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The role of FDI on the development of firm capabilities on the example of
manufacturing companies in Estonia

Master's thesis

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I have written this Research paper/Master Thesis independently. Any ideas or data taken from other authors or other sources have been fully referenced.

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Introduction

In today's globalized economy, developing firm capabilities has become a cornerstone of competitive advantage. As firms increasingly participate in international markets and global value chains, understanding how capabilities evolve and how they are influenced by external factors is essential (Teece et. al., 1997; Nelson & Winter, 1982). Capabilities, broadly defined as the routines and processes that enable firms to perform tasks and respond to changing environments, are not static. They must be continually developed to sustain competitive advantage in rapidly changing industries (Teece, 2007; Barney, 1991). The rise of multinational corporations (MNCs) and the complexity of global supply chains have created new opportunities for capability development, particularly through knowledge transfer and resource inflows from foreign investors (Blomström & Kokko, 1998).

The relevance of this topic is also stated by the growing importance of knowledge-based assets, such as technological know-how and human capital, which are central to a firm's operational and dynamic capabilities (Kim, 1997; Cohen & Levinthal, 1990). These capabilities determine a firm's ability to produce efficiently, innovate, and adapt. Within the global economy, FDI is increasingly recognized not just as a source of capital but as a key factor for capability spillovers (Blomström & Kokko, 1998; Javorcik, 2004). The effects of FDI are especially significant in smaller economies with developing innovation systems, such as Estonia, where domestic firms often rely on external networks to accelerate learning (Fagerberg & Srholec, 2008; Abramovitz, 1994).

This thesis aims to figure out how foreign investors contribute to developing firm capabilities in the Estonian manufacturing sector. Drawing on the theoretical foundations established by Nelson and Winter (1982), David Teece (2007), and others, this study will introduce the concept of capabilities and outline key assumptions underlying the resource-based view (Barney, 1991). The theoretical part will define operational and dynamic capabilities, elaborating on how they are shaped by external knowledge flows and internal absorptive capacities (Cohen & Levinthal, 1990).

The thesis further explores the concept of an FDI and the mechanisms FDI uses to develop a subsidiary's capabilities. Different taxonomies of an FDI subsidiary relationship are elaborated, adopting the classical view on taxonomies of greenfield investment, mergers and acquisitions, and joint ventures (Bajrami and Zekiri, 2016). Furthermore, the channels that FDI uses to transfer their know-how - such as supplier relationships, labor mobility, and demonstration effect - are described (Javorcik, 2004). Previous empirical research examples

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from around the world and Estonia are examined to see how FDIs have contributed to the subsidiary's capabilities in the past.

The empirical analysis is based on qualitative data drawn from interviews collected for a previous study done by the University of Tartu researchers group led by Urmas Varblane (Varblane et al., 2020). Many Estonian firms that have received foreign investment were interviewed. From these, ten interviews are selected based on criteria defined by the author. This will be analyzed by answering these two key research questions:

- Which types of capabilities are mostly affected by FDI contribution in the manufacturing firms of Estonia?
- What channels are used by FDI to develop a subsidiary's capabilities?

By integrating theoretical insights with empirical findings, this study contributes to the broader understanding of capability formation in small open economies, especially in increasing global interconnectedness and foreign ownership.

Keywords: Foreign direct investment (FDI), capabilities, capability development, technological spillover, social capabilities, dynamic capabilities, Estonian manufacturing, globalization, absorptive capacity.

CERCS classification: S250 – Economics; S260 – Management, administrative sciences, and organizational studies

1. Theoretical framework of firm's capabilities and FDI role in their development

1.1. Capabilities and resources of the firm

This chapter defines and explains the firm's capabilities, relying on previous authors. It is important to have a unified understanding of the capabilities framework for the empirical analysis in this thesis.

According to Helfat and Peteraf, a firm's capability refers to accomplishing tasks using organizational resources to achieve a predetermined result or goal (Helfat & Peteraf, 2003). Capabilities can be divided into operational and dynamic capabilities. Operational capabilities are the routines or a set of routines that, together with inputs, help create value within the firm. In this context, routines are understood as a repeated set of activities. Operational capabilities are the set of activities that are needed to run present-time operations. (Nelson & Winter, 1982). Dynamic capabilities allow firms to integrate, create, and change internal and external competencies to gain or keep a competitive advantage within their industry (Teece et al., 1997). Thus, dynamic capabilities have more long-term strategic value in dealing with changes in conditions in a mobile environment. Another key difference is that dynamic capabilities deal with operational capabilities, not the resources/inputs. They help reconfigure operational capabilities to create more value or adapt to accommodate external changes. (Helfat & Peteraf, 2003). Also, it is important to understand that both categories assume repetition within the activities, which means that one can define a set of activities as a capability when these are done consistently to permit a reliable performance of that activity (Winter, 2002).

The concept of dynamic capabilities (DC) was more widely introduced by David Teece, Gary Pisano, and Amy Shuen in 1997 (Teece et al., 1997). The idea was to analyze different sources of a firm's ability to create and capture wealth in a turbulent environment. Competitive advantage was, up until then, seen as an edge that comes from having strategic assets, having distinctive processes, and being adaptive in the evolution of the market. Authors argue that internal technological, managerial, and organizational processes are more important than strategizing in a rapidly changing environment. (Teece, et al., 1997) They introduced a three-dimensional framework of dynamic capabilities or competencies that a company should have to maintain its competitive advantage in a dynamic environment: coordination/integration processes, learning processes, and reconfiguration/transformation

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processes (Teece et al., 1997). This framework was the foundation of other authors in this domain.

Another fundamental paper by Eisenhardt and Martin in 2000 went more specific and tried to define dynamic capabilities through resources. They define DCs as processes in a firm or routines that managers alter to their resource base to achieve further new resource configurations that ultimately give them a competitive advantage. They also widened the perspective on how the concept of DCs can be applied in a more stable market that is not only technologically turbulent. (Eisenhardt & Martin, 2000). Several authors, like Zollo and Winter in 2002 and Zahra, Sapienza, and Davidsson in 2006, have tried to define DCs to further build on how they can be developed, their impact, and their boundaries. Still, Teece's framework remains one of the most commonly understood descriptions of dynamic capabilities.

Capabilities have also been researched on a national level. The firm's capabilities and development are directly connected to the country's development. The environment the country creates around enterprises can affect firms on a singular level, but it does not mean the effect is the same for all enterprises. Countries with stronger social and institutional infrastructures offer better conditions for firms to absorb and internalize foreign knowledge and practices (Abramovitz, 1986; Fagerberg & Srholec, 2008). National capabilities—such as education systems, innovation networks, and governance quality—are foundational elements that enhance or constrain firms' ability to build technological and organizational competencies (Lall, 1992; Bell & Pavitt, 1993).

One of the most prominent authors in this field was Moses Abramovitz, who, in his paper, analyzed the rapid growth of European countries after World War II (Abramovitz, 1986). One of his main ideas was that rapid progress and modernization will likely happen in countries where the starting level of development is lower because that permits the opportunity to grow quicker and on a larger scale. (Abramovitz, 1986). He divides capabilities into two: social and technological capabilities. Technological capabilities represent a firm's or nation's ability to manipulate and improve technology, while social capabilities relate to the institutional foundation that supports innovation and knowledge diffusion. Social capabilities are seen collectively as an organization or a country, not as individual capabilities. Some of the most important aspects that help defy social capabilities are technical competence, previous experience in the organization, honesty, trust, leadership stability, and financial support. One concern Abramovitz has expressed in his theory about social capabilities is the lack of adequate measurement for the concept. (Abramovitz 1994)

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This distinction reinforces that sustainable development and competitive advantage require an integrated approach, where technological expertise and social infrastructure play crucial roles. (Abramovitz 1986). That being said, Abramovitz brought out that bigger influence is more likely to happen in countries where technological capabilities are weaker and social capabilities stronger, applying that social capabilities play a more important role in the "catching up" framework. In this thesis, that theory is relevant because foreign investor firms can be seen as the country "ahead," and local businesses are catching up. (Abramovitz, 1986)

Another influential thinker discussing capabilities was Linsu Kim (Kim, 1997), who took South Korean rapid development as an example to dive into the technological side of the division of capabilities. Kim has a similar view on the framework that the "lagger" country needs to have an imitation phase in technological development before innovation. For a successful imitation, a firm needs to develop absorptive capacity, which means recognizing, assimilating, and applying new knowledge (Kim, 1997). Cohen and Levinthal (1990) have also agreed with Kim that absorptive capacity describes the ability of a firm to recognize external information and apply it to commercial ends (Cohen & Levinthal, 1990). Kim defined technological capability similarly to absorptive capacity and used these terms interchangeably in his work. According to Kim, technological capability consists of three main factors: innovation, production, and investment capability. (Kim, 1997). He also highlighted several other capabilities, such as acquisition and assimilation, process management, and strategic flexibility. Still, the most important ones, according to Kim, were learning and absorptive capabilities, which describe using knowledge to take advantage, adapt, or possibly change the firm's existing technology. (Kim, 1997).

Capabilities can also be viewed from a functional perspective. As Nelson and Winter defined capabilities in two categories (operational and dynamic), another possibility to understand capabilities is function. (Jaworska, 2023). This view is based on the diversity of activities a firm performs during its operations. Each functional department, such as marketing, HR, R&D, or production, has specialized skills and, thus, department-specific capabilities. (Jaworska, 2023)

Above, different ways the concept of capabilities can be analyzed were introduced. As a next step, the author will look deeper into capabilities to try and find determinants behind the development of these abilities in a company. One of the main drivers for capabilities is the resources that the company owns.

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The resource-based view of a company originates from Edith Penrose's (1959) approach, which explains the firm's competitive position through the bundle of resources it has. She explains that the heterogeneity between organizations results from different degrees and scopes of control over resources that are valuable, rare, inimitable, and non-substitutable (VRIN). (Barney, 1991). One theory divides these VRIN resources into three groups: physical capital (equipment, machinery, location, access to raw materials), human capital (workforce, intelligence, experience), and organizational capital (business processes, formal structure, relationship between firm and external environment). (Barney et al., 2001). Another typology of resource division is tangible and intangible resources. Intangible resources include organizational knowledge, patent rights, employees' abilities and experience, and brand recognition. Tangible resources are the physical capital side of the company. It is believed that intangible resources play a more important role in a competitive advantage due to their uniqueness. (Wojcik, 2015).

An essential aspect of the research on RBV is that external environmental changes and their influence on resources over time must be considered. D'Aveni was the author who implied that success in business lies in transforming and changing one's competitive advantage in response to external changes. (Wojcik, 2015). Thus, it is challenging to fully utilize a firm's resources in the long run. Since the value of resources can change over time, it is important to know how firms use them and analyze which activities are needed. These activities are operational capabilities that, as defined before, are routine activities that create value out of given inputs - in this scenario, resources.

The relationship between resources and capabilities has had several interpretations from different schools of thought. Nelson and Winter explain the firm's development as a progress of events. That means each process depends on a prior process; thus, the organizational culture is formed by the historical development path. (Nelson & Winter, 1982). In that way, capabilities have also developed from a lower-order capability into a higher-order capability over time. The higher the order of capability, the more effect it has on the company's strategic value. This concept is visualized in Figure 1.

