie nr 073 mörkgrå)

5. Butik

a) Golv

- Golvbeläggningar skall uppfylla kraven enligt Hus Ama 98 Tabell 44.BB/-1 klass A.
- Plattan får ha en relativ fuktighet om max 85%, detta mäts enligt RBK –metoden.
  Fastighetsägaren skall senast två veckor innan planerat startdatum för golvläggning ombesörja och bekosta att fuktprov tas av auktoriserat företag. Kopia på protokoll skall skickas till Stadiums projektledare.
- Om den relativa fuktigheten överstiger 85% skall plattan fuktspärras med Condry.
- Stadiums golvplatta inkl. linjer och siffror läggs enligt golvplan från Stadium. Leverantören Idé Trading levererar. robban@mattkillarna.se, Direkt: 031-723 51 00
- 10 cm sockel (gjorda av Stadiums golvplatta) mellan inredningssektioner på väggen. Ej i skyltfönster, endast mörkgrå mjukfog.

- Alla rörelsefogar och brunnar skall tydligt redovisas i god tid innan golvläggningen startar.
  I eventuella rörelsefogar läggs rörelsefogsskena enligt Stadium.
- Golvet täcks efter läggning med tjock mjölkpapp samt masonit.
- Uppsläntning i entré vid behov.
- Bjälklagskanter spacklas och målas i NCS 7000-N. Kanten täcks sedan med kantlist i rostfritt stål enligt Stadium.
- Räcken utförs i glas och rostfritt stål enligt Stadium.
- Anslutningar mot hissar, rulltrappor samt andra installationer utförs enligt gällande krav från besiktningsman 4v innan öppning.

b) Väggar

- Väggar utförs med gips och plyfa på båda sidor om regel.
- Samtliga väggar byggs upp till bjälklag, eller minst 4 meter öfg.
- Väggar spacklas samt målas i grå kulör NCS 7000-N glans 10 upp till en av Stadium angiven höjd. Över detta målas vitt NCS 0500-N glans 10.
- Övriga väggar byggs enligt Stadiums layout.

c) Tak

- Tak inklusive installationer (inte ventilationsrör) målas i vit kulör NCS 0500-N. Installationer kan som alternativ till målning kläs in med vit plastplåt.
- Samtliga installationer skall monteras dikt tak och anpassas efter Stadiums butikslayout. <u>2500 mm från väggar och pelare skall inga installationer monteras.</u>
- Ej undertak.
- Alla ritningar på installationer skall redovisas och skriftligen godkännas av Stadium.
- Eventuellt rökskydd skall utföras i glas.

d) El

- Effektbehov är 100 amp vid standard och 160 amp vid plus, exkl. rulltrappor, hissar, ventilation och kylanläggning mm. El-central enligt ritning från Stadium. Placeras max 100 m från kassalinje. (**Se bilaga 2)**
- Allmänljus 400 lux vid varufylld butik. Armatur Nokalux ID40 249 T5 inkl ljuskälla. Ritning med antal och placering enligt Stadium.
- Tändning: ledljus skall styras med en brytare vid personalentré.
- Spotlights Luke Led 39 W 830. (Se bilaga 12). Ritning med antal och placering enligt Stadium. Dessa skall styras av ett ur som programmeras enligt butikens öppettider och väsentlig funktion. Detta ur skall kunna forceras med två timmar via en knapptryckning.
- Vita global kontaktskenor enligt ritning från Stadium.
- Big Indus och Stella i provrumslounge monteras enligt armaturplan.
- Xxxx monteras i trapphus enligt armaturplan.
- Dubbla eluttag för: Städning c:a 10 st placeras på pelare och väggar, 1 st för varularmsantenner per ingång, 1 st (ström 24h) för besöksräknaren per kundentré, 3 st uttag för Stadium Tv (styrs på samma kanal som spotlightsskenorna) och 24 st för kassalinjen enligt ritningar från Stadium (se bilaga 9). Kassalinjens eluttagsinstallation sker efter att inredningen är på plats.
- I butik är eluttagen i grå kulör tex Ral 7024, gäller ej kassalinjen.
- VP rör för varularm (1x25mm) i kundentré och kassalinje (5 x 20mm per kassalinje) fräses ner i golv enligt ritningar från Stadium.
- Elstegar täcks med vit plåt. Alternativt används rännor istället för stegar.
- Nöd och panikbelysning enligt myndighetskrav.

