

VISIONS OF A SUSTAINABLE HEADQUARTERS BUILDING
AND ITS ROLES IN 21st CENTURY CITY

A Case Study: Stora Enso's New Headquarters

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Abstract

This study examines what kind of symbolic and strategic roles a sustainable headquarters (HQ) building is expected and visioned to have for a multinational enterprise (MNE). Additionally, the research sheds a light on different roles of an HQ building in sustainable city.

In the existing international business (IB) research, MNE's headquarters are mainly discussed from the corporation's perspective as entities that coordinate and pursue the strategy of the corporation. Furthermore, the aspects of sustainability and symbolic role of the HQs is lacking in the IB research although the headquarters building are known to have significant symbolic value. However, in a globalized world, sustainability is raising its importance and corporations with strong sustainability image pave their ways to successful future. Furthermore, in an increasingly intertwined societies, large projects such as an HQ building project, cannot be separated from the surrounding environment and discussed only from the MNE's perspective. Therefore, to support MNEs to contribute on the development of sustainable cities, further research on HQs roles is needed.

This research was conducted as a phenomenon based qualitative single-case study, in which the main-users, designers, city representative and investor of the HQ building were interviewed. Furthermore, secondary data including the town planning proposals and the evaluation report of the architectural competition were utilized in the analysis. The case examined in this research is Stora Enso's new headquarters building which will be located at the middle of Finnish Nationally Valuable Urban Area in Katajanokka, Helsinki.

Findings of this research suggest, that a sustainable HQ building is expected to have significant symbolic and strategic role for an MNE. In this case, the expected symbolic role of wooden HQ building representing the Nordic forest-relationship, is to communicate of the MNE's identity, development and brand values. Therefore, the symbolic value of the sustainable HQ building extends beyond its material and use value. Further, an HQ built of MNE's own products is expected to support in strategic promotional objectives. In a sustainable city on the other hand, the HQ building should materialize as a long-lasting entity that is carbon neutral, interconnected and has a positive impact on the community.

This master's thesis has been conducted as a part of a multi-year Headquarters Location research project of the Department of Management at Aalto University School of Business.

Keywords headquarters building, sustainable building, multinational enterprise, symbolic value, sustainable city

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Tiivistelmä

Tässä tutkimuksessa tarkastellaan, millainen symbolinen ja strateginen rooli kestäväällä pääkonttorirakennuksella odotetaan olevan monikansalliselle yhtiölle. Lisäksi tutkimus pureutuu pääkonttorirakennusten erilaisiin rooleihin osana kestäviä kaupunkia.

Aiemmassa tutkimuksessa monikansallisten yhtiöiden pääkonttoreita on käsitelty erityisesti kokonaisuuksina, jotka koordinoivat ja toteuttavat yhtiön strategiaa. Pääkonttoreiden tutkimus kestävyysnäkökulmasta ja symbolisen roolin kautta on kuitenkin jäänyt vähäiseksi kansainvälisen liiketoiminnan alalla, vaikka pääkonttorirakennusten symbolinen arvo onkin tunnustettu merkittäväksi. Globalisoituneessa maailmassa kestävyyskäsitykset kasvattavat jatkuvasti merkitystään, ja siksi yhtiöt joilla on vahva vastuullisuusimago, menestyvät paremmin. Lisäksi yhä kompleksisemmissä yhteiskunnissa suuria pääkonttorirakennusprojekteja ei voida erottaa niiden ympäristöstä ja tarkastella vain yrityksen näkökulmasta. Näin ollen jotta yhtiöitä pystytään tukemaan kestävien kaupunkien kehitykseen osallistumisessa, lisää tutkimusta pääkonttoreiden rooleista tulee tehdä.

Tämä tutkimus toteutettiin ilmiölähtöisenä tapaustutkimuksena, johon tulevan pääkonttorirakennuksen pääkäyttäjiä, suunnittelijoita, sijoittajaa sekä kaupungin edustajaa haastateltiin. Lisäksi kaupunkisuunnitteluun liittyviä dokumentteja sekä arkkitehtuurikilpailun arviointidokumenttia hyödynnettiin sekundäärinä datalähteinä. Tutkimustapaus on Stora Enson uusi pääkonttorirakennus, joka tulee sijoittumaan keskelle suomalaista kansallismaisemaa Katajanokalle, Helsinkiin.

Tutkimuksen tulokset indikoivat, että kestäväällä pääkonttorirakennuksella odotetaan olevan tärkeä symbolinen ja strateginen rooli monikansalliselle yhtiölle. Tässä tutkimuksessa puurakenteisen pohjoismaista metsäsuhdetta edustavan pääkonttorin odotettu symbolinen rooli on viestiä yhtiön identiteetistä, kehityksestä ja brändiarvoista. Näin ollen kestävä pääkonttorirakennuksen symbolinen arvo ulottuu rakennuksen käyttöarvoa laajemmalle. Lisäksi pääkonttorirakennuksen toteuttaminen yhtiön omista tuotteista odotetaan tukevan markkinointiin liittyviä strategisia tavoitteita. Kestävässä kaupungeissa pääkonttorirakennuksen tulisi puolestaan olla hiilineutraali, vuorovaikutteinen ja positiivisesti ympäröivään yhteisöön vaikuttava aikaa kestävä kokonaisuus.

Tämä Pro Gradu -tutkielma on toteutettu osana Aalto-yliopiston Kauppakorkeakoulun Johtamisen laitoksen monivuotista pääkonttoreiden sijaintiin liittyvää tutkimusprojektia.

Avainsanat pääkonttorirakennus, kestävä rakennus, monikansallinen yhtiö, symbolinen arvo, kestävä kaupunki

TABLE OF CONTENTS

1	Introduction	1
1.1	Background of the study.....	1
1.2	Research gap.....	2
1.3	Research objectives and questions	4
1.4	Key concepts	5
1.5	Thesis structure.....	5
2	Literature review	7
2.1	Literature on headquarter buildings.....	7
2.1.1	Headquarters symbolic value strengthening MNE’s image and identity .	9
2.1.2	Headquarters as symbols for development.....	11
2.1.3	Brand value and corporate headquarters	13
2.2	Sustainable cities and built environment.....	15
2.2.1	The triple-bottom-line and sustainable buildings	17
2.2.2	Multiple stakeholders of sustainable buildings	22
2.3	Conclusions	24
3	Research design and methods.....	27
3.1	Research methods and strategy.....	27
3.2	Philosophical positioning	28
3.3	The research context and case selection.....	29
3.4	Data collection.....	30
3.5	Data analysis – thematic analysis	34
3.6	Trustworthiness of the study	36
4	Empirical findings and analysis	38
4.1	Case: Stora Enso’s new headquarters.....	38
4.1.1	The headquarters project	39

4.1.2	Architectural competition.....	40
4.2	Headquarters contribution to symbolic value.....	42
4.2.1	Location symbolizing belongingness and status of the industry	42
4.2.2	Material symbol for the renewed “renewable materials company”	44
4.2.3	Forest-relationship as a symbol of the Nordics	45
4.3	Brand value and business benefits of sustainable headquarters building.....	47
4.3.1	Functional qualities strengthening corporate brand and employer brand.....	47
4.3.2	Business benefits for the Wood Products -division.....	49
4.4	Headquarters role in 21 st century sustainable city	52
4.4.1	Environmentally and economically sustainable building.....	53
4.4.2	Culturally and socially sustainable building.....	57
4.5	Summary of the main findings	61
5	Discussion and conclusions	65
5.1	Theoretical contributions.....	65
5.2	Managerial implications	70
5.3	Evaluation of the study	71
5.4	Future research	72
5.5	Concluding remarks.....	74
6	List of References	76
7	Appendices	84
7.1	Examples of interview guides.....	84

LIST OF TABLES

Table 3.1. Data set A: Interviews

Table 3.1. Data set B: Secondary data

Table 4.1. Summary of the main findings

LIST OF FIGURES

Figure 2.1. Components of the literature

Figure 2.2. Use of art and architect as a driving force to change perceptions of organization's identity. Adapted from Cripps (2013).

LIST OF ACRONYMS

CO² Carbon dioxide

GDP gross domestic product

HQ headquarters

IB international business

LCCA life cycle costing analysis

MNE multinational enterprise

SDG Sustainable Development Goal

UCLG United Cities and Local Governments

1 Introduction

1.1 Background of the study

More than half of the global population currently lives in cities and urban areas, and the share is only expected to rise (World Economic Forum 2020). Metropolitan areas and cities are also home to many important economic activities, including multinational enterprises' (MNE) headquarters. Furthermore, cities are contributing even 60% to the global Gross Domestic Product (GDP). However, they also produce roughly 70% of the global carbon emissions (United Nations n.d.) and the rapid urbanization is strongly contributing on several other sustainability concerns such as increasing inequality, inadequate infrastructure and health issues (United Nations 2020). As an example, as much as 90% of the COVID-19 cases have occurred in urban areas (United Nations 2020).

Therefore, as Balaban and Puppim de Oliveira (2017) state, cities are indeed responsible for several global sustainability issues, but they also hold the keys for creating more sustainable future. For instance United Nations values sustainable cities as one of the global Sustainable Development Goals (SDG). To continue, the SDG 11: Sustainable Cities and Communities, encourages public and private actors to take action for a sustainable city development, in order to build cities where shared prosperity and social stability are created without harming the environment (United Nations 2020). Furthermore, the role of private sector and MNEs in achieving the SDGs has been recently emphasized in the international business literature. The academia pledges MNEs to comprehensively implement the SDGs by e.g. investments, such as headquarters, and other measures (see for example. van Zanten and van Tulder 2018, Montiel, Cuervo-Cazurra, Park, Antolín-López and Husted 2021).

Now, one key elements in cities and metropolitan areas, namely buildings, require particular focus due to their extensive sustainability impact. The built environment and buildings, efficient and sustainable buildings is namely considered as one the key factors in contributing to SDG 11 (Wen, Musa, Onn, et al. 2020). Buildings generate nearly 40%

of the annual global greenhouse gas emissions (United Nations Environment Programme 2020). In addition to the often discussed environmental sustainability, buildings also have an impact to human health, cultural development and economic prosperity throughout their long life-cycles. To address the sustainability concerns, the concepts of sustainable building and green building have evolved quickly. Furthermore, cities and local governments together with European Union and other public bodies are currently guiding the industry continuously towards sustainability (See European Commission 2020 and Ministry of the Environment n.d.). Although the development in the construction industry and urban development has been rapid, there are still uncovered areas within the sustainable cities and buildings. One of the aspects, is the discussion of MNE's headquarters (HQ) and their role in modern and sustainable cities.

1.2 Research gap

In the international business (IB) literature, the HQs have been mainly approached from the MNE's perspective and topics, such as the structure, location, functions and operations of the headquarters, have been explored (see for example. Chandler 1992, Kunisch, Menz and Collis 2020). Yet, in addition to coordination and control functions, HQ buildings also have powerful symbolic value. The symbolic role of the headquarters buildings as a demonstrating tool of organizational values and changes has gained foothold especially in the architecture and design literature (see for example Berg and Kreiner 1990, Cripps 2013). As Khanna, van der Voordt and Koppels (2013) state, one of the possibilities to further improve the identity and brand of an international corporation, is its real estate strategy which includes headquarters as corporations' most recognized and well-known tangible element. Brand values, such as sustainability, openness and reliability are defined based on corporations' identity and purpose and support as an example in differentiation from competitors (Khanna et al. 2013).

However, exploration on the symbolic role of HQ buildings from a sustainability perspective is lacking in the IB literature. Although the research on the topic is still emerging, several examples of newly built HQs with an emphasis on sustainability can be named. Google's new wooden European headquarters in London is currently under

construction and the plans embed sustainability comprehensively (The Guardian 2017). Furthermore, Amazon is currently constructing their second headquarters to Arlington, Virginia with a strong emphasis on biophilic design and employees' and community's well-being (Amazon 2021). Biophilic design refers to a design practice in which well-being of the building's users is improved with implementing nature or visual representations of the nature the built environment (Kellert, Heerwagen and Mador 2008). In Finland, Wood City, now home to a successful Finnish gaming company Supercell, was also built of wood and especially environmental sustainability was carefully considered throughout the process (SRV 2020). Thus, in the field of IB, some scholars, such as Kunisch et al. (2020) suggest exploring topics related to the role of HQ building in attaining a sustainable and responsible business. Furthermore, Kunisch et al. (2020) encourages researchers to explore how an HQ can engage in environmental and societal initiatives.

The symbolic value, on the other hand, of such tangible elements in organizational changes and challenges can be recognized in several business cases. As an example, an American insurance company Sears managed to overcome challenges deriving from increased competition and decreased sales partly due to the changes in their physical settings (Cripps 2013). A change from a downtown high rise building, which up to this date is a famous landmark in Chicago, to a relaxed environment in the suburban area managed to enhance change in internal stakeholders towards new flat organizational culture and at the same time add interest toward Sears's renewed identity and service offering among external stakeholders (Cripps 2013).

To conclude, as MNEs look for possibilities to strengthen their identity and communicate their values and story, the differentiating aspects in tangible elements such as real estates, in this study specifically headquarters, rises to the focus. In this thesis, headquarters building will be explored as a powerful symbolic entity which reflects MNEs business transformation, promotes business objectives and simultaneously is expected to adapt to the surrounding city center and develop it further.

1.3 Research objectives and questions

The aim of this thesis is on the one hand to explore what is the symbolic and strategic role of the HQ building for the MNE from sustainability perspective and on the other hand understand the role of headquarters building in a sustainable city. The case project, introduced in latter sections of this thesis, is Stora Enso's, a Finnish-Swedish forestry giant's, new headquarters building which is planned to be constructed to Katajanokka, Helsinki. As the research is an intensive single-case study, it is important to keep in mind that the aim is not to generalize the results to be applicable for any other context. From a researcher's point of view the case project offers a unique research setting to discover the connections between sustainability and the HQ building.

Firstly, the unique case project is located in a very sensitive, central and historically remarkable area in Helsinki, resulting in raised stakeholder awareness and expectations towards the process. Secondly, sustainability of the building is emphasized throughout the process connecting the project into larger societal context of sustainable cities and relatively undiscovered area of sustainable headquarter buildings. As the HQ building will be one of the first carbon free and wooden office buildings in the city of Helsinki, the project is even more remarkable and interesting from the city's perspective.

Further, as said, in the literature the symbolic role and value of the headquarters buildings has been recognized. For instance, Cripps (2013) and Khanna et al. (2017) demonstrate how headquarters often are built to symbolize the values and changes taking place in the organizations. In this case, however, one step further is taken, since the Stora Enso will be constructing the new headquarters of their very own products with the expectation to utilize the building for demonstrating and selling their wooden construction applications.

Understanding how headquarters, built in a central and visible location, are visioned not only from the MNEs perspective as an entities contributing to strategic business development objectives, but also as an evolving part of 21st century sustainable cities, offers a great opportunity to build understanding of the societal role of headquarters buildings in relation to the development of sustainable cities.

Based on the emerging academic literature regarding sustainable cities, headquarter buildings and the symbolic role of such buildings in addition to the empirical research conducted, this study aims to open a new path within the international business literature. By interviewing some of the key stakeholders of the project and discovering several other secondary data sources, this study aims to answer to two research questions:

1. *What kind of symbolic and strategic role is a sustainable headquarters building expected to have for an MNE?*
2. *What is the role of a headquarters building in a sustainable city?*

1.4 Key concepts

In this sub-chapter, the key concepts utilized in this thesis are briefly defined.

Symbolic value: Symbolic value as a concept refers to immaterial value of a product or building that represents and communicates its meaning beyond the material aspects (Ekström 2011).

Sustainability: Development that enables meeting the needs of the present without compromising future generations to meet their needs (United Nations General Assembly 1987).

Sustainable city: A city that protects the ecosystems but also enables the development of human potential and succeeds in attracting commerce, culture and people (Cohen 2018).

Sustainable building: A building that is in a constant interaction with its surrounding environment and neutralizes its environmental impacts, increases human well-being, occupants' satisfaction level, social equity and aesthetical quality (Berardi 2013).

