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**What to expect**  
– **A qualitative study of roles**  
**in Retail Marketing**

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## Abstract

**Title:** What to expect – A qualitative study of roles in Retail Marketing

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**Keywords:** ICA, supply chain network, retail, roles, relationships

**Thesis purpose:** The purpose of this master thesis is to investigate the expectations of roles between supplier sales representatives and retailer store personnel in relation to in-store campaigns, this in order to enhance effectiveness of these functions creating an increase in consumer response.

**Methodology:** The researchers believe that social phenomenon and their meanings are continually being accomplished by social actors, hence a study of individuals' expectations must have a point of departure in these people's social reality. Store personnel and supplier sales representatives are to a certain degree affected by the structural power relationships within the organizational network, thus the researchers combine an *interpretative* and *radical structuralist paradigm*.

**Theoretical perspective:** The researchers investigate expectations of roles through examining interaction between parties involved. The complexity of the buyer-seller relationship and the importance of mutual adaptations result in that roles must be separated between overall supply chain network and the individual episodes which comprise it. Therefore the chosen theoretical frame of reference is based on theories, models and concepts concerning the *overall network*, *individual relationships* and *service exchange*.

**Empirical data:** A qualitative study with an iterative approach is conducted mainly through semi-structured interviews and observations. Articles from Swedish trade papers has served as a complement. The empirical material have been analysed against five dimensions of service exchange, including the overall network and individual relationships, in order to find gaps and overlaps in expectations of roles.

**Conclusion:** Due to new conditions of relationships to develop, on both macro and micro level, roles in relation to centrally planned campaigns should be reviewed in order to support relationships which produce value. Supplier sales representatives and store personnel have identified areas of improvement related to LCD-campaigns, yet the ideas remain ideas and not actions. As a result the interactions are not sufficiently enough contributing to increase sales and end-customer response – indirect outcomes of a well implemented campaign. Still, we maintain that interactions between supplier sales representatives and store personnel are very important to the way campaigns are implemented. We see a huge potential in increasing effectiveness of in-store campaigns if expectations between counterparts were articulated.

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# 1 Introduction

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*In the opening chapter background, problem description and purpose are presented. Further, the delimitations and target group together with the disposition of the master thesis are introduced to the reader.*

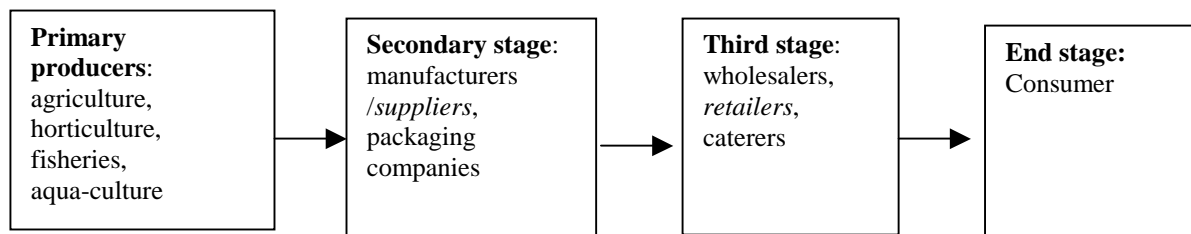
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Every company in the food supply chain is engaged in producing an output and there is a valuable interdependence and interrelation between the supply chain members. The relationship<sup>1</sup> between supplier and retailer within food retailing is one of these interdependent relationships.<sup>2</sup> The supplier is highly dependent on the retailer in getting its products to the end-user. Conversely the retailer is dependent on the suppliers in order to provide a good range to consumers.<sup>3</sup>

From a historical perspective, the food supply chain is not a static entity; rather it evolves over time. The food supply chain has been a linear relationship involving the primary producers or farmers, the manufacturers or processors who refine the food for the table, suppliers and the retailers who select a range of such products and sell them to the consumer. In 'older' business practices, consumers were shopping at the retailer for goods that would be consumed at a later point in time, whereas today buying on impulse and food purchase for immediate consumption is more common. This information suggests that the interactions taking place within the retail store territory is experiencing an increased level of significance, as merchandising and marketing activities complete the process from selection of raw material to the purchase of the finished product.<sup>4</sup>

An example of a food supply chain is shown in the figure below.

**Figure 1.1 “Food Supply Chain”** inspired by Eastham et al.<sup>5</sup>



Successful companies are those who have developed a *supply chain philosophy*. The philosophy is based on the aim of integrating business processes in all activities of the firm, from original suppliers to end-consumers. The adoption of this philosophy will increasingly become a critical success factor as market demands of globalization, customer expectations and satisfaction drive the requirement to co-operate.<sup>6</sup> The new order of buyer-supplier relationships are characterized by cross-functional teams and team decision making.<sup>7</sup>

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<sup>1</sup> Anderson (1995) in Roemer (2006) define a relationship as a series of exchange episodes or transactions between partners.

<sup>2</sup> Stern (1992)

<sup>3</sup> Corstjens & Corstjens (1995)

<sup>4</sup> Eastham et al. (2003)

<sup>5</sup> Eastham et al (2003), p. 38-39

<sup>6</sup> Eastham et al. (2003)

<sup>7</sup> Lyons et al in Eastham et al. (2003)

Outcomes of supply chain management;<sup>8</sup>

- Save time
- Reduce costs
- Increase effectiveness
- Add value

Companies within the food supply chain create competitive advantage in the market through common aims, trust, co-operation, mutual dependency and a joint problem-solving approach. These foundations of supply chain management are extremely simple, yet implementation invariably proves problematic.<sup>9</sup> Supply chain members' coordination easily fails due to lack of synchronization of *service exchange*<sup>10</sup> between members.<sup>11</sup>

While the functions necessary for the transformation of raw materials into finished merchandise are universally accepted in both theory and practice, there is no consensus regarding the most effective<sup>12</sup> and efficient<sup>13</sup> way of combining the functions of merchandising and marketing activities to secure competitive advantage in marketing theory<sup>14</sup>. This gap in theory makes a supply chain philosophy impossible to practice successfully in reality. A theoretical framework covering supplier sales representative's and store personnel's role in relation to in-store marketing is lacking, partly due to ever changing conditions for business and relationships in this part of the supply chain to develop. However, there is a definite need to explore this area as increased effectiveness of these functions comprises accurate targeting of end-consumers' needs and wants<sup>15</sup>, gaining all members of the supply chain. It will allow these functions to work supporting the theoretical supply chain philosophy which otherwise is hard if roles are blurry.