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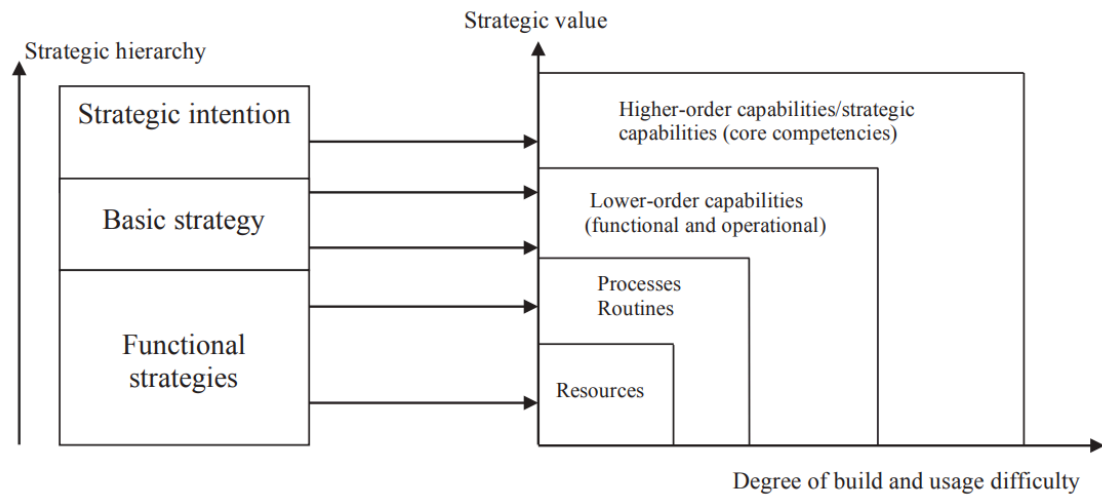


Figure 1. Hierarchy between strategy and resources and capabilities. (Wojcik, 2015)

The view on how capabilities relate to resources evolved when the concept of dynamic capabilities was introduced by Teece in 1997. Wang and Ahmed (2007) have conceptualized the main idea of how the interaction is seen from the renewed dynamic capability perspective. Resources lie as a base or a zero-order value in this concept. They are crucial for a firm's existence and what capabilities can be built on. Operational capabilities are the next level in the hierarchy since they provide the existing income stream and create the competitive advantage that firms need to stay in business. As the third layer, strategic capabilities describe lower-order capabilities that have been adopted according to the strategy at the given moment. The last layer is the layer of dynamic capabilities built on a dynamic strategic renewal of lower-order capabilities and resources. (Wang & Ahmed, 2007). The concept is visualized in Figure 2.

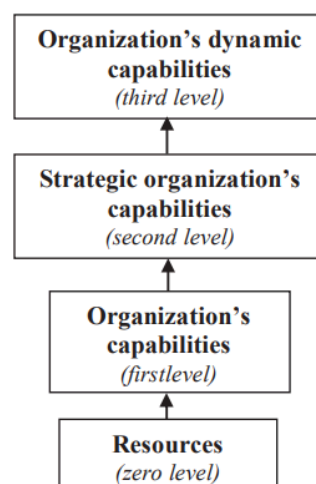


Figure 2. Hierarchy and relationships between capabilities and resources. (Wojcik, 2015)

The hierarchy visualized in Figure 2 is used in this paper as the framework for the relationship between capabilities and resources. In this case, the organizational capabilities and the strategic organization's capabilities both belong under operational capabilities in the previously described typology of capabilities.

It is important to understand the difference between organizational capabilities and firm capabilities. In Figure 2, Wang and Ahmed (2007) refer to organizational capabilities because they see it as a social system. Also, Nelson and Winter (1982) talk about organizational routines and social learning of capabilities. The theory of the firm is another side of the coin that sees firms as an economic entity with intangible and tangible resources used in capability development (Barney, 1991). In this thesis, both terms are used: the theory of the firm is taken as the basis of the concept, but the term organization is still relevant because the social capabilities are directly seen from an organizational view. The next chapter introduces foreign direct investor types and spillover concepts.

1.2. Contribution of FDI in developing capabilities

This chapter introduces the second theoretical concept of this thesis, which is defining FDI and its contribution to a firm's capabilities. The author will try to unfold the foreign investor's influence on a firm and map out ways it can happen, including channels and outcome examples. Firstly, different types of FDI are introduced, with different channels through which the influence can happen.

It is important to define a FDI. According to the OECD, an FDI is an entity of lasting interest in an enterprise of one economy and a significant influence on the enterprise's operations by an investor of another economy (OECD, 2008). Foreign Direct Investment (FDI) is one of the key drivers of economic development and technological progress in host economies. However, the extent and nature of these spillovers depend on the type of FDI and the mechanisms through which knowledge transfer occurs. (Hecht et. al., 2016). Some researchers divide FDIs into two categories: vertical FDIs and horizontal FDIs. (Markusen & Venables, 1998). Vertical FDI illustrates a relationship where the production process is internationalized, which means that different stages of production are located in different countries. Horizontal FDI describes a situation when a firm replicated production activities in different countries. (Markusen & Venables, 1998). For this research paper, the author wants to understand the relationship between a foreign investor and a subsidiary. Bajrami and Zekiri (2016) have a three-way division, which is more a classical view of dividing FDIs based on

how they entered the economy. This division is also used in official institutions such as the United Nations Trade and Development Centre (UNCTAD) statistics (UNCTAD, 2025). The division is following:

- **Greenfield investments:** This type of FDI occurs when the firm makes a large investment or establishes new production capacities. These types of FDIs usually create new jobs and involve a high level of technology and knowledge transfer to the host country. (Bajrami and Zekiri, 2016)
- **Mergers and acquisitions:** This type of FDI requires a transfer of existing assets. That means existing operations and assets are combined to create a new entity in a host country. The influence in this type of scenario on the host country is small, as the main benefit of increased productivity is brought. (Bajrami and Zekiri, 2016)
- **Joint ventures:** This type describes a situation where at least two separate entities are involved. It is considered a partnership between these companies, and one of the main benefits discussed is the spillover of technical know-how. (Bajrami and Zekiri, 2016)

Another possibility to look at the FDI relationship with its subsidiary is to divide FDIs based on the motivation of the FDI. The taxonomy coincides with the vertical-horizontal taxonomy as the vertical is labeled as efficiency-seeking FDI, and the horizontal is labeled as a market-seeking strategy (Markusen & Venables, 1998). Previous research has compared spillover effects in both cases, and it turns out that the spillover effect has been more substantial in horizontal use cases. (Beugelsdijk, Smeets, & Zwinkels, 2008). This paper prefers the classical taxonomy of FDIs because it is easier to categorize since strategic motives are not always commonly understood.

Which channels are used by FDI to develop the capabilities of subsidiaries?

Spillover from parent companies and multinational enterprises is directly related to resources and the previously described resource-based view of the firm. Spillovers can happen through different mechanisms. The academic literature outlines multiple channels through which local firms can access the knowledge and expertise of foreign affiliates. One key mechanism is the demonstration effect, which enables domestic firms to observe and replicate advanced production techniques, often through reverse engineering (Wang & Blomström, 1992). Additionally, the presence of MNCs in local markets intensifies competition (Markusen & Venables, 1999), exerting pressure on domestic firms to enhance their efficiency and adopt innovative technologies to remain competitive (Glass & Saggi,

2002). The competition aspect thus incentivizes firms to develop their R&D capabilities due to intensified competition.

Another important channel is the supplier relationship, where foreign affiliates increase demand for locally produced inputs, fostering economies of scale and incentivizing local suppliers to enhance the quality of their products (Alfaro & Rodríguez-Clare, 2004). When foreign firms establish strong connections with domestic companies, productivity spillovers can happen along the supply chain, benefiting upstream and downstream sectors (Javorcik, 2004). Pack and Saggi also argue that multinational firms cannot entirely appropriate the benefits derived from improving their suppliers, meaning that other local firms operating in related industries may also gain access to higher-quality inputs. (Pack & Saggi, 2001)

Labor mobility also serves as a conduit for knowledge transfer, as employees trained within multinational enterprises may later bring their acquired skills and expertise to local firms (Fosfuri et al., 2001). Additionally, network externalities associated with skilled labor have been identified as a more indirect yet significant channel of knowledge diffusion (Hale & Long, 2006). The aforementioned mechanisms illustrate how FDI can generate widespread spillover effects that contribute to the overall development of domestic industries.

It is important to connect the potential spillover with capabilities as well. Some capabilities can directly result from FDI spillover, but some can also work as an assumption for more effective and large-scale spillover. Some the main contributors to this research have been Fagerberg and Shrolec (2008). They defined absorptive capacity as one of the main capabilities countries need for an effective spillover. It describes the ability of a country or region to recognize, assimilate, and apply external knowledge—and its critical role in economic development. In their 2008 study, Fagerberg and Srholec analyzed the relationship between national innovation systems and economic development. They found a strong correlation between a country's innovation capabilities and GDP per capita, suggesting that nations with well-developed innovation systems and, thus, higher absorptive capacities are better positioned to benefit from external knowledge and technologies. That draws a direct link between R&D capabilities and absorptive capacity. (Fagerberg & Shrolec, 2008).

Research has also been done on multinational corporations (MNCs) and their effect on capability development. Since manufacturing companies are chosen as examples in the empirical part, some previous research on manufacturing companies is examined to see how FDIs have had an effect in the past.

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For example, in Taiwan (Hsu & Chen, 2009), it was found that subsidiaries perform better when they possess a higher level of responsiveness locally. This can be tied to the absorptive capacity mentioned earlier. They conducted regression research on manufacturing, R&D, and marketing capability. All of them are categorized as functional capabilities. However, in this paper, they are looked at from the parent company perspective to whom these are strategic long-term capability evolution over time. (Hsu & Chen, 2009)

In Vietnam, Nguyen and Tran (2012) examined the effect of foreign-invested enterprises on local manufacturing firms (textile, food industry, wood processing, metal products and equipment, and others). One of their findings was that enterprises involved in supplier relationships were especially affected. That means a model of vertical linkage between a local supplier and an FDI promises to produce bigger spillovers between the companies. The main capabilities positively influenced were technological and operational-process-related, as the primary channels were labor mobility and supplier development programs. It was also mentioned that the spillover would have been bigger if the receiving firm had developed absorptive capacity before the cooperation. (Nguyen & Tran, 2012).

A slightly different relationship is visible in Mexico, where Gallagher and Zarsky (2007) analyze foreign-led manufacturing clusters in electronics and automotive assembly. Here, foreign firms brought up-to-date production technology but often operated separately with limited local connections. Nonetheless, domestic suppliers and subcontractors that could connect to these global value chains experienced gains mainly in managerial capabilities and different operational capabilities. These included improved logistics coordination, process standardization, and fundamental innovation in packaging and design. The key knowledge transfer channels were supply chain integration, quality audits, and benchmarking against international standards. However, the study notes that outcomes were uneven between regions, with deeper capability development occurring only with stronger external encouragement from the local government. (Gallagher & Zarsky, 2007). Gallagher's and Zarsky's papers also brought up several other relevant topics, such as the overall influence on a country level. However, since this paper's scope is only within the company, the social and environmental impact on the host country is not analyzed.

