

# Affärsstrategisk analys av tanksjöfartsföretag

---

En studie av samband mellan affärsförutsättningar, affärsstrategi  
och affärsresultat

Carl Sjöberger

Akademisk Avhandling

för avläggande av ekonomie doktorexamen i företagsekonomi som med tillstånd av  
Handelshögskolans fakultetsstyrelse vid Göteborgs universitet framlägges för  
offentlig granskning onsdagen den 3:e september 2014, klockan 10.15 i C-G salen,  
Handelshögskolan, Vasagatan 3, 405 30 Göteborg.



**GÖTEBORGS UNIVERSITET**  
**HANDELSHÖGSKOLAN**

University of Gothenburg  
School of Business Economics and Law  
Dept. of Business Administration  
P.O. Box 610,  
SE-405 30 Göteborg, Sweden

Author: Carl Sjöberger  
Language: Swedish  
275 pages  
ISBN: 978-91-7246-327-1  
Doctoral thesis 2014

## **Business Strategic Analysis of tanker shipping companies.**

A study of the relationship between conditions, strategy and outcome.

Shipping is a particularly competitive industry where external factors can strongly affect business strategies. The relationship is illustrated in this study through the development and empirical application of a strategic analysis model in a multiple case study where tanker shipping companies Broström, Laurin and Sirius are included. The empirical data from the multiple case study is the basis for the identification and modelling of successful business strategies of the companies.

The study has developed a model that shows the relationship between the external factors and strategic management. Companies cannot affect most external factors, so companies must relate to them through strategic fit. Strategic fit is central to competitiveness. By having multiple channels for gathering information, information about changing conditions could be collected in an early stage and contribute to a more comprehensive understanding of external factors.

The overall aim of this study is: "To develop a model for strategic analysis of tank ship owners' business conditions, business strategies and business performances and their relationship, and by using the analysis model empirically identify and model successful business strategies in the tanker sector."

The multiple case study in combination with the analysis defines and compiles what the study identifies as the companies' successful business strategies. The theoretical approach to identify successful business strategies means that the company needs to identify opportunities in the conditions and adapt and use resources in order to utilize the potentials. The study identifies and presents a successful business strategy for each company. The study concludes with a summary of three generic models of successful business strategies.

**Key words:** product tanker, shipping, strategy, success, strategic fit.

Printed in Sweden  
By Ale Tryckteam 2014

© Carl Sjöberger and BAS