- Kabeldragning för Stadiums musikhögtalare enligt ritning från Stadium.
- El för beslagning av dörrar enligt Dörr-Pm. *(se bilaga 3)*
- 6st dubbla Eluttag i anslutning till dataskåp

e) Tele/Data

- Till lokalen skall finnas en kommunikationskabel som är avlämnad i plint med fibertypen "Singel Mode" med SC kontakter till av Stadium anvisad plats.
- Datauttag och kablage (cat 6) enligt ritningar från Stadium. Innehållandes kameraövervakning och butiksnät.
- Dataskåp h:2000mm, b: 600mm, d: 800mm med glasdörr, utrustat enligt Stadium (4 st modemhylla, 2 st elpanel, 1 st fläkt, 3 st patchpaneler)
- Kabelväg för data/tele från samtliga utrymmen till plats för dataskåp enligt Stadium.
- Styrning från centralt utrymningslarm lämnas vid placering dataskåp.
- Max 100 m kabelväg mellan dataskåp och kassalinje.

f) Ventilation

- Installationerna skall utföras dikt tak och anpassas till butikslayouten. (se punkten tak)
- Golvdon typ floormaster godkännes ej.
- Luftomsättningen skall vara minst 2,5 liter/sek och kvm.
- Eventuella takluckor redovisas på ritning.

g) Kylinstallation

- Kylbehovet av lokalerna är minst 60w/kvm vid direkt solljus i lokal annars 40w/kvm. Om kyla av lokalen utförs med kylbafflar gäller samma förutsättningar som för övriga installationer. Installationen anpassas till butikslayout. Floormaster godkännes ej. Lokalen skall kunna kylas 5 grader under utomhustemperatur, max 25 grader.

h) Dörrar

- Invändiga massiva trädörrar och karmar fabrikslackas i grå kulör NCS 7000-N alternativt laminat kulör. NCS 8000-N. Får ej målas på plats.
- Nödutgångar/ytterdörrar gjord av stål med skyddsklass 2, kulör NCS 7000-N. Vid skalskydd mot utsida fastighet kompletteras dörr med invändigt rulljalusi. Vid personalentrén ersätter en gallergrind jalusiet.
- Beslagning enligt Stadium Dörr PM.
- 120 cm sparkplåt på dörrblad och karm på alla dörrar mot butik. Observera att plåten skall omfamna dörrbladet.
- Mellan butik och skolager installeras en snabbrullport i märket Novoferm. Porten styrs med en rörelsesensor på båda sidor av porten. På butikssidan inom en radie av 20 cm. Enligt bilaga 13

i) Övrigt

- Rulltrappor skall vara med 1000 mm stegbredd och med glasbalustrader folierade med en folie enligt Stadium. Avvisningsskydd enligt myndighetskrav. Rulltrappa enligt Kones Travelmaster 110 med infälld belysning eller motsvarande.
- Rulltrappor överlämnas vid övertagande av lokal.
- Väggar runt trapphus enligt Stadium.
- Vid en tvåvåningsbutik skall butiken vara utrustad med en lätt hiss typ Artico 7000. Hissdörrens yttersida i kulör enligt Stadiums direktiv (tex NCS S 7000-N, Ral 7024 mörk grå).
- Ev brandpost monteras med slangvindor ovan vägginredning och strålmunstycket neddraget i lämplig höjd. Placering enligt ök med

Stadium. Vid butiker med låg tak höjd, där slangvindor inte kan placeras ovan vägginredningen bör brandpostskåpen målas NCS 7000-N grå kulör.

6. Lager

Golv
- Golv läggs med golvplatta avsedd för lagermiljö, målas med epoxi i grå kulör
- Fukt i platta, dilfogar och täckning lika butik.
- Nödutmarkering i golv målas eller tejpas.
- Stadiums golvplatta i skolagret
- Sockel 40mm.

Väggar
- Konstruktion lika väggar i butik (plyfa + gips)
- Släta som målas NCS 0502Y
- Utsatta väggar utrustas med marinplyfa enligt Stadium.

Tak
- Målas NCS 0502Y
- Samtliga installationer skall monteras dikt tak och anpassas efter Stadiums lagerinredningslayout.
- Inget undertak i lagret.

El
- Allmänljus 300 lux som anpassas efter Stadiums lagerinredningslayout. Armatur lika butik.
- Rörelsedeckare för belysning på lager anvisade av Stadium.

Ventilation
- Installationerna skall utföras dikt tak och anpassas till lagerinredningslayout. (se punkten tak)
- Luftomsättningen skall vara enligt myndighetskrav för lager som är stadigvarande arbetsplats för 1-2 personer.