Another case study from a manufacturing firm was investigated by Rasiah (2004) in Malaysia, where the electronics sector was looked upon. On this occasion, the focus was production and organizational capabilities, such as lean manufacturing system development, better human resource management practices, and different workforce training programs. In

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this case, the main channels were labor mobility, supplier relationships, and informal learning. The outcome was enhanced process efficiency and organizational sophistication, particularly among firms embedded in industrial clusters. However, Rasiah also notes that while operational capabilities were upgraded, higher-level technological capabilities (e.g., innovation or R&D) remained limited without explicit learning strategies. (Rasiah, 2004).

Relevant research has also been done in Estonia by Urmas Varblane (2001, 2010) and Katrin Männik (2005). Männik analyzed the impact of autonomy on the performance of subsidiaries in transition countries like Estonia, Slovenia, Slovakia, and Hungary (Männik, 2005). Varblane did similar research in 2001 and 2010 to see how the role of FDIs in firm development and external infrastructure development has changed over the years (Varblane, 2001; Varblane, 2010).

What conclusions can be made from these previous research examples? The outcomes are visualized in the table below.

Table 1. Previous empirical examples on how FDI impacts capabilities. (Author's collection from the references)

Author	Country	Industry	Capabilities	Channels
Hsu & Chen (2009)	Taiwan	Different types of manufacturing	Dynamic capabilities	Supplier relationships
Nguyen & Tran (2012)	Vietnam	Different types of manufacturing	Technological and operational	Labor mobility and supplier relationship
Gallagher & Zarsky (2007)	Mexico	Automotive & Electronics	Managerial and operational	Supplier relationships, audits, benchmarking
Rasiah (2004)	Malaysia	Electronics	Operational and organizational capabilities	Labor mobility, supplier relationships, informal learning
Varblane (2001)	Estonia	Manufacturing, Utilities, Retail	Technological capabilities	Supplier relationships, Labor mobility, Demonstration effect

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Männik et. al. (2005)	Estonia, Slovenia, Slovakia, Hungary, Poland	Different types of manufacturing	Strategic operational capabilities	Internal knowledge transfer, control structures
Varblane (2010)	Estonia	Different types of manufacturing and service providers	Technological capabilities, marketing capabilities	Supplier relationships, Labor mobility, Demonstration effect

From the table, operational capabilities have been influenced in the past. The definition in this instance fits under the definition brought in Chapter 1.1, which states that these are a set of routine activities necessary for the present-time operations of the company and use resources as inputs. Still, for example, in Mexico, an existing logistics coordination capability evolved with better training, more precise requirements, and better tracking methodology. This is under strategic organizational capability (refer to Figure 2) but can still be considered an assumption for dynamic capabilities. Also, research previously conducted in Estonia agrees with the argument that the main capabilities that benefit from an FDI influence are operational and, more specifically, technological capabilities (Varblane, 2010). Channels have been different in past use cases, but FDI has mainly contributed to the development of local enterprises through demonstration effects, labor mobility, and supplier relationships/requirements.

As a conclusion of the theoretical part, a framework visualized in Figure 3 was developed to help analyze empirical data. This framework combines Nelson and Winter's (1982) taxonomy of operational and dynamic capability division and tries to unpack the level of contribution FDI has to developing these capabilities. The methodology of this empirical research is introduced and explained in the next chapter.

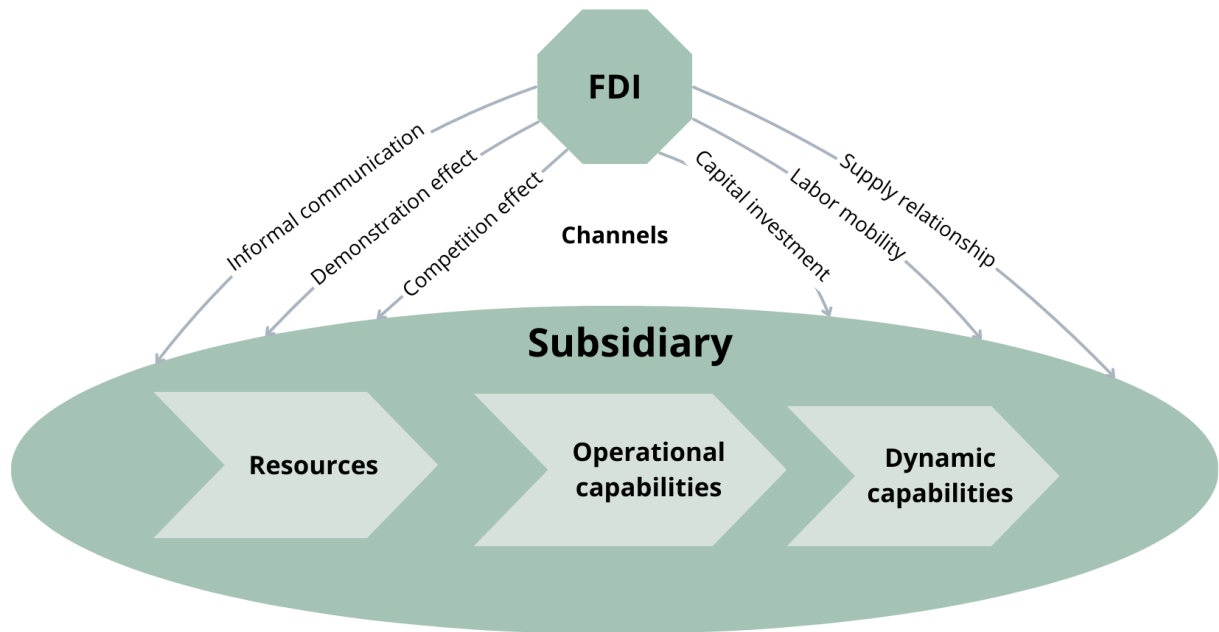


Figure 3. The theoretical framework of capabilities and FDI influence is based on RBV and theories of capabilities. (Barney et. al., 2001; Nelson & Winter, 1982; Teece et. al., 2007)

2. Empirical case study on Estonian manufacturing firms

2.1. Methodology

This part will explain what the methodology of the qualitative analysis is conducted in the empirical part. The goal is to see what impact a foreign investor has on the operational and dynamic capabilities within manufacturing firms in Estonia.

The methodology of data analysis was structured to follow a theoretical framework. Since it was seen from previous research that FDI has an impact mainly on operational capabilities, the Nelson and Winter taxonomy of operational and dynamic capability categorization is taken as a fundamental framework. Operational capabilities are further divided by nature of the routines into technological and social capabilities relying on Linsu Kim's and Moses Abramovich's definitions. As the capabilities framework is complex and there is not yet one universal understanding on the specific taxonomy, then a more thorough explanation is given to explain what capabilities are meant by technological and social. Technological capabilities refer to codified routines, systems, and process know-how (e.g., production efficiency, quality control), while social capabilities refer to relational, organizational, and human resource practices that facilitate coordination and motivation (e.g., HRM, sales, and supplier relations). Some functions, such as logistics and marketing, embody

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both elements and thus are classified as hybrid capabilities. Figure 4 shows more precisely how specific terms are assigned to the right capability.

Dynamic capabilities are more difficult to comprehend. As for this thesis purposes they are divided using Teece's (2007) categorization into three categories: sensing new opportunities, seizing new opportunities, and transforming current capabilities. The categorization with the fundamental literature reference is visualized in Table 3.

Table 3. Taxonomy of capabilities used in the empirical part of this thesis. (Authors in table)

Capability Type	Subcategory / Dimension	Description	Examples	Theoretical Source
Operational Capabilities	Technological	Codified, systems-based, technical routines, day-to-day operations	Production processes, quality control, ERP systems	Nelson & Winter (1982); Linsu Kim (1997)
	Social	Relational, organizational, people-based routines	HR admin, sales execution, procurement, basic coordination	Abramovitz (1986)
Dynamic Capabilities	Sensing	Identifying opportunities and threats, testing new products	Market scanning, tech monitoring, customer feedback loops, R&D	Teece (2007); Cohen & Levinthal (1990)
	Seizing	Making strategic decisions and resource commitments to act on sensed opportunities	New product line, export entry, new investment projects	Teece (2007); Eisenhardt & Martin (2000)
	Transforming / Reconfiguring	Reconfiguring existing resources, structures, and routines to adapt or evolve	Organizational restructuring, cross-border knowledge integration, capability renewal	Teece (2007); Zollo & Winter (2002)

First part of the methodology of assigning capabilities to the theoretical frameworks was done by codifying the categories and assigning them to the theoretical concepts. In Table 3 it is explained which words/terms/sentences as examples go under each sub-category and from which literature these examples are based on. For example, the technological operational capability description and examples are based on Nelson & Winter's (1982) and Kim's (1997) papers.

This research empirical part is a qualitative interview analysis. The data analysis in this paper is deductive that means the analysis is based on pre-existing theory (Gale et. al.

2013). This method of analysis was chosen to emphasize linkage between existing theory to Estonian enterprise use cases. Since the topic of capabilities can be interpreted in different ways, it is clearer when the framework and coding themes are pre-determined. Theory that is used in the analysis is brought in Table 3. Figure 4 represents a coding tree that will be used to codify keywords in the qualitative empirical analysis. All the keywords that are assigned to a theme are based on Table 3 and the literature brought in the table.

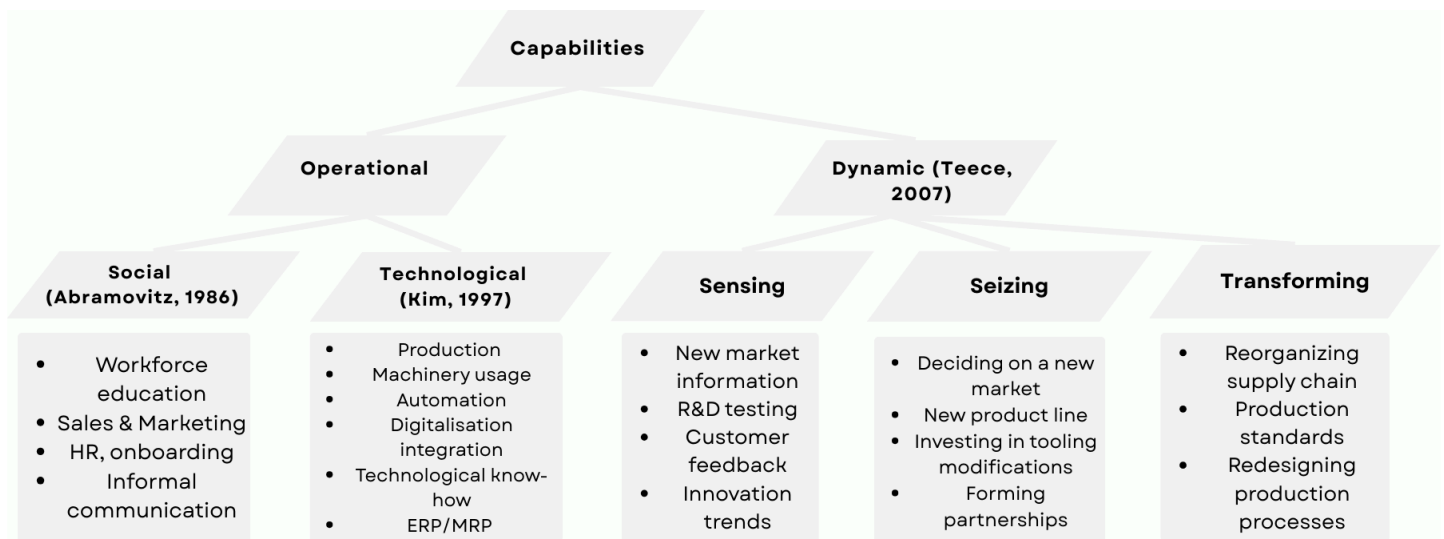


Figure 4. Coding tree for capability assignment in empirical analysis. (Author’s collection)