Future contributions to a theoretical framework need to take the current conditions of the local retailing scene into consideration to deliver contributions of practical value. In our case the Swedish retailing scene needs to be taken into consideration in order to provide accurate managerial implications.

## 1.2 Problem description

Huge financial investments, human efforts and time are spent on the development, plan and implementation of in-store campaigns in the market for consumer goods. Since contemporary consumer purchase behavior is characterized by impulse buying and food being purchased for immediate consumption, it will be in the last part of the food supply chain that efforts carried out have a direct influence of the final purchase decision (see figure 1.1). Supplier sales

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<sup>8</sup> Eastham et al. (2003), p. 74

<sup>9</sup> Eastham et al. (2003)

<sup>10</sup> Similarly to Zeithmal & Bitner (1996) we define *service exchange* as: two active parties exchanging series of *deeds, processes and performances*.

<sup>11</sup> Stern (1992)

<sup>12</sup> Stresses the actual production of or the power to produce an effect (Encyclopaedia Britannica Online)

Similarly to Eastham et al (2003), we define effective in this case as: *accurate targeting of consumer needs and wants*.

<sup>13</sup> Suggests an acting or a potential for action or use in such a way as to avoid loss or waste of energy in effecting, producing, or functioning (Encyclopaedia Britannica Online)

<sup>14</sup> Eastham et al. (2003)

<sup>15</sup> Ibid.

representatives and store personnel possess the means to influence the final perception of in-store campaigns. Together they are key factors in assuring successful implementation.<sup>16</sup>

Looking back, supplier and store have had close relationships, working alongside each other within the store; implementing campaigns, restocking goods and making decisions concerning purchase volumes etc. Today things have changed and the food supply chain has experienced revolving transitions<sup>17</sup>. In the year of 2005, 500 out of 900 sellers working the ‘field’ had to quit their jobs when ICA and Axfood decided to handle the stocking of shelves themselves<sup>18</sup>. Additionally, decisions and negotiations between retailer and its various suppliers are now in general taking place on a central level, as opposed to before, where individual retailers had freedom to negotiate and to collaborate with suppliers the way they wanted. Due to this structural change, supplier sales representatives and store personnel face new pre-conditions of their business roles<sup>19</sup>.

The Swedish retailer Axfood decided to ban supplier sales representatives from their stores to gain more control. Although pushed to the extreme, this example is representative of how a change has taken place within Swedish food retailing sector including ICA, Coop and Bergendahls. Control has moved from the supplier side of the food supply chain towards the retailer’s side.<sup>20</sup>

The co-workers of ICA retail stores respond to the structural change in various ways. Bo Bertilsson at *ICA Nära* in Höör, realizes that the centralized organization is important, thus emphasizes that the crucial parts of their business is designated to activities taking place in the stores. Mattias Olsson, at *ICA Supermarket* in Skelleftehamn, considers the decisions carried out by ICA AB’s board problematic. The decisions are not always being anchored in the reality of the store owners and personnel; people whose only choice is to agree to the terms.<sup>21</sup> New conditions calls for a new perspective on roles and work procedures; an aspect of the change that little attention has been directed towards.

On the supplier side Mikael Aru, C.E.O. at Procordia Food, explains that the new conditions have had significant implications for the roles and rules of his co-workers, especially the ones interacting with retail stores on a daily basis e.g. sales staff. As the order changed, the staff of Procordia was at first surprised that the outcomes of their work did not produce the same profitable outcomes of the interactions with retailers compared to previous years. Aru is now stressing the need and challenge for food supply chain partners to identify the new roles, in order to understand each other’s strategic thinking and in that way produce a win-win relationship.<sup>22</sup>

Interestingly, Axfood recently announced that they are re-considered their strategic ban decision. The retailer has discovered that sales, as well as consumer response have dropped as a result of the organizational change. Axfood is at this moment in time, preparing a project group including representatives from Axfood as well as the national suppliers, to develop a new working model in order to prepare for a future collaboration within the stores.<sup>23</sup>

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<sup>16</sup> Ford (2002)

<sup>17</sup> Fri Köpenskap 060505

<sup>18</sup> Fri Köpenskap 060421

<sup>19</sup> Fri Köpenskap 060331

<sup>20</sup> Butikstrender 060428

<sup>21</sup> Fri Köpenskap 060505

<sup>22</sup> Fri Köpenskap 060331

<sup>23</sup> Butikstrender 060428 p.6



The problem, as the researchers of this study have identified, is that coordination of activities between supplier and retailer easily fail due to unsynchronized efforts, even though it is in both parties interest to achieve effective consumer response.<sup>24</sup> The main management task is to keep the buyer and supplier relationships productive. It is a matter of coping with the interplay of the various substance layers in relationships and the mutuality of the interaction process. However it is not easy to define what a relationship is. A relationship develops over time as a chain of interaction episodes, it has a history and a future.<sup>25</sup> Tentatively we say that a relationship is mutually oriented interaction between two reciprocally committed parties.

In order to develop successful implementation of in-store marketing activities, one need to have an understanding of the parties' expectation of roles i.e. who should be doing what? This area of research - the expectations of roles between store personnel and supplier sales representatives is lacking understanding from a theoretical as well as a practical perspective.

The conditions for a win-win relationship to develop is very much affected by the revolving change of the food retailing industry, the organizational structure and the individual interactions which are taking place within the retail store. Ways in which to deliver service and develop relationships must be tailored to these new conditions of the retailing scene. Due to the structural change, the perspective of looking at these roles and the patterns of individual interactions must be adapted to the change and cannot remain the same as suggested by Procordia Foods C.E.O. Mikael Aru.

Clearly, centralization defines the new organizational structure of Sweden's largest food retailer ICA. Yet, roles appear unclear in the aftermath of transformation in the retail market for fast moving consumer goods in Sweden. The changes on a macro level have significant impact on every part of the organization, including stores and its suppliers. However there is a lack of understanding of how these changes on a macro level affect the micro positions within the retail store setting. Are the functions of supplier sales representatives and store personnel today combined in a way to create competitive advantage through common aims, trust, co-operation and a joint problem solving approach?