Kyla
- Arbetstemperatur 5 grader under utomhustemperatur. Om kyla av lokalen utförs med kylbafflar gäller samma förutsättningar som för övriga installationer. Installation anpassas till lagerlayout.

Dörrar
- Invändiga massiva trädörrar utan tröskel.
- Ståldörr mot lastkaj i skyddsklass 2 utan tröskel.
- Beslagning enligt Stadium Dörr PM.
- Snabbrullport i märket Novoferm. Porten styrs med en rörelsesensor på båda sidor av porten. På butikssidan inom en radie av 20 cm. Enligt bilaga 13

Övrigt
- Papperskomprimator typ Orwak 3410 eller liknande på av Stadium anvisad plats på lagret.
- Varuhiss 1000 kg vid flerplanslokaler. Dagmått minst 1meter. Skall vara klar då Stadium tar över lokalen.
- Ev radiatorer och brandposter redovisas på ritning

7. Monteringsrum

Golv
- Plastmatta.

Väggar
- Konstruktion likt butik (plyfa + gips)
- Väggar släta som målas NCS 0502Y

Tak
- Målas NCS 0502Y
- Samtliga installationer monteras dikt tak.
- Inget undertak

El
- Takarmaturer likt lager. Tändning via rörelsedeckare.

Ventilation
- Dimensioneras för arbetsplats 1 person 10l/s

Kyla
- Kyla tillförs så att inomhustemperaturen är 5 grader lägre än utomhustemperaturen.

Dörr
- Massiv trädörr. Kulör grå NCS 7000-N vid dörr mot butik helglasad dörr med sidoljus (se bilaga 3)
- Beslagning enligt Stadium Dörr PM.
- Ingen tröskel

Personalutrymmen

8. **Kontor**

Golv
- Linoleum ljusgrå kulör eller motsvarande produkt.

Väggar
- Väggar med gips samt plyfa. Vävas samt målas NCS 0502Y
- Ljudisolering till angränsande rum ska motsvara ett värde på $D_{n,f,w} \geq$ 48dB enligt bilaga.

Tak
- Undertak typ Ecophon ljudabsorptionsklass A.
- Ljudisolering till angränsande rum ska motsvara ett värde på $R'_w =$ 48 dB enligt bilaga.

El
- Nerpendlade armaturer i undertak.

Ventilation
- Dimensioneras för arbetsplats 2 personer. Min 40l/s.
- Installeras med ljudfälla för att unvika överhörning

Kyla
- Kyla tillförs så att arbetstemperatur på 5 grader under utomhustemperatur uppnås.

Dörr
- Massiv trädörr.
- Beslagning enligt Stadium Dörr PM.

9. **Kassauppräkning**

Golv
- Linoleum ljusgrå kulör eller motsvarande produkt.

- Dimensioneras för att tåla värdeskåp med vikten160 kg och ett deponiskåp på 700 kg (endast i Sverige).
- Deponiskåp skall bultas fast i golv. Ev golvvärme redovisas.

Väggar
- Väggar släta vävas samt målas kulör NCS 0502Y
- Gips samt plyfa
- Ljudisolering till angränsande rum ska motsvara ett värde på $D_{n,f,w} \geq$ 40 dB

Tak
- Undertak typ Ecophon ljudabsorptionsklass A.
- Ljudisolering till angränsande rum ska motsvara ett värde på $R'_w =$ 40 dB

El
- Infällda armaturer i undertak.

Ventilation
- Dimensioneras för arbetsplats 1 personer. Min 20l/s.

Kyla
- Kyla tillförs så att en arbetstemperatur på 5 grader under utomhustemperatur kan uppnås.
- Beräknas på 3st datorer.

Dörr
- Massiv trädörr
- Dörrbeslagning enligt Stadium Dörr PM.

10. Städ

Golv
- Plastmatta
- Uppvik 10cm
- Ej tröskel

Väggar
- Väggar med gips samt plyfa.
- Slätas och målas NCS 0502Y

Tak
- Undertak typ Ecophon ljudabsorptionsklass A.

El
- Infällda armaturer i undertak
- Tändning via rörelsedeckare.

Vatten/ avlopp
- Varmt och kallt vatten.
- Utslagsvask för tömning av smutsigt vatten. Tappställe med slang på ca 1000 mm för påfyllning av vatten till städmaskin.
- Golvbrunn med sandfilter.