2.2. Data collection and analysis

The data used in this paper was previously gathered by a study by the University of Tartu's Economics Department research group led by Urmas Varblane. The study held interviews with Estonian enterprises in 2003, 2009, and 2020 on different entrepreneurial topics (Varblane 2010). One of the topics discussed was the influence FDI has had on the firm's development (Varblane et al., 2020). The University of Tartu's research group gathered and transcribed the interviews. (Varblane et al., 2020)

From the above-mentioned research, ten interviews were chosen by the author that were relevant to this paper's topic. This paper analyses FDI's influence on manufacturing enterprises. The decision of why exactly these enterprises were chosen from the available dataset was made based on the following criteria:

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- Sample geographical representation of different parts of Estonia. The author wanted to include companies that operate not only in the biggest cities but all around Estonia to get a larger perspective.
- Sample sectoral representation of different industries. There are two food manufacturers, specialized market manufacturers, raw material production, and large-scale commodities.
- Sample representation of different-sized companies. The transfer of capabilities can differ between a smaller FDI and a bigger MNC. A prognosis of turnover for 2025 was used to determine the sizes of the companies. The data was collected from Inforegister.

In Table 4 is the list of companies in alphabetical order picked using the above-mentioned parameters.

Table 4. List of companies participated in the empirical part. (Inforegister, 2025; Varblane et al., 2020)

Firm	Industry	FDI relationship	Country of FDI	Year of FDI	Location in Estonia	Size / mln € (turnover in 2025)
1. ASB Greenworld	Peat producing and export	Greenfield investment	Germany	1995 (1 year after founding)	Pärnu	17,0
2. Dataprint	Etiquette manufacturing	M&A	Finland -> Belgium (2021)	2017 (19 years after founding)	Tartu	14,2
3. Ericsson	Electronic device manufacturing	Greenfield investment M&A	Sweden	1996	Tallinn	437,0
4. HKScan	Food industry	Greenfield investment	Finland	1998 (8 years after founding)	Rakvere	186,7

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5. Kunda Nordic Tsement	Cement manufacturing	M&A	Germany	1992	Kunda	17,34
6. Luksusjaht	Boat manufacturing	Joint venture	Sweden	1995	Saaremaa	6,3
7. Merinvest	Tyre polymer manufacturer	Greenfield investment	Germany	1996	Saaremaa	23,1
8. Rapala	Fishing equipment	Joint venture	Finland	2004 (7 years after founding)	Pärnu	23,8
9. SaintGobain Sekurit	Manufacturin g and marketing construction materials	Greenfield investment	France	1988 (1 year after founding)	Elva	32,9
10 Valio	Diary products	Joint Venture	Finland	1993	Võru	178,3

All the interviews were transcribed during the previous research made in 2020 by the University of Tartu research team. Analysis was conducted on those transcriptions using the coding tree explained and visualized on Figure 4. Results of the analysis are displayed in Table 5. To break down how these results were established, example citations from the interviews are presented to explain how the mapping was done. Here are social capability examples from the interviews.

*“...we have transformed from **know-how importers to a training hub**. Workers from other factories from different parts of the world have visited us for a couple of weeks to **learn how we do things here...**” - Company nr 9*

*“There is a **common HR platform** with the Group that we are using” - Company nr 3*

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*“People go and have **workshops and training in the HQ**, because we have not yet developed this capability here. Even management, before hiring, needed to work one month in HQ to **learn the process** and people we communicate with. They are also here quite often to be up-to-date with our proceedings.” - Company nr 7*

In the first quote the interviewee mentioned know-how and training hub which as one can see from the coding tree (Figure 4) that this goes under Social capability theme. Since the meaning of the sentence illustrates the effect subsidiary has on FDI workers it does not count as a FDI contribution thus there is no “P” marked in Table 5 for Company nr 9 social capability FDI contribution. Second quote talks about a “common HR platform” which one can assign to social capabilities according to the coding tree. Here the contribution is there and thus the “P” has been marked in Table 5 to illustrate a positive FDI influence. The similar procedure follows for quote 3. Here is an example of technological capability quotes

*“We gained advantage due to our **size and production power**” - Company nr 4*

First quote implies a positive contribution from FDI since the capacity and production power has risen after the FDI involvement. According to the coding tree this falls under the production theme thus the technological capability category. Next three quotes are examples of dynamic capabilities.

*“**Initiative from Group** to establish an **R&D team**” - Company nr 1*

*“**Testing new products** is happening in the **Group lab**” - Company nr 2*

*“..with this investment the situation is as different from the previous as night and day. Mainly it helped us to **reduce our environmental footprint**. Like not in a day but you can see the difference in years. In the year 1997 we had already achieved the European **quality standard**..” - Company nr 5*

Here the first two sentences fall under the sensing theme of dynamic capabilities according to the coding tree brought in Figure 4. That is why there are “P” marked in Table 5 under the sensing category for companies number 1 and 2. The third quote is an example of transforming capability because of keywords “standard” and “reduced environmental impact”

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which both refer to transforming technologies to keep up with the required standards. The “P” is thus marked under the transformation capability for Company number 5 in Table 5. Refer to Appendix A and B for the other examples of coding assignments in the data analysis part.

Table 5. FDI detected contributions to the development of the company's capabilities.

(Author’s collection)

Firm	Social capabilities	Technological capabilities	To sense opportunities	To seize opportunities	To transform capabilities
Nr 1	P	P	P		P
Nr 2	P	P	P	N	
Nr 3	P	P	P		
Nr 4	P	P	P	P	N
Nr 5	P	P	P	N	P
Nr 6	P	P	P		
Nr 7	P	P		P	
Nr 8	P	P	P		
Nr 9			P	P	
Nr 10		P		P	

In Table 5, positive investor contribution is marked by “P”. On three occasions, a negative influence was detected, which is marked by “N”. All the fully transcribed interviews analyzed are currently not added to this paper. They are accessible by contacting the author. In Appendix A, there are the coding tables with the keywords of each interview. Appendix B includes the exact example sentences from the interviews used in this analysis.

2.3. Discussion of the results

This research paper aims to find out the FDI's contribution to the development of capabilities. In the theoretical part, previous research was introduced, and it was seen that mainly operational capabilities were influenced. That can also be said in the case of Estonian manufacturing firms because, in 8 out of 10 cases, the Group had a positive relationship with social capabilities. In 9 out of 10 cases, the Group positively impacted technological capabilities.

Social capabilities were defined in the theoretical part through Abramovitz's theory, which related these capabilities to the company's collective know-how, education, and previous experience (Abramovitz, 1986). Also, Fagerberg and Srholec touched upon the

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concept of absorptive capacity, which describes the readiness of social infrastructure to absorb know-how spillover (Fagerberg & Srholec, 2008). In this paper's empirical research, six companies out of the ten analyzed said that they have developed specialized know-how in-house. That being said, 8 out of the 10 companies brought out definite advantages a foreign investor brings to improve one's social capabilities.

One of the main reasons companies have developed in-house know-how is the diversity of the market. Foreign investors often rely on local subsidiaries to know the domestic market better; thus, they do not influence the training of the subsidiary employees. In the number 9 company's case, the specific know-how from Estonia was communicated back to the Group, so the spillover worked the other way around. Still, as previously mentioned, companies also defined positive impacts on social capabilities. Mainly, this was due to a common intranet or platform from which all the subsidiaries from different countries could post case studies, relevant technological updates, etc. A common platform throughout the Group is an example of how one organization can encourage absorptive capacity. Companies 1, 3, and 5 all implied the same benefit of having a common intranet and, thus, a weekly information transfer within the Group. Labor mobility was also mentioned as a common channel for transferring social capabilities. In the seventh company's use case, they have a common procedure for exchanging workers for monthly training.

Technological capabilities were defined in the theoretical part according to Kim's framework. They represent a firm's or nation's ability to manipulate and improve technology (Kim, 1997). In current analysis technological capabilities had a bigger impact from a foreign investor than social capabilities. Company number 9 was the only company that claimed to have no significant foreign investor impact to technological capabilities. In this part, the main influence was due to capital investment, as foreign investors had to renovate or obtain new machinery for the development of technological capabilities. In this section, it is important to note that five out of the ten investor relationships were of a greenfield investment type. That is a big assumption for a technological spillover from the mother company because it assumes building an entirely new office. Company number 4 said that having a foreign investor gives them an advantage in the market largely because of economies of scale. They can produce much more, and the capital investment possibility helps them grow and use better technology in production.

Investors bought Company Number 2 new printing machinery that added production capacity. In the 10th use case, they have access to all parents' technological know-how to operate certain production lines, which has proved useful on several occasions. The capital

investment effect was strongly felt in the 5th company's case study, as new owners renovated the factory and built a new port for transportation purposes.

In the theoretical part, dynamic capabilities were defined from Teece's 1997 three-dimensional framework: the capabilities that help to sense new business opportunities, help to seize opportunities, and help to reconfigure or transform current capabilities (Teece et al., 1997). That means that all R&D activities that allow firms to identify new trends and market demands go under the sensing category. The seizing category relates to activities that help to turn these insights into products, and the third category describes how current processes are transformed in time due to external influence.

In this empirical research, FDI-s had a smaller impact on dynamic capabilities compared to operational capabilities. That being said, all of these enterprises, besides number 10, have the R&D for new products done in a separate group lab. That means the local affiliates cannot decide to bring on a new product line themselves, but that is decided at the group level. That means sensing and seizing new opportunities is largely on the shoulders of the Group. The seizing part did not come out that effectively from the interviews because the subject was not open enough. Still, since the research of new product lines is done group-wide, the implementation will also be initiated by the mother firm. This research does not apply to process innovations and operational changes that go into the "transform" category of dynamic capabilities. Transforming processes are largely done in-house, and analysis is done locally.

Another important aspect of foreign investors is sensing new opportunities. That relates to the branding and marketing influence a bigger name has in the market. They have more connections and thus have more possibilities than a smaller competitor enterprise. Company nr 6, for example, is entirely dependent on the parent's office and does not have R&D or sales capabilities in Estonia. They are only responsible for manufacturing, and everything else happens in a foreign country.

Still, having foreign investors can also have a negative impact on dynamic capability developments. In two cases, it was brought out that there are geographical restrictions on their sales activities, and thus, it is harder to seize new markets. Also, quality requirements from a group (several ISO standards) are a two-headed sword. On one side, it makes companies innovate and produce products of certain quality, but on the other hand, it also restricts operations and thus, dynamic capability evolution as well. The results are also visualized in Figure 5.