Roles of both supplier sales representatives and store personnel have not been defined in connection to in-store marketing activities. Our objective is to distinguished their roles by looking at what they *do* and what they *expect* the other party to do. The idea is that roles are being played in association with other roles. The significance of others as a source of information may help evaluate the success or failure of a particular role. The hitch is that expectations cannot be *observed*, although played in association with other roles, however if *expressed*, the expectations of roles may provide the actual picture of these peoples' social reality. For that reason, expectations of roles are fruitful to suggest what the roles of supplier sales representatives and store personnel should be in order to produce an effective interplay in the re-structured organization. Moreover it is importance to find out whether these expectations are corresponding, so that marketing activities may be carried out by a functional entity.

Effectiveness of centrally planned in-store marketing campaigns is very much dependent on what supplier sales representatives and store personnel expect from each other. The counterparts form a functional entity and effectiveness in this sense stem from joint efforts

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<sup>24</sup> Stern (1992)

<sup>25</sup> Ford (2002)

directed towards supporting common interests, in this case accurately targeting consumers' needs and wants.

### 1.3 Purpose

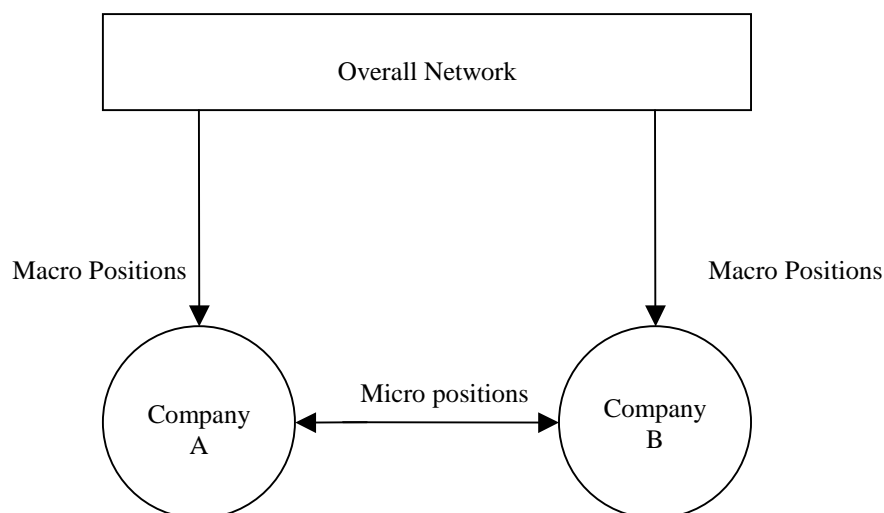
The purpose of this master thesis is to investigate the expectations of roles between supplier sales representatives and retailer store personnel in connection to centrally planned campaigns, this in order to enhance effectiveness of these functions creating an increase in consumer response.

### 1.4 Delimitations and target group

We will study the later section of the food supply chain focusing on the interaction between supplier and retail store. However our literature review concerns the entire food supply chain as well as the buyer-seller relationship in general business marketing and purchase. We do not focus on earlier parts in the supply chain, nor relationships with end-customers.

We are looking at the situation through the eyes of supplier sales representatives and store personnel (micro positions), rather than the perspective of the overriding network (macro positions) (see figure 1.2). We chose to include ICA AB as an influential member of the network in our study due to the fact that subjects of the pre-investigation and interviews at numerous times have emphasized the significant influence of this particular network member. However, we chose not to conduct interviews with ICA AB as we believe that it will give us another perspective which our objective is not to include. Likewise we are not conducting interviews with other members of the overall network.

**Figure 1.2** *"The connection between macro and micro position"*<sup>26</sup>



*We delimit our focus to company A; ICA Malmborgs and B; Supplying companies. However the overall network is considered an influential part of company A's and B's social reality.*

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<sup>26</sup> Elg & Johansson (1992)

We have decided not to include a consumer perspective of how the marketing activities accurately target consumer needs and wants. We are not *measuring* the effectiveness in terms of sales figures or consumer response. Instead theory supports our suggestion that effectiveness of supply chain members is reached through common aims, trust, co-operation, mutual dependency and a joint problem solving approach<sup>27</sup>.

Interactions between store personnel and supplier sales representatives evolve around work other than implementation of centrally planned campaigns. That is the underlying reason why we chose to include some episodes of their interaction which may not have a direct influence over the actual campaign implementation. However, these episodes may have implications for the relationship which indirectly influence the campaign. Hence we chose not to focus on all aspects of their interaction, a delimitation which is crucial in order to keep our chosen research area within manageable frames.

From the retailer's perspective a person who buys groceries in a retail store is a customer. Conversely, from the supplier's perspective these persons are consumers and the supplier's customer is the retailer. In this master thesis we will use the term end-customer for a person who buys groceries in a retail store in order to distinguish the terms.

Suppliers and retailers will be able to apply this research to carry out effective in-store campaigns in the future.

## **1.5 Disposition of the master thesis**

### **Chapter one – Introduction**

Background, problem description and purpose are presented. Further, the delimitations and target group together with the disposition of the master thesis are introduced to the reader.

### **Chapter two – Methodological reflections**

This chapter contains discussions of the scientific philosophy and methodology that have been used, in order to understand the basis of this master thesis. The literature review containing a 'Theoretical Framework Map' is presented as well as the empirical data collection.

### **Chapter three – Frame of reference**

Our theoretical frame of reference is presented. Three different parts are created which are regarded as most important in order to create a wide and useful framework; *overall network*, *individual relationships* and *service exchange*.

### **Chapter four – Empirical study**

The empirical data and is divided into three parts. First, change and structural power relationships are discussed, secondly we introduce the empirical data mainly collected from observations and interviews with retailer store personnel, and the third part presents the empirical data mainly collected through observations and interviews with supplier sales representatives.

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<sup>27</sup> Eastham et al. (2003)

**Chapter five – Analysis**

With the frame of reference as a base the researchers analyze data in this chapter. The analysis is divided up using the five SERVQUAL key dimensions. Expectations of roles are discussed by investigating relationships and service exchange, all influenced by the overall network.

