



# Enabling Sweden: Qualitative Market Research and Entry Plan for Turvanvuoksi Oy

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**Enabling Sweden: Qualitative Market Research and Entry Plan  
for Turvanvuoksi Oy**

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This study is conducted to support the international expansion of Turvanvuoksi Oy for its Able® Safety product line into Sweden. The objective was to understand the Swedish market and provide practical guidance that benefits the case company in its early internationalisation phase. The development task was to produce a business model canvas, create a contact list of potential customers and cooperation partners, and propose suitable market entry strategies.

The theoretical framework was built around the Business Model Canvas (BMC) to structure the Sweden-ready business model, and market entry mode theory to assess suitable entry options. The study also used market research concepts to support the understanding of buyer expectations and barriers in the target market. The study followed a qualitative case study approach under an interpretivist perspective and abductive reasoning. Primary data was collected through one semi-structured group interview with Turvanvuoksi's directors, additional answers collected through email, and five open interviews with participants met during networking events. The data was analysed using Braun and Clarke's thematic analysis procedure.

The key results show that Swedish entry is shaped by five main themes: the importance of market localisation, procurement requirements, value creation, buyer's perception, and market entry barriers that require time, trust-building and a staged approach.

Based on these findings, the thesis concludes that Turvanvuoksi should begin with a contractual entry mode, either through a distributor or agent, to gain local presence. This will also ensure the risk is controlled. The recommendations suggests a pilot entry programme to build Swedish customer base, preparing for early procurement and related documentation, and collaborating with local partner to support demonstrations, trials, and customer support.

**Keywords:** Market Research, Sweden, Business Model Canvas, Market Entry Strategy, Qualitative Study, Able® Safety, Turvanvuoksi Oy

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## 1 Introduction

This initial chapter comprises of several sections and each sections provides information related to the formation of this document. The first section dives into the information about the background of this study. It also includes the motivation behind the research and will focus on why the study is being conducted, who can benefit and what are the limitations to this work. Lastly, it will overlook on the framework and the flow of this document.

### 1.1 Thesis background

According to Bank of Finland (2025a), the global economy is in recession and recovering slowly every year gradually. Considering the effect and being trade partner with other countries in the world, in 2023 and 2024, Finland also hit hard by economic downturn. Bank of Finland (2025a) in their article mentions that in recent years, in 2025, as the world economy is recovering, Finland is growing relatively. However, the predicted growth is unexpectedly low which is seen as 0.5%. Although by 2026 and 2027, the economy in Finland is expected to grow by 1.5% and 1.6% respectively but this will still impact many businesses. Many of these affected businesses fall under small and medium sized enterprise (SME) category. Due to this, Finland is facing high number of businesses announcing bankruptcies (Helsinki Times 2025). Logically, there could be several reasons for the current situation, but the critique argues that the economic environment is mainly responsible (Bank of Finland 2025b).

### 1.2 Case company information

The similar situation of restricted growth and limited opportunity reflects for the case company of this study. The company commissioning is based in Finland with office located in the city of Pornainen and well-known as “Turvanvuoksi Oy”. The company information on PRH (2025) and Turvanvuoksi (2025a) describes that the company was established in 2015 by the two main directors - “Tomi Jokivalli” and “Janne Korhonen” with the background of 20 years each in public service and healthcare sector. They both envisioned the problem arising related to safety of people at all areas of work with their accumulated experience.

Turvanvuoksi was started with the mission to provide specialised safety and workplace violence training for professionals in areas such as personal well-being, risk management, customer service and information technology (Turvanvuoksi 2025b). Later, the service expanded with multiple training offerings including handling mental health patients and safety training required by occupational safety laws. For instance, fire safety and first aid trainings.

In recent, with ambitious plan and mission, Turvanvuoksi started product line under Able® Safety brand. This product line consists of safety products for, but not limited to, workers/professionals working in special needs client sector in healthcare and education industry. The special needs client includes people with certain disability conditions. For example, Autism, Cognitive disability, Intellectual disability, ADHD, etc. So, to protect staff from harmful threats (biting, scratching, hitting, kicking, and pulling) and prevent workplace accidents, the company sells distinctive safety products such as Cut-Resistant Sleeves, Protective Jackets, Safety Cushion, Safety Lanyard and more under Able® brand (Turvanvuoksi 2025c).

### 1.3 Research problem

Turvanvuoksi Oy is well-established with its products and services facilitating several key regions in Finland. Connecting with the current economic situation as described in [section 1.1](#), the company finds its target market is already saturated in the serving area. Now, to boost the growth and increase new customers the best possible way is to expand internationally. Due to this market limitation, Turvanvuoksi is aiming to explore new markets in nearby countries and around the world.

There are many considerations when it comes to choosing the right market and product fit. The unique product providing by the case company is still niche in the markets around the globe. Hence, the economical way to outgrow is by focusing on neighbouring countries. For Finland, Sweden is close and have twice the bigger market. Along with these traits, in general the market opportunities are far better. Nevertheless, Sweden is also facing some challenges related to public disruption and economy. But the market size has its own advantages and for Finnish companies, Sweden is always an ultimate option with its shared similarities. (Business Finland 2024).

Turvanvuoksi never had any international exposure, thus it is also a valuable opportunity to learn and overcoming challenges for the company. By focusing the expansion to Sweden, Turvanvuoksi will not only be able to have more customers but also gain international experience, which will further help in the process of internationalisation. At this initial stage, the case company aims to expand only “Able Safety” products because the currently available training services are only in Finnish language. It associates high cost and requires extensive resources for the company to support the services in other languages. Due to limited budget and unknowing conditions, Turvanvuoksi would like to test the new market with their safety products first. Consequently, this study focuses on the Able Safety products with its target market of healthcare and education industry.

#### 1.4 Research's purpose, aim, and questions

Enabling the company's expansion of Able® Safety products into Sweden, the purpose of this study is to produce a business model, collect contact list of potential customers and create a suitable market entry strategy. This market entry strategy forms a base for the steps and preparation required for entering the Swedish market.

Any study has no fundamental foundation without any research aim. Therefore, it essential to have a substantial research aim and research plan. This helps in creating strong arguments, which can further be concluded using research questions and external research data. The research aim should align appropriately for fulfilling the purpose of this study that using a basis of the problem statement mentioned in [section 1.3](#).

Accordingly, the aim of this research study is to understand the market for Able Safety products in Sweden. From this research aim, below are the research questions which defines the solid and coherent structure are as follows:

1. What is the current business model of Turvanvuoksi in Finland and how it can be developed for Sweden?
2. Who are the potential customers, cooperation partners, distributors, etc?
3. What are the needed entry strategies for Turvanvuoksi to enter Sweden?

#### 1.5 Research philosophy, theory development, and structure of this thesis

The first step in research planning is always based on the research's questions and objectives. Then it will come to the second step of deciding the data collection method and analysis practices to get the reasonable research output.

However, in the chapter 4 of *Research Methods for Business Students*, Saunders (2015, 122-126) explains the steps in research plan considered by researchers are usually the final steps. Whilst the choice of data collection method starts with study's questions and objectives, but it is important to consider how the selections are made. The justification to this selection process is highly connected to the reliability and seriousness of the researcher and his work. This selection process also transforms the way of answering and evaluating research questions. In addition, he clarifies during this selection process, a researcher needs to understand and explain his choices clearly. This will further guide the researcher to carry out his work efficiently. The selection process in question starts with identifying a philosophy and theory development approach to the research.