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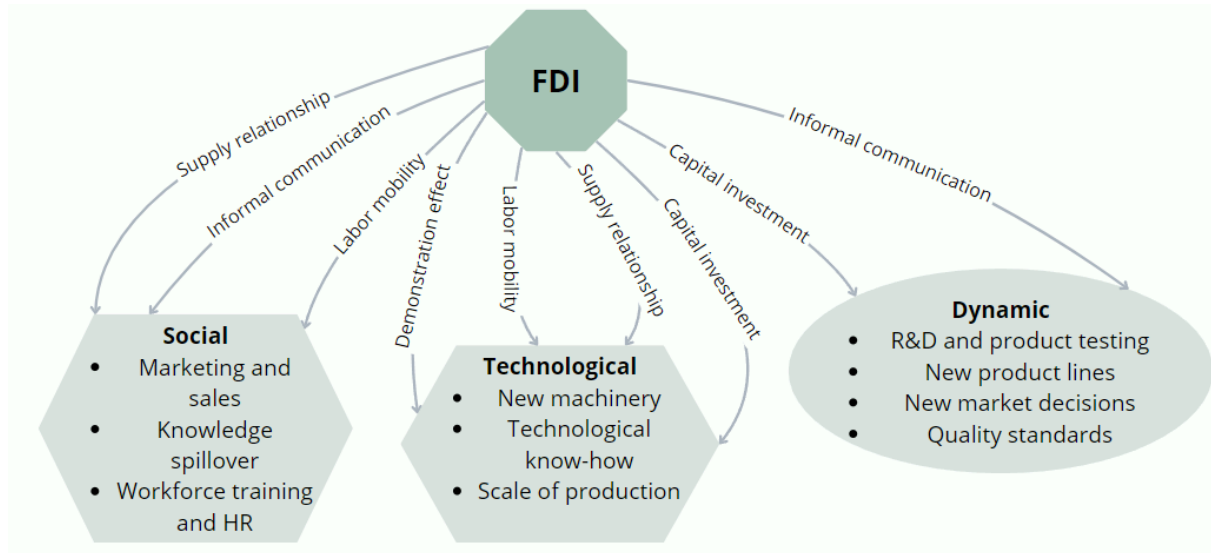


Figure 5. Contribution of FDI in the development of capabilities on the Estonian manufacturing companies empirical example. (Author's collection)

In previous research, it was discovered that the spillover of knowledge happens in manufacturing firms mainly through supplier relationships and labor mobility. In Estonian manufacturing firm case studies, one can agree with that statement. In 6 out of the 10 case studies, a supplier relationship channel of influence was detected. This illustrates the nature of the integration between the subsidiary firm and the Group. Several companies supply their products to the group, and the spillover happens with the quality requirements and the standards that have been set group-wide. Supplier relationships mainly relate to technological and dynamic (R&D) capabilities. There, the technological know-how is shared, and it tends to be more effective when the R&D lab is nearer to the production site.

In the case of social capabilities, labor mobility was brought out to be effective. Also, as discussed in the previous chapter, having a common platform for information sharing increases the scale of spillover - both social and technological know-how. In every interview, it was also mentioned that capital investment is a big part of how an FDI can impact capabilities. It was not brought out as a channel in the previous research because it is more considered as an instrument that makes way for spillover. For example, if the Group buys new machinery for a company, then the channel of how to use that machinery comes through the demonstration effect or labor mobility. Still, the author categorized financial capital as a channel of influence since it played a significant role in researched use cases.

In the research, two companies were found operating in two of the biggest cities in Estonia: companies 2 and 3. Company nr 2 argued that living in a bigger city is an advantage

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for social capability development when communicating and commuting between headquarters and the subsidiary. Especially since there are flight connections between the cities. Another factor that was mentioned to increase the development of capabilities was access to the workforce. In all of the use cases, hiring new employees was entirely made by local subsidiaries; thus, there was no influence from FDI other than developed branding that can benefit acquiring better talent.

Abramovitz (1986) stated that bigger influence is more likely to happen in countries where technological capabilities are weaker and social capabilities stronger. In Estonian companies' cases, this statement is true as well. It is closely linked to the absorptive capacity of the company because the higher the level of social infrastructure before the spillover, the more spillover will take place. In companies nr 3 and 5 use cases, the absorptive capacity creation was done by the FDI when there was a common platform for communication and information storage. Having stronger social capabilities creates an opportunity for higher technological knowledge spillover as well. Absorptive capacity should be researched further because there are a lot of aspects that influence the readiness to absorb new know-how in companies, and these aspects were not touched upon in this research.

It is difficult to draw conclusions on the correlation between the type of FDI and a certain capability development. Greenfield investment type should create higher spillover in technological capability development, but in Estonian manufacturing firms, use cases, joint ventures, and M&As have also experienced high technological spillover. Three companies had existed for at least 7 years before an FDI acquired its shares and became a factor in these businesses' operations. It is hard to distinguish between the influence of these companies and those of others who have been working with FDIs from the earlier period from the company's growth perspective.

Industry played a minor role in the differences in capability development. Food industry representatives had a common factor that know-how and training were done in-house, but FDI impact was on the production process innovation side. This was also present in other use cases, so it cannot be tied down only to the food industry. Companies with very specific product manufacturing all had common ground on R&D happening in the Group lab. This can be reasoned with the supplier relationship they have with the Group. Raw material manufacturers had the biggest influence from the FDI on technological capabilities mainly through capital investments.

The closeness of FDI headquarters and subsidiaries played a role in the empirical examples. In several interviews, interviewees talked about regular communication between

the foreign investor and the local business entity, which is much easier to do when the FDI is from a neighboring country like Finland. Company 9 had the least positive contribution from an FDI, and the location of the investor was also the biggest, that being in France. On the other hand, company number 10 also had less contribution from the FDI, and its investor is from Finland. One specific element that benefits from higher contributions from the FDI is the location of the R&D center, since in basically all the use cases analyzed in the paper, the subsidiary is dependent on the group R&D lab and testing. In this aspect, a larger number of samples of FDIs located further away would be needed to draw bigger conclusions.

As for the size of the company, three of the companies are classified as "large-scale" due to their turnover forecast for the year 2025 exceeding 100 million euros. Nothing precise can be concluded about their capability development compared to smaller companies.

Company nr 3 was undoubtedly the largest and also benefited largely because of belonging to a larger group. The standardized processes and group-wide know-how platform intensified knowledge spillover, but it also happened in smaller-scale enterprise use cases. Thus, this external factor should require further research to draw relevant conclusions. There are also other firm-specific factors that can be looked into further, such as the company or demographics of the employees, but since these were not the main research points in this thesis, more profound research should be done on the firm-specific factors that influence capabilities.

Conclusion

This paper examined how foreign direct investment (FDI) influences the development of firm capabilities in Estonian manufacturing companies. Combining theoretical literature from scholars such as Nelson and Winter, Teece, Kim, and Abramovitz with empirical analysis, the study aimed to uncover the influence of FDI on a firm's capabilities. Three research questions were posed: which types of capabilities are most affected, through what channels do spillovers occur, and how do firm-specific or external factors shape the impact?

The empirical analysis confirmed earlier literature findings that technological and social operational capabilities are most influenced by FDI. Technological capabilities were especially impacted due to capital investments in machinery and processes, often accompanying greenfield investments. Social capabilities, while influenced to a slightly lesser degree, benefit from knowledge-sharing platforms, labor mobility, and training exchanges within multinational groups. These results align with Abramovitz's (1986) view that countries

with relatively weaker technological but stronger social infrastructures are well-positioned to benefit from external knowledge flows.

Dynamic capabilities, as defined by Teece (2007), were less directly influenced by FDIs in the studied cases. Sensing and seizing new opportunities typically remained within the strategic control of the foreign parent companies, leaving subsidiaries with limited autonomy. However, in some instances, local firms contributed back to the group through reverse knowledge flows, as seen in the Saint-Gobain case. Transformative capabilities—focused on internal process adjustments—were more commonly found at the subsidiary level, although still indirectly shaped by broader group strategies.

Channels of capability spillover included supplier relationships, labor mobility, demonstration effect, and capital investment. Supplier linkages emerged as critical for technological and R&D-based knowledge sharing, while labor movement and internal communications supported social capability growth. Firm-specific factors such as location, size, and existing absorptive capacity also shaped the scale of impact. Still, the study found no clear-cut pattern linking capability development with FDI type or industry alone.

Ultimately, this research confirms the central role of operational capability development through FDI in manufacturing and highlights the importance of internal absorptive capacity in realizing the full benefits of external knowledge. Future research may focus on deepening the analysis of firm-level determinants—such as workforce demographics or management practices—that mediate the extent and nature of capability spillovers.

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APPENDIX A - Coding Tables

Coding table examples.

Table 6. Data of first five companies of the empirical analysis

Firm	Social capabilities	Technological capabilities	To sense opportunities	To seize opportunities	To transform capabilities	Channels of influence
Nr 1	Training for market niche in-house Marketing capability in conferences to make new clients	New machinery has resulted in production innovation	Testing new products is in a group lab		Quality requirements from group	Capital investment Supplier relationship
Nr 2	Constant communication between department and know-how exchange	New machinery and equipment Technical capability developed in-house	Initiative from group to establish new R&D team	Geographic restrictions from group (Negative)		Capital Investment Group meetings Demonstration effect Supplier relationship
Nr 3	Training from the group Common HR platform with the group	Buying supplier technology and competence All manufacturing	New technology innovation all happens in Group. Local capability is testing		Group has given new rules for transporting devices	Labour mobility Demonstration effect
Nr 4	Sales capability from Group Specialized product sales in-house	Know-how to process innovation Economics of scale IT support Package design in-house	Larger R&D investments R&D know-how	New market decisions from Group	Slow decision making (Negative)	Labour mobility Capital investment
Nr 5	In-house trainings and education Accessibility to group wide know-how	Renovation, port, quality of manufacturing	Technology know-how what and how to innovate is in Group	Port created new opportunities Strong market position for new clients Regulations for new markets (Negative)	Quality related developments largely in-house Reduced economic footprint due to technology transformation	Capital Investment Demonstration effect Supplier relationship (vertical integration)

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Table 7. Data of the rest of the companies in the empirical part.

Firm	Social capabilities	Technological capabilities	To sense opportunities	To seize opportunities	To transform capabilities	Channels of influence
Nr 6	All training is local Sales capability is in Sweden	Transporting boats capability from Sweden	R&D for new products is in Sweden			Supplier relationship
Nr 7	Self-educated a full team People go learning in Germany and vice-versa, common trainings	Estonian firm R&D/quality comes from Supplier New machinery		New product lines are discussed together	Transforming product operations need group confirmation, initiative comes in-house	Supplier relationships Labour mobility Capital Investment
Nr 8	Knowledge spillover Disrupting language barrier	Knowledge spillover for technology usage	R&D for new production techniques			Demonstration effect Supplier relationship
Nr 9	Previous competence developed in-house Specialized workshops, trainings were hold in Estonia	Optimizing material usage Optimizing manufacturing process	R&D analysis Group wide	Know-how of robotics in-house New market decisions from Group		Capital Investment Labour mobility Supplier relationships Demonstration effect
Nr 10	Education and training in-house	Italian investor brought cheese know-how Buy technological know-how from Group	In-house R&D	Brand helps to build relationships	Quality standard related capabilities develop in-house	Demonstration effect

APPENDIX B - Used interview samples

Text from original interviews used in the thesis.