1.5 Thesis structure

This master's thesis will next proceed to a literature review, in which this study is positioned to the existing literature. Chapter three introduces the research design, data collection and data analysis in this thesis and moves on to the evaluation of the trustworthiness of the study. Findings-chapter will introduce the key findings of the

empirical study. Finally, chapter five discusses the results of the study in relation to the literature reviewed. Further, the research questions are answered and future research suggestions provided.

2 Literature review

In this section, the theoretical background of the study is introduced and existing literature regarding the topic is examined. The section is divided into three parts, together positioning this study to the existing literature. Firstly, literature on headquarters is examined with specific focus on the headquarter buildings' symbolic value and role in constructing corporations' identity, image and brand value. Thereafter, sustainable cities and buildings are discussed as a context of this study. Lastly, concluding remarks of the literature review are provided.

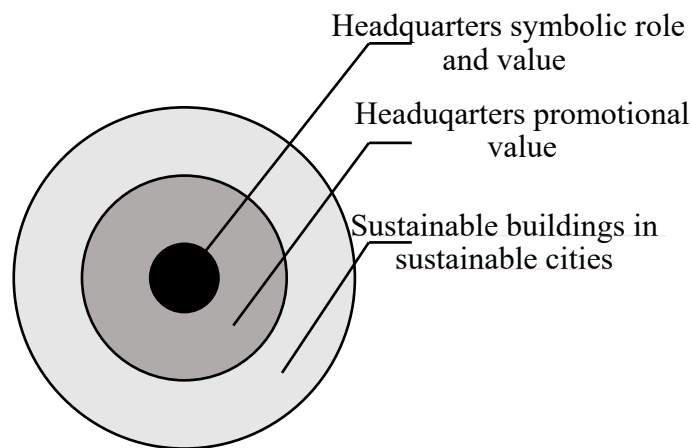


Figure 1.1. Components of the literature

2.1 Literature on headquarter buildings

Headquarters have been addressed in the international business literature and in several other fields from various different perspectives. In this section, I will first construct a brief overview of dominating topics in the research concerning headquarters. Thereafter, the symbolic role of the HQ buildings is discussed as a management tool and part of organizations' identity construction in addition to being a powerful branding resource as well.

Headquarters literature dates back to Chandler's book *Strategy and Structure* (1962). He reasoned the importance of investigating headquarters functions by stating that globally

diversified corporations are essential components of the world economy and thus it is important to understand those organizations from the headquarters perspective as well (Chandler 1962). The economic prosperity of the cities in which MNEs' headquarters locate is therefore to some extent dependent on the corporation's success and increases the importance of collaboration among several stakeholders. Furthermore, the cities in which MNEs' headquarters locate, benefit of the presence of the corporations as well (Strauss-Kahn & Vives 2009).

Chandler (1962, p. 9) originally defined two specific roles for the corporate headquarters, which were (1) allocating resources and (2) coordinating, planning and appraising goals and policies. He has later on added and reclassified the roles to value creation as entrepreneurial and loss prevention as administrative functions (Chandler 1991, p. 31). Chandler's work has been completed within academia, and as an example Collis et al. (2007, p. 402) divides the four main tasks for corporate headquarters to public company reporting, control, shared services and value-adding actions. Their discussion highlights the value added in the headquarters and they seem to underline the important role of headquarters in pursuing the strategy of a corporation.

However, in addition to defining the functional and economic roles of the headquarters, academic literature has evolved to several other niche directions mainly concerning the size, location and structure of headquarters and their operations. For instance, Adler and Florida (2020) and Strauss-Kahn and Vives (2009) have discovered several push and pull factors such as proximity of airport, same industry specialization and good access to human capital as reasons for headquarters mobility.

Additionally, symbolic and identity constructing role of corporate buildings and headquarters has received foothold especially in the field of architecture and design (van Marrewijk 2009, Berg and Kreiner 1990). In the IB literature, the symbolic role of corporate buildings and discussion of the actual buildings instead of the functions of the HQ remains narrow. However, in a dynamic and global business environment, the importance of strong corporate image and identity continues to raise their importance and as e.g. Khanna et al. (2013) argues, corporate buildings can be a powerful tool to

strengthen the organization's identity. Therefore, more investigation on the HQ buildings and their symbolic and branding value in the field of international business is needed (Kunisch et al. 2020).

2.1.1 Headquarters symbolic value strengthening MNE's image and identity

Symbolic value as a concept in terms of buildings, extends the value of property beyond its use value and exchange value (Barras 2019). As an example, Barras (2019) describes how a large high-rise bank in central London has a remarkable symbolic value as a statement of the status and power of finance capital. Barnes and Newton (2019) continue, that symbols, architecture and space design ascribes the values and characteristics of the personality of an organization. Further, scholars argue that symbolic value eventually turns into symbolic capital that can be exchanged into economic capital and income streams (Barnes and Newton 2019, Barras 2019). As Barras (2019) states, buildings with strong symbolic capital have higher expected return of investments. Therefore the symbolic value of headquarters has a significant role in both defining the organizational identity, corporate identity and organizational image but also in strengthening the economic prosperity of an organization.

As an example of the impact on internal stakeholders, Elsbach and Behcky (2007) divide the symbolic functions of office buildings into two groups. On one hand, the symbolic choices such as ability to personalize one's workplace contributes on individuals' workplace-identity construction (Nasar 1994). On the other hand however, the tangible symbols of the organizational culture in the office buildings have powerful role in developing organizational identity and culture. Elsbach & Behcky (2007) lists several of these symbols that influence on the perceptions of the company. As an example, access to certain areas in the buildings, dedicated working places for certain individuals and location of private offices are powerful symbols of the culture and contribute on at least the internal stakeholders' perceptions on the company.

According to Albert and Whetten (1985), organizational identity is constructed of the distinguishing characteristics of an organization based on the understanding and claims

of internal and external stakeholders. Dowling and Otubanjo (2011) continue, that organizational identity is formulated among the stakeholders and it is based on the image of the group of organizations or the industry that the organization is considered to be a part of. Corporate identity, on the other hand, refers to the tangible and symbolic expressions of the desired organizational identity (Dowling and Otubanjo 2011). These tangible expressions could be e.g. visual identity symbols, corporate buildings, icons and distinctive behavior. Hence, organizational identity defines the organizational character traits and corporate identity refers to the communication of the intended and desired signals of the organizational identity (Dowling and Otubanjo 2011). Consequently, in the field of corporate architecture and organization studies, corporate headquarters are often seen either as a mirror of corporate and organizational identity or means to strengthen or change corporate identity and image (see for example. van Marrewijk 2009, Cripps 2013 and Berg and Kreiner 1990).

To continue, the organizational culture and its relation to corporate identity must be understood. As Hatch and Schultz (1997) state, whereas corporate identity discovers how the material expressions such as identity symbols and buildings, represent the key idea of the organization to mainly to the external stakeholders, organizational culture address how the artefacts are realized and interpreted by the members of the organization.

Knittel-Ammerschuber (2005) complements the discussion by stressing that organization's tangible elements, e.g. corporate headquarters, represent the 'intellectual and cultural' attitude of the organization to all stakeholders and thus serves as an identity builders also for external stakeholders. As Berg and Kreiner (1990) argue, well-known corporate buildings often foster the identification of the company and influence on the public opinion. Eventually, headquarter buildings might even serve as a symbolic 'totem' and uniting symbol for both the employees of the company and for the surrounding environment (Berg and Kreiner 1990). To continue, as Koppels, Remøy, Weterings and de Jonge (2009) argue, corporations are often known by their neighborhoods or by the building they occupy connecting the symbolic value of the headquarters building to organizational identity and in a larger scope to the identity of the area, building or

neighborhood. Therefore, the location of the corporation is also recognized as an important part and symbol in the construction of organizational identity (Spielmann, Cruz, Tyler and Beukel 2021).

2.1.2 Headquarters as symbols for development

Corporate buildings might also be seen as illustrating and symbolic tools to showcase the development and progress of the corporation. Taking a step further, Cripps (2013) argues that architecture as part of designing corporate artefacts can be used as a tool or mechanism to change stakeholders' perceptions of the corporation. Also Berg and Kreiner (1990) comprehensively discuss about the organizational physical settings, meaning external and internal design of the organizational buildings, and their role as a symbolic asset, a value-creating resource, for the company. The authors distinguish in their work, that buildings and other artifacts are indeed powerful managerial tools, as they represent organizational development goals and are thus visible symbols of corporate ambitions and organization culture.

Van Marrewijk (2009) further argues that there is interdependency between corporate architecture and organizational culture change. He stresses that in case of new significant interventions to social-spatial arrangements of the corporation, the organization has to be supported with tremendous change in the organization culture as well. Therefore, construction of new headquarters can be both, an efficient sign of change for the employees and other stakeholders but also supporting resource for the managers while implementing comprehensive organizational changes (Berg and Kreiner 1990).

As an example of the use of buildings as a supporting resource in organizational transformations, Berg and Kreiner (1990) refer to a Nordic airline company SAS and its low and flat headquarters constructed in the 1980's. The authors explain how the new low building was an implementation of SAS's managing director's philosophy of demolishing the hierarchy in the corporation. Cripps (2013) on the other hand describes how an American insurance company Sears faced declined sales and risen level of competition in the early 2000s. As a response to overcoming the challenges, Sears decided to move

out from an iconic skyscraper in central Chicago to a casual campus area in the suburb. Cripps (2013) describes how the new architectural setting was switched from being a hierarchical tower to a flattened headquarters that was meant to reflect a small town. A decade after the relocation, a Sears leadership team member stated that the change managed to both: create change in internal stakeholders towards new flat culture and at the same time add interest toward Sears among external stakeholders (Cripps 2013).

Both of the examples above demonstrate the symbolic power of physical attributes while implementing transformations in the corporation. Cripps (2013) reinforces the argument and emphasizes the cognitive effect of architecture, art, and aesthetics as a driving force to effect on change of perception. The author analyzes art and architecture as an act of leadership and suggests, that organizations should pay more attention to aesthetics, architecture and art while implementing larger changes. She argues that changes in physical environment are inevitably more visible and tangible than management changes such as launching a reward system or process changes (Cripps 2013, p. 55). Thus, it is useful to acknowledge that a physical environment change is more long-lasting way to reflect a desired organizational change by leadership. Furthermore, the author states that a physical change is more likely to be observed by all stakeholders. As the examples of SAS and Sears explain, the stakeholders' changed perceptions toward the company can sometimes be achieved with a physical change in the corporate buildings or artefacts. The figure 2.2. demonstrates how corporations can use art and architecture as a driver to change internal and external stakeholder perceptions.

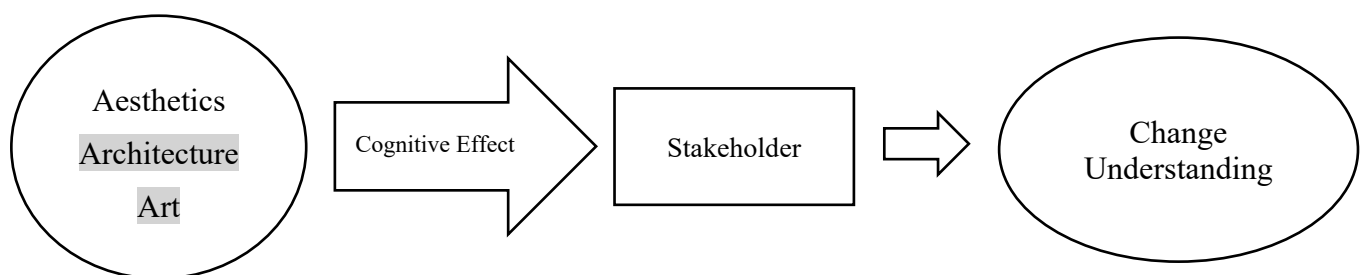


Figure 2.2. Use of Art and Architect as a Driving Force to Change Perceptions of Organization's Identity. Adapted from Cripps (2013, 55)

Hence, Chandler's (1962,1991) ideas of corporate headquarters being responsible for developing business and pursuing the strategies of corporation can be completed and supported with the discussion of the symbolic role and resource of the actual buildings and spatial settings. Thus, as van Marrewijk (2009), Berg and Kreiner (1990), Cripps (2013) and Elsbach and Behcky (2007) all state, utilizing symbolism of a corporate buildings and spatial settings should be seen as a supporting resource in pursuing the roles and functions of corporate headquarters. Furthermore, architecture and other artifacts should be notified and taken into account while implementing changes and overcoming challenges.

2.1.3 Brand value and corporate headquarters

As explained above, HQ buildings as organizational and corporate identity builders can be utilized as a powerful stakeholder management tool. However, the academia has also discussed how corporations can benefit of their headquarters and other tangible elements in increasing the brand value of the corporation and its products. Khanna, van der Voordt and Koppels (2013) emphasize the importance of translating the corporate identity and image to corporate brands and values that support in differentiation and improve stakeholder loyalty and result in increased competitive advantage. In the business literature, corporate brands are seen as description of organization as a whole (Balmer and Gray 2003). The corporate brand addresses all stakeholder and it aims to construct a coherent corporate image by implementing and translating the strategy and business activity to the stakeholders (Balmer and Gray 2003). Product brand on the other hand, refers to one product or service and its values and the target audience is mainly customers (Balmer and Gray 2002).

Corporate image in turn, includes a holistic individual's or particular group's impression of certain organization based on the organization's communication and fabricated picture of itself (Hatch and Schultz 1997, p. 358). Therefore, organization's management level influence on the public opinions by carefully designed communication of a company but the image is also formulated in everyday interactions between organization's members and external audiences (Hatch and Schultz 1997). As Bernstein (1989) states, image is

constructed of the feelings and beliefs that exist of a certain organization instead of what the company believes of itself.

According to Harris and de Chernatonay (2001), a real estate strategy that is carefully aligned with corporate branding objectives can add significant value to the core business as it might strengthen positive image of the corporation and finally attract talented staff and retain customers. As an example, the growing interest towards environmentally certified office buildings might be explained as a response to communicate corporate responsibility to stakeholders (Khanna et al. 2013).

Khanna et al. (2013) studied how MNEs communicate their prime values in their real estates. The authors examined how e.g. sustainability and innovativeness as core values are visible in their corporate buildings. As an example, transparency as a core corporate brand value was translated to the workplace by glass walls and open working spaces whereas innovativeness as a key value was communicated by applying organizations' own innovative products to the real estates (Khanna et al. 2013). Sustainability on the other hand, was often articulated in real estates by certifications, proximity of public transport, cradle-to-cradle approaches in the building and the presence of the MNE's own sustainable products if possible. The authors further state, that certified green offices are often leased, bought or constructed for three main reasons (1) increased operational efficiency (2) improved well-being (3) strengthened organizational identity. However, interestingly in their case study, it was also noticed that the sustainability of the office facilities was more often highlighted when the core business of the MNE is considered unsustainable. Therefore, as Berg & Kreiner (1990) and others discussed, the headquarters can be used for changing stakeholder perceptions and image of the corporation.

In the literature, several examples of the use of real estate as a tool to communicate of corporate brand values has been introduced. As an example, Berg and Kreiner (1990) describe how Levi's Jeans headquarters moved to downtown high-rise building in San Francisco. The corporation however quickly noticed, that the central "business area" location did not fit their intended corporate image, values and ambitions. They therefore

decided to move to another place with a more relaxed and student-like atmosphere to better communicate their corporate brand values, in which they managed to succeed (Berg & Kreiner 1990).

To conclude, headquarters should be considered as a valuable resource instead of a solely a cost-factor or strategy pursuing corporate entity. As several authors have stated, HQ buildings including their location, symbolism and physical appearance can serve as a powerful stakeholder management tool, medium to communicate core brand values and even symbolize and strongly support the change and progress of the corporation.

2.2 Sustainable cities and built environment

Sustainable cities and urban areas form an essential part of sustainable development in the increasingly urbanizing world. In this thesis, the focus is in the built environment and the sustainable buildings, but the concepts of sustainability, triple-bottom-line and sustainable cities are first elaborated in order to construct wider context of the empirical case study.