The content of research philosophy highlighted by Saunders (2015, 122-126) as "a system of belief and assumptions about the development of knowledge". In a business context, this means even undergoing a study to create a plan, improve process or developing a culture, it

still seems like the knowledge development. Where a new knowledge is introduced based on belief and assumptions from people and object associated with the research study. Whereas a theory development approach emphasis “the use of theory”. In other words, a knowledge base accumulated through literature review or theoretical framework. It does not concern how crucial the role of theory is, but theory development approach assists in the creation of a systematic research design (Saunders 2015, 144). Since describing each research philosophy and theory development approaches are out of the context of this research study. In short, there are ampul of option to recognise one’s own philosophy and choose theory development approach.

Consequently, the research philosophy in this work is identified as “**Interpretivism**” because of the nature of study, the author’s way of collecting and interpreting information. The purpose of Interpretivist researcher, illustrated by Sauders (2015, 140-141), in business circumstance is to understand the complexity of different groups of people and collect information that is rich with multiple interpretations and meanings. In practice, this means the research information (data) and researcher’s own value and belief plays essential role in the research process. Furthermore, it can be comprehended that it is important for researcher to understand the social world of study’s participants from their own perspective.

On the other hand, the theory development in this research follows “**abduction approach and reasoning style**”. This approach allows Author to go back and forth between Literature review and research data, to refine and create strategy for Turvanvuoksi. The [chapter 3](#) will further clarify the methodological choice, research strategy, data collection method and analysis techniques used for conducting this research.

This thesis study follows logical structure, where chapter 1 provides background information of the work, research questions & objectives, and introduction to research design. Following, the chapter 2 shows the theoretical framework used in relation to the research needs. The final chapters 4, 5, and 6 looks at the actual analysis, findings, discussion and summary of the work.

## 2 Literature review or Theoretical background

The chapter introduces and explores the existing tools and models used for conducting this study from the literature perspective. The market research is performed using the strategical tool Business Model Canvas, that along the way assists in creating market entry strategies. The Business Model Canvas (BMC) is also used for identifying the current business model of the case company. Moreover, the market entry modes theory shows the direction for strategies needed to operate and enter a new market.

## 2.1 Market research methods

Market research is foremost the essential step when considering a new market entry. It helps in analysing the market trends and customer expectation of intended market (or area), which may differ from the country of origin. There are several factors influencing such as market demand, consumer buying behaviour, target group, etc. Market research brings valuable insights for the company and guides them for preparing their way into a new market. A prime example of “Apple”, the most popular technology company from USA, helps to understand this process as they advertise their products differently in Asia-Pacific region than in other regions of the world. It showcases the importance of market research for facilitating products or services in different international markets according to customer preference.

According to Hague (2025), there are many methods and tools for market research some are traditional and others are more advanced models. For instance, market analysis, market localisation, international marketing, marketing mix, PESTLE analysis, etc. Whilst all the tools and methods are accustomed for the same purpose of understanding the market, however they can create huge difference in terms of outcome. For example, the use of PESTLE analysis gives important information about the external influencing factors including social consideration, environmental effects, technology, political changes, economical challenges and following. But the marketing localisation is more about creating marketing campaigns, promotion and advertisement based on the local market configurations, such as cultural understanding, language, trends and local needs. It is also necessary to select the tools or methods appropriately for conducting research, which is further based on the company’s requirements, budget and resources.

Every business has a model to earn revenue and provide value to not only their customers, but also to every associated stakeholder. Nevertheless, this model gets changed as business tries for the new locations and markets (Hague 2025). Business Model Canvas (BMC) is one of the tools, which is widely getting popular for its approach, ease of use, concise information and time efficient benefits. In this case study, Business Model Canvas (BMC) is a perfect suitable tool to determine the market opportunities for Able safety products and business model of Turvanvuoksi on the bases of Swedish marketing needs.

## 2.2 Business Model Canvas (BMC)

Business Model Canvas, or BMC in short, is a visual tool known for creating quick and effective business model for any type of business providing either products or services or both. Its uses can adjust under all circumstances while brainstorming the idea. MasterClass (2021) defines that Alex Osterwalder and Yves Pigneur are Swiss author, management consultant and brain behind this tool. According to the article by MasterClass (2021), in 2005, during the PHD thesis paper, Alex and Yves introduce revolutionary Business Model Canvas to the world. It is

a simplified version of the lengthy traditional business plan, which can adversely sometimes take several days to finish. Nonetheless, BMC takes only few hours or a day to complete and ready to serve for decision making. Since then, it became a favourable tool for entrepreneurs, established businesses and large organisations.

BMC provides the visual output of a business model and helps in creating strategies for gaining competitive advantage over competitors. Its flexibility can determine the resources required by a business to accommodate their new or existing products and services in case of changing internal and external factors.

Figure 1 shows the template of a Business Model Canvas. It consists of 9 different components or building blocks such as, Key partners, Key activities, Key resources, Value proposition, Customer relationships, Customer Segments, Channels, Cost structure and Revenue streams (Hague 2023, chap.13). The combination of these components together creates a unique business model for the business based on their needs, goals and targets.

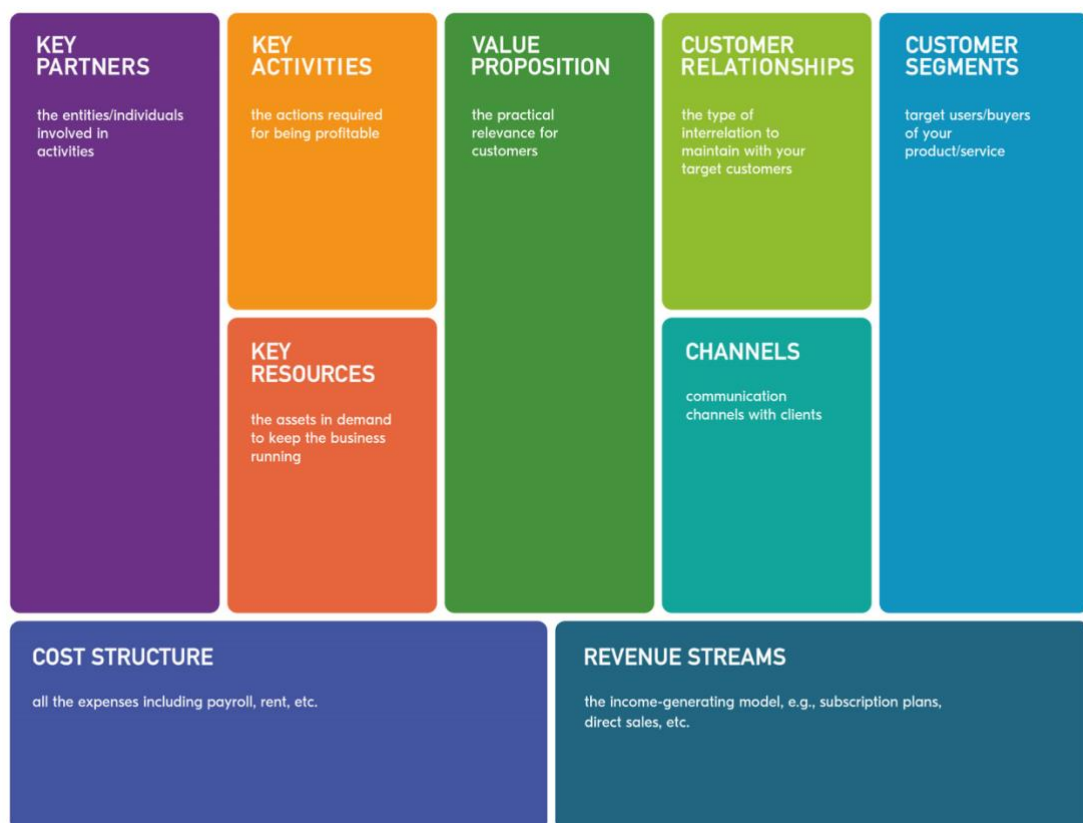


Figure 1: Example template of Business Model Canvas (Railsware 2019)