**Chapter six – Conclusions**

Conclusions which can be drawn from the analytical discussion in chapter five is presented in this chapter.

**Chapter seven – Managerial Implications**

In this chapter the researchers present managerial implications based on the analysis in chapter five and conclusions in chapter six. Since we now have distinguished roles, we here propose an idea of how to coordinate the roles to reach productive outcomes.

**Chapter eight - Future research**

In this final chapter we provide suggestions of areas for future research.

## 2 Methodological Reflections

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*This chapter contains discussions of the scientific philosophy and methodology that have been used, in order to understand the basis of this master thesis. The literature review containing a “Theoretical Framework Map” is presented as well as the empirical data collection.*

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### 2.1 The overall scientific philosophy

The overall scientific philosophy discusses the fundamental values and assumptions that the author’s interpretation of the assignment is based upon.

#### 2.1.1 Paradigms

By investigating the *relationship* and additionally the *service exchange* between retail store personnel and supplier sales representatives, we aim to identify expectations of roles. The researcher hope to determine what constitutes well functioning roles of interaction in connection to centrally planned campaigns.

The way the research is carried out is affected by the assumptions of the world which the researchers chose to make. That is the theory of being (ontology) and what we believe exists, and the knowledge we have about the social world (epistemology), which is relevant to the evidence that we are prepared to accept in order to validate something.<sup>28</sup> Our area of interest is studied in an interpretative way to embrace both explanation and understanding of the phenomenon suggested by Max Weber (1864-1920). The objective is to gain an understanding of the expectations of roles between different actors involved in the implementation of in-store campaigns. We are interested in the meaning of the actors’ social reality, as people act on the basis of the meaning that they attribute to their acts and the acts of others.<sup>29</sup>

We believe that social order within the retail store setting is an outcome of patterns of action, created through the active role of *individuals*. However, it is impossible to understand individual behavior independently of social relations people have and the social collective with which they are affected in<sup>30</sup>. During the investigation we have realized that patterns of action are to some extent also a product of *structural power relationships* within the organizational network. It is against this background that we view the organization as a set of interrelated interactions, through which expectations of roles develop.<sup>31</sup>

Our view is closely linked to the ontological position of *constructionism*, which asserts that social phenomenon and their meanings are continually being accomplished by social actors. The social order is in a constant state of change, hence the retail store is a place where numerous agreements are continually being terminated or forgotten, but also as continually being established, renewed and reviewed. However, this is not to argue that the formal properties have no element on constraint on individual action, hence we do not push the constructionist position to the extreme.<sup>32</sup>

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<sup>28</sup> Easterby-Smith et al. (2004)

<sup>29</sup> Bryman & Bell (2003)

<sup>30</sup> Winch (1990) in Bagozzi (2005)

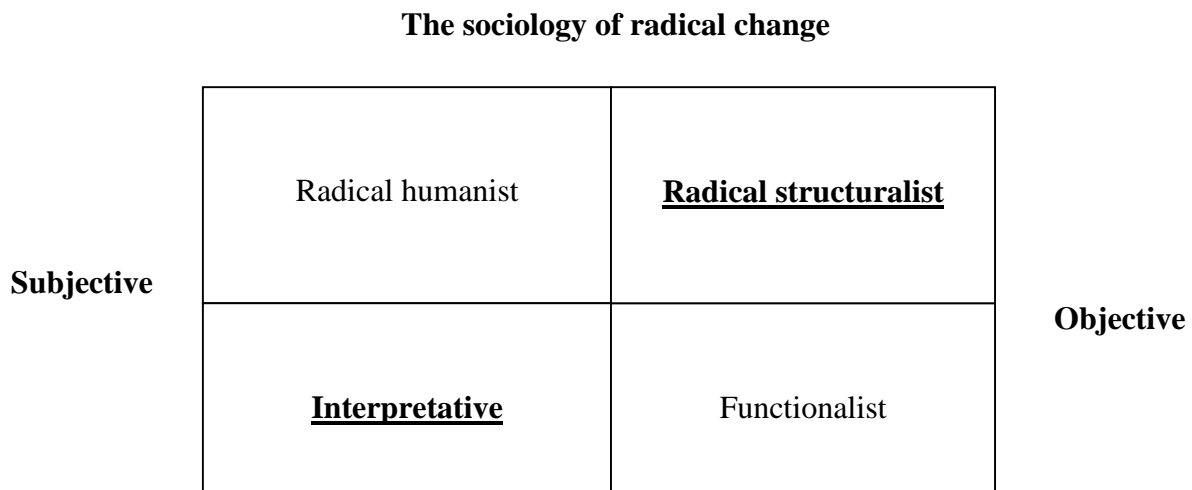
<sup>31</sup> Bryman & Bell (2003)

<sup>32</sup> Becker in Bryman & Bell (2003)

### 2.1.2 Relationship between epistemology and ontology

Although the distinction between paradigms may be very clear at a philosophical level, when it comes to the specific choice of method and to the issues of research design, the distinction breaks down<sup>33</sup>. Burrell and Morgan present four paradigms which they suggest reflect the assumptions that researchers make about the nature of organizations and how we find out about them. These paradigms can be viewed as a bridge between the scientific philosophy assumptions and the methodology. Burrell and Morgan suggest that each paradigm results in the generation of a quite different type of analysis, as each seeks to address specific organizational issues in a different way<sup>34</sup>. Further they argue that the paradigms are founded upon a commitment to fundamentally opposing beliefs i.e. they are incommensurable with each other. However, Hassard challenges the notion of paradigm incommensurability and instead suggests that a multiple paradigm can be used to develop greater variety in research programs.<sup>35</sup>

**Figure 2.1** “*Four paradigms for the analysis of social structure*” inspired by Burrell & Morgan (1979)



### The sociology of regulation

The researchers of this study believe that individuals and their expectations of roles may only be understood in their contexts, which direct us to the *interpretative paradigm* as a base to address this issue<sup>36</sup>. Effectiveness in work related to in-store campaigns is believed to stem from the agreed on expectations of roles the employees within the retail network have<sup>37</sup> and can therefore not be looked at as isolated entities. As a result the researchers of this study investigate how these employment relationships and expectations are allowed to develop within an organizational context of structural power relationships, thus combining a *radical structuralism* paradigm to address this specific organizational issue. Combining these two paradigms prepare for different organizational insights to be produced.<sup>38</sup>