Sustainability itself is a vague concept and there is no universal consensus on the definition. However, as Gasparatos, El-Haram and Horner (2008) recognized, there are some similarities in different definitions of sustainability. Issues such as equality of different generations, respect of the current actions' consequences in the future, comprehensive consideration of ecological, social and economic issues in addition to engagement of the whole society in development, are often included in sustainability definitions (Gasparatos et al. 2008). In this thesis, sustainability will be however understood according to the perhaps most widely quoted definition of sustainable development, namely by the United Nations World Commission on Environment and Development's statement:

“development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

United Nations General Assembly 1987, p.43

Sustainable city, another controversial concept, does not have a universally accepted definition either. The development of the concept began in 1987, when Register invented the term 'ecocity'. The focus in his definition was in the respect of the environmental impact of the city. The literature has later on evolved to more comprehensive understanding of sustainability in cities, and is often based on the idea of a city, that succeeds in meeting the needs of the future generation without compromising the need of the current citizens (Yazdani and Dola 2013). Additionally, the triple-bottom-line of sustainability is often included in the definition. For instance, widely cited Jenks and Dempsey (2005) define sustainable city as an environmentally friendly, just, socially integrated city which enables well-being and a good quality of life to all its citizens.

However, some scholars argue that the approach should be extended beyond ecological, economic and social aspects. As an example, Girard (2013) emphasizes the role of quality architecture, respect of the historical sights and urban planning as a part of sustainable city. Girard (2013) states, that genuinely creative architecture and urban planning increases collective identity, symbolic value of the place and feeling of belongingness. It can also contribute to preserving and further developing the atmosphere and character of a certain place.

As in this thesis, the central location and the interconnected nature of the studied HQ building and surrounding city center are emphasized, the concept of sustainable city is understood according to Cohen (2018). He understands sustainable city as a place that protects the ecosystems but also attracts commerce, culture, people and provides opportunities for human interactions and enables the development of human potential (Cohen 2018).

To continue, the focus in this research is a new headquarters building in a sustainable city. Therefore, the urban built environment and specifically the sustainable buildings are next introduced. The term green building is often used interchangeably with sustainable building and high performance building. However, as several scholars have argued, there are differences between sustainable and green buildings (See for example Wen et al. 2020 and Berardi 2013).

For instance, Kibert (1994) defines green building as a healthy facility, which is designed and built in resource-efficient manner and using ecologically based principles. However, whereas the concept of green building is associated more with environmental improvements, sustainable building requires more and should be considered in relation to the surrounding environment (Berardi 2013). The aim in this thesis is to understand the sustainability aspects of a headquarters building as a part of a sustainable city, not only from the environmental perspective, but from a more comprehensive sustainability perspective. Therefore, the concept of sustainable building is chosen over the green buildings and finally understood according to Berardi (2013, p. 78), as a building that increases the following aspects in its surrounding (built) environment: “

1. *demand for safe building, flexibility, market and economic value*
2. *neutralization of environmental impacts by including its context and its regeneration*
3. *human well-being, occupants' satisfaction and stakeholders' rights*
4. *social equity, aesthetics improvements, and preservation of cultural values”*

2.2.1 The triple-bottom-line and sustainable buildings

The concept of the triple-bottom-line, often used in sustainability discussion, can address the links between the economic growth, conservation of ecosystems and quality of life in a more abstract level (Yazdani and Dola 2013). John Elkington first introduced the concept in 1997 by arguing that sustainable development takes into account social justice, quality of the environment and economic development and thus covers the triple-bottom-line. These aspects together form a triple-bottom-line which includes environmental, ecological and social sustainability.

Since the concept has been widely used in accordance with sustainable buildings and built environment (See for example. Hill and Bowen 1997, Berardi 2013 and Akadiri, Chinyio and Olomolayie 2012), I will now discuss sustainable buildings by utilizing the triple-bottom-framework. In a more general level and due to the resource intensity of the buildings, life-cycle approach is often adapted to the implementation of the triple-bottom-

line in the sustainable building discussion (Akadiri et al. 2012). Further, sustainable buildings are understood as a process beginning from the construction phase and ending at the stage of deconstruction and recycling of the building (Hill and Bowen 1997). Therefore, sustainable building can be seen, not only as a finished building but as a process that includes managing the building's serviceability from the deployment stage until the deconstruction and recycling of the resources (Hill and Bowen 1997).

Environmental Sustainability

As Berardi (2013) states, environmental aspect of the sustainability has been comprehensively considered in the sustainable building discussion. For instance Kibert (1994), one of the early authors on sustainable buildings, emphasizes heavily construction based on ecological principles and efficient resource use as a prerequisites of a green building.

Akadiri et al. (2012, p. 128) have later on recognized two key issues often discussed in environmentally sustainable buildings: (1) protection of the environment by avoiding pollution, enhancing biodiversity and effective transportation planning and (2) careful use of natural resources including improving energy efficiency and efficient resource-use. Further, Hill and Bowen (1997) highlight waste management, responsible use of high quality construction materials and minimizing environmental pollution as significant factors in assessing environmentally sustainable building. Lastly, Akadiri et al. (2012) include efficient waste management into larger picture of consumption efficiency and calls for resource conservation based on the increasing depletion of non-renewable natural resources.

In addition to sustainable use of resources, the timely aspect in regards to environmentally sustainable buildings has been discussed. As an example, Kibert (2007) has later on emphasized the importance of assessing the durability and sustainability of the materials in a long term perspective. Thus, several end-of-life and cradle-to-cradle approaches have emerged (Berardi 2013).

Further, in addition to scholarly attention of the environmental aspect of sustainable buildings, most of the global sustainable building rating tools, such as LEED (Leadership in Energy and Environmental Design) and BREEAM (BRE Environmental Assessment Method) are mainly focused on assessing topics such as environmental quality, material and land use and energy efficiency (Zuo and Zhao 2014).

Social Sustainability

Moving on to social sustainability, an attempt to improve the quality of life, which has been traditionally less discussed in the context of sustainable buildings and in the rating tools (Berardi 2013). However, several scholars do recognize the importance of social sustainability in buildings. Within the social sustainability human health and comfort are often emphasized (see for example. Akadiri et al. 2012, Hill and Bowen 1994 and Kibert 1994). Hill and Bowen (1997) include protecting and promoting safe and healthy working environments and enhancing cultural diversity into their social pillar of sustainable buildings. Akadiri et al. (2012) on the other hand divide social sustainability to health and comfort which can be improved through e.g. acoustic design, daylight, thermal comfort and aesthetics. The authors also emphasize the safety aspect as a standing point for social sustainability, and therefore protecting the physical environment through crime prevention and fire protection are highlighted (Akadiri et al. 2012).

As it can be seen, the social sustainability in buildings is often understood from the perspective of physical health and safety. However, social sustainability in sustainable buildings is argued to include more aspects. Berardi (2013) claims for wider adaption of social sustainability in the context of sustainable buildings and points out that sustainable building should increase not only physical human health and safety, but also sense of community, mental health, social equity and cultural capital in addition to preserving local traditions (Berardi 2013). Therefore, also the interconnected relationship between the surrounding infrastructure and environment is recognized as a feature of sustainable building (Berardi 2011).

Finally, Berardi (2013), referring to du Plessis and Cole (2011), stresses the uncertainty and contextuality of social sustainability priorities. Different stakeholders have varying priorities which makes the assessment challenging and the assessment should always be conducted in local contexts (Berardi 2013).

Economic Sustainability

The third dimension of the triple-bottom-line, economic sustainability is related to maintaining reasonable and stable levels of local economic growth and employment and improved project delivery, profitability and productivity (Akadiri et al. 2012, p. 128). Hill and Bowen (1997) add to the list by discussing of enhanced competitiveness and full-cost accounting in addition to sustainable supply chain management. Son, Kim, Chong and Chou (2011) further stress, that economically sustainable building should be able to cover the indirect and direct costs, without neglecting some other significant needs.

As buildings often are long-lasting and remarkable investments in financial terms, the timely perspective is important in also from the perspective of economic sustainability. To manage economic sustainability, Akadiri et al. (2012) suggest applying a life-cycle costing analysis (LCCA) which enables predicting the costs of the building from the construction until the deconstruction.

Cultural Sustainability

In this thesis, cultural sustainability is considered as a fourth dimension of sustainability, since the empirical case is paying particular focus on the surrounding historically and culturally sensitive area. Several scholars and public bodies have claimed for adding cultural sustainability as its own dimension to public planning and sustainable buildings discussion (see for example. Opoku 2015, Hawkes 2001 and UCLG 2010). For instance, the umbrella organization for global cities and local governments (UCLG 2010) calls for cultural sustainability, as eventually, it is the culture that shapes our understanding of development and determines how people act to reach sustainable development.

Furthermore, it is argued, that cultural sustainability supports other three dimensions of sustainability (Duxbury, Cullen and Pascual et al. 2012). As an example, a cultural change

is needed to respond to the extensive environmental sustainability issues, such as resource intensity of the built environment (Opoku, 2015). In addition, initiatives related to topics such as ecological design and sustainable architecture, support emergence of innovation and creativity and simultaneously ties environmental concerns, well-being and aesthetics together (Duxbury et al. 2012).

Cultural sustainability of the built environment and buildings, sometimes considered as a niche part of social sustainability, looks for possibilities to improve human lives and leave practical legacy for future generations (Opoku 2015). As an example, Hill and Bowen (1997) include cultural sustainability briefly under the social pillar of sustainability by stating that sustainable building should enable cultural diversity. However, in his extensive literature review, Opoku (2015) calls for comprehensive approach to cultural sustainability. Cultural sustainability enhances lively cities and communities and it has a significant role in supporting economic and social well-being (Opoku 2015). Furthermore, in the context of the city, historic and monumental parts and buildings of the city create value through their unique identity (Duxbury et al. 2012).

Finally, in the context of sustainable urban environment where buildings are in a constant interaction with the surrounding environment (Berardi 2013), the aspect of culture supports sustainable development through conservation of historical areas and buildings, urban renewal schemes and sustainable architecture (Opoku 2015). On the other hand, as the culture defines the way of life and attitudes towards e.g. resource use, it has potential to support in change towards sustainability (Opoku 2015).

To conclude, sustainable buildings are an essential and continuously evolving part of sustainable cities. According to the literature, sustainable buildings are more than the physical building, and should be considered as an entities improving sustainability for not only the users but also for surrounding environment (Berardi 2013). As explained above, buildings include a broad variety of sustainability concerns to address, however contextuality of the assessment and evaluation is extremely important (see for example. Zuo and Zhao 2014, Berardi 2013). Simultaneously, it is emphasized in the literature, that

all the sustainability dimensions should be addressed equally in a fast changing societies and cities.

2.2.2 Multiple stakeholders of sustainable buildings

Within the discussion of sustainable buildings, it is necessary to understand that there are many involved parties with different ambitions and visions in the building projects. As Berardi (2013) and other scholars stress, the buildings are always effecting on the surrounding environment as well. According to Feige et al. (2011) construction projects include complex networks of groups with differing interests towards the project. As the authors argue, and for instance Hill & Bowen (1997) have recognized, the long lifecycle of a building and its significant economic and environmental impact might explain the relevance of the buildings for variety of groups of stakeholders. To conclude, it is evident that sustainable building projects are complex entities with differing expectations depending on the stakeholder group. Thus, in this sub-section, the expectations regarding sustainable buildings from the stakeholder perspectives are briefly discussed.

Stakeholder management itself is a broad and classic theory in the field of strategic management, including vast amount of specializations, definitions and directions. The theory was first introduced by R. Edward Freeman, who famously defined stakeholders as: *'any group or individual who can affect or is affected by the achievements of the company's objectives'* (Freeman 1984, p. 46). Freeman's early definition can be argued to have challenged the neoclassical assumption of an economy which was built upon the idea that corporations' purpose is to maximize their profits by focusing on creating value for shareholders. However, in a broad level, stakeholder theory discusses business as flexible and open ecosystem consisting of several different actors who contribute actively in a network of relationships. Later on the, the definitions in the business literature have evolved simultaneously with corporate responsibility. As an example, Clarkson (1995, 106) adds to Freeman's (1984) definition by taking the timely aspect of the stakeholder into account and suggests that stakeholder is a person or a group that is currently, will be in the future or have been related somehow to a corporation and its activities.

Also the approaches to stakeholder management varies. Some of the scholars discuss stakeholder management from a company-oriented perspective (e.g. Freeman 1984, Clarkson 1995), whereas some consider all stakeholders equal and discuss of multi-stakeholder networks (e.g. Roloff 2008, Hemmati 2008). As an example Feige, Wallbaum and Krank (2011) divide between an organization centered approach and an issue-focused multi-stakeholder approach. In an organization-centered approach, the aim is to protect the organization by creating an efficient relationship with all the actors and groups who are affected by the corporations activities or can affect them (Feige et al. 2011). However, in the multi-stakeholder networks, all the stakeholders are considered as equal (Roloff 2008, Hemmati 2008). Hence, according to scholars (see for example. Roloff 2008, Svendsen and Myriam 2005 and Hemmati 2008), multi-stakeholder views often aim to solve large and global issues through risen level of communication and co-operation between and among stakeholders. Therefore, the final object of multi-stakeholder networks sometimes is to change the common praxis, such as global sustainability policies in the whole construction industry.

While discussing the stakeholders of a building, Feige et al. (2011) classify building's stakeholders into two groups, internal, strategic stakeholders who are affected directly involved in some phase of the building's life cycle and external, normative stakeholders who are affected by the whole project. Feige et al. (2011) list e.g. end-users, investors and designers to the internal stakeholders whereas media, research and education and future generations belong to the external stakeholders. Public authorities are seen both internal and external stakeholders of the building (Feige et al. 2011). Awakul and Ogunlana (2002) on the other hand, identify five stakeholder groups in the construction projects including the groups affected by the project, the project participants, non-governmental organizations, interested organizations, academics and experts and the local government officials.

To continue, the different stakeholder groups have various concerns regarding the construction project (Feige et al. 2011). According to Feige et al. (2011), investors are looking for return of investment, economic feasibility and improved company image

whereas designers might expect new knowledge by implementing creative and efficient new technologies, improved company image and cost-efficiency. Main-users' expectations are often related to economic feasibility, improved company image and well-being. Lastly, the public authorities expect obeying of regulations and improved well-being of the community (Feige et al. 2011). The next chapter will draw conclusions of the reviewed literature.

2.3 Conclusions

In this literature review, the topics of headquarters, sustainable cities and buildings have been approached from several perspectives. As this study follows a phenomenon based research design and the research process began with exploring the empirical case project without an existing theoretical framework, the literature has been collected from different fields and sources with the aim to position this study in the literature.

Although the symbolic role of the HQs has not received that much scholarly attention in the IB literature (Kunisch et al. 2020), the potential to use the HQ building as a value creational symbolic resource has been recognized. As van Marrewijk (2009), Cripps (2013) and Berg & Kreiner (1990) prove, the possibilities to strengthen or change corporation's identity and image through the symbolic elements of the HQ buildings are broad. From SAS to Sears and Levi's jeans, there is evidence of the power of HQ's symbolic role and potential in overcoming challenges and communicating intended messages to all stakeholders of the corporation in addition to strengthening their brand values.

However, as Kunisch et al. (2020) suggest, the symbolic perspectives of the MNE headquarters should be considered more comprehensively in the future as they are clearly recognizable in the new headquarters built to 2020's business context. Furthermore, the promotional role and potential of the headquarters building has received little space in the IB research. Some scholars have noticed (Khanna et al. 2013, Harris and de Chernatonay 2001), that MNEs should use their core products in their facilities to showcase e.g. the energy efficacy benefits of their own products and improve the brand value of their own

offering. Therefore the opportunities of headquarters related to product branding require more investigation in the future.

Now on the other hand, although the headquarters often are important and well-known elements bringing benefits and symbolic capital for the MNEs, the importance of them is significant for the cities as well. In sustainable cities, multisectoral co-operation between different sectors in the society is needed (United Nations 2020). As Cohen (2018) states, a sustainable city protects the ecosystems but also attracts commerce, culture and people extending the concept beyond environmental sustainability. As Kunisch et al. (2020) state, many corporations are now moving their headquarters to city centers in order to locate close to important third parties such as lawyers and advertising agencies. MNEs thus often locate their headquarters in urban areas and therefore, on the one hand, the cities must be attractive and suitable for the corporations as a location choice, but on the other hand, MNEs have to consider the requirements emerging from such a multisectoral and complex decision making environment such as 21st century cities. To continue, according to Berg & Kreiner (1990) well-known HQ buildings often serve as a uniting symbol for the company, but also for the surrounding community and city, which binds together the ambitions emerging from the MNE itself but also from the city and neighborhood surrounding the HQ.