### Components of Business Model Canvas

The first component in BMC is Key Partners. It relates to external relationship required for supplying the products and services to consumer. In other words, these key partners make the work possible to reach and fulfil customer needs. Hague (2023, chap. 13) states that the quality of partners and their relationship define success for the company. Without them it is impossible for the company to grow and meet customer demand. Key partner includes stakeholders responsible, for instance, suppliers, partners, manufacturers, etc. He further exemplifies a cruciality to know “Who are the company’s key partners and suppliers?” and “What key activities do these partners perform for the company?”.

The second component is key activities the company are performing. It can be understood as the kind of products and services are supplying by the company. For example, manufacturing, buying, selling or adding value to a particular product. The question to be asked in this case is “What key activities do company need to perform to deliver value proposition and satisfaction to their customers?” (Hague 2023, chap. 13).

Key resources come as the third component to undergo the key activities. Resources such as human force, buildings, equipment, distribution channels, patents, supplier relation, etc. have its input to achieve the company’s goal. These key resources play an essential role to produce and supply products or/and services. It can be determined through question like “What resources are required for the company to attain key activities and deliver satisfaction to the customers?” (Hague 2023, chap. 13).

The main and foremost significant component of BMC is Value proposition. It is centrally aligned with all the other components, because of the nature in creating business model. Value proposition helps to identify the value company is providing to its customers. It is very important to ensure if a company is meeting customer needs and expectations. Nonetheless, the questions which acknowledge this part of block are “What job the company is executing for their customers?”, “How are they reducing the customer’s pain?”, “Which of the customer’s need are they catering?” (Hague 2023, chap. 13).

The fifth component focuses on the type of customers and relationship with them. Customer relationship is decisive for long-term success and making business strategies. To illustrate, a company’s good relationship with their customer results in high level of loyalty. Therefore, increasing their satisfaction and meeting service quality necessities. The questions defining customer relationships are “What type of relationship the company have with their customer?”, “How do these relationships varies among the type of customers?”, “Which customer segments are key to the company’s success and how to build upon them?” (Hague 2023, chap. 13).

Customer segment is a sixth component in the family of BMC. The customers are grouped to match their similarities, to provide satisfactory service quality. Here, it is necessary to

understand that all customers of a company are not same, and some will have a different preference for the products or/and services than others. Consequently, the corresponding question arises “Who are the different groups of people the company serve and what value do these people find in their offering?” (Hague 2023, chap. 13).

Hague (2023, chap. 13) demonstrate that Channels is a seventh component in relation to the value proposition and other components. This block facilitates the way company delivers its value and products to their customers. Retail shop, warehouse distributors, marketing channels are some of the related examples. Channels help to determine the process of getting products into market and thus create a unique strength opportunity for the company. Hague (2023, chap. 13) basis the questions for instance, “What channels are there to buy the company’s products?” and “Which channels are the strengths and could be utilised effectively to retain customers?” are asked for strategic plan.

The eighth component is cost structure. It defines the costs requirements for creating products and services. It also involves the biggest company expenditure and related operating costs. The costs are made up of both the fixed and variable costs. The essential management of these costs is crucial for competitiveness and profitability of the company. Here questions such as “What are the costs associated with the company’s business model?” and “How it can be changed to benefit customers and bring more profitability” could enhance the optimisation (Hague 2023, chap. 13).

The last component, Revenue stream, also consider as important as others, without it the possibility of a company’s survival is at the stake. Revenue is a lifeblood for the company to grow and maintain their services for the long-term. It helps to analyse the efficiency in maintaining good balance of debt as well as the quick payment retrieval from the customers. Here asking questions, for example, “What value customer are getting and for such how much they are willing to pay to the company?” and “How could the company achieve increase in revenue and related margins?” would help to determine the profitability and efficiency in financial management (Hague 2023, chap. 13).

### 2.3 Market entry modes

The choice of Market Entry Mode is arguably the most significant strategic decision for international expansion, as it determines the necessary level of Risk, Control, and Investment. Root's Framework is used here because it explicitly links the desired strategic outcome (control over marketing and pricing) with the required resource commitment and the exposure to risk. For a foreign B2B firm like Able Safety, the decision hinges on finding the optimal balance between high control, such as establishing a subsidiary, and low risk for example indirect export (Mercadal 2021).

### Root's RCI Framework and Entry Mode Classification

RCI systematically classifies entry modes into three main categories, based on the trade-offs between Risk, Control, and Investment:

Table 1: Types of market entry modes

Mode Category	Examples	Control Level	Risk & Investment Level	Implication for Able Safety
<b>Export Modes</b>	Indirect Export, Direct Export (E-commerce)	Low	Low	Low risk, but this lack of local presence and dedicated support is typically insufficient for participating in complex B2G public tenders, which require hands-on local representation.
<b>Contractual Modes</b>	Licensing, Franchising, Distributors/Agents	Medium	Medium	Preferred Initial Choice for Medtech. This mode strategically balances risk by outsourcing local logistics and regulatory handling to an established Key Partner, while retaining medium control over branding and product specifications through clear contractual agreements.
<b>Investment Modes</b>	Joint Venture, Wholly Owned Subsidiary	High	High	Grants maximum control over operations and brand messaging, which is ideal for capturing 100% of profits and maintaining brand integrity. However, the high financial risk and substantial management commitment make this mode feasible only as a long-term goal post-market validation.

Contractual Modes specifically utilising local distributors or agents as the preferred initial choice. This is due to the distributors' established relationship with centralised procurement

agencies and their ability to handle complex local logistics, warehousing and regulatory requirements. Otherwise, Able Safety would have to invest heavily to replicate.

### 3 Methodology

This chapter outlines the research's methodological selection, strategy and data collection methods, including the use of analysis technique for evaluating research questions and objectives. Later, it describes the research ethics, reliability and validity of this study.

#### 3.1 Research approach, methods and strategy

To fulfil the research aim of understanding the market for Able Safety products in Sweden, and based on the described research philosophy and theory development approach in [Section 1.5](#), this study naturally uses the Qualitative method. In this method, the data is collected in non-numerical forms. For instance, through text, interview transcripts, audio, pictures, videos, books, journals, articles, company websites, etc. The data collection method or process in qualitative studies include but not limited to structured and non-structured interviews, observations, open interviews and desk research (Document analysis). Although there are different approaches to qualitative studies, such as mono method - where only one form of data collection method is used. Here, the author plans to collect data from multiple sources and nevertheless, this is defined as multi-method approach. Therefore, the method in this research study is carried out using Qualitative multi-method approach or triangulation of data collection (Saunders 2015; Creswell 2009).

Formulating or choosing the correct research strategy is essential in research and development work. This research strategy guides researcher in selecting appropriate method(s) for data collection and analysis. When considering the strategy there are plenty of options, such as case studies, action research, constructive research, service design and innovation production are some of the examples (Williamson 2002). Although, every strategy is different from one another for the type of research, yet they overlap in multiple scenarios. For example, case study and action research are usually used for traditional research work, but likewise they can be considered for development work. All data collection methods within these strategies are considerably useful for any type of work (Saunders 2015).