<sup>33</sup> Easterby-Smith et al. (2004)

<sup>34</sup> Bryman & Bell (2003)

<sup>35</sup> Hassard (1991) in Bryman & Bell (2003)

<sup>36</sup> Gilje & Grimen (2004)

<sup>37</sup> Ford (2002)

<sup>38</sup> Bryman & Bell (2003)

## 2.2 Research approach

The general methodological approach in this research is considered *abductive*<sup>39</sup>. The choice to use this approach in order to guide the research is based on a dynamic research process; we constantly move back and forth between theory and empirical findings. As later will be explained, the use of a case study including qualitative interviews, in combination with a micro-ethnography, does not prepare for a sequential or linear process to take place<sup>40</sup>.

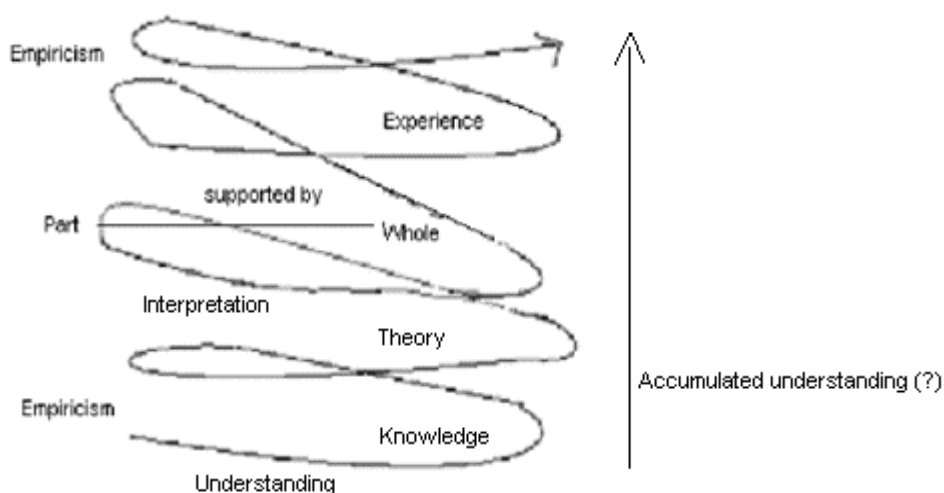
Our pre-investigation of the retail store setting is a good example of how we practice the abductive approach. Since the researchers of the study are not familiar with the work procedures in relation to centrally planned marketing campaigns in the beginning of the research project, we need to attain a general overview of the setting and the different interactions between various actors within the retail store setting. When knowing more about what elements constitute their social reality, we go back to theories of buyer-seller relationships and service exchange in order to present a theoretical framework that we believe suite our research purpose. With this theoretical framework as point of departure, interview questions are formed emphasising words and meanings rather than quantification in the collection of data.

Since this study is characterized by a repetitive interplay between the collection and analysis of data, often referred to as *iterative* - the qualitative data analysis already starts after some of the data have been collected.<sup>41</sup> The implications of the first step shape the next step and so forth. *The hermeneutic spiral* encapsulates the act of understanding or interpretation. It is used to guide the analysis process and can be seen as the overarching principle of hermeneutic interpretivism where:

*“The movement of understanding is constantly from the whole to the part and back to the whole. Our task is to extend in concentric circles the unity of the understood meaning. The harmony of all the details with the whole is the criterion of correct understanding. The failure to achieve this harmony means that understanding has failed.”*

Gadamer 1976 p. 117

**Figure 2.2** *“The hermeneutic spiral”*



<sup>39</sup> Alvesson & Sköldbberg (1994)

<sup>40</sup> Gustavsson (2004)

<sup>41</sup> Bryman & Bell (2003)

### 2.2.1 Methodological reflexivity

Qualitative research cannot be conducted without values and biases influencing the work<sup>42</sup>. In recent years the constructionist perspective has come to include the notion that the researchers' own accounts of the social world are constructions. The researcher always presents a specific version the social reality, rather than one that can be regarded as definitive<sup>43</sup>. Our pre-understanding and paradigm, i.e. experiences, knowledge, values and scientific view, always determine the direction of the research. It is a symbiosis between 'the knower' (the one who knows something, in this case we as researchers), 'the process of knowing' (the research project) and 'the known' (what is already known plus the results assimilated from the research project).<sup>44</sup>

The suggested importance of the chosen research area is free of our subjective values, as the proposition of research area was made by Retail House's<sup>45</sup> C.E.O. Martin Moström and Ulf Johansson, Associate Professor and supervisor of this master thesis. Nevertheless, the two researcher's backgrounds influence our pre-understanding of retail and distribution channels, as well as the fact that we are business students at Lund University School of Economics and Management. Our pre-understanding about food supply chain management and retail marketing in various contexts, is inevitably influenced by the way we chose to approach the research area of expectations of roles within the retail store.

Throughout discussions of the general aspects of retailing in class and with tutors, we believe that we have gained somewhat of objectivity towards the understanding of the research area.

## 2.3 Literature review

Peer reviewed articles from scholarly journals, the Internet and business literature act as sources of secondary data. Our supervisor contributes to the construction of theoretical framework, by giving explicit suggestions of relevant theories and literature.

We aim to stay critical to each and every source of information. We acknowledge the shortcomings of using secondary data, as this information has been collected by another person, at another time and with another purpose in hand. This information includes a risk that the findings are angled in a certain way, but to the best of our knowledge we will attempt to stay objective. Recent documents will be prioritized as the study is based on a dynamic reality.