It thus seems, that the HQ buildings are an evolving part of a sustainable city structure and among any other buildings, they can also embed features of sustainable buildings. As Khanna et al. (2013) recognized, sustainability and other corporations' core values can be communicated to stakeholders via tangible elements such as office buildings and their functional qualities. Simultaneously, the sustainability improvements such as proximity to public transport, functional qualities related to sustainable construction and well-being of the users of the building, connects the discussion to the dimensions and definitions of sustainable buildings (See for example Berardi 2013). Therefore, intentionally or unintentionally, the MNEs simultaneously contribute on sustainable city development while implementing sustainability approaches to their office design.

In the next chapter, the methodological choices and research strategy are introduced. Further, rationale for the case selection and the evaluation of the trustworthiness of the study, will be examined.

3 Research design and methods

In this chapter, I will introduce the methodology and methods used in this thesis. First, an overview to the chosen research approach is provided. Thereafter, I will continue to discuss the methodological choices made and describe the data collection and analysis process. The chapter will be concluded with an elaboration of the trustworthiness of the study.

3.1 Research methods and strategy

To answer my research questions and due to the nature of the researched phenomenon qualitative research tradition was chosen to be followed in this thesis. As Ghauri and Gronhaug (2005) state, qualitative research is relevant when prior insight about a phenomenon is limited, which is the case in understanding an HQ building from the sustainability perspective. In addition, as I was interested in formulating an in-depth understanding and interpretation of e.g. the building's users' visions, following qualitative research tradition supported my ambitions. Moreover, the qualitative research often tends to be exploratory and flexible (Ghauri and Gronhaug 2005), which enabled me to perform comprehensive probing on the researched issues.

This research can be further defined as a phenomenon-based research. As Doh (2015) defines, phenomenon-based research discovers a contemporary real-world phenomenon, and is therefore able to identify a theory or set of theories that can further inform the reality. Doh (2015) further stresses that phenomenon-based research focuses specifically in picturing accurately and insightfully a real-world phenomenon, which in this thesis was the Stora Enso HQ project and the symbolic value of headquarters building from the sustainability perspective. Phenomenon-based research typically begins with the problem and then moves on to the theory (Doh 2015) making the approach suitable for this research, as the literature combining headquarters, sustainability and sustainable cities is still in an emerging phase and no existing theoretical framework was available to apply to the research problem.

In order to investigate the specific Stora Enso HQ, the research was conducted by following an intensive single case study design in which the aim is to understand a unique real-life case from the inside and provide a contextualized description to it (Stoecker 1991). According to Stoecker (1991), a key opportunity of a single case study as a research method is to offer a comprehensive and in-depth understanding of a certain phenomenon. Therefore, regarding the objectives of this thesis, the concept of a case study is understood as comprehensive multi-perspective exploration of the uniqueness and complexity of a project, policy, institution, system or program in a real-life context (Simons 2014). Further, the exploration was conducted by utilizing several different data sources with the ambition of “confronting” theory with the existing world (Piekkari, Welch and Paavilainen 2008).

To conclude, my onto-epistemological choices and the qualitative nature of the study required investigating contemporary rich phenomenon in a real-life context which in this thesis was the symbolic and strategic role of headquarters from a sustainability perspective in addition to understanding the role of HQ as a part of sustainable city. The choice of the research strategy was further justified with the fact that I gained access to the case data and was offered a possibility to conduct my thesis on this particular case.

3.2 Philosophical positioning

According to Eriksson and Kovalainen (2008), the philosophical underpinnings of a chosen qualitative approach are important in order to bring forward new knowledge through research. My research adopted critical realism as an epistemological approach. As Easton (2010) explains, critical realists assume as the positivists, that there is a real world existing but at the same time it is not possible to prove or disapprove such assumption. Further, Easton (2010) goes on arguing that critical realists rely on the assumption of the idea that reality exists independently but human knowledge of the reality is socially constructed.

To clarify, as a critical realist, I approached the complexity of the sustainable headquarter buildings phenomena with a pluralistic view. Therefore the basic assumption in this

research was that sustainable buildings and their specific characters do exist independently, but the knowledge, expectations and visions of the interviewed persons were socially constructed. To continue, the purpose of my thesis was to build understanding on the symbolic and strategic roles of a sustainable headquarters and how the roles are perceived in a sustainable city primarily as a social structure. However, the project is tightly built around simultaneously independently existing objective measures and boundaries such as legislation, requirements from the City of Helsinki and funding. Therefore, the dual nature of critical realism enabled me to link these and suggest causalities between the social constructions (personal expectations and visions) and objective measures (funding, legislation).

Finally, the research process turned out to be iterative, as while my knowledge base grew, the relevant theory, analysis, discussion and the research questions evolved simultaneously in a non-linear manner. Such process is associated with abductive reasoning (Eriksson and Kovalainen 2008).

3.3 The research context and case selection

The external context of this research was the built environment and its significant role in sustainable development. Briefly put, as construction and living counts for total of 39% of all carbon emissions in the world (World Green Building Council 2019) and the share is only expected to rise, it is important to unravel the sustainability aspects of HQ buildings as well. Simultaneously, while European Commission and other public bodies are encouraging to adopt sustainable construction practices, the sustainable building industry is quickly becoming a status quo. Additionally, Finnish municipal decision making environment in such projects was included in the external context of this study, as the regulatory environment guides the process and sets boundaries for the MNE in constructing new headquarters building.

The relevancy and reasons to study this specific case were multi-folded. As already mentioned, the case in this research was Stora Enso's HQ building project, located in a prestigious location at Finland's capital city, Helsinki. The project is expected to be

finished in 2023. Finalized, carbon free wooden building will house Stora Enso's headquarters and other public facilities such as a hotel. I will next reason the relevancy of selecting this case by introducing the standing points of the major contributors in the project.

Firstly, Stora Enso is the main-user of the new building. Publicly stated motives to construct the building are introduced in more detail in findings. However, the business transformation from traditional paper industry giant to global sustainability innovator simultaneously with the new headquarters building that will be constructed of their own materials, makes the case unique and interesting. To summarize, sustainability is now essential part of Stora Enso's values, strategy and purpose, and has been clearly communicated to be one of the central goals in the new HQ project as well (Stora Enso 2020). Therefore, investigating what is the symbolic and strategic role of such sustainable HQ building provided an interesting and novel angle to the IB research.

Secondly, City of Helsinki has acted in a significant role in guiding and setting the boundaries for the whole process, as the site is owned by the city and the area is considered as a Nationally Valuable Urban Landscape. The sensitive location of the headquarters building further made the case multidimensional, as the area will be developed comprehensively during the next few years, and therefore the Stora Enso HQ is expected to be the first impulse to the central South Harbor area. Furthermore, City of Helsinki has set strict environmental criteria for the construction project as a part of the ambitious city strategy and therefore, the building must be carbon neutral and constructed of wooden materials (City of Helsinki 2021b).

3.4 Data collection

The empirical data of this thesis includes six semi-structured expert interviews (data set A) and publicly available secondary data (data set B). The secondary data consists of the architectural competition materials, specifically the evaluation report and town planning materials provided by the City of Helsinki. These data sources have been chosen to

improve the accurateness of the study and in order to construct a comprehensive picture of the case project from various points of views.

Semi-structured interviews

According to Eriksson and Kovalainen (2008), in qualitative research accessibility and suitability of the research participants is more important than applying systematic sampling techniques to the interviewee selection. The first interview for this research with Stora Enso was organized with the support and connections of my thesis supervisor and the Headquarters Location -research team. The data collection through interviews continued from the very beginning of the research project until the end of it. Therefore, the initial idea of the first interview was to discuss conversationally with the MNE, Stora Enso and afterwards exploratory narrow down the specific research question based on findings from the interviews and literature. In addition to the MNE perspective, we wanted to interview representatives of organizations that were in a major role in the construction project in order to understand their thoughts and visions. In reaching the right persons, we reassured our ideas by asking who might be a good person to interview for this purpose at the end of every interview we made. Patton (2002) calls this kind of sampling as a snowball sampling method. Contact to the interviewees was taken via e-mail together with my supervisor and the research team.

Primary data, the open-end semi-structured interviews, were utilized in responding mainly to the primary research question: *What kind of symbolic and strategic role is a sustainable headquarters building expected to have for an MNE?* However, the data gathered from the interviews was also supporting in the analysis of the second research question: *What is the role of a headquarters building in a sustainable city?* Interview questions were developed based on Patton's (2002) general interview guide approach, where the presumption is that there is some common information obtained from each interviewee but no standardized set of questions for everyone. The approach provides needed focus to the interviews but at the same time ensures adaptability. Therefore, Patton's (2002) approach suited my purposes well, as all the interviewed persons were reviewing the project from different perspectives and roles in the project.

More specifically, this study implemented the interview approach with features of constructivist and emotionalist interview approaches. Emotionalist interview approach is considered as a pathway to participant’s genuine experiences (Eriksson and Kovalainen 2008). On the other hand, constructivist approach focus on how meanings are produced through the interaction taking place between the interviewer and the interviewee (Eriksson and Kovalainen 2008). These approaches supported in responding to the research questions as the aim was to understand interviewees expectations and visions regarding the symbolic and branding value of the headquarters building and the case project in which they have been involved. All the interviews were conducted remotely in Finnish as it was the shared native language between interviewer(s) and interviewee.

As said, the interview questions were not standardized for each interview. However, there were some questions and themes that were repeating in all the interviewees. In the beginning, the interviewees were asked to briefly introduce themselves and their role in the project in order to understand the context of their responses. Thereafter, the interview themes were divided into three main sections: the project and co-operation with other parties, the expectations towards the HQ building and its identity and the wider societal role of MNE headquarters in a sustainable city. An example of an interview guide is provided in appendices. Summary of the data set A, the interviews, is presented in table 3.1. below.

Table 3.1. *Data set A: Interviews*

Interview	Interviewee(s)	Date
A1 (1h)	A1.1 Main user, sustainability A1.2 Main user, stakeholder relations A1.3 Main user, product stewardship	10.6.2020
A2 (1h)	Main user, business development	3.9.2020
A3 (45 min)	City of Helsinki, urban environment	30.9.2020
A4 (1h)	Real Estate Investor, property development	9.11.2020
A5 (1h)	Architect	15.2.2021
A6 (1h)	Architect	20.4.2021

Publicly available data

Secondary data, was utilized to (1) construct a comprehensive background knowledge of the case project and (2) reassure and complement the findings from the interviews, especially regarding the second research question: *What is the role of a headquarters building in a 2020's sustainable city?* The data was collected from two main sources: City of Helsinki and Varma Mutual Pension Insurance Company. The data set included architectural competition material and town planning documents.

Document B1 the evaluation report of the architectural competition, includes the competition brief, general comments, evaluation section and competition results. Although the publisher of the document is Varma, the material has been produced jointly by Stora Enso, Varma and the City of Helsinki. Document B2, the town planning proposal, describes the regulatory boundaries for the Katajanokka area and introduces the main development objects for the area. Further, sustainability expectations regarding the development of Katajanokan laituri are discussed in the material. Document B3, the interaction report collects opinions regarding the development plans and Stora Enso's HQ building. In the interaction report, the visions and concerns of several authorities such as Finnish Heritage Agency, Katajanokka-citizens and Port of Helsinki Oy are collected and responded. Summary of the gathered secondary data is presented in table 3.2. below.

Table 3.2. Data set B: secondary data

Code	Data type	Author of the document	Purpose of the document
B1	Written document (48 pages)	Main user, City of Helsinki, Real estate investor (In reference list: Varma Mutual Pension Insurance Group 2020)	Evaluation report of the architectural competition
B2	Written document (113 pages)	City of Helsinki (In reference list: City of Helsinki 2021c)	Katajanokanlaituri 4 town planning proposal (<i>asemakaavan muutoksen selostus</i>)
B3	Written document (23 pages)	City of Helsinki (In reference list: City of Helsinki 2021b)	Interaction report of the Katajanokanlaituri 4 town planning proposal (<i>vuorovaikutusraportti</i>)

3.5 Data analysis – thematic analysis

I will now briefly describe the analysis method for the gathered data. Once all empirical data was collected and transcribed, I utilized thematic analysis as an approach to analyze the mass of text. Braun and Clarke (2006) suggest that thematic analysis should be one of the first qualitative methods learned as it provides basic skills that are useful for other types of analyses as well. Therefore, utilizing thematic analysis was chosen partly due my limited experience level and skills as a researcher. Furthermore, as Braun and Clarke (2006) describe, thematic analysis is rather flexible in relation to philosophical assumptions, processes and outcomes. As the aim in the analysis was to focus on the specific research questions regarding the roles of sustainable HQ building, but I also wanted to leave the possibility to identify other areas of interest as well, thematic analysis suited my research purposes well.

In the analysis, an abductive logic, in which the empirical materials are contrasted with the available frameworks and pieced of theory throughout the process, was utilized. The coding process was structured based on Braun and Clarke's (2006) six phases of analysis, in which the coding is utilized for discovering, analyzing and finally communicating common patterns from the data.

The first (1) step of the process begins while transcribing the data and simultaneously reading the data several times and noting down initial ideas. In this study, notes were taken while reading the transcriptions for the first time. The initial notes were later on utilized as guiding tool while comprehensively processing the whole transcribed material. As Braun and Clarke (2006, p. 87) emphasize, it is important to immerse oneself into the data to the necessary extent to find 'meanings, patterns and so on'. Secondly (2) initial codes are generated by categorizing noteworthy elements, such as sentences from the data in a systematic manner. In this research, the initial codes were created in data-driven manner and the theoretical background was completed simultaneously with and partly based on the coding process. I aimed to look for as many clues as possible to understand how the interviewees reviewed the headquarters building project in relation to the set research questions.

In the third (3) phase of the analysis, the codes are grouped into tentative themes and entities. In this phase, the codes were sorted in a broader level of potential themes such as entities related to HQ building's symbolic role, strategic role and role in sustainable city. Fourth (4) phase includes reviewing themes by comparing them in relation to the code extracts. After the reviewing process is finished a thematic map of the analysis will be generated. Braun and Clarke (2006) suggest using visual representations while organizing the material. I utilized Microsoft Excel in constructing a thematic map and organizing the codes into tentative themes and sub-themes.

In the next (5) phase the themes are defined and named by clarifying the details of each theme and thus generating names and definitions for themes. As this study is categorized as an intensive case study, the aim was to construct an in-depth description of the generated themes (Easton 2010) in addition to developing definitions and names for the

themes. Sixth (6) and the last phase of the process is producing an interesting story of the research, by selecting the most interesting and important extracts of the data and analyzing them in relation to the research question and literature. In the discussion section of my thesis, the findings have been connected to the research questions and literature. Finally, the research problem has been elaborated based on the analysis with the object to provide useful insight on what is headquarter building's symbolic and strategic role from the sustainability perspective for the MNE in addition to gaining understanding of what is the role of such building in sustainable city.

3.6 Trustworthiness of the study

Lastly, the considerations and possible limitations in relation to my research are discussed. In qualitative research, the researcher plays an important role in assessing the trustworthiness of a research. Therefore, it is important to evaluate the validity and trustworthiness of the overall research process continuously throughout the research and not just at the end of it (Eriksson and Kovalainen 2008). As this research adopted critical realist philosophy, the evaluation of the study can be conducted based on quality criteria within the realism paradigm (Healy and Perry 2000). The essential quality criteria followed in relation to this study, will be presented next.

Firstly, the ontology of realism requires that research is based on an assumption of focusing on complex social phenomena existing outside people's minds (Healy and Perry 2000). As the focus in this research was sustainable headquarters phenomena and understanding the novel theme requires visions of reflective people, the study followed the ontology of realism. Secondly, Healy and Perry (2000) suggest assuring contingent validity. The concept refers to the internal validity of the research context and involves emphasis on the detailed description of the case (Healy and Perry 2000). Furthermore, to assure contingent validity, the report should include explanation of why certain thing have happened instead of only describing what has happened (Healy and Perry 2000). In this study, contingent validity was ensured with detailed description of the context of the case project and involved parties. Further, the positions of the interviewees were defined to the extent that the anonymity requirements allowed.