This study follows the characteristics of case study research strategy, which also aligns with the researcher's philosophy and theory development approach of interpretivism and abduction respectively. The case study strategy is used when the target of study is to produce an idea or suggestions for a company. This strategy helps in identifying in-detailed information about the current processes of the case company and understand their problems. The researcher should seek "How" and "Why" questions to forms the basis of data collection.

The case study focuses on small targets and aims to produce new knowledge for supporting the improvements. This is reflected in the case of Turvanvuoksi and their goal of international expansion. With the research aim and objectives, this report creates suggestions for the company, while producing new knowledge to assist their goal.

### 3.2 Data collection

Since, it is an exploration to profound new knowledge and creating business model for Turvanvuoksi, the data is collected using the primary data collection process. The primary data is gathered exercising semi-structured group and open interviews. The group of target candidates were selected based on the research questions and needs. These target candidates were the Representatives of Turvanvuoksi, Healthcare professionals working in special needs sector (Finland and Sweden), Potential customers from Sweden, Businesses operating in Sweden, and Companies expanded from Finland to Sweden. Below is the table showing list of participants, including their role and matching profile to the research target group.

Table 2: List of Interviewees

No.	Participant	Role	Research Instrument	Profile
1	Janne Korhonen	Director at Turvanvuoksi Oy	Semi-Structured Interview	Case Company
2	Tomi Jokivalli	CEO at Turvanvuoksi Oy	Semi-Structured Interview	Case Company
3	Participant 1	Entrepreneur operating own logistics software provider company for medical supply chain in Sweden.	Open Interview (Event: Slush)	Company in Sweden
4	Participant 2	Consultant & Co-owner at private social service agency in Sweden	Open Interview (Event: Slush)	Company in Sweden
5	Participant 3	Sales Director in Finnish ergonomic furniture company	Open Interview (Event: Slush)	Finnish company expanded to Sweden

6	Participant 4	Specialised nurse in municipality owned care home	Open Interview (Event: Laurea UAS)	Healthcare professional in Sweden
7	Participant 5	Occupational Therapist for large regional hospital	Open Interview (Event: Laurea)	Healthcare professional in Sweden

There were total of 7 respondents. The data was collected through 1 semi-structured group interview, email response from Turvanvuoksi and 5 open interviews. From which, the semi-structured group interview was with the CEO and Director of Turvanvuoksi. The interview was conducted using Microsoft Teams meeting on 18<sup>th</sup> November 2025 and lasted for about an hour. Due to time constraint for the case company's representatives and the researcher seeking in-detailed information, rest interview questions were answered by Turvanvuoksi through email in the next 4 days.

Whereas the open interviews are performed in 2 networking events - "Slush investor event" on 18<sup>th</sup> November 2025 in Helsinki City and "Celebrating Pathways: International Talents in Finland's Future - Entrepreneurship and Collaboration for Inclusive Workplaces [In-person]" on 25<sup>th</sup> November 2025 in Laurea UAS Tikkurila Campus. In these events, the author managed to meet few interested people from healthcare companies and alike from Sweden and other parts of the world. Thus, it was possible to share the details about the ongoing study and get their general opinion on market opportunities for the Able products. These interviews were about 10-20 mins each.

Additionally, considering the difficulty in getting people involved for semi-structured interviews, the author decided to conduct open interviews through meeting people in networking events and in general through their own connections. Most of the other information from rich sources was widely available online, because it is common for Finnish businesses to expand into Sweden as mentioned in [Section 1.3](#). Due to this reason multiple methods for data collection were taken into consideration. Moreover, multiple method created a fact check for author to limit biases and gain in-depth data about the proposed research questions.

### 3.3 Data analysis

The collected dataset was in the form of video and transcript from the semi-structured group interview, email reply from the case company, and interview notes from the open interviews. The list below shows the visualisation of tools used and how the data was stored.

Table 3: Sources of data collection, tools and storage

Primary Data Collection Method	Tool and Storage
Semi-Structured Group Interview Total: 1	Microsoft Teams Meeting: Video and Transcript  <b>Storage:</b> Special file folder in a laptop
Left out questions for the case company	Email reply: Received in text format  <b>Storage:</b> Word file in a laptop
Open Interviews Total: 5	Casual conversation: Pre-made interview questionnaire  <b>Storage:</b> Interview notes and recorded audio using mobile phone application

The raw data afterwards was stored in a laptop manually through data transfer and refining the transcripts. Microsoft Excel File was used to view and sort-out the data for ease in analysing. After collecting the required data, the results were analysed using Thematic analysis technique. In particular, the technique provided by Braun and Clark's six step procedure was used to achieve the findings from interview insights.

More data was derived throughout the research process and even during the analysis of interviews. Hence, the theory was developed, improved and changed constantly in accordance with the collected information. This showed the main aspect of abduction reasoning or theory development approach was followed in the entire study.

### 3.4 Research ethics, reliability and validity

Research ethics are the steps researcher takes to ensure that the study is consistent and follow appropriate procedures. It also includes the researcher's own way of conducting and interpreting the work. Whilst it is important to reflect on the biases occurred during the

research process, it is also worth noting the biases of participants to achieve in-depth and accurate data. In addition to the following, the reliability is measured through the repetitiveness of the research design protocols. Where any other researcher following these steps could generate the same result consistently. Furthermore, the validity refers to the appropriateness of data collection, analysis and its interpretation (result).

While conducting this study for Turvanvuoksi, the author maintains a critical view of ethical practices. Firstly, this is done by considering the biases which could affect the results specifically - researcher bias and confirmation bias. Such biases as described can reflect in participants and the author itself. Therefore, it is worth taking note of this in advance. Secondly, the participants were informed prior to interview about the research problem and questions to describe and make them familiar with the topic.

The semi-structured interview questions were handed out to the representatives of Turvanvuoksi before the actual interview to get the detailed information. Furthermore, during the interview, the author provided information for the use of data, took permission to video record and transcribe the interview as well as informed about the data management and keeping participants' names anonymous. However, the representatives of Turvanvuoksi asked specially to include their names to this research and this can be seen in the list of interviewees above (Table 2). Not limited to this, during the open-interviews, the author reflected upon the research area and explained in detail about the direction of this study to participants. The interested participants took participation in providing the relevant data.

On the other hand, reliability is managed by careful selection of research targets. This includes the people who are directly and indirectly are the stakeholders or potential stakeholders of Turvanvuoksi. These stakeholders involve company's representatives, customers, cooperation partners, suppliers and end-users of the products. Since, the aim of this research is to understand the market for Able safety products in Sweden, another aspect of research target were industry experts, advisors, or companies succeed in transition to Sweden. This created help in understanding the market opportunities of Turvanvuoksi and planning their entry strategies.

Moreover, the reliability of data collection and analysis was planned in a form of data triangulation. This method ensured the data is consistent across all the data sets and enable researcher to get deeper understanding from the different viewpoints of stakeholders. To perform data triangulation, the researcher conducted interview with several group of people at multiple locations as mentioned in [section 3.2](#). Therefore, semi-structured interview and open interviews were conducted.

The validity was considered by following the research design of previous studies with similar nature and content. The data collection and analysis are performed using the general steps and procedures highlighted by Braun and Clark's Thematic analysis procedure.