### 2.3.1 Literature selection

The researchers believe that if expectations of roles between supplier sales representatives and retailer store personnel are corresponding, e.g. expectations of who is doing what are clear; effectiveness of these functions will increase comprising accurate targeting and use of in-store marketing activities. We assume that companies have relationships with and are dependent on surrounding companies. These relationships have to be handled individually and in order to investigate expectations one needs to examine the *interaction* between parties involved. The

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<sup>42</sup> Easterby-Smith et al. (2004)

<sup>43</sup> Bryman & Bell (2004)

<sup>44</sup> Gummesson in Gustavsson (2004)

<sup>45</sup> Retail House is the leading marketing agency in the Nordic countries concentrating on FMCG.



traditional *marketing mix* treat each company as an independent entity acting towards a large number of customers and relationships, networks and interaction play here a subdued role.<sup>46</sup>

Gary Armstrong and Philip Kotler describe major marketing decisions for retailers to involve target market and positioning, product assortment and services, price, promotion and place, hence human relationships in the supply chain are not covered.<sup>47</sup> Our objective is to cover buyer-seller interaction within the retail area which therefore needs to be included in the theoretical framework, an aspect which Armstrong and Kotler do not emphasize.

Peter J. McGoldrick<sup>48</sup>, a renowned researcher within the field of retail marketing introduces concepts of a marketing mix suited to fit the conditions of retailing. However, McGoldrick's main focus of the retail marketing mix is the shopping experience and the service provided to the end-customers, which is not the focal point of this thesis. The retail marketing mix is appropriate in situations where multiply customers can be treated in standardized way, which makes this concept unsuitable when investigating our research problem.

McGoldrick also treats supplier-buyer relationships. However, focus stays at the supplier-buyer relationships in connection with the buying process and the product selection. Consequently his theories are not sufficient when investigating expectations of roles and how these may affect the implementation of in-store marketing activities.

Evert Gummesson has contributed to business research with pioneering work in marketing communication and relationship marketing<sup>49</sup>. He explores the term *Relationship Marketing* and suggests a paradigm shift from the marketing mix to the 30 R:s - the thirty relationships. The key term which is highlighted in Relationship Marketing is *collaboration* and the very first R treats 'the classic dyad' which is a relationship between two interactive parties: a supplier and a customer. Gummesson explains: "*Relationships between customers and suppliers are the ground for all marketing.*"<sup>50</sup> This research sets the base for our research project acknowledging the relationship between the buying and the selling firm as an interaction process between two active components.

### 2.3.2. Theoretical frame of reference

The complexity of the buyer-seller relationship and the importance of mutual adaptations result in that a data collection and analysis of relationships where roles must be separated between overall supply chain network and the individual episodes which comprise it. However, each episode takes place within the context of the overall network e.g. delivery of product, social meeting or negotiation. These episodes are affected by the norms and procedures of each relationship, as well as the atmosphere of cooperation or conflict, which may have been established. The other way around, each episode affects the overall network, suggesting a significant importance of the individual's actions<sup>51</sup>.

Therefore the chosen theoretical frame of reference is based on theories, models and concepts concerning *overall network, individual relationships and service exchange*.

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<sup>46</sup> Hammarkvist et al. (1982) & Gummesson (2002)

<sup>47</sup> Armstrong & Kotler (2003)

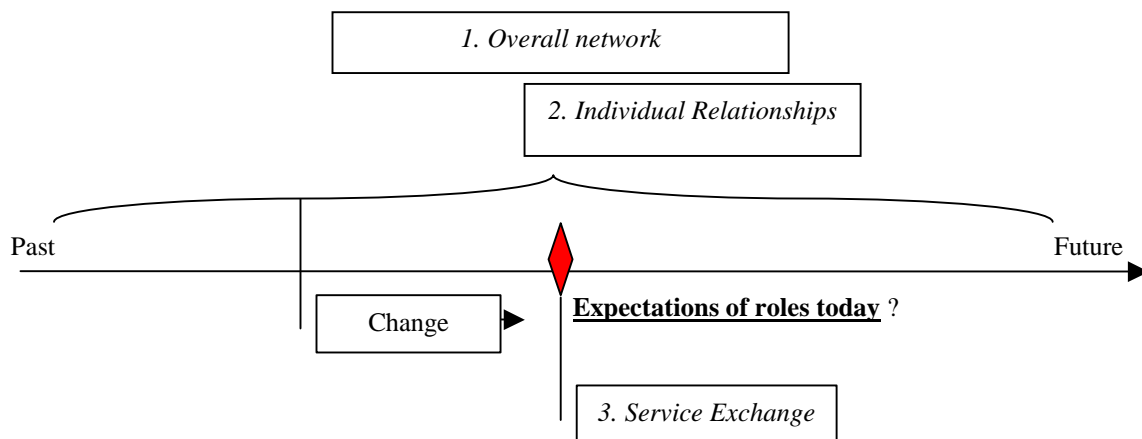
<sup>48</sup> McGoldrick (2003)

<sup>49</sup> Gummesson (2002)

<sup>50</sup> Ibid.

<sup>51</sup> Ford (2002)

**Figure 2.3 “Theoretical Framework Map”**



Our theoretical framework is divided into three parts;

1. **Overall network**; contains numerous relationships between different actors within the food supply chain.
2. **Individual relationships**; develop over time as a chain of interaction episodes. The individual relationships have a history and a future.
3. **Service exchange**; take place in the individual relationship between store personnel and suppliers sales representative. We investigate the service exchange specifically in connection with the three chosen centrally planned campaigns at ICA Malmborgs, Lund.

### ***Overall network***

Transitions of the Swedish retailing scene have occurred during the last couple of years, a background to which we aim to investigate expectations of roles in the present day. The changes carry consequences for both store personnel and suppliers sales representative. During the research process we have come to realize that individuals' interaction, e.g. interaction between sales representatives and store personnel, is dependent on the position they have in the network. Hence it is not enough to study individual relationships and service exchange between two parties; we additionally include the influence of organizational context.

Stern, Eastham and Hammarkvist et al. study concepts of the supply chain and network relationships. How the structure of the network relationships looks today goes hand in hand with the new conditions on the retailing scene, among others described by Corstjens and Corstjens. Marcel Corstjens, The Unilever Chaired Professor of Marketing at INSEAD, have conducted lots of research on the relationship between manufacturers and retailers in the FMCG-industry<sup>52</sup>. Aside from his books, Corstjens has published his articles in a number of international academic journals, among others Journal of Marketing and Harvard Business Review.