The validity of the interviews was considered by paying attention to the possible threats of the interviews. As Malhotra and Birks (2007) argue, interview situation might be uncomfortable or exciting for some people, the questions might be excessively detailed or biased or the interviewee might not have enough knowledge on the topic. In this study, these threats were avoided by using a semi-structured interview guide, which was developed together with senior researchers in the research team. Further, the interviews were recorded, held using participants' native language and transcribed afterwards. Additionally, there were several senior researchers present and contributing in the actual interviews which decreased the risk of misunderstandings. To protect the privacy of the participants, the names of the interviewees were anonymized. However, as the case project is a public and generally well-known project, it has not been anonymized.

To continue, analytic generalization, also called external validity, deals with the theory-building nature of realism (Healy and Perry 2000). Since realism as an ontology discusses a complex world, the research is suggested to be theory-building (Healy and Perry 2000). The theoretical background for this study was partly constructed and completed based on the empirical data. Further, as Eriksson and Kovalainen (2008) argue, case studies are often more rich, diverse and convincing if they are based on several sources of empirical data. Therefore, in this study, both primary data and secondary data were utilized.

However, in a single case study, generalizations are not expected or even possible to draw (Eriksson and Kovalainen 2008). Although the case itself was unique from several points of view such as the sensitive central location, co-operation between several actors, large size, emphasis on sustainability and other factors, it is insufficient for generalizations. This research aimed to produce some more abstract insights that could be drawn from the study, but the limitations were kept in mind throughout the process.

4 Empirical findings and analysis

This section introduces the key findings of this study. The aim is to construct a comprehensive understanding of the symbolic and strategic role of the Stora Enso HQ for the corporation itself. Moreover, the chapter analyses the Stora Enso HQ building as a part of sustainable city. Firstly, the case Stora Enso HQ is introduced. Thereafter, the main findings emerging from the thematic analysis regarding the research problems, are explained. Finally, a summary of the empirical findings is provided. All the data extracts have been translated from Finnish to English by the author except the Evaluation report, which has been published in Finnish and English.

4.1 Case: Stora Enso's new headquarters

Stora Enso Oyj is a Finnish-Swedish company established 1998 in the merger of Swedish paper company Stora Ab and Finnish paper company Enso Oyj. It develops and produces solutions based on wood and biomass for several industries worldwide. Stora Enso is the leading global provider of renewable solutions in biomaterials, wooden construction and paper. The company has 23 000 employees in 30 countries and it is publicly listed on the Nasdaq OMX Helsinki and Nasdaq OMX Stockholm stock exchanges. The MNE is divided into six strategic divisions including Packaging Materials, Packaging Solutions, Biomaterials, Wood Products, Forest and Paper. In 2020, the sales of Stora Enso was 8.6 billion euros and operational earnings before interests and taxes accounted for 650 million euros. (Stora Enso 2021).

Stora Enso emphasizes sustainability comprehensively in its strategy and core values. Even the stated purpose of the corporation “*Do good for the planet. Replace fossil-based materials with renewable solutions.*” (Stora Enso 2021 p. 13) strives for sustainability. Summarized, Stora Enso believes that everything made of fossil-based materials can be made of a tree in the future. The “*renewable materials company*” has tied its sustainability work around the triple-bottom-line of sustainability. The approach embeds economic, environmental and social sustainability in addition to implementation of the respect of human rights across the sustainability dimensions (Stora Enso 2021).

However, as earlier said, the MNE has gone through a major transformation in their business during the last ten years from traditional paper giant to the renewable materials innovator that it is today. The story behind Stora Enso and their transformation journey makes this headquarters project specifically unique. Traditionally, the pulp and paper industry has been considered as one of the most environmentally sensitive industries due to its water intensity and negative effects on forest ecosystems (Toppinen, Pätäri, Tuppuru and Jantunen 2017). However, as the demand for paper has tremendously decreased and simultaneously sustainability requirements have tightened during the past decades, the industry has changed. As Toppinen et al. (2017) summarize, it is expected that in 2030, 40% of the turnover of the industry will come from completely new innovative and sustainable products.

The same implies to Stora Enso as currently, already 77% of their sales emerges from other business divisions than paper (Stora Enso 2021). The share of sales related to paper products was however as much as 53% in 2010, which clearly demonstrates the global trends and drastic changes Stora Enso has made in their business strategy (Stora Enso 2011). Therefore in addition to the symbolic and strategic roles of the HQ building, understanding how the transformation journey finalizes eventually with the new head office made of MNE's own sustainable products and how the MNE can utilize the building as promotional resource and identity builder opens an additional novel path in the IB literature.

4.1.1 The headquarters project

Stora Enso released its plans to move headquarters to a new wooden building in November 2019. The company has stayed in their current head office, also called "a sugar cube", for nearly 60 years, meaning that the large corporation is heavily personified to the building and to the area of Katajanokka, Helsinki. The reasons behind the new headquarters building are multi-dimensional. Stora Enso has publicly stated that the floor plan of the current iconic head office, designed by famous Finnish architect Alvar Aalto is hard to modify to meet the needs of modern workspace. The new head office is also expected to be cost-efficient and create savings in comparison to the current office.

Specifically, during the past decade, Stora Enso has grown and it currently employs more than 20 000 persons of which roughly 450 persons is planned to be moved to work at the new head office (Stora Enso 2019b). Moreover, Stora Enso has expressed its ambitions to contribute on creating a new landmark building to Helsinki by utilizing its know-how and experience of modern and sustainable wooden construction. To continue, the project is aiming to reach the highest level of sustainability and store carbon during its whole lifecycle. Interestingly, the new headquarters building, expected to be finished in 2023, will be located very near to the current one in the same central location at Katajanokka-area. (Stora Enso 2019a).

The wooden construction materials for the new headquarters will be provided by Stora Enso itself. In 2019, Stora Enso launched a new building concept, Office Building Concept, with the aim to provide both the massive wood components and guidance to the use and designing process of wooden office buildings (Stora Enso 2019b). Hence, the new headquarters building will be constructed by utilizing the corporation's own Office Building Concept. In fact, in Helsinki, another large-scale wooden office complex, Wood City has also been constructed with Stora Enso Office Building Concept. Consequently, the Building Solutions business is part of the Wood Products -division, which is one of the Stora Enso's current strategic growth areas (Stora Enso 2021). The corporation looks for growing opportunities in the Building Solutions -business and focuses on growing the sustainable construction industry by focusing on developing CO² friendly wooden construction possibilities. The new headquarters building will therefore serve also as an example of the new Office Building Concept. (Stora Enso 2021).

4.1.2 Architectural competition

Although Stora Enso will be the main tenant in the building and supplier of the wooden construction materials, the owner of the complex is Varma and the site is owned by the City of Helsinki. Together with Stora Enso and the City of Helsinki, the real estate investor Varma organized an invited design competition to secure a high-class design for the building in spring 2020 (Varma 2020). Although the building project is constructed namely for Stora Enso, one of the key features of it, is that the headquarters complex is

planned to have other tenants as well, such as a hotel and restaurants (Varma 2020). The evaluation criteria will be next described to briefly introduce the joint ambitions set for the building.

Four different dimensions were included in the evaluation of the competition entries. Firstly, as the location of the new building is considered as Nationally Valuable Urban Landscape, the quality of the design was evaluated with regards to the urban landscape and the sensitive South Harbor area in Helsinki (Varma 2020). In fact, the City of Helsinki recently published a design competition for the wider South Harbor area, with the ambition to make changes to the ferry traffic and open the coastal parts of the city for public use of visitors and Helsinki citizens (Helsinki 2021a). Therefore, Stora Enso's headquarters building, which will be built first to the wider South Harbor area, will have an important role in strengthening the area's identity and on the other hand evolving it further (Varma 2020). Secondly, architectural merit was emphasized in the evaluation criteria. Specifically, creating a strong identity for the head office was weighted in the evaluation (Varma 2020). Further, the jury evaluated the ability to communicate "Nordic forest-relationship," with the competition entry (Varma 2020, p. 5).

Thirdly, functionality including the functional aspects of the office, shared spaces and outdoor spaces, were evaluated. Moreover, the building is constructed near to an operating harbor meaning that e.g. organizing Heavy Goods Vehicle traffic arrangements had to be carefully considered (Varma 2020). Lastly, technical and financial evaluation criteria included adaptation of carbon neutrality, energy efficiency and comprehensive approach to sustainability throughout the whole life cycle of the building. Feasibility, efficiency and innovative use of timber were evaluated (Varma 2020).

The winner of the architectural competition, Anttinen-Oiva Arkkitehdit Oy with their competition entry "Spring" was published in June 2020. In the Evaluation report, "Spring" is especially praised for offering an:

"aesthetically appealing and well-balanced solution that employs contemporary architectural methods to deliver a continuation of the long line of light-colored urban

buildings extending all the way from Esplanadi to Katajanokka.” – B1, Evaluation report of the architectural competition, p. 16 (Varma Mutual Pension Insurance Company 2020)

In summer 2021, the building permit of the building is expected to be sent to the evaluation of the municipal government of the City of Helsinki. In the following chapters, I will introduce the themes emerging from the thematic analysis and reflect on them based on the empirical data gathered.

4.2 Headquarters contribution to symbolic value

It is evident, that Stora Enso has gone through a major change in its organizational culture and values from the traditional Finnish forest company to a global innovation leader in renewable materials during the years in their old headquarters. The corporation will now take even more visible step forward, when the iconic old head office will be left behind and replaced with a completely new wooden headquarters. As one of the interviewees summarized:

“I have always exhibited Aalto’s architecture around the world with pride. For me personally, it is a big change that we are now leaving Aalto’s building behind.” –

A1.2, Main user, stakeholder relations

In summary, the old head office of Stora Enso has strong symbolic value for the MNE emerging from its central location, long history and distinctive architectural merits. Therefore, as said in the Evaluation report (B1, p. 9), the bar for the new building could have not been set higher. To continue, the expected symbolic value deriving from the new building as well, raised clearly from the case interviews.

4.2.1 Location symbolizing belongingness and status of the industry

As already reflected, the corporations’ current head office designed by Alvar Aalto is a famous landmark in Helsinki and strongly personified to Stora Enso. Furthermore, it is rather unusual for an MNE to have headquarters for 60 years in the same location and

building. Hence, Stora Enso is a well-known part of the Katajanokka area in Helsinki. Therefore, already the location of the new building has symbolic value for Stora Enso.

Katajanokka area was brought up in the discussions multiple times as an important intangible aspect of the new building in strengthening the organizational and corporate identity of Stora Enso. Clearly, staying in the same area has been important strategic and symbolic choice regarding Stora Enso's identity. Some interviewees reasoned the importance of Stora Enso staying in the same area by referring belongingness to Katajanokka. With 60 years of history at Katajanokka, it seemed to be a logical decision to not relocate far from Stora Enso's perspective.

“Katajanokka is an essential part of our identity. We are significant part of Katajanokka, and Katajanokka is part of us.” – A1.2, Main user, stakeholder relations

Furthermore, the important role of the Finnish forest industry in the Finnish economy was raised into discussion in the interviews and it is clearly something that Stora Enso wants to emphasize in their new head office. According to Statistic Finland (2020) forest industry products counted roughly for 18% of the annual exports in 2020, making the share indeed significant. The interviewees from Stora Enso's side emphasized their role as one of the cornerstones in Finnish export trade and as industry forerunner that is often asked for advice. Therefore, locating in the city center near to all the ministries, embassies and other public institutions was seen as necessary for practical reasons but also as a symbol of the corporations important role in the Finnish economy. Additionally, the business development representative pointed out, that the central location and public visibility that comes along with the space, supports in reaching the public awareness towards the project and Stora Enso's offering in general. One of the interviewees briefly stated:

“We (Stora Enso), among all the other Finnish forestry MNEs, are still essential part of the Finnish economy. So why should we not be visible in the capital city as well?” –

A1.2, Main user, stakeholder relations

4.2.2 Material symbol for the renewed “renewable materials company”

For Stora Enso, the new HQ project symbolizes a remarkable change. Several interviewees articulated their visions of to materialize the transformation to global leader in renewable materials. As the city representative (A3) reflected, the planning stage of the building had been effortless from sustainability perspective, since Stora Enso clearly indicated their ambitions to construct carbon free and sustainable HQ building in an early phase of the project. Therefore, the choices to construct the building of their own sustainable wooden materials, is also a symbolic message of the Stora Enso’s comprehensive sustainability approach for all the stakeholders of the building.

The representatives from Stora Enso emphasized the importance of demonstrating their core brand values through visible and intangible elements. As one of the interviewees explained, the corporation has ambitious objects regarding their renewed brand, which completely relies on renewable materials, and therefore expressing the core values clearly is an essential part of changing both external and internal stakeholder perceptions of the corporation. Therefore, the sustainable construction materials and the aesthetical appearance of the building will bring a new physical dimension to Stora Enso’s brand and image. As the environmental sustainability and focus completely on renewable materials is central in the corporation’s brand, the new HQ building is expected to positively communicate the sustainability approach and values of the corporation.

“The new headquarters straightforwardly reflects Stora Enso’s values. We want that renewable materials and sustainability are clearly present in the new building.” – A2,

Main user, business development

Furthermore, one of the drastic changes in comparison to the old office, will be bringing external organizations and services to the headquarters complex and thus opening the environment for other users as well, outside the internal stakeholders of Stora Enso. This in turn symbolizes the new open culture of Stora Enso as they have previously located in a closed traditional corporate office building. Furthermore, the changing working habits

were discussed as important aspects in designing the new head office. As the city representative (A3) and main user's business development representative (A2) stated:

“This is a flagship project for Stora Enso. With a wooden and open office, they are communicating their renewing culture.” – A3, City of Helsinki, urban environment

“Stora Enso has been through a big transformation and the transformation is of course evidently visible in our working habits. So our working environments must be flexible and serve our current needs. Therefore, I do see that the change of work is also part of our big transformation during the past 10 years” – A2. Main user, business development

4.2.3 Forest-relationship as a symbol of the Nordics

When looking deeper into the use of renewable materials in the new headquarters building, the empirical data sets revealed that adopting Nordic forest-relationship into the new HQ building was emphasized several times in the interviews. Namely, the health and wellbeing aspect of the building has been taken comprehensively into account with the biophilic design process, which refers to the human desire to connect with natural environment (Stora Enso n.d.). In fact, demonstrating the forest-relationship in the building was also included in the architectural competition's evaluation criteria. The following was stated in the Evaluation as one of the architectural competition objectives (B1):

“Secure a feasible design option for the new Stora Enso head office and hotel that is characterized by its high standard both in terms of architectural merit and functionality and gives an interpretation of the unique relationship Nordic people have with the forests that surround them.” – B1, Evaluation report, p. 5 ((Varma Mutual Pension Insurance Company 2020)

In the interviews, it was stressed that Stora Enso wants to bring the nature-relationship to the city center and to its office in order to reach improved well-being for the users of the building. Therefore, specific focus was paid on not only how the building looks from the outside but also how it feels from the inside, and what kind of possibilities it offers for its

users to connect with the Finnish nature. The business development representative (A2) and architect (A5) described the approach and ambitions in the Stora Enso HQ project as follows:

“One of the starting points for the whole process was, that we wanted to bring sense of nature and forest to the city. Although we are in a built city environment, we want that forest and nature are part of the building.” – A2, Main user, business development

“In this project, we focused on designing for example the outdoor spaces, roof and terraces in a way that the everyday user gets inspired of the scents, lights, acoustics and materials” – A5, Architect

Therefore bringing the nature-relationship to the city center and to Stora Enso’s headquarters seems to materialize the sustainability approach of the building in a way that everyone understands and can physically feel it. As said in the Evaluation report, the nature relationship is connected to the Nordics and Finland, and thus it seems that it is expected that adopting the biophilic design process is aimed to, on the one hand, symbolize the Nordic origins and culture of Stora Enso, and on the other hand, improve the comprehensive well-being of all the users of the building.