#### 4 Analysis and Findings

This chapter presents the analysis and findings from the collected research data. The data set includes the transcript from semi-structured group interview with the representatives of Turvanvuoksi, email reply text from Turvanvuoksi, and 5 notes from open interviews performed at the networking events. In addition, the chapter provides the steps of analysis procedures, description on themes and key findings from data analysis.

The analysis was conducted by following the approach of Braun and Clarke's thematic analysis method, as indicated in the [section 3.3](#). The analysis identified repeated patterns such as buyer perception, value creation, possible partners and market entry steps in the data that explain how Turvanvuoksi can approach Sweden with Able® Safety products.

##### 4.1 Thematic analysis

The first step of analysis was started with a careful reading of the interview transcript and interview notes to become familiar with the content of data. Here, all transcripts and written responses were read repeatedly to get an overview and identify early patterns relevant to the research questions. Afterwards, a short sections of text were initially coded based on their meaning. For instance, "local presence", "tenders", "evidence-based buying", "discreet design", and "trial before purchase". In third step, these codes were then grouped into themes, which showed repeated pattern across the dataset. During the fourth step, the themes were reviewed to ensure that they were clear, focused, and supported by more than one source. In the final step, the themes were named with their relevant description to align with answers of the research questions. The five finalised themes are presented below, with supporting evidence and a short explanation of what each theme means.

##### **Theme 1: Importance of Market localisation**

The market localisation theme showed that it is difficult to serve in Sweden without a physical presence of the company. During the interview, the participants described the need of a local feel, such as providing services in Swedish language and having product labels in Swedish. In addition, many participants stated that buyers from Sweden expect a local contact point. This signifies that having a Swedish address and local responsiveness shows commitment of the company towards their service quality. Among all participants, one respondent stated that without a Swedish address, a firm can look like a "tourist" in the

market. While another participant addressed that the company cannot be run from Helsinki and it is essential to have a local person for serving customers within Sweden.

Furthermore, it was mentioned that having a local presence is important for the company to build long-term trust. The cultural aspects are also associated but mostly the respondents said it is a basic requirement for having a local customer point or physical store for any new market. According to respondents this could help the company to enhanced trust and show their ability to deliver order faster, handle returns or replacements, and provide product demonstrations at the spot. A respondent 5 said that “teams want to touch and feel the fabric and expect local training or demonstrations to see the actual use of products in real life”. Email response from Turvanvuoksi also supported this view by stating that “local personnel and local trainers or salespeople are important for guiding the product to the right organisations and understanding local ways of working”.

### **Theme 2: Adherence to procurement requirements**

Another theme was repeatedly occurred on procurement requirements. A key factor to this topic reflects the decision making on how the product can be purchased, especially in public sector. Participants highlighted Swedish procurement as formal and mostly based on tenders. They emphasised that regions and municipalities influence the buying process. Respondent 4 noted that a unit manager may want to purchase equipment, but their choices can still be limited. Due to pre-approved catalogues provided by the public procurement area for making larger purchases.

This theme also included the point that entry planning should carefully consider legal and tender processes in Sweden. A respondent 3 stated that public organisations use the Public Procurement Act (LOU). Under this system, the paperwork and tender processes create a barrier for new entrants, who have known little about the Swedish public purchasing system. Turvanvuoksi’s email answers similarly highlight the need to be aware of local legislation and whether rules might restrict the use of such products in care facilities or schools.

### **Theme 3: Value creation**

The theme of Value creation showed the way associated people and potential stakeholders takes Able products into consideration. Interviewees described a clear problem in special needs and care environments. Where incidents such as biting, scratching, and hair pulling were reported as common. However, the product-based protection was described as limited. Respondent 4 reported weekly biting and scratching and explained that staff usually rely on thick clothing that is still not effective and can be too hot. A response from respondent 3 also

stated that safety measures are mostly organisational (such as double staffing and alarms) and that there is little protective clothing which is not bulky or stigmatising for the patient.

A repeated point was that the product must be discreet and not provoke clients. This matches Turvanvuoksi's email description that buyers expect products that protect staff from injury while remaining discreet, hygienic, washable, and durable. Several interviewees framed the benefits in human and organisational terms: reducing stress, supporting staff to stay longer in the job, and improving working conditions.

#### **Theme 4: Buyer's perception on product**

Buyer's perception theme showed that buyers want proof and practical testing before committing to get involved in purchasing the Able products, especially in a risk-sensitive sector. Respondent 2 mentioned Sweden as risk-averse and suggested that organisations want to see who else is using the product first. While a respondent 5 stated that the organisation looks for "evidence-based" products and wants to see the factual data.

This theme also aligns with Turvanvuoksi's current selling experience in Finland. In the interview transcript, the company described that customers make small orders, use a testing period, and then reorder if the product fits. The practical suggestions derived from the open interviews were to lower the buyer's risk. For example by sending the product samples to managers/head of purchasing and have trial programmes in real units for the testing. This way the product's quality could be checked alongside of company's services.

#### **Theme 5: Market entry and barriers**

One of the important theme is market entry. The data here consistently showed Sweden as a process that takes time and should be approached in stages. According to respondent 3, Sweden requires multiple meetings with the relevant suppliers before progress is made and it takes time to build trust. Another participant recommended starting with private organisations to enter and move faster in Sweden. All the collected feedback, use cases and customer information would later support the service expansion to public sectors.

Partnerships were repeatedly reported as a practical solution to reduce barriers. Participants suggested working with a local distributor or wholesaler who already has trust and access to procurement systems would bring benefits. Turvanvuoksi's email answers support this by naming country-specific wholesalers for healthcare and local trainers as key partners for Sweden.

## 4.2 Key findings

To present the findings, themes from Thematic analysis are aligned with the research questions. These findings are in accordance with research questions mentioned in [section 1.4](#).

### **Business model findings**

The first research question is “What is the current business model of Turvanvuoksi in Finland and how it can be developed for Sweden?”

The findings showed that Turvanvuoksi’s business model combines products and services. The company’s core purpose is to improve safety in demanding work and Able® Safety products are presented as a practical solution for staff who face risks such as biting and scratching. The company also uses training and guidance to support correct product use and wider workplace safety.

The current model of Turvanvuoksi is lean and cost-controlled. The data suggests that Turvanvuoksi aims to keep financial risk low and avoids heavy fixed costs that would be difficult for a small company to carry. The interview and email responses also showed that purchasing can begin with small orders and trial use, followed by repeat buying when the product matches the needs of staff and the organisation. This indicates that customer trust is built through practical use and experience.

The company data also shows that the current model is shaped by limited resources and time. Turvanvuoksi notes that international expansion requires capacity and that travelling to sell in Sweden would be difficult to manage as a main approach. This is important for Sweden planning, because it suggests that the business model may need changes in customer contact, demonstrations, and local support to be effective outside Finland.

### **Contact list findings**

The second research question is “Who are the potential customers, cooperation partners, distributors, etc?”

The open interviews point to the strongest demand being in specialised care and support settings where aggressive incidents occur and staff safety is a daily concern. Participants described regular incidents such as biting, scratching, and hair pulling, and they noted that current solutions often rely on organisational methods, such as training, alarms, and staffing, rather than protective clothing designed for these risks. This supports the view that the main customer segments include high-incident care environments and similar area where discreet protection could improve staff safety.