SOCIAL CAPABILITIES

- Täna meil on retseptuure kuskil üle kolme tuhande. See tähendab, et nad on spetsialiseerunud - kasutatavad tehnoloogiat, kastmismeetodid - kas need on altkastmisega, pealkastmisega jne., kõik need toovad kaasa oma eripärad nendesse segudesse. Sellesse maailma siis me sukeldusime kuskil 2009-2010 ja tänapäevaks ikkagi profitoodang või profisubstraatide või kasvupinnaste toodang moodustab kuskil 75 protsenti kogu toodangu mahust. - *Company 1*
- Ütleme, et loomeprotsessis osalemine on siin tegelikult väga suur. Arvutigraafikud on valdavalt siin välja õpetatud. - *Company 2*
- Suhtlevad. Aga kui sa küsid erinevust, siis Helsingis on kaks või kolm inimest, kes teevad ainult tehnilist ettevalmistust, võtavad disaini, panevad ta vektorgraafikusse, saadavad edasi ehk neil seda loovprotsessi kui sellist absoluutselt ei ole. - *Company 2*
- Kui me näiteks ostaksime uue trükimasina, suvel tuli uus trükimasin, me kõigepealt palkasime juurde kaks trükkalit, no küll vanadele masinatele, sest nii-öelda nii-öelda vanad tegijad liikusid selle kõige uuema peale, see võimekus neid korraga välja õpetada on siin täiesti olemas. - *Company 2*

- Kas teil mõni selline juhtum on ka, et need eestlased siit on läinud kuskile teise tehasesesse või mitte ainult tehasesse, vaid uurimiskeskusse mingiks ülemuseks?

K02: On ikka. Päris palju - *Company 3*

- Kuhu me tahame liikuda, on see, et kui me teeme selle nii-öelda tootesirde, siis meil on homogeenne keskkond. Me viime need nii-öelda kas siis testiseadmed, mis seal on, meie tarkvarasiire on selles mõttes nagu seamless, sellega ma olen väga palju taustal enne vaeva näinud, ilma selleta me ei saaks teha. - *Company 3*

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- Meie jaoks on see, et me olime ikkagi volume'i tootmisettevõtte alguses, see ei ole lihtne - kultuuriteemad, kõik see, me siiaaani selle kultuuriteemadega maja sees, ütleme firmakultuur ja kogu see, et nad on ka väga palju erinevad. - *Company 3*

- Tegelikult selle mõju on see, et ütleme sellel hetkel 2014, kus see lõppes meil, toimus ka tehnoloogiline järgmine aste, et seda ei ole enam vaja. - *Company 3*

- ..täna Tallinn on selle uute toodetega ja võib-olla kõige suurem lisand, mis on võrreldes sellega, kui me käisime seal, me tõime ka nüüd selle antennitehnoloogia kompetentsi siia.. - *Company 3*

- ...värbas siit kaks korda kümme inimest, saatis välismaale õppima nii-öelda, ja eesmärk oli teha ka mingi arendusüksus siia, et ütleme, seal on meil need kolleegid, kes täna on seal, neist on veel mõni, enamus on kõik muudes sektorites. - *Company 3*

- ..see oli võib-olla see aeg, kus põhimõtteliselt räägime globaliseerumise esimesest lainest, me tegime seda nearshoring põhimõtteliselt, Eesti hea inseneripõlv oli hinna poolest konkurentsivõimeline ja see oli see, mis seda siin tegi. - *Company 3*

- ..kui müügitegevusest räägime ja ka ostutegevusest, siis on mingil tasandil on selgelt grupi poolt koordineeritud.. - *Company 4*

- ...tegutseme aktiivselt mõne Euroopa turu suunas iseseisvalt, grupist sõltumatult ja eelkõige siis kõrgendatud lisandväärtusega toodetud osas, mis on nagu spetsiifiline tootevaldkond, mis on meie enda tooted, milles meil on pädevus, milles grupis nagu sellist pädevust täna ei ole... - *Company 4*

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- ...kui sul välisomanikku poleks tulnud ja siis vaadata nii-öelda alternatiivset ajalugu, et palju tegelikult sellele teadmussiirdeväärtus nagu sellisena on, mida me ei suuda mõõta, et meil käis kanakasvatusspetsialist nendega rääkimas, sai midagi teada, mida ta isegi võib-olla ei oska kvalifitseerida... - *Company 4*
- ...aga meie omaniku suurus annab ikkagi annab sellist mastaabiefekti, annab teadmussiiret. - *Company 4*
- Aga kui küsida töötajate oskuste arendamise osas?
K02: See on teema, mis on olnud varasemalt fookusest väljas. - *Company 4*
- ...nii-öelda teadmussiiret aastate jooksul, kuidas asju teha paremini, efektiivsemalt tootearenduse poole pealt, tootmisprotsessi poole pealt, seda teadmussiiret on meil olnud väga palju. - *Company 4*
- Eks ikkagi see vähendamine tähendab seda, et inimesed peavad õppima endale lisaerialasid - olema mitme koha peal kui tarvis on, kraanajuht ei saa istuda oma kraana otsas, kui midagi muud teha ei ole, siis ta peab alla tulema ja midagi muud tegema. Töötajaid on arendatud - *Company 5*
- Muidugi jah, seal on oma selged plussid ja miinused. Välisomanike eelis on esiteks see, et sul on kõik selle grupi know-how, kõik tehniline know-how, kõik see tehnoloogia, on sul tasuta käes praktiliselt maailma tipptasemel. - *Company 5*
- Sa oled üles kasvatanud terve selle korrusetäie inimesi, kes tunnevad neid asju, see on teadmussiire, see on ülioluline. - *Company 7*
- Inimesed, kes siin on, me oleme neid siin kohapeal saanud, need on siin kõik kohalikud ja need on iseõppinud. - *Company 7*
- Inimesed käivad Saksamaal kursustel, sest meil pole vastavat värki siin olnud, tehnika poole pealt ka. Kui me võtsime meie juhtkonna tööle, siis nad olid Saksamaal kuu aega tööl ja praktiliselt ja õppisid inimesi tundma, õppisid protsessi tundma. Sakslased on küllalt tihti siin ka, ollakse, näidatakse, nad näevad ka, mis siin toimub ja koostöö on hea. Ei saa seal midagi kurta. - *Company 7*
- ...teine asi on ka see teadmiste jagamine, töö tegemise koht, et kui me oleme selle emafirmaga nagu nii otseselt eotud või nagu üks. - *Company 8*
- K10: Töötajate keeleoskuse koolitamine, see on nagu selline emaettevõtte korraldada?
K04: Nojah, see on emaettevõtte rida - *Company 8*
- Teadmised tulevad kõik välisomanikult. - *Company 8*

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- Kõige olulisem on ettevõttesisene kompetents. Me oleme nii-öelda esimese roboti just oli sellest juttu, panime paika kuskil viisteist ja seitseteist aastat tagasi. Ja minu tollaegne nii-öelda filosoofia oli ja on ka täna niikaua, kuni ettevõtte on kasumlik, tuleb investeerida robotitesse ja automaatikasse. - *Company 9*
- Meil on tehniline tiim ütleme praegu mingi noh, neli inimest, kes on robotikas ikkagi väga tugevad, aga, aga me ole suutnud nii kaugele minna isegi sellised nn tehnoloogide tasand või selline keskastme juhtide tasand suudab elementaarsel tasandil robotite probleeme lahendada... - *Company 9*
- ...kontserni koolitused on võimalus külastada ka teisi tehaseid, me korraldame ka noh, nii et kui, kuna natukene, on ka minu vastutada see nõukogu vahetamine just meie perimeetris. Siis me korraldame regulaarselt sellist noh, inseneride tasandil rahvusvahelisi seminare, kahepäevaseid, eks ju, kus on siis presentatsioonid tutvustused ka... - *Company 9*
- ...me oleme mingil määral täna nii-öelda know how importijast muutunud ka ise teatud mõttes koolitusbaasiks... - *Company 9*
- Jah, ma olen see koolkond, kes tegelikult teadlaseid ei kaasa. Teadlaseid ei kaasa ja ma ei näe seda linki eraettevõtte ja teadlaste vahel, see on toidu tootmine ja see teadmine on maailmas olemas, kuidas ma maailmas selle leian, on teised piimamehed, teiste kogemused, teistega rääkimine ja uurimine. - *Company 10*

TECHNOLOGICAL CAPABILITIES

- ..see tähendab ettevõtte tegeleb tegelikult ikkagi valmistoote valmistamisega ja selle realiseerimisega.. - *Company 1*
- Me kohtume tihti peale oma Soome kolleegidega Tallinnas, sellepärast et nad ei viitsi Tartusse sõita. Mina ka ei viitsi sinna sõita - mul on kaks varianti, kas ma hakkän hommikul vara minema, et jõuda hommikuse laeva peale, et siis üheksa-kümme olla Helsingis ja siis tagasitulles jõuan ikka poole öö peal, kui lähen lennukiga, jõuan kuus Helsingisse, mis ma seal siis kella üheksani teen ja kuni nemad oma tööpäeva alustavad, nemad lõpetavad kell kuus tööpäeva ära, mis ma siis keskööni teen. - *Company 2*
- ...selle aja jooksul on siia juurde investeeritud, eelmisel aastal ca miljoni eest osteti uus uus trükimasin ja seda mitte nii-öelda olemasolevate asendamiseks, vaid täiendava võimsuse lisamiseks ja kuna soomlased ei ostnud ära siinset kinnisvara ehk et nii-öelda toimetatakse rentnikuna, aga ikkagi eelmisel aasta lõpus valmis siin

täiendavalt kaks pool tuhat ruutmeetrit tootmis- ja laopinda, mis ei ole veel täna sada protsenti kasutuses, aga selleks on nii-öelda tulevikku vaatav, et see on võimalik veel juurde tuua täiendavaid tootmiseseadmeid. - *Company 2*