To conclude, the identity of Stora Enso has been carefully considered while making decisions regarding the new HQ building. The central and visible location seems to be an important symbolic tool to strengthen, and in some ways preserve the gained corporate identity. Further, it is considered important to stay in the same area and reinforce Stora Enso’s long history in the Katajanokka area. However, the physical appearance of the new building represents the change towards renewable materials corporation and will be one of the final step in materializing the strategical changes made during the past decade. The new building will symbolize new era of open, sustainable, interconnected and flexible culture of Stora Enso. Sustainability representative of Stora Enso summarized the ambitions as follow:

“We now have an amazing opportunity to construct a wooden office building to Helsinki, which simultaneously reflects the narrative and all the values that we, as a company, want to represent.” – A1.1, Main user, sustainability

4.3 Brand value and business benefits of sustainable headquarters building

In addition to the symbolic value the new headquarters building is expected to have, the potential benefits for Stora Enso’s brand value emerging from the building, were discussed. On the one hand, the new building is expected to strengthen the brand values and employer brand of the Stora Enso as a large MNE but on the other hand also benefit the Wood Product division’s business objectives.

4.3.1 Functional qualities strengthening corporate brand and employer brand

Firstly, the new headquarters building is expected to have an impact on the corporate brand and image of Stora Enso. As Khanna et al. (2013) state, corporations can strengthen their corporate image and brand value with expectational functional and aesthetical qualities of the headquarters building. Strong and positive brand image, in turn, might attract for instance skilled employees and contribute on the overall perceptions of the corporation. In the interview A5, the architect of the building reflected on the increasing competition of scarce human capital and stated that offering good working facilities is nowadays an important factor in attracting skilled workforce. To continue, in the interviews, many different functional aspects, that have potential to add to the corporate brand value and attractiveness as an employee, were discussed. Several persons emphasized the poor functional qualities of the old head office and the need to update the physical settings to reflect the new identity of Stora Enso as a global renewable materials innovator.

“We want that the new office comprehensively responds to the needs of changing working life and provides different spaces for different tasks. There would be no need to travel to central Europe for a meeting anymore and we could arrange it virtually.” – A2, main user, business development

“Constructing sustainable headquarters building with high quality functional features is of course a mean for an employer to communicate their values for employees. Sustainability is nowadays important for many people while choosing workplace and employees can choose to live by their values by working in a sustainable office.” – A5, architect

Another implication of the possibility to increase the brand value of the whole corporation is related to social sustainability of the internal stakeholders of MNE, namely the people working in the head office. In the interviews the increased focus on balancing between private and working life was brought up several times. As a concrete measure to respond to the new expectations, the building is going to materialize as a complex that offers both high-class working environments but also supports in navigating between the hectic working life and private life. Business development representative from Stora Enso summarized the plans related to employer branding as follows:

“Maybe there will be restaurants, a gym, spa-area or some other facilities that improve our employees’ wellbeing. It could be a parcel pick-up point or basically anything that supports the balancing between hectic everyday life and professional world.” – A2

Main user, business development

Moreover, the flexibility of the building and floor-plan was raised up in the discussions several times. Simply put, Stora Enso needs improved working environments for their employees and wants to provide high-class work places. The changes that the pandemic has brought to the working life in general, such as decreased overseas traveling for work, were seen as important considerations regarding the new building. Furthermore, the interviewees emphasized that the new office has to offer spaces for different kind of work tasks. As an example, they pointed out that there must be places for networking and silent work in addition to larger conference rooms and possibilities to e.g. arrange international webinars without the need to travel for only one or two meetings. Consequently, the improvements related to the interior design, new innovations related to working arrangements and well-being at the workplace might positively contribute on the image of Stora Enso and finally increase the brand value of the corporation. Hence, the

interaction possibilities and synergy benefits with the surrounding environment and other users of the HQ building were assessed as one of the important expectations for Stora Enso. As the business development representative (A2) stated:

“ As an example, the hotel which will be part of the new building can provide high-quality well-being services for the visitors but also open new possibilities for us to organize events such as large seminars and conferences that we are not able to organize in our current head office. The aim is that we can co-operate with the building’s other service providers comprehensively. ” – A2, Main user, Business development

4.3.2 Business benefits for the Wood Products -division

Despite the global changes, Stora Enso and the other Finnish forest giants remain as significant influencers in the Finnish economy. Now, in the interviews, several Stora Enso’s representatives brought up the corporation’s ambition of being able to increase the general awareness of wooden construction possibilities and take part in global trends of sustainable construction. With an example of wooden headquarters, Stora Enso aims to give a push for the whole construction industry towards sustainability and simultaneously strengthen their own image and brand value as a solution-oriented renewable materials innovator. An interviewed architect (A5) elaborated on the identity aspect of Stora Enso and the new HQ building:

“-, they (Stora Enso) want that the building represents solution-oriented attitude and they also want to demonstrate that it is possible to respond to modern issues with sustainable construction. This attitude will be visible in the building and all the users will both, see it and feel it. Thus, Stora Enso’s identity is clearly visible in the building, even though it will be only one of the users.” – A5, Architect

As previously mentioned, the starting point for the architectural competition was to design a headquarters built with Stora Enso’s own Office Building Concept. The Office Building Concept being a relatively new addition to Stora Enso’s Wood Products division,

awareness and attention towards it is naturally needed. Product development representative emphasized promotional aspect of the new HQ building by stating that:

“We want to show that our new wood products are suitable for all kind of construction: also for urban high rise buildings and offices. As we now have our Office Building Concept, we will use it and construct a demo. Our new office will then serve as a promotion resource as well.” – A1.3, Main user, product stewardship

As the Office Building Concept relies on wooden construction, traditionally not known for modern office and high-rise buildings, the interviewees brought up their ambition to simultaneously both change the general perceptions on wooden construction and showcase the abilities of wood as a modern, sustainable and flexible material that is suitable for any kind of construction.

“We have physical products and now we want to prove that wooden construction does not belong only to cottages and we can construct gorgeous modern buildings with our new wood product solutions.” – A1.2, Main user, stakeholder relations

“Of course, the headquarters building always reflect the corporation’s industry as well. We want to show to our customers and stakeholders what we have developed concerning the wooden construction.” – A1.2, Main user, stakeholder relations

Therefore, the decision to construct new headquarters building from own materials, is seen as a unique opportunity to promote the brand and increase the brand value of the Office Building Concept. Stora Enso states on their website, that the three main benefits to construct office building of wood are in line with the triple-bottom line of sustainability. The benefits are divided into (1) improved health & wellbeing, (2) sustainability of the building and (3) economical aspects (Stora Enso n.d.). According to the interviews, all the three key aspects within the brand will be showcased to internal and external stakeholders in the new building.

In addition to already discussed biophilic design and the well-being improvements that are expected to come along with the approach the effects of covid-19 were emphasized in the discussions regarding the interior design and functional capabilities from the

perspectives of the building's users well-being. Stora Enso seemed not to see construction of a new office as a risk, although the pandemic was predicted continue remaining active throughout the design process. Quite the opposite, the interviewees believed that the extraordinary situation might give unexpected opportunities to design solutions that will enable flexibility and safety for the users of such buildings in a completely new way. The anti-bacterial nature of the wood was also discussed. The business development representative emphasized, that in addition to including modern hands-free solutions in the interior design of the building, the wooden HQ project offers a great opportunity to respond to the changes brought by pandemic regarding health and safety of the users of such buildings. To conclude, Stora Enso somehow even seems to see the ongoing situation as a possibility to strengthen the brand value of the Office Building Concept. As the Business Development representative stated:

“In the new office, we can assure that there are spaces in which the safety distances can be secured. However, there will be possibilities to work more closely, if that is at some point possible.” – A2, Main user, Business development

Secondly, the environmental sustainability of the wooden office building solution was seen as an important aspect in the communication of the HQ project. Hence, in addition to strengthening the sustainability image of the corporation, the HQ serves as a concrete example of the possibilities of Stora Enso's sustainable construction solutions. Additionally, the environmental certification that will be applied for the building has been already published (Varma 2020) and it reinforces the image of the potential sustainability value of Stora Enso's own Office Building Concept. Stakeholder relations representative summarized the ambitions to materialize their own product for stakeholders:

“We as a corporation focus completely on replacing fossil materials with sustainably and responsibly produced renewable materials. It is thus very straightforward. We want that our new head office is fully relying on these solutions and sustainability.” – A1.2, Main user, stakeholder relations

Third aspect, the economic benefits of wooden offices, were also discussed and have been communicated as one of the expectations of the new building. Firstly, the flexibility of the floor plan was emphasized among all the stakeholder groups interviewed. Stora Enso wants to display in their new office, how easily wooden office space can be altered to quickly changing needs of the modern working life and offer a flexible space solutions in which traveling for meetings is not needed. Additionally, the long life-cycle of the construction materials was emphasized as an expectation that increases the economic efficiency of such buildings.

“ As an example, the height of the floors is calculated in a way that we can easily modify and extend or decrease the square meters from the office space or from the hotel. Thus, there won't be an infinite division for hotel and office space and we can assure the flexibility of the floor plan.” – A4, Real Estate Investor, property development

As a conclusion, Stora Enso's new headquarters building is expected to contribute positively on the brand value of the whole corporation, but also of the Wood Products - division and Office Building Concept. Based on the data analysis, it seems, that the headquarter building's symbolic role is related to increasing the brand value and symbolic value of the MNE by many different intangible and tangible means. However, as even the construction work of the building has not yet begun, it remains to be seen, whether Stora Enso eventually manages to raise its corporate brand value and the brand value of Wood Products division's Office Building Concept.

4.4 Headquarters role in 21st century sustainable city

Stora Enso's headquarter project is expected to have a role in the development of sustainable city structure. In the data collected from the City of Helsinki, the new HQ building was considered as an important future part of the vital and sustainable city structure that is open and attractive for all persons visiting, working or living in the area. In the description of the town planning proposal (B2) the following is said regarding the visions of the City of Helsinki:

“The new building is expected to be materialized by adopting high quality of architecture, using wooden construction materials and carbon free construction procedures. Open and welcoming shared spaces in the street level will support in the creation of attractive pedestrian routes.” – B2, Katajanokanlaituri 4 town planning proposal, p. 6 (City of Helsinki 2021c)

Sustainability as a prerequisite for the Stora Enso HQ building, came jointly from all the three organizers in the architectural competition. For instance, in the Evaluation report, the description of the competition includes assumption on delivering, both in terms of structure and functions, socially and environmentally sustainable building with a long life span. However, from the city’s perspective, the sustainability of building is extended beyond the actual building and its influence on the surrounding area was evaluated

The City of Helsinki and its ambitious goals regarding the architectural quality, climate neutrality and town planning have set boundaries for the project. Further, Katajanokka area is home for nearly 5000 persons and there are roughly 4500 places of employment (City of Helsinki, City Executive Office 2019). Additionally, the amount of visitors in the South Harbor area and number of persons traveling through the Port of Helsinki and Market Square to Korkeasaari Zoo and Suomenlinna fortress bring millions of people annually near to the Stora Enso HQ (City of Helsinki, City Executive Office 2018). It can be therefore drawn a conclusion, that the City of Helsinki has several points of interest in the development of the area and has been active actor already in the architectural competition process.

To conclude, the headquarters to be built cannot be seen as a separate entity effecting only on Stora Enso’s internal development and future because the building has an important role in the city developments as well. Some visions and expectations regarding the role of such building in a city are discussed next.

4.4.1 Environmentally and economically sustainable building

Environmental sustainability

The environmental sustainability related expectations regarding the building were set by both Stora Enso and Varma, but also guided by the City of Helsinki. The Carbon Neutral Helsinki 2035 initiative has been the starting point in the town planning proposal in which the boundaries for ecological aspects of the construction materials and energy production, were set. Moreover, as the share of carbon emissions emerging from the built environment is 40% (United Nations Environment Programme 2020), the environmental impacts of the building were comprehensively addressed. As one of the architects said, the town planning proposal for the area is one of the first proposal including own sub-chapter concerning the effects of climate warming.

“As the new building will be locating in the flood risk area near the sea, the predictions regarding rising sea levels must be taken into account in the planning process.” – B2, Katajanokanlaituri 4 town planning proposal, p. 22 (City of Helsinki 2021c)

Moreover, the flexibility of the building and its long life-cycle were considered as important expectations. Opposite to Stora Enso, the City of Helsinki and other external stakeholders already consider the possibility of Stora Enso leaving the building at some point. One of the key requirements was thus, that both the interior and exterior design must stand time and possible changes to the main users of the building. As the property development representative from Varma stated that the long life-cycle and flexibility of the building not only increases the environmental sustainability of the building, but also enhances the economic sustainability, as it improves the ability to respond to a developing demand. According to the architect (A6) and the Town planning proposal (B2) the long-life cycle was discussed as follows:

“The formation and height of the building were expected to provide possibility for as long life-cycle as possible. In order to pursue that, the construction elements must both aesthetically and physically endure over time. The interior design further has to allow the building to have several users during its life-cycle. ”– A6, Architect

“If the building’s carbon calculations are conducted with an assumption of 100 years as a time span, the carbon footprint of the building decreases 15% compared to shorter

use time.” – B2, Katajanokanlaituri 4 town planning proposal, p. 22,(City of Helsinki 2021c)

Finally, the role of environmentally sustainable headquarters building extends beyond its own carbon footprint and impacts to the surrounding area. As an example, the Stora Enso HQ and changes coming along with it are expected to positively support in widening the pedestrian routes in the city center and thus connect more people near to the tram network and support sustainable public transportation. To continue, a large-scale wooden building in a such visible seafront location contributes on the ambitious climate targets set by the city and simultaneously showcases the results of the Carbon Neutral Helsinki 2035 initiative. An interviewed architect summarized the effects of sustainable construction in Helsinki as follows:

“Currently, Helsinki construct lots of schools and daycares from wood, but now when private sector begins to utilize wood as well, I believe that the public interest raises. - - This building is meant to represent this time and sustainable wooden construction and it has a strong identity of a wooden building.” – A5, Architect

Economic sustainability

Economic considerations and possible synergy benefits regarding the Stora Enso HQ and services brought along with the HQ were also raised into discussion. For the City of Helsinki, creating favorable conditions for the Port of Helsinki to operate locating next to Stora Enso HQ is considered important, but on the other hand, the city is willing to open the coastal areas for people. As said, the lively city center is an objective that the City of Helsinki aims to reach. However, in achieving that the presence of different service providers is necessary to increase the cash and customer flows to the city center that in turn enhance the economic prosperity for the city. Furthermore, City of Helsinki has ambitions regarding the workplace intensity in the city center. The Stora Enso HQ complex is therefore expected to support in developing attractive, workplace intense city center, and especially the prestigious South Harbor area further. As the city representative summarized:

“For the city, it is very good that a hotel will be included in the Stora Enso HQ building. It is easy to set up cafes and restaurant near the hotel, which further attracts people to visit the area.” – A3, City of Helsinki, urban environment

“We want to have workplaces in the city center. - - Of course, if there is a traditional and big Finnish corporation that wants to locate in Helsinki, we will try to organize possibilities to construct high-class working environments and office buildings for those companies.” – A3, City of Helsinki, urban environment

To continue, in order to develop the city further, the economic stability and attractiveness for investors is a key requirement. Therefore, as the city representative stated, City of Helsinki, and especially the city center wants to be an attractive investment location for real estate investors and a successful headquarters project naturally increases the attractiveness for investments. Self-evidently Varma, the real estate investor, invests only in potential locations:

“ - - we are not investing to all the locations. We have to be able to predict that firstly, the investments are viable and secondly, they need to endure over time.” – A4, Real estate investor, property development

Furthermore, the expectation set for the building already in the architectural competition evaluation criteria included assumption of the building to provide overall value for money. In addition to the ambitious carbon neutrality goals and calculations that Varma has regarding their investments, the financial viability of the Stora Enso HQ was emphasized. As the city representative reflected, for Varma, it was probably considered important to invest in building that allows several different main users and has other tenants as well in addition to the office space users. Further, the expectations regarding the demand of the site in the long-term evaluation are partly overlapping with the ambitions of the city to enhance the liveliness of the Katajanokka area. Based on the interview made, it seemed that the real estate investor is expecting the location and building to provide financial effectiveness and long-term feasibility.

“We do not know what will happen in 20,30 or 50 years of time. However, we are primarily investing on a building that will be there for at least 100 years.” – A4, Real estate investor, property development

4.4.2 Culturally and socially sustainable building

Social sustainability

Firstly, social sustainability and enhancing diverse city structure seems to be an important expectation from the city’s perspective. Bringing hotel, restaurants and other service providers to the Stora Enso HQ building with the aim to enhance the openness and presence of inspiring shared spaces, receives lot of space in the data.