The findings also suggest that Sweden includes both public and private customer types, and that these can operate in different ways. Stakeholders described public purchasing as more restricted and often slower, while private providers were described as a possible starting point because decisions may be faster and pilots easier to arrange. For this reason, customer identification should consider not only the work setting (for example, specialised housing or care units) but also the buyer type (public versus private).

In relation to cooperation partners and channels, the data highlights the importance of local intermediaries in Sweden. Stakeholders suggested that a Swedish distributor or wholesaler could reduce entry barriers because they already understand local buying routines and often have established access to customers. Local trainers and demonstrators were also described as important, because they can show the product in real settings and help organisations with adoption. Turvanvuoksi's email replies support this by describing country-specific wholesalers and local trainers as important partner types for Sweden.

### **Market entry strategy findings**

The third research question is “What are the needed entry strategies for Turvanvuoksi to enter into Sweden?”

The first clear entry finding is the need for local presence and service readiness. Stakeholders described that buyers expect a Swedish-facing contact and that local responsiveness affects trust. Some participants stated directly that without a Swedish address and local contact, a firm may not appear committed to the market. Practical expectations were also raised, such as product demonstrations, comfort testing during long shifts, and support for replacements. This suggests that entry planning should include a clear plan for local support, either through a partner or local staff.

The second entry finding is that strategy must account for procurement constraints. Participants described that many public organisations purchase through tenders or approved systems, and that organisations can be limited in what they can buy outside these routes. For Turvanvuoksi, this means procurement readiness should be treated as part of entry work, including clear product documentation and partner choices that support access to existing buying routes.

The third entry finding is that Sweden entry should be staged and evidence-led. Several participants described Swedish buying as risk-averse and stated that organisations want evidence, references, and proof that a product works before committing. This aligns with Turvanvuoksi's own selling experience, where trial use and repeat purchasing are used to build trust and adoption. Based on this, a suitable entry approach is to start with pilots

(especially where decision cycles are faster), develop Swedish reference cases, and then use this evidence to support wider scaling, including tender-focused routes later.

## 5 Result and Discussion

This chapter connects and links the research findings from Chapter 4 with the existing theories presented in Chapter 2. The purpose of this study is to create a business model for Turvanvuoksi in Sweden, along with the list of potential customers and strategies for market entry. The chapter addresses practical output based on the research questions and thus indicate sub-sections according to these questions.

The theory of Business Model Canvas (BMC) and Market entry modes are used to describe the research question 1 and 3 output. These outputs are BMC for Sweden and Market entry strategies. In accordance with the research question 2, interview insights are used to create list of potential customers, cooperation partners and distributors in Sweden.

### 5.1 Business model of Turvanvuoksi

Chapter 2 explains that the Business Model Canvas (BMC) is a visual tool used to describe a business model through nine building blocks, including key partners, key activities, key resources, value proposition, customer relationships, customer segments, channels, cost structure, and revenue streams. In this thesis, the BMC is used because it provides a clear and practical way to describe how Turvanvuoksi creates value and what needs to change when entering a new market such as Sweden.

Turvanvuoksi currently operates with two connected business lines: (1) safety training and audits, and (2) Able® protective products. The company's distribution model is mainly based on an online store, supported by a small number of safety trainers who also help with sales and marketing. This approach keeps costs controlled and financial risk low, but it also limits sales speed and market reach. The interview data supports that product adoption often starts small, because customers first order a limited quantity and then reorder after testing and use in daily work. This "trial-first" pattern is important for Sweden because it suggests that early entry should focus on pilots, samples, and evidence, rather than expecting immediate large orders.

For Sweden, the BMC needs adjustments that reflect local buyer expectations and buying systems. Open interviews describe that Swedish organisations often prefer a local feel, including a Swedish address or local contact, fast service, and the ability to arrange demonstrations and training. This indicates that the Swedish business model should include at

least one strong local key partner, such as a distributor or wholesaler, and possibly a local trainer who can support demonstrations and workshops.

Procurement was also raised as a key issue in the open interviews. Stakeholders explained that many public purchases are made through tenders, framework agreements, or restricted supplier lists, and that buying rules may vary between regions. This means the Sweden business model should treat procurement readiness as part of the “key activities” and “key resources” in the BMC, including clear product documentation, Swedish-language labels and instructions, and a practical process for trials and replacements.

The Sweden value proposition should remain consistent with what the data shows about real needs in care and special support environments. Open interview notes describe frequent incidents such as scratches, hair pulling, and other aggressive behaviour, alongside limited use of suitable protective clothing. The company’s own description confirms that Able products aim to reduce injuries caused by hitting, scratching, biting, kicking, and pulling, and that training services support safer handling of threatening situations.

A practical point in both company and stakeholder data is that comfort and usability matter, as the jacket has been described as “too hot” and linked to a comfort-protection trade-off. For Sweden, this suggests that product messaging and trials should highlight both protection and everyday wearability, and that product development feedback should be collected in a more systematic way. Below is the completed Business model canvas of Turvanvuoksi to establish their business in Sweden.

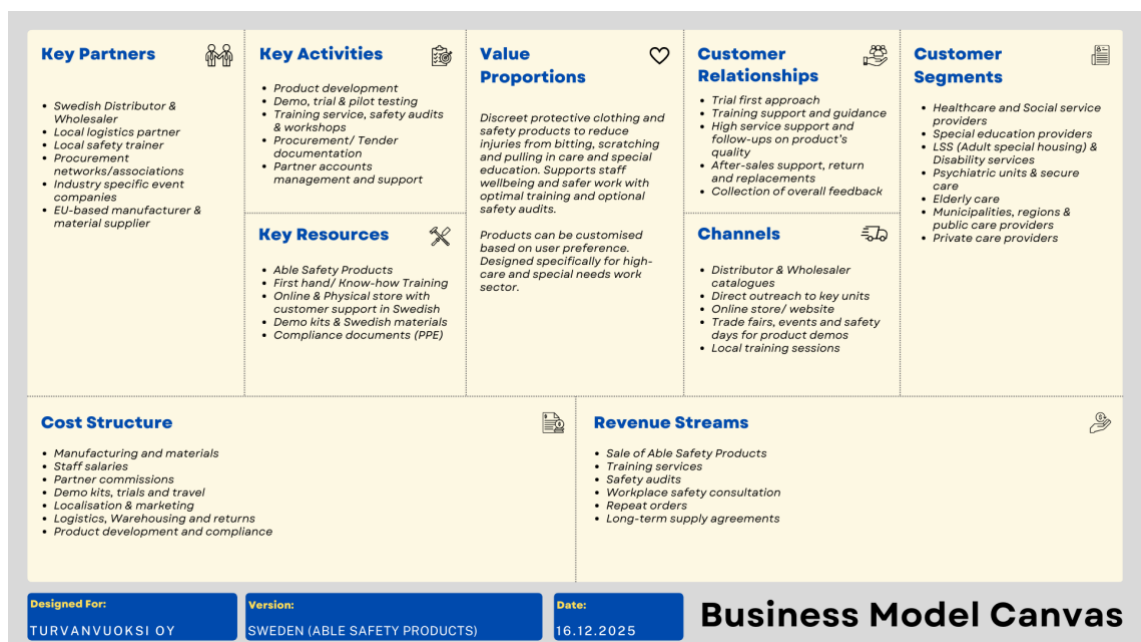


Figure 2: Business Model Canvas for establishing Able Safety Products into Sweden

## 5.2 Contact list of potential customers, partners or distributors

The findings in Chapter 4 suggest that the most suitable contacts in Sweden are those working in settings where staff face repeated incidents and where discreet protective solutions may be accepted as part of daily work. Open interview notes point towards environments such as high-security psychiatric wards, LSS housing, elderly care with dementia patients, and other specialised care contexts. These settings are relevant because they reflect both the frequency of incidents and the need for non-aggressive, discreet forms of protection.