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<sup>52</sup> Fast Moving Consumer Goods

### ***Individual relationships***

A large number of companies spend considerable amounts of money, human efforts and time on development of in-store campaigns in the market for consumer goods. Since their influence on the implementation of in-store campaigns has decreased, we highlight the importance of well functioning *individual relationships* between supplier sales representatives and store personnel who meet the end-customer. We consider studying their relationship being a necessity to find out about their expectations of the roles they have today.

Ford uses a number of concepts to illustrate how business to business relationships, as well as individual relationships, may produce successful as well as poor outcomes in marketing. The researchers will later apply these concepts in order to evaluate existing relationships and expectations of roles and how this may affect the implementation of centrally planned campaigns.

In line with Ford, we believe that exchange interaction between companies in retailing can be described in terms of relationships essentially for two reasons; firstly because actors themselves tend to see their interactions as relationships, secondly because the interaction between companies over time creates the type of quasi-organization that can be labelled a relationship<sup>53</sup>.

### ***Service exchange***

The SERVQUAL model developed by Parasuraman, Zeithaml and Berry, has been used by numerous researchers over the years as a quality management methodology. The technique may be used in order to conduct a gap analysis of an organization's performance of service delivery against the expectations of the receiving customer.<sup>54</sup> The model is applicable externally to determine service exchange between supply chain members or service delivery to end-customer, as well as internally to understand the employees' perceptions of intra-firm service delivery.<sup>55</sup>

We find the five key dimensions<sup>56</sup> of the SERVQUAL model suitable when investigating service exchange between two parties. The dimensions will be thoroughly introduced in chapter five. However, we will not make quantitative estimations of the quality of the service, which have been the primary purpose using SERVQUAL in previous research. Instead the researchers of this study view SERVQUAL as a tool of operationalization. We use this model to operationalize expectations of roles i.e. expectations of who should be doing what in the implementation of centrally planned campaigns.

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<sup>53</sup> Blois (1972) in Ford (2002)

<sup>54</sup> Zeithaml et al. (1990)

<sup>55</sup> Zeithaml et al. (1990) & Lings (2000)

<sup>56</sup> Tangibles, Reliability, Responsiveness, Assurance, Empathy

## 2.4 Empirical study

### 2.4.1 Strategies for collection of data

#### *Case study*

Our research group found that a case study would be the most suitable approach to grasp the complex dimensions of expectations of roles within the retail store setting. Case studies are suitable when little is known about phenomena of complex nature<sup>57</sup>. In addition, restrictions concerning time and money did not permit such an extensive study to be carried out along the lines of any other business research method.

Our case study is primarily explorative and we believe that this research design provides the means to deliver a trustworthy picture of how expectations of roles in the later section of the food supply chain. We hope to generate an understanding of a phenomenon, although this picture contains a large number of variables.

The case study approach can either be quantitative or qualitative, but predominantly qualitative. The exponents of a case study often support qualitative methods because these methods are suitable to generate a detailed examination of a case<sup>58</sup>. The complexity of the chosen case study may not be expressed through precise equations. The purpose of this paper's research demands a type of data collection which allows the researcher to explore new directions which possible results are proposing, without restrictions of the method. This implies that our case study incorporates heuristic features and may thereby improve the readers' understanding of the studied phenomenon.<sup>59</sup> In addition, the case study provides a framework in which several methods can be combined and thereby prevent too great dependence on one single approach and at the same time supplement limitations inherited by certain types of methods<sup>60</sup>.

Focus will be directed towards the embedded case, i.e. of how indicators of service exchange and relationship interactions characterize retail store personnel's and supplier sales representative's expectations of roles.<sup>61</sup> The empirical data will be interpreted in order to locate potential gaps and/or overlaps where roles can be more easily distinguished; with the purpose of increasing in-store-campaign effectiveness i.e. accurate targeting of end-customers needs and wants.

### 2.4.2 Qualitative interviews

*“Many qualitative researchers express a commitment to viewing events and the social world through the eyes of the people that they study. The social world must be interpreted from the perspective of the people being studied, rather than as though those subjects were incapable of their own reflections of their social world.”*

Bryman & Bell p. 293

The epistemology underlying qualitative research involves two central tenets:<sup>62</sup>

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<sup>57</sup> Gummesson in Gustavsson (2004)

<sup>58</sup> Bryman & Bell (2003)

<sup>59</sup> Merriam (1994)

<sup>60</sup> Knights and McCabe in Bryman & Bell (2003)

<sup>61</sup> Yin (1994)

<sup>62</sup> Lofland & Lofland in Bryman & Bell, (2003) p. 293

1. Face-to-face interaction; the fullest condition of participating in the mind of another human being.
2. Take the role of the other; you must participate in the mind of another human being to acquire social knowledge.

However, going off at tangents is often encouraged in this kind of research as it is common practice to emphasize generality in the formulation of initial ideas and on respondent's own perspectives<sup>63</sup>. It gives insight into what the respondent perceive as relevant. Consequently questions following up respondents' answers must be allowed to arise and the order of questions must be allowed to vary.

To this background the researchers of this study have chosen to conduct *semi-structured* interviews. By means of interviews a greater understanding of the situation and correlation between one retailer and three different suppliers is sought.

An interview guide provides the researchers with fairly specific questions and topics to be covered during the interviews<sup>64</sup>. The guide is based on the theoretical framework of Ford's relationship concepts and Zeithaml et al.'s SERVQUAL dimensions. By studying relationships and service exchange we may allocate gaps of expectations of roles between supplier sales representatives and store personnel.

Interviews were chosen as means to provide different perspectives of the supplier-store personnel interactions of today. Respondents were selected on the belief that they could contribute to new interpretations rather than confirming interpretations of the situation which already have been made, this in line with the *hermeneutic* approach<sup>65</sup>. As the first interviews were conducted, the researchers understood the significant importance of past relationships between supplier sales representatives and store personnel. Humans have memories and thus interpret current interaction on the basis of previous experience. As a result expectations of today can not be analysed without taking the historical perspective and recent changes in the network into consideration.

### **2.4.3 Ethnography**

Triangulation entails using more than one method or source of data in the study of a social phenomenon<sup>66</sup>. Semi-structured interviews and observations are checked against the other as people tend to say one thing and then do another.<sup>67</sup> The purpose of using this strategy is because basic data from our interviews can be subjected to thorough validation, an important criteria in assessing the quality of research.