- ...see etikett on samamoodi mahuäri nagu on pakend, ja enamus sellest ehk et tegelikult summa summarum materjalide sisseostuhinnad kukkusid tänu sellele, et kahe tehase ostumahud liideti, pea kümme protsenti. - *Company 2*
- kõige suurem käive tuleb raadiotehnoloogiast, mis on siis tarkvara ja raadio hitech, mis on turul ja see on see, mis meil Eestis on. Et ütleme, äriprotsessi mõistes see on meie äri jaoks kõige olulisem. - *Company 3*
- Eestis suutnud saada kontserni poolt kinnitatud teenusekeskuse staatust, seda kardetakse, sest Eesti on nii väike. - *Company 3*
- ...meil on market area'd, kus on siis teatud kliendilähedane mehitatus, siis meil on sellised regionaalsed teenuskeskused, kus siis nii-öelda hoitakse seda kompetentsi strateegiliselt, mida on vaja erinevatel turgudele, kuna turg käib üles-alla, ei ole mõtet igal pool kõike ehitada ja kolmas on siis arendusüksused, kus me siis umbes kakskümmend kaheksa erinevat arendusüksust on üle maailma, need käivad kogu aeg ringi. - *Company 3*
- Aga tegelikult meie tootmisplatvorm iseenesest ja see on nüüd tehtud niimoodi, et meil kõik tootmisplatvormid on sünkroniseeritud omavahel ja meie allhankiad lähevad täpselt samasse. - *Company 3*
- ...otsused võtta tootmine enda kätte, sellise investeeringu tegemine on kontserni otsus, meie pakkusime siia stabiilse nii-öelda tegevusplatvormi, mida me oleme hoidnud.. - *Company 3*
- ..üheteist, kakskümmend olid otse shipmendid Ameerikasse, me ikkagi shipime Ameerika kaubad läbi Düsseldorfit täna.. - *Company 3*
- IT, mis on selline taustatugi, mis on ka kindlasti kontserni poolt vaadates vähemalt teoreetiliselt soodsam. - *Company 4*
- Meil on mastaabi tõttu kindlasti teatavaid eeliseid, aga teistpidi selle mastaabi tõttu me ei ole liiga paindlikud enam. See on kindlasti koht, kus me nagu mingeid asju kas maha magame või ei suuda painduda nii kiiresti paratamatult. - *Company 4*
- ..hiljem on veel siia tehtud ju suuri investeringuid peale seda, kui ta ära osteti, siis tehti renoveerimine, siis ehitati sadam ja iga aasta on edasi läinud.. - *Company 5*
- Seal on meil endal tehtud ja välisosaniku tugi oli vähemalt näiteks see, et tööohutuse asi on grupis hästi tähtis ja see oli nõue, et kõik peavad sellele üle minema, aga meil ta

- oli enne juba läinud, aga know-how'd ei ole sealt eriti saanud, me oleme ise ehitanud, Eesti konsultantidega seda teinud ja püsti pandud. - *Company 5*
- ..ja me oleme sunnitud oma kaadri 99 protsenti ise välja õpetama.. - *Company 6*
 - ...see Rootsi müügipartner aitab müüki hästi korraldada.. - *Company 6*
 - Kui Rootsi poole läheb neid kaatreid ja jahte ja nad lähevad juhuslikult maad mööda, siis ka ikkagi enamus juhtudel kaatrite puhul oleme võtnud veo Rootsist, sest et seal on välja kujunenud oma süsteem, et kes ka Rootsis transpordib ja see spetsiifiline veok on see, mis võimaldab seda vedada. - *Company 6*
 - Aga seda vedu veavad teil oma Saaremaa mingid mehed?
Jah, Saaremaa, üks kohalik firma on meiega töötanud kakskümmend aastat. - *Company 7*
 - Jah, meie materjalid, me ise ei arenda, seda teeb emafirma, me jälgime nende protsesse. - *Company 7*
 - Igastahes peale seda, kui nad ostsid tehase ära, siis investeeriti, kõik need masinad kanti üle meile, see summa oli mingi neli miljonit eurot. Ja siin on tulnud ka teisi masinaid juurde ja need on kõik meie bilanss. - *Company 7*
 - Me oleme selle emattevõtte selline tütar, teine osakond, et me ei saa üksi eksisteerida, et me võime siin kätel tantsida, igasuguseid trikke ja imeasju teha, aga me oleme grupi üks osa. - *Company 8*
 - ...meie tehase maht suhteline maht kogu tarneahelas on kasvanud tänu nendele lisandunud investeeringutele... - *Company 9*
 - ...investeering, maht on ülioluline, et meil on ka vaja väga keerukat liini kontserni poolt vaadates inimesed ütlevad, tehnikud ütlevad niimoodi, et me ei ole kunagi kuskil ühelgi maal nii keerulist liini pannud. Selle hind on nii kõrge, eks ju, riskid on nii kõrged ja, ja me oleme nüüd pool aastat veennud peakorterit, et see, et see on võimalik, see on vajalik, meil on olemas kompetentsid, me võtame vastutuse, me oleme võimelised... - *Company 9*
 - Teatud tehased on et võimekamad pikka seeriat tootma, teised on võimekamad keskpikka ja kolmandad on kõige võimekamad lühikest seeriat tootma. - *Company 9*
 - ..itaallane, kes tuli tõi kõva toote know-how ja see on meie tõeline nagu pärl ikkagi täna. - *Company 10*
 - ..me oleme tahtnud oma seda äri kasvatada, siis me oleme sinna alla pannud ka üle kümne miljoni euro juba täna.. - *Company 10*

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- Eelised on see, et tegelikult nende kahekümne viie aasta jooksul see tehnoloogiline baas või seadmete baas, et kui me mingi seadme paigaldamise või tehnoloogia osas, mitte tootearendusse, vaid tehnoloogia osas ostame know-how'd, siis Soomes on olemas kolmteist tehast, kus on kindlasti see kogemus nagu olemas. - *Company 10*
- Nüüd ju väga palju räägitakse sellest keskkonnasäästlikkusest ja sellest, et tootmise juures vähem energiat ja vähem vett kasutad ja kõik need, et kui oluline see on, kas seda emafirma nagu survestab või te teete ise?

K02: Pigem me teeme ise - *Company 10*

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DYNAMIC CAPABILITIES

- K04: Kuidas see esialgne partner üles leitakse, et kes tahab tellida kuskilt välisriigist?
K02: Messidel on teatud osakaal. Messe on küll põhiliselt kolm - üks on nüüd ülejäärgmisel nädal kõige tähtsam - see on IPM Essenis, Saksamaal. - *Company 1*
- Me ei saa siin Eestis teha, saadame kõik proovid Hollandisse. Miks? Laborite võimekus meil on Sakus olemas, on maatülikoolis olemas laborid, mis suudaksid seda kõike teha. Mitte ükski labor ei ole rahvusvaheliselt akrediteeritud. Mitte ükski. - *Company 1*
- See toimub tegelikult kõik kohapeal siin või pidevas koostöös lõpptarbijatega. Tuleb arvestada ka seda, et tegu on põllumeestega lõppkokkuvõttes - köögiviljakasvatajatega või taimekasvatajatega. Ja see on väga konservatiivne publik. Seal väga tihti ei ole mingisugust teaduslikku põhjendust selle segu retseptuurile, välja arvatud emotsionaalne - tema isa tegi täpselt samamoodi-, keemilises ja füüsikalises mõttes ei ole mitte mingisugust loogilist seletust, miks ta seda tahab teha.. - *Company 1*
- Kõik see uus on üldiselt olnud nagu hästiunustatud vana, aga jah ümbertöötlemisvabrikutes - see on teine teema. Selle tehase konstrueerisime 2017 täielikult, vahetasime praktiliselt - välja arvatud kaks pakkemasinat, mis olid veel täiesti töökõlblikud - kõik ülejäänud sisustuse ja sisseseade välja, aga sellel on ka objektiivne põhjus, sest meie toodangu spetsiifika on täiesti muutunud. See tähendab, et kvaliteedinõuded on oluliselt kasvanud. - *Company 1*
- Võttes arvesse, et näiteks segusõlme nominaalne tootlikkus on 800 kuupmeetrit tunnis, siis selle kiiruse juures nüüd doseerida praktiliselt 0,05 protsendilise täpsusega, siis selles mõttes on tootmisinnovatsiooni kõvasti toodud Eestisse.

K04: Kas selles on näha ka välisosaniku tuge või pigem on kõik iseseisvalt saadud?

K02: See on sümbioosis tulnud jah. Tehnilisel osakonnal on parem ligipääs, meie anname lähteülesanded, mis meil vaja on, nemad koostavad siis selle esmase valiku nendest seadmetest, mis on võimalikud variandid ja siis me juba üksikhaaval käime valikud läbi, selekteerime välja. Lõppvalik on ikkagi siitpoolt tehtud, aga esimesed valikud või võimalused pannakse lauale jah. - *Company 1*

- Paar mõtet, mille me oleme nagu õhku visanud, on tooteportfelli laiendamine. - *Company 2*

- K01: Kuivõrd siis ettevõtte sees on oma arenduskompetents või seda otsitakse mujalt?

K02: Meil täna ei ole väga seda kompetentsi. Ikkagi väga palju tuleb täna materjali tarnijatelt - kas siis materjali tarnijad ise pakuvad või meie trükipartnereid, kelle käest trükivärve ostame. Et siiani pole Eesti tehases sellist arendust.

- Eesti ja Baltikum on puhtalt meie enda käes ja meie enda otsida, meil on selleks täiesti konkreetne kohustus seda portfelli kogu aeg suurendada. Me oleme kokku leppinud, et me küll haldame neid kliente Soomes, kes meil oli enne ühinemist, aga me uusi Soomes ei otsi. See on nende koduturg. - *Company 2*

- ..kõige uuem tehnoloogia, mis emafirmal on tootearendusest, tuleb välja, tehakse prototüüp, tehakse tööle, me hoiame seda aasta, me testime enne ära, aga kõige uuemat tehnoloogiat me välja ei anna, kuna toimub ikkagi teadmiste siire - *Company 3*

- meil on vaja hoida majas tootmist, kuniks ta ei ole enam turul kriitiline. - *Company 3*

- Täna ikkagi, kui ma lähen tootmisliinile, siis kolm USA operaatorit, mida me teeme siis selle nii-öelda nii tootearenduses kui ka siis volume-tootmise ajal, loomulikult meil osad tooted on juba allhankesse läinud ära Eestist, need, mis on üle kuue-seitsme-kaheksa kuu olnud, nad ei ole enam midagi uut, me hoiame seda otsa siin, kuna see on kaitstud, aga siis ka Mehhiko toodab seda, juba Brasiilia toodab seda, nii et me ikkagi toodame USAsse neid kõige uuemaid siit. - *Company 3*

- ..tootmine üksi Eestis ei jää kestma, loomulikult digitaliseerimise alal on küsimus, nagu täna on juba see küsimus, et enam ei ole tootmistööjõukulude võrdlus, vaid tegelikult juba vaadatakse Eesti Energia hinda, kogu seda nii-öelda kogu efektiivsust, asukohta, me vaatame teisi kategooriaid ja meie jaoks oli see, et uute toodete loomine 2015 selline strateegiline samm oli just see, et ütleme, ilma selleta hoida tootmist Eestis tõenäoliselt ei ole pikas perspektiivis võimalik. - *Company 3*