The open interviews also suggest that Sweden has a structured decision-making culture, and buying often involves more than one role. This implies that the contact list should not only target end users, but also people who shape purchase decisions, such as procurement officers, safety coordinators, unit managers, and organisations that influence frameworks and supplier choices. One interview also recommended starting at a high level through Swedish municipalities and regions, and then approaching regional procurement hubs.

In addition, cooperation partners were repeatedly mentioned as important for entry. These include distributors/wholesalers, logistics partners, and safety equipment wholesalers that already have trust and access in Sweden. This supports a contact list that includes both customer organisations and partner organisations. The table of list of contacts below presents potential customers and partners for Turvanvuoksi.

Table 4: List of Contacts in Sweden for Turvanvuoksi

Name	Description	Location	Contact info	Website
Ambea	Largest Nordic care provider (Disability & Elderly).	Stockholm, Sweden	+46 8 578 700 00	<a href="https://www.ambea.se/">https://www.ambea.se/</a>
Humana AB	Individual/family care & psychiatric special care.	Stockholm, Sweden	+46 8 599 299 00	<a href="https://www.humana.se/">https://www.humana.se/</a>
Attendo	Major provider for older people	Danderyd, Sweden	+46 8 586 252 00	<a href="https://www.attendo.se/">https://www.attendo.se/</a>

	& disability care.			
Svenska Vård	Trade association for private care providers.	Stockholm, Sweden	+46 70 771 61 51	<a href="https://www.svenskavard.se/">https://www.svenskavard.se/</a>

### 5.3 Entry strategy for Sweden

Chapter 2 explains that the selection of a market entry mode is a key decision because it affects the balance between risk, control, and investment. Root's RCI framework, as presented in this thesis, groups entry modes into export modes, contractual modes, and investment modes. Export modes, such as direct export and e-commerce, offer low risk and low investment, but the literature section notes that this approach can be insufficient for markets that require local presence and hands-on support, especially for public tenders.

Literature review further states that contractual modes (especially distributors and agents) can provide a practical balance, because they allow a firm to reduce risk by relying on an established local partner who can handle logistics and local market requirements. This entry mode also matches the primary data. Open interviews repeatedly advise working through a Swedish distributor with existing trust and framework access, and they stress the importance of a Swedish address, local service, and sufficient time for trust building. Therefore, the recommended entry strategy is a staged approach using a contractual entry mode as the initial step, supported by pilots and evidence-building.

A staged plan is recommended because the Swedish market was described as slow in decision-making and relationship-based. Trial programmes are important because buyers were described as evidence-driven and risk-averse, and the company already has experience that trial use supports reorders. In practice, this means the early stages should focus on a small number of pilot settings where staff incidents are common and where product fit can be shown quickly, whilst also developing Swedish-language materials and a clear process for service and replacements.

In the longer term, once the product has Swedish reference cases and stable partner support, Turvanvuoksi can expand into more formal public procurement routes. This aligns with Root's RCI logic in the literature review, where the business can begin with a lower-risk mode and move towards higher investment only after market validation. Below are the presented required steps in phases.

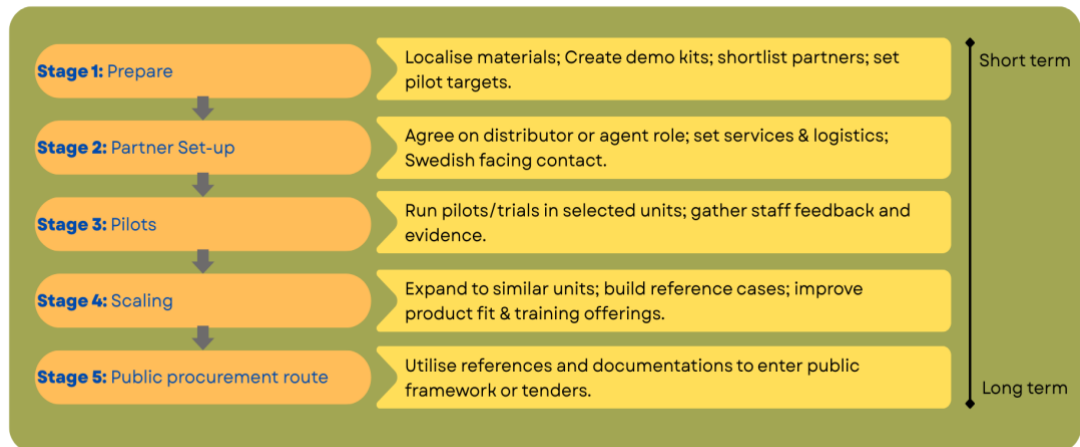


Figure 3: Staged market plan for entering Sweden

#### Phase 1: Prepare and select partners (short term)

The first step is to identify a Swedish distributor/wholesaler or agent who already supplies healthcare and care organisations, and who can act as a Swedish-facing contact. Selection should prioritise: ability to reach care segments, experience with public buyers, capacity for demonstrations, and willingness to support pilots.

#### Phase 2: Run pilots and build evidence (early market entry)

The next step is to run pilot trials in selected units where incidents are common and decision-making is faster (often private providers or pilot-friendly teams). The aim is to create Swedish reference cases and simple outcome evidence (staff feedback, comfort findings, perceived injury reduction, and adoption barriers). This responds directly to the finding that Sweden buyers want evidence and references before larger purchasing.

#### Phase 3: Scale through repeat orders and wider customer groups (growth)

After pilots, the focus should move to repeat orders, expansion to similar units, and structured outreach to additional customers using the Swedish evidence pack. At this stage, the partner should support broader sales coverage while Turvanvuoksi maintains product development and quality control.

#### Phase 4: Prepare for public procurement routes (longer term)

Once Swedish references and stable demand exist, Turvanvuoksi can pursue wider public-sector routes, where procurement requirements and tender processes may be stronger. This is consistent with findings that public buying can be limited by tenders and approved systems.

## 6 Conclusion and Suggestions

This thesis was conducted to support Turvanvuoksi Oy in expanding its Able® Safety products into Sweden, with a focus on the healthcare and education related special needs sector. The purpose of the study was to produce a Sweden-adjusted business model, identify potential customers and cooperation partners, and propose suitable entry strategies for the Swedish market. The work followed a qualitative case study approach and used interview-based thematic analysis to build a practical view of market requirements and barriers.

In relation to the first research question, the conclusion is that Turvanvuoksi's current business model is based on a lean structure that combines safety-related services with product sales. Product adoption is commonly built through a "trial-first" pattern, where customers test products in real work situations and reorder after gaining confidence. This model supports controlled costs and low financial risk, but it also highlights that growth in Sweden will require adjustments in channels and customer support. The data indicates that a Swedish-facing model needs more planned demonstrations, trials, and local responsiveness than the current Finland-led approach can provide alone.

For the second research question, the findings indicate that the strongest customer need exists in specialised care and support environments where staff face repeated incidents such as biting, scratching, and similar aggressive behaviour. A key conclusion is that Swedish customers should be segmented not only by the care setting, but also by the buyer type. Private organisations can offer faster decisions and easier pilots, while public organisations may be slower due to procurement rules and restricted supplier systems. In addition, the data shows that the most important cooperation partners for Sweden are local intermediaries, especially distributors/wholesalers and local trainers who can support demonstrations and day-to-day adoption.