“From the city’s perspective, the whole Katajanokka area and the new building is meant to be for the all Helsinki citizens and other people visiting the area.” – A3, City of Helsinki, Urban environments

Interviewees representing the city and real estate investor emphasized that the final building has to offer attractive services for everyone in order to make the area lively outside of office hours as well. City of Helsinki has further set their objectives to open the coastal area more for visitors and citizens.

”One of our objectives is to create lively and diverse city center so that there would be both office premises and residential areas. There would be office spaces, commercial services, spaces for culture and space for casual strolls.” – A3, City of Helsinki, Urban environment

In addition to increasing the attractiveness of the area with the support of Stora Enso HQ the physical aspects of health and safety were also considered. As an example, the wooden materials used inside are meant to increase well-being of everyone by bringing the nature to the city center. Delivering safe and healthy spaces for all the end users of the building was also visible in the data. As an example, the wood as construction material and biophilic design approach are expected to result in increased well-being of all the users of the building.

Cultural sustainability

Finally, the requirements rising from the central and nationally valuable location of the Stora Enso's HQ site, were clearly articulated in the data. The location of the planned HQ building has interestingly raised discussion of the suitability of such building in the area. For instance, in the Interaction report of the town planning proposal (B3) most of the concerns communicated, were related to the possible threats on how Stora Enso's HQ building would have negative impact on the Nationally Valuable Urban area surrounding it. In the Interaction report (B3) the concerns of the surrounding authorities and Katajanokka-citizens were documented as follows:

“In the argumentation, the new building is considered as to be excessively large to locate in the middle of such a valuable cultural environment and Unesco's world heritage site. Additionally, there are doubts of the negative effects for the Nationally Valuable Urban area.” – B3, Interaction report of the Katajanokanlaituri 4 town planning proposal, p. 12, (City of Helsinki 2021b)

Hence, the opinions of the city representative, architects and investor, seemed to highlight the importance of the building's, even to some extent, unnoticeable adaptation to Helsinki's famous empire silhouette and city facade. As the interviewed architects both stated, the aim is not to construct a land-mark for Helsinki that competes with e.g. the majestic churches in the area. Instead they considered the building first and foremost as a functional building that slightly effects on the surrounding silhouette. Further, the designers elaborated that the main role of such building is to be a balanced part of the existing and future city structure. To reach the required level of adaptation the architectures reflected for instance on the choice to use glass instead of wood as the façade material in the building.

“There were of course ambitious climate and carbon neutrality goals in addition to adopting the biophilic design process in which the natural materials are parts of the experienced urban environment. However, we are in the middle of this historical city

center surrounded by stone buildings so we had to carefully consider how these two different worlds could meet in a fruitful way.” – A5, Architect

However, simultaneously, in contradiction to the concerns presented in the Interaction report (B3) and requirements towards the adaptability, the building is expected to gain a strong identity and represent the renewing process of the wider South Harbor area. As the city representative said, even though the building has to adapt nicely to the Nationally Valuable Urban area, it still has to materialize as a wooden building in a way that the wood as a construction material is recognizable. In the evaluation report of the architectural competition (B1) the primary objective for the architectural competition was strongly attached to the sensitivity of the location.

”Identify a design solution for a high-profile site in the Finnish capital that is architecturally accomplished in terms its impact on the urban space and landscape, offers a close fit with the surrounding location in terms of function, and is capable of serving as the basis for the development of a new local detailed plan.” – B1, Evaluation report, p. 5, (Varma Mutual Pension Insurance Group 2020)

Thus, for Stora Enso, the high-profile site represents visibility for the project and an opportunity to promote their own products, whereas the role of the building as a part of the City of Helsinki is to support long term development of the prestigious area and improve the quality of the surrounding urban environment. Therefore, the building’s identity is expected to strongly rely on the requirements of the site and location instead of being straightforwardly designed to respond only to Stora Enso’s ambitions. As communicated in the Evaluation report (Varma Mutual Pension Insurance Company 2020), the Stora Enso’s HQ building is expected to strengthen the area’s identity and enable it to evolve further without compromising the original empire-silhouette of the area.

“ - - In a way, we saw that the winning entry of the architectural competition somehow develops further Alvar Aalto’s ideas that are visible in the current Stora Enso HQ. This

building thus is in continuum with the old light façade but also updates it.” – A3, City representative, urban development

In the interviews, the architects further reflected on the identity of the site as a starting point for the design. The flexibility discussed earlier is an important consideration regarding the sustainability aspects of the building, but it also supports in adaptation to the location. For the architects, it was considered essential, that the design of the building would endure over the time and allow different main users during its life-cycle. Therefore, according to the architects, the design of the building was primarily constructed to suit the surrounding city center and buildings nearby designed iconic Finnish architects such as Pekka Jokela and Alvar Aalto. As the real estate investor representative also stated, the starting point for the project was that the aesthetics of the building remain appropriate at least for the next 100 years.

“The building must be a balanced part of the place and the city where it is built. - - it is essential that the building serves its surroundings and the city façade not only aesthetically but also by functional and other factors. The adaptability to the surrounding environment is not an obstacle for the building to be MNE’s HQ.” – A6, architect

To conclude, the role of Stora Enso HQ in sustainable city is multi-dimensional. On the one hand it is expected to provide an sensitive and culturally sustainable impulse for the development of the South Harbor but on the other hand its role is to be a functional, open and sustainable entity for all the people visiting, working or living in the area. Furthermore, as the building will be one of the first carbon free office building in the City of Helsinki, its expected contribution to the image of sustainable Helsinki must also be kept in mind. Clearly, the expected impacts of the HQ building to the surrounding environment in both practical improvements and as a first aesthetical high-quality signal to the South Harbor area’s development, were dominant topics raising from the data. However, as said Stora Enso HQ building is also expected to support the City of Helsinki in achieving their sustainability goals.

4.5 Summary of the main findings

A sustainable headquarters building in a sustainable city has multiple roles. On the one hand, its symbolic and strategic roles for the MNE are important in communicating of the corporation's products, values and development. On the other hand, the building's role in the city structure is multi-dimensional. In summary, Stora Enso as a main user of the building focuses on materializing its values, products and identity with the new building. From another perspective, the city of Helsinki sees the building's role as a tool to develop and improve the surrounding area.

The sustainability of the building was required by all the central parties involved in the project. However, for Stora Enso, the sustainability aspects are clearly mainly related to their personnel's well-being in the new office and demonstrating to wide audience that wooden, sustainable construction is suitable and possible for all kinds of buildings. Thus, the symbolic value of the sustainable building is expected to contribute positively to Stora Enso's corporate identity and image. The City of Helsinki however, seemed to review the building as a supporting part of the formation of sustainable city. The building is for example expected to contribute to Helsinki's sustainability goals related to e.g. carbon free construction.

The findings thus suggest, that HQs built to a central place in sustainable 21st century city are much more than just a corporate building closed from the outsiders. Instead, headquarters are seen as a part of the city, open for everyone. The headquarters building in this case seem to reflect open, interconnected and sustainable society surrounding it. Further, the liveliness and attractiveness of the city center is expected to be extended beyond office hours even though the building's main user would be corporation. Therefore, sharing the building with other companies and service providers such as restaurants and cafes, enhances the attractiveness of the central areas and is expected to symbolize also Stora Enso's renewed open culture.

An exploration to the data gathered also reflects the embedded role of sustainability in any private or public project in today's cities. The findings highlight the joint

sustainability ambitions between all the key stakeholders as a starting point for the project. Moreover, although the environmental and economical sustainability are communicated clearly in the competition brief, social and cultural sustainability received also foothold. As an example, while raising amount of attention is given to work-life balance and well-being of employees, the tangible elements, such as headquarters, are expected to reflect the values of the organization.

Furthermore, the requirements and expectations regarding the location of the analyzed case project interestingly reinforce the importance of the interconnected nature of 2020's headquarters to its surroundings. Whether the location is expected to contribute on stakeholder awareness and symbolic value of the MNE or act as a sensitive first impulse to the development of nationally unique and valuable area, it can be drawn a conclusion that high aesthetical and functional quality of the architecture is one of the most important aspects in designing new corporate buildings that open their doors to the surrounding community.

The main findings are summarized to the table 4.1. below. In the table, the key features of the building, adapted from the competition brief, are listed based on the central location of the building and the triple-bottom-line of sustainability with an additional dimension of cultural sustainability. Further, the expected symbolic and strategic role of the building for Stora Enso is introduced. Finally, the last column summarizes the visions of the Stora Enso HQ's roles in the City of Helsinki. The next chapter of this thesis will focus on discussing the findings in relation to reviewed literature.

Table 4.1. Summary of the key findings

Key feature of the HQ building	HQ building's expected symbolic and strategic role for Stora Enso:			Visions of the HQ building's roles in Helsinki
	Symbolic role and value	Strategic corporate and employer branding	Business benefits for the Wood Products division	
Location: Central Helsinki: High-profile site at Nationally Valuable Urban area	Symbol of status and belongingness to the area with 60 years of history. Symbol of the importance and renewal of the industry and Stora Enso.	Prestigious and central, well-known location raises stakeholder awareness towards Stora Enso and its corporate brand.	Central and visible location supports the promotional objectives.	Preserves the sense of the place but develops it sensitively further. First impulse for the South Harbor's development.
Environmental sustainability: One of the first carbon free office buildings in Helsinki. Carbon neutral and energy efficient solution.	Wooden HQ building symbolizing the transformation journey of Stora Enso and new phase of wooden carbon free construction.	Materializes Stora Enso's values and purpose: ' <i>Replace fossil materials with renewables.</i> ' (Stora Enso 2021, p. 13).	Demo-version for the Office Building Concept and its possibilities regarding environmental sustainability.	Building strongly contributes to Helsinki's carbon neutrality and sustainable construction goals.
Economic sustainability: The building is expected to provide value for money, be a viable investment and have a long life-cycle.	A finished building is expected to gain symbolic capital by being a symbol for sustainable but economically viable headquarters solution.	Positively improved image might result in increased attractiveness of the company as an employer or investment possibility.	Demonstration for the long-life cycle and economic efficiency of the construction materials.	If the project succeeds, it might contribute on the economic prosperity of the city and attract more such investments.
Social sustainability: The building is expected to increase the quality of life of the users and bring the forest- relationship to city center.	Symbol for the new open organizational culture by moving to a building with other users. Biophilic design symbolizing the Nordic roots and culture.	High-class working environment, biophilic design and services in the HQ positively contributing to Stora Enso's image as e.g. an employer.	Increased well-being of the users of Stora Enso's office building might result in promotional benefits for the Office Building Concept.	Open first floor and new service providers making the coastal area more accessible and attractive for everyone.

<p>Cultural sustainability: The HQ complements Helsinki's iconic and historic skyline and sensitively develops it.</p>	<p>An opportunity to provide cultural attitude change impulse regarding wooden sustainable construction culture and bind it to Stora Enso's brand (s).</p>	<p>New paradigm for, wooden construction and an example that MNE's HQ can be a high-class aesthetical part of a valuable urban environment.</p>
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5 Discussion and conclusions

This section elaborates on the research problem and summarizes the key insights from the study. Further, discussion on the empirical findings in relation to the reviewed literature is conducted. Thereafter, managerial implications, limitations for the study and finally future research suggestions with concluding remarks are given.

5.1 Theoretical contributions

This study examined the expected symbolic and strategic role of a sustainable headquarter building for an MNE in addition to discovering the roles of such building in sustainable city. As the existing literature does not provide knowledge on headquarters sustainability, the reviewed literature extended the scope by combining headquarters literature, international business literature and sustainable buildings and cities discussion. Since the research was made from the perspectives of the MNE and the city, it already contributes to the existing theories in which the focus tends to be on the MNE's ambitions and objectives regarding HQs. Furthermore, although the symbolic value of HQ buildings has been discussed earlier in the literature, the perspective of this study: sustainable headquarters, is novel. Although the perspective in this study was new and hence opportunities for further investigation seems broad, this study however meets partly with the existing literature.

In the beginning of this study, two research questions were formulated. The findings regarding those questions are next elaborated based on the results of the empirical study and literature reviewed.

RQ1: What kind of symbolic and strategic role is a sustainable headquarters building expected to have for an MNE?

The symbolic value emerging from the sustainability features of headquarters has not been researched earlier. However, as Barras (2019) recognized, there are some collectively understood symbolic features in corporate buildings that can contribute on the symbolic value of certain MNEs. As an example, high-rise glass buildings of the

banks in central London are understood as a symbols of power of the finance world (Barras 2019). In this research however, the new HQ buildings' symbolic role seems to be to represent and communicate of the MNE's status, development and identity and thus positively contribute on the branding and promotional objectives. Means to do that, seems to be diverse.

With several physical features of the building such as the wooden appearance, environmental certificate and biophilic design, the MNE looks forward to bring its sustainability approach to the knowledge of everyone and finally materialize its major transformation from traditional paper and pulp giant to innovative renewable material producer. These means in turn resonate to some extent with Khanna's et al. (2013) findings of various ways, such as environmental certifications and use of own sustainable products in the premises, to communicate sustainability with office buildings and finally increase the branding value and symbolic value of the MNE. However, in this research, embedding sustainability to the headquarters building is considered as one of the core ambitions and comprehensively considered from the beginning of the architectural competition instead of focusing on solely add-on features such as energy efficient lightning that Khanna et al. (2013) discussed. Therefore, this research provides tentative ideas that the HQ buildings' symbolic value can positively contribute to the MNEs strategic objectives regarding for instance corporate branding and employer branding.

However, this study certainly reinforced the value creational role of headquarters building as a symbolic resource for an MNE. As for instance van Marrevijk (2013), Berg and Kreiner (1990) in addition to Elsbach and Behcky (2007) have noticed, corporate architecture and buildings are powerful tools in symbolizing the organizational changes and development. In this study, the sustainability transformation journey of the MNE indeed was clearly present and an ambition to update the head office to symbolize MNE's renewed values and purpose as a sustainable and innovative global renewable product leader was articulated in the data. As Khanna et al. (2013) noticed, sustainability is often most clearly communicated in the office premises when the core business of MNE is considered unsustainable. In this case, the MNE has already implemented drastic changes

towards sustainability, but as Toppinen et al. (2017) argued, paper and pulp industry has traditionally had negative image due to the sustainability challenges. Therefore, in this study, there seems to be some connections to Khanna's et al. (2013) findings of the ambition to change perceptions of the whole industry with visible and tangible elements. Furthermore, similarities with Cripp's (2013) arguments of the potential of architectural elements in changing the stakeholder perceptions were raised from the empirical data. As an example the planned shared spaces and public services in addition to transparent multi-sectoral co-operation in the design process represent the renewed open culture of the MNE.

As Khanna et al. (2013) discovered, MNEs also communicate of their own innovative products by displaying them in their own premises. The impact of using own products in the building in relation to the business development remains however uncovered in the existing literature. In this research, the findings implies that one of the most important expected role of a headquarters building constructed of the MNE's own sustainable products is to raise awareness of the offering and benefits of such solutions. Therefore, this study suggests that an MNE can have a beneficial opportunity to display the core brand values of their own products in a building that is partly open to other users as well.

To conclude, this research added understanding of sustainability as a symbolic and strategic branding resource for MNEs in their headquarters. Although the symbolic value of such buildings has been recognized (see for example. Berg & Kreiner 1990, van Marrewijk 2009, Cripps 2013, Elsbach and Behcky 2007), it is evident that in 2020's operation environments sustainability raises to be one of the important symbolic attributes communicated in intangible or tangible means that has potential to strongly contribute on MNE's brand value and symbolic value.

RQ2: What is the role of a headquarters building in a sustainable city?

Contributions of this study to the second research question, connects IB-approach and theoretical discussion regarding sustainable cities and buildings. In this study, several similarities between sustainable buildings literature and the findings were recognized.

According to the findings of this research, a headquarters building constructed to a sustainable city is expected to materialize as an interconnected, open, economically viable, environmentally sustainable and culturally valuable entity that has a long life-cycle and floor-plan allows several different users. These findings correlate strongly with earlier definitions of any sustainable buildings by e.g. Berardi (2013), Hill & Bowen (1997) and Akadiri et al. 2012. Therefore, the role of a headquarters building in sustainable city seems to be close to the roles of any other sustainable building discussed in the previous literature.