Inredning
- 8 hyllmeter på väggar för städmaterial och hygienartiklar monteras enligt Stadium.
- Upphängningsanordningar för redskap
- Torkställning
- 2 st klädkrok

Ventilation
- Enligt standard våtutrymmen min frånluft 15 l/s.

Dörrar
- Massiv trädörr.
- Dörrbeslagning enligt Stadium Dörr PM.
- Ingen tröskel.

11. Pausutrymme

Golv
- Linoleum grå eller motsvarande.

Väggar
- Väggar med gips samt plyfa.
- Väggar släta vävas samt målas NCS 0502Y
- Ljudisolering till angränsande rum ska motsvara ett värde på $D_{n,f,w} \geq$ 40 dB

Tak
- Undertak typ Ecophon ljudabsorptionsklass A.
- Samtliga installationer monteras ovan undertak.
- Ljudisolering till angränsande rum ska motsvara ett värde på $R'_w =$ 40 dB

El
- Uttag för 2st micro, kylskåp och diskmaskin
- Infällda armaturer i undertak + nerpendlade armaturer ovanför bordet
- Dubbla brytare för belysning.

Vatten/ avlopp
- Vatten för pentry / köksinredning.

Inredning
- Köksinredning enligt ritning inklusive 2x micro, 1x kylskåp (högmodell)+ diskmaskin (*Se bilaga 4).*
- Köksbord och stolar för 6 personer (tex. Ikea stol Erland, matbord Torsby).
- Stänkskydd mellan arbetsbänk och överskåp.

Ventilation
- Ventilation dimensioneras för 10 personer min 60l/s.

Kyla
- Kyla tillförs så att en arbetstemperatur på 5 grader under utomhustemperatur uppnås.

Dörrar
- Massiv trädörr.
- Dörrbeslagning enligt Stadium Dörr PM.

12. Omklädningsrum 2st

Golv
- Linoleum, grå eller motsvarande.

Väggar
- Väggar släta vävas samt målas NCS 0502Y
- Gips samt plyfa
- Ljudisolering till angränsande rum ska motsvara ett värde på $D_{n,f,w} \geq$ 40 dB

Tak
- Undertak typ Ecophon ljudabsorptionsklass A.
- Ljudisolering till angränsande rum ska motsvara ett värde på $R'_w =$ 40 dB
- Samtliga installationer monteras dikt tak.

El
- Infällda armaturer i undertak
- Tändning via rörelsedeckare

Inredning per rum
- 8st personalskåp, 4 skåp i höjd, med lutande tak.
- 6st värdefackskåp
- 1st kroklist med 12 krokar
- 1st klädstång typ sparring, ca 3 löpmeter.
- 2st skohylla typ sparring, ca 6 löpmeter.
- 1st spegel

Ventilation
- Ventilation enligt standard min tilluft, 20 l/s och kvm

Dörrar
- Massiv trädörr typ
- Beslagning enligt Stadium Dörr-Pm.

13. Toaletter 2st

Golv
- Plast, grå med 10cm uppvik.

Väggar
- Väggar kaklas i kulör godkänd av Stadium.
- Väggar med gips samt plyfa.
- Ljudisolering till angränsande rum ska motsvara ett värde på $D_{n,f,w} \geq$ 40 dB

Tak
- Undertak typ Ecophon ljudabsorptionsklass A.
- Samtliga installationer monteras ovan undertak.
- Ljudisolering till angränsande rum ska motsvara ett värde på $R'_w =$ 40 dB

El
- 1 st 2-vägs eluttag.
- Infällda armaturer i undertak.
- Tänding via rörelsedeckare

Inredning
- WC stol
- Handfat
- Spegel
- Handukshållare

- Papperhanddukshållare typ Torky eller motsvarande.
- Tvålhållare typ Torky eller motsvarande
- Sanitetspåshållare
- Väggmonterad papperskorg

Ventilation
- Ventilation enligt standard min frånluft 10 l/s.

Dörrar
- Massiv trädörr
- Beslagning enligt Stadium Dörr-Pm.

Övrigt:
- Handikappanpassas enligt gällande myndighetskrav vid behov.

13b. Duschrum

- 1st Dusch
- 4 klädkrokar
- 1st duschdraperistång
- 1st bänk
- Kaklas i kulör godkänd av Stadium.

14. Teamsales Kontor

Golv
- Stadium golvplatta lika butik.
- Sockel likt butik.