For the third research question, the conclusion is that Sweden entry should be treated as a staged process. The data suggests that Swedish organisations are often careful in purchasing decisions and may require proof, references, and trial experience before committing to wider buying. Procurement was also repeatedly highlighted as a structural barrier, especially for public buyers, which means that tender readiness and documentation should be treated as part of entry preparation rather than an afterthought. When linked to entry mode theory, the evidence supports a contractual entry mode (for example, a distributor or agent) as the most realistic starting option for a small company, because it balances risk and resource limits while still providing local presence and access.

## 6.1 Recommendation

Based on these conclusions, the first recommendation is to develop a Sweden-ready operating setup using the Business Model Canvas logic. In practice, this means strengthening the “key partners” and “channels” blocks by selecting at least one Swedish distributor/wholesaler and agreeing clear roles for sales coverage, warehousing/logistics, and customer support. At the same time, customer relationships should be built through structured trials and local follow-up, since evidence-led buying and reference cases were repeatedly shown as important in the findings.

The second recommendation is to implement a pilot-based entry programme as the main early market action. Turvanvuoksi should select a small number of units where incidents are common and where decisions are likely to be faster (such as private providers). These pilots should be supported with clear guidance on safe use and simple data collection, such as staff feedback on comfort, usability, perceived protection, and situations where the product adds value. The purpose of this step is to create Swedish reference cases that can later be used to support wider sales and to reduce buyer risk perception.

The third recommendation is to prepare procurement and compliance readiness early, even if the entry begins with private customers. The company should produce a clear documentation pack that supports procurement discussions, including product specifications, care instructions, durability and hygiene handling, and clear explanation of where the product fits in workplace safety practices. In addition, Swedish-language materials and a practical replacement/returns process should be prepared to meet local service expectations. This recommendation is important because procurement barriers and formal buying systems were identified as a key limitation for public sector expansion.

The fourth recommendation is to plan local presence in a cost-effective way. Instead of creating a wholly owned Swedish unit in the early stage, Turvanvuoksi should use its local partner network to create a Swedish-facing presence. This can include a distributor address, Swedish contact number and response process, and local training capacity for demonstrations. Over time, if pilots and repeat orders show stable demand, the company can reassess whether a higher-investment mode is justified, in line with the logic of increasing commitment after validating the market.

## 6.2 Limitations

This study also has limitations that should be recognised. The primary data set includes a limited number of respondents and several open interviews were short, which can restrict how far the findings can be generalised across all Swedish regions and buyer groups. In

addition, the study did not include a real pilot in Sweden during the research period, meaning that practical learning from product use in Swedish settings remains a next step.

### 6.3 Future study focus

Future work could focus firstly on running and evaluating pilot cases in Sweden. Secondly, mapping procurement practices and tender requirements by region and municipality in more detail. Lastly, the thorough competitor and substitute search with detailed comparison in the Swedish context. If Turvanvuoksi wishes to develop digital lead generation further, the LinkedIn marketing element can be developed after the first Swedish references are available, so that early marketing is supported by proof and local cases.

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## Appendix 1: Semi-Structured Interview Questions for the Case Company

### Semi-Structured Interview Themes and Questions for Turvanvuoksi Oy

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#### Theme 1: Case Company Information

**Objective:** To evaluate the current business model, company's goal, and motivation for success.

**Questions:**

1. What is the mission and vision of the company?
  2. Do you see yourself or would like to be industry leader? How?
  3. What are the current challenges your company is facing?
  4. Who are your competitors? What they do better than you?
  5. How do you market your products and services?
  6. What customer segments and sectors do you currently serve?
  7. How customers perceive your products and services? Give examples of positive and negative feedback.
  8. How will you develop the products and services based on negative aspects?
  9. Who are your current customers, clients, buyers, etc? How will you make them stay long-term?
  10. What types of distribution channels are in use? What are the positive and negative aspects?
  11. Who are the key partners, such as suppliers, manufacturers, etc.?
  12. Which are the key resources used for creating value for customer?
  13. How is revenue generated from the business? Are there multiple sources? What are those?
  14. What is the cost structure of your company? What are the biggest costs? Give examples of fixed and variable costs in your business.
- 

#### Theme 2: Business Model for Sweden

**Objective:** To determine the business model requirements for serving in Sweden.

**Questions:**

1. What kind of value does buyers expect from safety product companies?
2. What customer segments should a product like Able Safety prioritise?
3. What channels are the most important and effective for delivering information and products to Swedish Healthcare companies?
4. What type of partnership or networks are essential for safety product company?

5. What key activities or resources needed for new entrants in the workplace safety sector?
- 

### **Theme 3: Competition in Workplace Safety Products Industry in Sweden**

**Objective:** To identify the current competitive landscape in workplace safety products in Sweden.

**Questions:**

1. Are you aware of existing companies offering similar products? Who are they?
  2. What are their main strengths and weaknesses?
  3. What are the typical payment terms (e.g., net 30, net 60) that new suppliers must be prepared to offer in the Swedish market?
-

## Appendix 2: Open Interview Questions for Other Participants

### Interview Questions for Participants

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1. Please describe Sweden in general and how Swedes think or make decisions?
2. What kind of buying or purchasing behaviour Swedes have?
3. Do they prefer to buy from international companies? How about some Finnish companies?
4. Can you describe the Swedish Healthcare and Education Sector for Special needs? is it getting worse or are there any improvements?
5. How does this sector operate in Sweden? Who does the procurement?
6. How many casualties your workplace had or having incidents related to attack from Special or high-care client? incidents such as hitting, biting, scratching, kicking or pulling. These incidents may be consequent to bruises, cuts, abrasions and similar injuries.
7. What measures employees take for their safety in specialised care in Sweden?
8. Are you aware of products or companies providing protective safety products to prevent the injuries in Sweden? Name those.
9. The Able safety products are designed to withstand the injuries to protect healthcare professionals. The product catalogue includes Cut Resistant Sleeves, Protective Jackets, Safety Cushion, etc? What do you think about the Able Safety Products?
10. What companies, healthcare organisations, education providers, social service organisations, associations or federations should Turvanvuoksi approach to sell their products in Sweden?
11. What kind of Value do you see in these products?
12. What measures Turvanvuoksi will take in order to create product awareness in Sweden?
13. What customer segments should a product like Able Safety prioritise?
14. What channels are the most important and effective for delivering information and products to Swedish Healthcare organisations, education providers, social service organisations and companies?
15. What type of partnership or networks are essential for safety product company like Turvanvuoksi?
16. What key activities or resources needed for new entrants in the workplace safety sector?
17. How do organisations in Sweden usually procure safety products—through tenders, distributors, direct vendor contact, or online platforms?
18. How important it is for new company to have a physical presence or local warehousing in Sweden?
19. What is the most effective market entry strategy for a foreign company offering safety products in Sweden?

20. What kind of entry barriers a company faces for expanding to Sweden?
21. What are the common mistakes a new company should be aware of?
22. What are the risk factors and challenges associated while entering to Sweden?
23. How a new company with safety products can be successful in Swedish market?
24. Are trade fairs, industry events, or professional networks valuable for establishing a presence in Sweden? How to do that?
25. From your perspective, what are the important services (e.g. local training, fast delivery, good customer service) a new supplier must offer?
26. How long it can take to gain trust and build relationship with buyers in Sweden?