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- Soomes on meil suur tarkvaratsenter kaheksasada inimest, kes arendavad mobiilivõrgu tuumiksüsteemide tarkvara, et see on pikalt olnud seal ja mina olin ka seal, minu algus oli seal, et nemad teevad väga selgelt tarkvaraarendust, mis on puhas tarkvara,
- ...me läksime sinna arendustegevusse, et meil on kuni tuhat inseneri, põhimõtteliselt pool firmast ei ole enam tootmistöötajad, tööjõuprofiil muutub täiesti ja ütleme, me oleme vähema selle tööjõukulu, mis on kasvanud, ütleme, see tootmistööjõud, me liigume järgi ja selle me oleme ära digitaliseerinud ja automatiseerinud, et me saame hakkama, sellesama mahu. - *Company 3*
- No ja eks pidevalt käib ka selline tootearendustiimi poolt ja tootmistehnoloogia tiimi poolt käib ikkagi selliste paremate lahenduste otsimine, aga eks see paremate lahendust otsida tegelikult täna ikkagi koostöös meie grupi teadmistega... - *Company 4*
- ...et ega meie mehitatus ei ole selline, et meil on nagu sellist mingit väga pika ajaks arenguprojekti võimalik teha... - *Company 4*
- ...äriarendus eeldab nagu kokkuleppimist kontserniga, mis ka tegelikult tundub mõistlik, ega kui me tahaksime investeerida täna mingit olulist raha, siis see eeldab seda, et kontsern on nõus sellega, eks me ikka siin aastatepikku oleme investeerinud. - *Company 4*
- K03: Kui minna näiteks välisurgudel tegutsemise juurde, et kas teil on plaanis laiendada välisurgudele kuhugi tegevust?
K02: See on kindlasti üks asi, mis on suures strateegilises vaates on kontserni oma. - *Company 4*
- ...kui turg muutub kiiresti, siis nagu ma ütlesin, et me ei ole nagu liiga kiiresti muutuv ettevõtte, me ei ole nagu kohalikus vaates liiga kiiresti muutuv ettevõtte ja see kontserni suuruse ei aita meid nagu kuidagi kiiremaks... - *Company 4*
- ...lihtsalt küsimus on nagu meie suuruses, mis võimaldab meil täna kasvada ilma väga suurte täiendavate investeeringuteta vähemalt meie vaates, mis samas võivad nii mõnelegi väiksele tööstusele olla mitte jõukohased. - *Company 4*
- Lihtsalt jube tolmutamine, igasugused muud emissioonid, aga põhiliselt tolmu. Selle investeeringuga keskkonna olukord on muutunud ikkagi nagu öö ja päev. Noh, mitte paugupealt, aga aastatega, nii et üheksakümne kuuendaks või seitsmendaks me olime juba päris heas korras, oligi nagu Euroopa nõutud tase saavutatud. - *Company 5*
- Meie kõige suurem innovatsioon on see, et kasutada teist toorainet. See oli enne juba tehtud, see ei ole meie ajal tehtud, me olemes seda natuke timminud ja paremaks

teinud, aga midagi väga suurt innovatsiooni siin tootmise poole pealt ei ole tehtud. -

Company 5

- See on kindlasti nagu pluss, plussiks on see ka, et nagu ma ütlesin, et Heidelberg selles regioonis on ta ühe üksusena, ta on siin kõige tugevam ehitusmaterjalide tootja ja tal on kõige tugevam positsioon siin turul. - *Company 5*
- Neil on siin selles regioonis viis tehast ja siis ta vaatab, et millistest tehastest kuhu turule ta seda saab ise majandada. Ja siis, kui seal näiteks Rootsis või Norras on kuskil abi vaja, siis me saadame sinna, siis tuleb sealt siia teatud toodete tegemiseks, meil ei ole endal head toorainet, see on nagu ühelt poolt grupile eelis, aga teiselt poolt - kui oleks kodumaine omandus, siis saaks ise toimetada, ma müüks igale poole, aga praegu igale pool müüa ei saa, sest see reguleeritakse grupi poolt omaniku ära.
- Kui räägime tehnoloogiast, seda ikkagi Eestis ei ole, seda ei õpetata, seda on ainult nendes suurtes rahvusvahelistes kontsernides... - *Company 5*
- Nüüd on selline muutus toimunud, et see sadam ju oli esialgu ehitatud selleks, et meie oma kaubal oleks väljapääs maailmaturule, aga läks edaspidi niimoodi, et teised kaubaomanikud tulid ka oma kaupa liigutama ja sadam muutus meil eraldi nagu äri haruks. - *Company 5*
- Organisatsiooniline, ja võrreldes selle eelmise ajaga, oma sadama ehitamine oli hästi suur - ta ei olnud nagu otseselt tootmisinnovatsioon, aga meile ta ikkagi tagas juurdepääsu Euroopa ja maailmaturgudele. - *Company 5*
- Aga teistpidi võetuna kogu meie arendustegevus - kogu see disaini pool tuleb tegelikult Rootsist. tegelikult see disainer peab olema ise toote omanik olnud, ise sellega aktiivselt tegelema, et ta kujutab ette, mida klient tahaks, et ta suhtleb ka väga palju nende klientidega.. - *Company 6*
- ...ehituse tulevik on komposiitmaterjalid väga suures osas, omanik on väga optimistlik selles suunas. Järelikult tema teab rohkem, tal on omad nägemused nendest asjadest, tunneb seda turgu rohkem, kuhu ta tahab siseneda, ta on sellega natuke rohkem kursis kui mina. - *Company 6*
- Ja me arutame siin muidugi uusi tooteid ka, muidugi emafirma on ka mures, et meie maht on vähenenud ja siin kaalutakse... - *Company 7*
- Jah, ja nendel onsiis endal labor ja osa tooted on siis nii-öelda divisioonides või tehakse seal ja keskelt neil on materjalid, divisjon ei tegele materjaliga niipalju, neil on terve kari materjaliteadlasi ja küllaltki tasemel. - *Company 7*

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- Nemad ütlevad, et need, need ja need tooted, me ei tooda ju lattu, me toodame tellimuste järgi täitsa ja nemad siis juhivad seda - et nüüd teed seda ja seda. Aga need protsessid me saame neid muuta paremuse peale, aga me alati siis räägime muidugi Saksa poolega. - *Company 7*
- Meieoma töötaja, ta oli siin tööl kolm aastat. Sakslane, õppis eesti keele ära, tema oli selle süsteemiga kokku puutunud ka varem ja siis tema tegi seda. Ta saadeti siia tööle ja ta aitas meid. - *Company 7*
- Kui rääkida tootmisest, siis samamoodi see automatiseerimine, eks me siin mõtleme, vaatame kogu aeg samamoodi välja, et kuidas neid töid efektiivsemalt teha, paremini teha, et praegusel päeval meil on selline kõige suurem muutus, et üritame siin seda liimtehnoloogiat kasutusse võtta ja sobitada seda siis ütleme niinimetatud nagu oma tootmisel. See sai emaaettevõttest alguse. - *Company 8*
- Konkurentsivõime säilitamiseks peab olema väga efektiivne ja tootlikkus on üks nii öelda efektiivsuse põhielemente, loomulikult materjalikasutuse analüüs, materjalide optimeerimine, et kõik need tulevad juurde, kvaliteet, väljatuleku määrad kõik, kõik see tuleb sinna juurde, aga tootlikkus on üks näitaja meiesuguse tootmise jaoks, põhi. Samas ja, ja me oleme, sellest tulenevalt oleme hästi palju investeerinud robotiseerimisse, automatiseerimisse... - *Company 9*
- ...me otsustame seda koos meie nii-öelda põhikliendi arendusosakonnaga, et, et noh, kui me otsustame seda, kus milliseid tooteid juurutada, me vaatame nagu tervikpilti perimeetrit, et noh, nii-öelda nende ettevõtet, kontserni ettevõtted, kes siis sinna tarneahelasse kuuluvad... - *Company 9*
- ..ettevõtted on suutnud sisemist efektiivsust kõvasti leida ja kindlasti on mõeldud ka tootearenduse peale teisest küljest, võib-olla sisemine efektiivsus ja tootearendus, et sealt on see kasv ja on suudetud seal kasvada läbi ekspordi lähiturgudel. - *Company 10*
- Kindlasti, just nende bränd toetab, et tegelikult emaaettevõtte täna ei tea, kus ja kellele me müüme. - *Company 10*
- Meie teeme plaanid ja kinnitamine ja nende käest küsime kinnitusi nii-öelda. Algatus on puhtalt meiepoolne, et selle pärast me organisatsiooni oleme loonud, et meie jaoks kogu aeg oleks nimekiri ees järgmised kümme aastat, mida teha, et kui meil plaane ei ole, siis on teada, siis plaanitus. - *Company 10*

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- Ja me oleme selle toote müüke kasvatanud mitmekordselt ja see on tegelikult domineeriv nüüd ka kogu selles ekspordis. Et selle me oleme ise nagu välja töötanud viimase nelja aasta jooksul. - *Company 10*

Resümee

VÄLISINVESTORI ROLL ETTEVÖTTE VÕIMEKUSTE ARENDAMISEL EESTI
TÖÖSTUSETTEVÖTETE NÄITEL

Mathias Kübar

Käesoleva magistritöö eesmärk oli uurida välisinvestorite panust Eesti tööstusettevõtete võimekuste arengule. Töö teoreetilises osas tutvustati ettevõtte võimekuste kontseptsiooni ning oluliste autorite töid nagu Nelson ja Winter (1982), Teece (2007), Kim (1997) ja Abramovitz (1986). Töö keskendus küsimustele, milliste võimekuste arnegule välisinvestorid enim kaasa aitavad ning milliseid kanaleid välisinvestorid võimekuste arendamiseks kasutavad.

Empiirilises osas kasutati Urmas Varblase ja Tartu Ülikooli töörühma poolt 2019. aastal kogutud intervjuusid, millest valiti kümme tootmisettevõtet. Intervjuud valiti autori määratud kriteeriumitel tagamaks varieeruvust nii valdkonnas, suuruses kui ka regionaalses asukohas. Tehtud analüüs kinnitas eelnevalt teoreetilises osas toodud varasemaid uuringuid, mille kohaselt mõjutab välisinvestor eelkõige operatiivseid võimekusi – nii tehnoloogilisi kui ka sotsiaalseid. Tehnoloogilised võimekused paranesid peamiselt tänu kapitaliinvesteeringutele (nt masinad, tootmisliinid), sotsiaalsed võimekused aga läbi tööjõuliikuvuse, ühiste teadmiste platvormide ja grupisisese koostöö.

Dünaamiliste võimekuste (uute võimaluste tajumine, ärakasutamine ja ressursside ümberkujundamine) arengut mõjutas FDI vähem, kuna strateegiline juhtimine toimus sageli emaettevõtte tasandil. Mõned ettevõtted näitasid aga ka vastupidist teadmiste liikumist – Eesti haru kogemusi jagati tütarettevõtete vahel üle maailma.

Peamised teadmussiirde kanalid olid tarnijasuhed, tööjõu liikumine ja investeeringud. Tarnesuhed osutusid eriti oluliseks tehnoloogiliste ja teadus-arendustegevusega seotud teadmiste puhul. Kapitali investeeringuid, kuigi tihti käsitletakse neid kui eeldust, peeti samuti oluliseks mõju vahendajaks samuti tehnoloogiste võimekuste puhul kui investeeriti uutesse masinatesse.

Ettevõttespetsiifilised tegurid nagu asukoht ja olemasolev absorbeerimisvõime mängisid võimekuste arengul samuti rolli. Näiteks leiti, et suuremates linnades paiknemine soodustas paremat koostööd ja ligipääsu tööjõule. Samas ei saanud töö käigus tuvastada otsest seost FDI tüübi ja võimekuste arengu vahel.

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Töö tulemusena võib järeldada, et välisinvesteeringutel on oluline mõju eelkõige operatiivsete võimekuste arengule, eriti tootmis- ja organisatsiooni protsesside tasandil. Antud töös keskenduti vähesel määral ettevõtte absorbeerimisvõime uurimisele. Leiti, et see on oluline, kuid selle olulist võiks edasi uurida. Samuti võiksid järgnevad uuringud keskenduda sügavamalt ettevõtte spetsiifiliste tegurite mõjule ja eeldustele ettevõtte vastuvõtlikkuse tekitamiseks.

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10/05/2025