Väggar
- Väggar släta vävas samt målas NCS 0502Y
- Väggar med gips samt plyfa
- Ljudisolering till angränsande rum ska motsvara ett värde på $D_{n,f,w} \geq$ 40 dB

Tak
- Undertak typ Ecophon ljudabsorptionsklass A.
- Samtliga installationer monteras ovan undertak.
- Ljudisolering till angränsande rum ska motsvara ett värde på $R'_w = $ 40 dB

El
- Nerpendlade armaturer i tak

Ventilation
- Ventilation enligt standard. Arbetsplats för 2 personer min 40 l/s.
- Installeras med ljudfälla för att undvika överhörning.

Kyla
- Kyla tillförs så att en arbetstemperatur på 5 grader under utomhustemperatur kan uppnås.

Dörrar
- Massiv trädörr, kulör grå NCS 7000-N.
- Beslagning enligt Stadium Dörr-Pm

15. Teamsales Showroom

Golv

- Stadium golvplatta, sockel likt butik.
- Inga trösklar till butik samt kontor.

Väggar
- Släta målas NCS 7000-N
- Inga installationer på vägg
- Plyfa samt gips i samtliga väggar
- Ljudisolering till angränsande rum ska motsvara ett värde på $D_{n,f,w} \geq$ 40 dB

Tak
- Undertak typ Ecophon ljudabsorptionsklass A. Monteras ca 3200 mm ovan färdigt golv.
- Samtliga installationer monteras på av Stadium angiven höjd.
- Ljudisolering till angränsande rum ska motsvara ett värde på $R'_w =$ 40 dB

El
- Allmänljus Armatur Nokalux ID40 249 T5 inkl ljuskälla enligt Stadiums armaturplan.
- 10st Liwal Luke Led 39 W 830.
- Vita global kontaktskenor enligt ritning från Stadium. Tänds via separat brytare.

Ventilation
- Ventilation enligt standard. Arbetsplats för 2 personer min 40 l/s.

Kyla
- Kyla tillförs så att en arbetstemperatur på 5 grader under utomhustemperatur uppnås.
- 30 W / m2.

Dörrar
- Massiv trädörr i kulör grå NCS 7000-N. Dörr mot butik i helglas och sidoljus med helglas, 400mm bred (se bilaga 3).
- Beslagning enligt Stadium Dörr-Pm.

Övrigt
- Eventuell radiator redovisas.

16. Ortoped

Golv
- Linoleum ljusgrå eller motsvarande.

Väggar
- Väggar släta vävas samt målas kulör NCS 0502Y
- Väggar med gips samt plyfa
- Ljudisolering till angränsande rum ska motsvara ett värde på $D_{n,f,w} \geq$ 40 dB

Tak
- Undertak typ Ecophon ljudabsorptionsklass A.
- Ljudisolering till angränsande rum ska motsvara ett värde på $R'_w =$ 40 dB

El
- Infällda armaturer i undertak.

Ventilation
- Dimensioneras för 1 arbetsplats. Min 20l/s.

Kyla
- Kyla tillförs så att en arbetstemperatur på 5 grader under utomhustemperatur kan uppnås.

Dörr
- Massiv trädörr kulör grå NCS 7000-N.
- Dörrbeslagning enligt Stadium Dörr PM.

Övrigt
- Arbetsbänk med diskho
- Varmt och kallt vatten
- 2 hyllplan ovan bänk

18.Mötesrum

Golv
- Linoleum ljusgrå eller motsvarande.

Väggar
- Väggar släta vävas samt målas kulör NCS 0502Y
- Väggar med gips samt plyfa
- Ljudisolering till angränsande rum ska motsvara ett värde på $D_{n,f,w} \geq$ 48 dB

Tak
- Undertak typ Ecophon ljudabsorptionsklass A.
- Ljudisolering till angränsande rum ska motsvara ett värde på $R'_w =$ 48 dB

El
- Infällda armaturer i undertak.

Ventilation
- Dimensioneras för 6 arbetsplatser. Min 100l/s. Forcerande funktion.

Kyla
- Kyla tillförs så att en arbetstemperatur på 5 grader under utomhustemperatur.

Dörr
- Massiv trädörr kulör grå NCS 7000-N.
- Dörrbeslagning enligt Stadium Dörr PM.

19.Bilagor:
1. Skyddsklass 2
2. Ritning Elcentral
3. Dörr PM och två bilder på hur svängdörr och Team Salesdörr
4. Principritning Pentry
5. Principskiss lagerinredning
6. Ljudisolering kontor
7. Optiwhite glas.
8. Varmluftsridå
9. Kassalinje
10. Krysslista
11. Entrélösning
12. Armaturspecifikation
13. Snabbrullport