In terms of the environmental sustainability, the sustainable buildings literature emphasizes efficient use of natural resources and protection of the surrounding environment (Akaridi et al. 2012). Furthermore, long-life cycle of sustainable buildings has been highlighted as an important factor in environmental sustainability (Kibert 2007). In this research, these aspects were considered as somewhat self-evident prerequisites, but the key role of the headquarters building in city from environmentally sustainable perspective seemed to be the contribution of such projects to the sustainability objectives of the city and for instance of the real estate investor. Therefore, this study suggests, that the ambitious and even pioneering environmental targets such as carbon free construction and use of renewable materials in the headquarters building are expected to serve as examples and inspiration for everyone in the city. Finally, these kind of buildings located in central areas might be able provide a push for the construction industry towards sustainability.

Secondly, the role of a headquarters building in 21st century sustainable city based on this research, seems to be adding value for the surrounding community and contributing on the construction of an interconnected and attractive city center. Moreover, the philosophy behind such new project is to serve sense of community and belongingness. Therefore, a 2020's headquarters building is not only an external and closed entity for the people who work inside, but a flexible building that serves everyone. The findings agree with Berardi's (2013) ideas of a socially sustainable building that increases not only the physical well-being and safety of buildings but also the impact to the surrounding society

and sense of community. Finally, as du Plessis and Cole (2011) stated, the contextuality of social sustainability must be taken into account while discussing the role of sustainable buildings. As it was clarified in this research and also by Feige et al. (2011), such building project raise many opinions and arguments and the stakeholder expectations vary and are highly contextual. Therefore this research indicates that in case of new headquarters built to the city center, the contextuality must be carefully taken into account as such building has many different roles for its different stakeholder groups.

As Cohen (2018) defines, a sustainable city must protect the environment but also attract business, people and culture. This research certainly reinforces this definition. The economic viability of a headquarters building in sustainable city is one of the cornerstones of the success of such projects. As the building is a major investment for several stakeholders, its success partly depends on the value for money it can provide. Finally, this research argues that finalized headquarters building in the city center is expected to be a positive economic boost for the city by attracting more people to visit the area, work there and use its services.

Lastly, this research suggests that a headquarters building constructed to the city center has an important role and potential in developing the area surrounding it but also in preserving the sense of the place. This study stresses that a sustainable headquarters building in central place might give an impulse to a cultural attitude change towards sustainable construction. Furthermore, a headquarters building constructed of wood is expected to provide a new cultural paradigm for sustainable wooden construction and an example that of MNE HQ can be a balanced part of valuable urban environment. The cultural attitude change is also emphasized in the sustainable buildings literature and argued to be one of the important possibilities of sustainable buildings (Opoku 2015). However, this research takes a step further and indicates that even an MNE headquarters building can be materialized as balanced, respective and sensitive solution in historically and valuable urban area.

Finally, a headquarters building in a sustainable city has several roles that would also require further investigation. This research indicates, that the expectations for such

buildings are ambitious from many different perspectives. On the one hand, the building is expected to provide completely new approaches and sustainability features to the area but on the other hand the adaptability of such building to its surroundings is considered important. In the next chapter, managerial implications based on this research are provided.

5.2 Managerial implications

Certain managerial implications arise from this research mostly considering the potential opportunities to utilize headquarters more comprehensively in strengthening MNE's symbolic capital. The implications evolve around embedding sustainability beyond the intangible strategies and values to the physical headquarters building. Furthermore, this study encourages business leaders to consider the impacts and symbolic value embedded in certain locations and the possibility to utilize this potential.

This research provides insights of the symbolic role of HQ building and urges decision-makers to carefully consider the strong impact of such visible and physical elements to the perceptions of all stakeholders. A sustainable city is an open and attractive but also environmentally friendly which is why the business leaders must consider the surrounding community and impacts to it carefully while designing new headquarters building.

According to the findings of this study, a headquarters building can also serve as an important supporting tool in business transformation processes. As Cripps (2013) stresses, tangible elements such as headquarters often succeed best in communication of changes and development of organizations. Therefore the story that the MNE wants to communicate to its stakeholders should be carefully linked to the headquarters design, location and functional features. Constructing headquarters building of MNE's own products is also seen as a beneficial promotional tool of modern headquarters building. Thus this study encourages business leaders to consider the possibilities to utilize the actual headquarters building more comprehensively as a promotional tool as well.

Finally, in case the Stora Enso HQ is built in the following years according to the current plans, this study can offer insights for the design process, collaboration opportunities and inspiration for the MNE leaders and real estate investors of wooden sustainable construction in the context of corporate headquarters. The final symbolic and strategic roles of the sustainable HQ building remains to be seen, but the results of this research strongly encourages business leaders to consider how to embed the story of the corporation to their headquarters functions and symbolic features.

5.3 Evaluation of the study

This study was conducted as a qualitative single-case study engaging in thematic analysis in order to reach the ability to elaborate on the set research questions. As with all studies there are several limitations related to this study. Firstly, the logic in this thesis for creation of knowledge was abductive. This means that the set of empirical materials were continuously compared with the available frameworks and theories. However, although the abductive logic is intuitive and creative, it has been criticized for leading to inconsistent findings (Thagard and Shelley 1997). In this study, the process began with case exploration and afterwards continued with a simultaneously exploring the data and available literature. Due to this approach, the consistency of the research has potentially remained partly incoherent.

Secondly, the empirical data set of the study must be considered while discussing the ethical concerns. The data reflects this case in-depth and comprehensively but e.g. the timely aspect of the study remains narrow. Thirdly, it must be emphasized, that the explored case headquarters building of the explored case does not exist yet. As the construction project has not physically began yet, it will be remained to see whether the project actually will be finished and if yes, will there be some drastic changes within the focus of this study. Therefore, while considering the findings of this research, it must be taken into account that the visions and ideas regarding the headquarters building and its final symbolic and strategic role might change and develop throughout the process. Furthermore, in order to increase the quality of in-depth description more future end-users of the building, e.g. the citizens living in the area, could have been interviewed.

Additionally, it is important to take into account that drawing conclusions from this study and implementing them to different contexts or cultures is not recommended. This study describes Finnish/Nordic decision making context and the findings should thus not be generalized to describe any other context. As the study was a qualitative intensive single-case study, the results are bind to certain time, place and context. Therefore it should be kept in mind that this thesis and an intensive single case study in general is not aiming to generalize the findings through quantitative measurements and the nature of the study has been exploratory. Although generalizations cannot be made, the results might offer suggestions for future research and provide components for other case studies as well. Thus, insights from other such projects and comparison with other similar cases would complement the findings of this single case study.

However, the findings of this study might still provide some useful and meaningful insights and paths for future research. Keeping these limitations in consideration, the section provides some ideas for further research to improve the generalizability of this research in the future.

5.4 Future research

As the discussion related to the sustainability of headquarters is still in an emergent phase, there are extensive amount of possibilities for further research on the topic. As Kunisch et al. (2020) suggest, the value capturing and creating roles of the headquarters should be covered from the sustainability perspective and stakeholder perspectives, as the business environments are going through fundamental transitions globally.

However, this study is aimed to serve as a first impulse and discussion opener by bringing the focus to the sustainability and headquarters buildings. The interconnected relationship of new headquarter buildings constructed to 21st century sustainable cities is evident. As cities seem to support such headquarters buildings that have also other users and service providers than solely the MNE, headquarter buildings are increasingly more connected to be evolving parts of sustainable cities. However, as this study has been an intensive-single case study with a relatively novel topic on focus, more research is needed. As an example,

future research could discover topic such as how does a sustainable headquarters building impact on the development of sustainable city?

Moreover, defining the concept of sustainable headquarters building in more detail could provide interesting avenues for future research. As in the sustainable buildings literature, the environmental sustainability aspects seem to receive attention, it would be meaningful to recognize whether some aspects of sustainability such as social sustainability, economic sustainability and cultural sustainability are emphasized more while discussing headquarter buildings. Additionally, discovering the potentially differing expectations between various stakeholder groups of the headquarters building would add new knowledge on the topic. Furthermore, approaching this kind of project with more data sources such as stakeholder interviews and a longer time-span, would be appropriate.

Now, on the other hand, the symbolic and strategic role of sustainable headquarters building seems to be essential for many reasons. Although the data sets reveal, that the building is expected to have high symbolic value for both Stora Enso but also to the City of Helsinki and the South Harbor area, an additional research on the symbolic meaning of the building would be complementing the expectations once the building is actually finished. Therefore, once the building is finished, comparison between the expectations and the reality, would provide new knowledge on the materialization of the symbolic roles and visions regarding a HQ building. Furthermore, as in this case the story behind Stora Enso and their transformation journey is in some ways demonstrated in the new headquarters building, an exploration of the abilities to utilize headquarters as a tool of storytelling in business transformation would provide an interesting avenue for further research.

Moreover, in this case study, the strategic promotional role of the HQ building for Stora Enso, raised to be one finding. Although e.g. Khanna et al. (2013) touches upon the benefits of using corporation's own products in the head offices, more exploration could offer useful knowledge to business managers of the possibilities to communicate their own offering for large group of stakeholders with a visible and high-quality headquarters building constructed of its own products. Lastly, as the case study itself is highly

contextual in its nature, taking similar projects into consideration e.g. in the United States, where several sustainably built headquarter buildings have been emerging lately, could provide further insights.

5.5 Concluding remarks

In this qualitative phenomenon-based research, I have examined what kind of symbolic and strategic role is a sustainable HQ building expected to have for an MNE. Additionally, I discussed what kind of roles a brand new sustainable HQ building has in 2020's sustainable city center. The findings of this study address the phenomena of sustainable headquarters from both the MNE's perspective and the city's perspective. Furthermore, the findings shed a light on the expectations and visions regarding corporate buildings constructed to historically and culturally valuable urban area.

Headquarters have traditionally been investigated from the perspective of the MNE as operational entities that have several duties and roles in the development of the corporation. However, the symbolic role of headquarters deserves more attention from the scholars. Whether the corporation strives to be a sustainability forerunner or advocate for well-being and open corporate culture, tangible elements are proven to be one of the most efficient measures to communicate of the values of corporation.

This study identified several different opportunities for an MNE to utilize its headquarters symbolic value as a tool to strengthen its identity, development and brand values. In an increasingly more competitive and global operational environments businesses face many different challenges. While the society quickly changes and sustainability pressures continue to rise, positive image and symbolic value of the MNE might become extremely valuable in order to flourish and succeed. This research showed that a sustainable headquarters building has a strong symbolic and strategic role and it is expected to have significant impact on the brand value and corporate identity, image and culture. Therefore this research suggest, that a headquarters building should be considered as more than just an operational unit in which the firm's strategy is formulated in every couple of years. Simultaneously, the impacts of such HQ buildings extend over the MNE itself and

become important parts in lively, attractive and sustainable 21st century's sustainable cities.

Therefore, in the times of uncertainty, urbanization and large transformations in all the sectors of the society sustainable headquarters buildings entail a big potential for both the MNEs and cities. For MNEs the strategic opportunities to strengthen their brand values and identity seems evident. Simultaneously, a sustainable headquarters building contributes on MNEs sustainability efforts by extending the impacts beyond the corporation itself. Sustainable construction being one of the essential dimensions in reaching the SDG 11, sustainable headquarter buildings directly contribute on achieving the global goal. On the other hand, although the sustainable construction itself is generally beneficial for the environment, it must also be kept in mind that generally construction of new buildings is often more harmful to the environment than renovating the already existing ones. Therefore the symbolic value of sustainable headquarters might be more significant than the direct impact on sustainability measures.

However, such buildings have potential to impact on the city development and provide important first impulses for carbon free sustainable construction in cities. Giving prestigious and central sites for such projects can be utilized as a tool to raise awareness on wooden, sustainable construction and also to develop the central areas further with new kind of buildings. A large headquarters project involving many actors from different parts of the society further demonstrates the multi-sectoral decision making environment and also the importance of it while responding to sustainability challenges.

The expected shared value of the new headquarters building extends beyond the individual objectives of the MNE, city, investor and architects. If the Stora Enso HQ building is constructed according to plans, it has a great potential to provide economic viability, protect the ecosystems and simultaneously attract people and culture to the Katajanokka area. Therefore, an open, interconnected and sustainable headquarters building can increase the attractiveness and sustainability of the city in which it locates, but also positively contribute on the creation of strong symbolic value of an MNE.

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7 Appendices

7.1 Examples of interview guides

Two examples of a general interview guide are attached below. These guides were used in two interviews of the study. The first guide was designed for the architect's interview (A6) and the second for the main user's business development representative (A2) interview. In addition to these interview guides, separate guides were used for the city representative, main users, architect and real estate investor. The interview guides have been translated from Finnish to English.

Interview A6, architect

20.4.2021

1. **Brief introduction**
2. **Expectations and goals of the project**
 - a. What are the primary expectations regarding the Katajanokanlaituri 4 project from architectures' point of view? How about the architect's goals? (e.g. professional challenge in a prestigious culturally valuable area, low carbon construction, life-cycle approach)
 - b. What kind of architectural goals have been set for the building?
3. **The project**
 - a. Can you describe the co-operation between the different parties in the project? To what extent is the architect given "freedom" in the design?
 - b. In what ways were Stora Enso's and other's goals visible in the design process?
 - To what extent the functional qualities of the building are discussed and agreed with Stora Enso, Varma and City of Helsinki?
 - How do their wishes have impacted on the design process?
 - c. What has been the most challenging part of the project so far?
 - d. How would you compare the design process to e.g. to the design process of Supercells' headquarters? What makes this project unique?
 - e. How would you compare this project to the design process of a "regular" office building?
4. **The identity of the building**
 - a. How would you describe the identity of the Stora Enso HQ? What are the intended messages embedded into the building?
 - Does the building have a shared identity? How is it like?

- b. How can architectural choices and different construction materials impact on the identity of building?

5. Sustainability

- a. How are the sustainability requirements impacting on the design? (e.g. biophilic design, wood as a construction material, carbon neutrality)
- b. How about different standards and upcoming legislation?

Sustainable cities and the HQ buildings in the future

- 6. What are the elements of a sustainable city from architectures' point of view?
- 7. What is the role of headquarters building in sustainable cities?
- 8. What are the features of a sustainable headquarters building in the future?
 - a. Future of wooden construction?
 - b. What is the functional role of HQ building in the future? From the perspective of corporate identity and image? Being an inspiring examples?

Interview A2, Main user, business development representative

3.9.2020

1. Brief introduction

- a. Job title and position in the HQ project

2. Background for the HQ project

- a. Why is Stora Enso constructing a new HQ building?
- b. How are the HQ functions currently organized between Helsinki and Stockholm?
- c. Impact of global trends, role of sustainable HQ building in cities
 - Sustainable development and ecologic wooden HQs (e.g. Google's European HQ building)
 - Remote working and role of geographic location in the future

3. Expectations and visions for the new HQ building

- a. Expectations related to functionality
 - How many people can work in the new building compared to the current?
 - What kind of co-operation facilities there will be and what has been the impact of covid-19 in terms of the planning of functional features of the new building?
- b. What kind of expectations you have regarding the environmental sustainability aspects of the new building?
- c. Corporation's identity and values
 - What are the intended messages the HQ building is expected to communicate? To who are these messages communicated?
- d. In what ways the employees have participated in the design process of the new HQ building?

- 4. The architectural competition, materiality and physical appearance of the HQ building**
 - a. What kind of boundaries were set by Stora Enso and the City of Helsinki in the design competition?
 - b. Can you describe the criteria for inviting the six competition participants?
 - c. Can you describe the competition process?
 - d. Choosing the winner
 - Which of the four evaluation criteria were weighed most in the evaluation?
 - How was the quality criteria such as *Nordic forest-relationship*, *adaptability to the surrounding silhouette* and *personal addition to the city façade by including natural materials in the building*, visible in the winning competition entry?
 - Was the jury unanimous in its choice?
 - Did recognition have a role in the choice, as the winning architect company is well-known for wooden construction?
- 5. What kind of schedule the project has, what are the next steps?**
- 6. What have been the greatest challenges in the project so far?**
- 7. Who would you suggest us to interview next?**