*Ethnography* entails extended involvement of the researcher in the social life of those who will be studied. The approach implies intense researcher involvement in the day-to-day running of an organization, to watch what people say and do, in order to understand it from an insider's point of view.<sup>68</sup>

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<sup>63</sup> Bryman & Bell (2003)

<sup>64</sup> Ibid.

<sup>65</sup> Gustavsson (2004)

<sup>66</sup> Bryman & Bell (2003)

<sup>67</sup> Merriam (1994)

<sup>68</sup> Bryman & Bell (2003)

Conducting full scale ethnography involves spending a considerable amount of time in an organizational setting. It is unlikely that the researchers of this master thesis could manage to carry out this type of research due to time restrictions; however it is possible to conduct a form of *micro-ethnography*<sup>69</sup>. This approach would allow the researchers of this study to focus on the particular area: the expectations of roles between supplier sales representative and store personnel in the implementation of centrally planned campaigns, during a shorter period of time.

The researchers observe behaviors, listen to what is said and in response to that, ask questions that arise. Our role as ethnographic researchers will be *observer-as-participant*<sup>70</sup>. In this role, the researcher is first and foremost an interviewer yet an observer. The observations are carried out in a retail store. Through conversations with store personnel and supplier sales representatives in the store setting, next to the shelves or in another area of the store the observers gain additional insights. In addition to observe people, we conduct observations of three marketing campaigns, in order to see how they are displayed in the store.

Observations are always approached in an interpretative way, as different individuals perceive and interpret actions in different ways<sup>71</sup>. This inevitably allows subjective element to influence collected empirical material which in turn affect the results. How the observations are conducted is described in section 2.7 ‘Practical Procedures’.

#### **2.4.4 Other empirical data**

This master thesis treats a topical issue within retailing and is therefore subjected to a dynamic reality. Although interviews and observations provide a realistic picture of the retailing scene, we have chosen to use Swedish trade papers as a complement. These secondary data sources give our empirical data additional breadth, allowing people whom we perceive relevant to our research area, share opinions without being involved in the specific work procedures of the singled out retail store. This kind of data is fruitful in order to evaluate the network and organizational structure influence on the expectations of roles from another point of view than the subjects we study.

### **2.5 Choice of setting**

Interviews and observations are complex processes. For that reason a single retail store makes up our point of departure in order to gain understanding and to provide a holistic picture of the retail setting and context within time restrictions. Our case is a retail store’s contacts with its supplying companies.

Since the study is written in cooperation with Retail House, the selection of site was made from discussion with Retail House and the supervising professor Ulf Johansson. The field of study is ICA Malmborgs, Lund, Sweden.

ICA Malmborgs is recognized by its central location, long-opening hours, postal service and environmentally friendly approach, influencing both store and employees<sup>72</sup>. We believe that

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<sup>69</sup> Wolcott (1995) in Bryman & Bell (2003)

<sup>70</sup> Bryman & Bell (2003)

<sup>71</sup> Jacobsen (2002)

<sup>72</sup> [www.malmborgs.se/clemenstorget](http://www.malmborgs.se/clemenstorget)

this ICA retailer is a representative setting for evaluating expectations of roles, as it represents the typical layout and variety of food retailers available on other locations and cities around the world. It is also a setting in which important marketing campaigns are implemented and where supplier sales representatives visit on a regular basis. By important, we refer to the considerable amount of financial resources invested in in-store marketing campaigns by the manufacturing companies; *Valora Trade Sweden AB*, *Cederroth International AB* and *Göteborgs Kex AB*.

### 2.5.1 Introducing the companies

**ICA**, *Inköpscentralernas Aktiebolag*, is the leading cooperative retailing alliance in the Nordic region. ICA merchants are cooperating through *ICA Förbundet*, while the ownership of service company ICA AB is shared together with Royal Ahold.<sup>73</sup> Within ICA there are four retail store profiles which exist in order to meet the variation in consumer demands: *ICA Nära*, *ICA Supermarket*, *ICA Kvantum* and *MAXI ICA Stormarknad*. The different profiles are dependent on among other things; size, consumer target group and assortment. ICA Malmborgs is a member of ICA Kvantum.

**Göteborgs Kex AB** is Scandinavia's leading manufacturer of biscuits and crackers. The company is a part of the Norwegian Orkla-group, which is the biggest supplier of FMCG in the Nordic region. The assortment includes about 50 items within the segments of cookies, ginger bread, crackers and chocolates. They carry a number of best selling brands such as *Ballerina*, *Singoalla*, *Digestive* and *Guld Marie*.<sup>74</sup>

**Cederroth International AB** is a manufacturer of an extensive range of products covering health care, personal care, first aid and household sectors. Brands such as *Samarin* and *Salvekvick* plasters are included in the product range. The company operates in 30 countries within Europe and Sweden is by far their largest market.<sup>75</sup>

**Valora Trade Sweden AB** supplies smaller and medium sized European markets with a full range of products in the FMCG sector. In larger European markets the company is a leading niche player in the Confectionery and/or Food categories. The company produce and distribute bakery goods under their own brands or as private labels. Brands included in the assortment and known to Swedish consumers are *Gille* and *LU*.<sup>76</sup>

## 2.6 Choice of subjects

When investigating three different campaigns in the same store we are able to study service exchange and relationships in the different situations between people engaged in work related to in-store marketing campaigns.

Relationships are highly dependent on the persons who actually perform and human relationships are individual depending on the persons involved.<sup>77</sup> Interaction processes are presumably different depending on various suppliers and individuals of store personnel. Every

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<sup>73</sup> [www.ne.se](http://www.ne.se)

<sup>74</sup> [www.goteborgskex.se](http://www.goteborgskex.se)

<sup>75</sup> [www.cederroth.com](http://www.cederroth.com)

<sup>76</sup> [www.valoratrade.com](http://www.valoratrade.com)

<sup>77</sup> Ford (2002)

individual included in the study, add new qualitative points to the social reality of store personnel and supplier sales representatives, all in line with the hermeneutic approach. In this way we are able to provide a holistic picture of A. store personnel's expectations of roles B. sales representative's expectations of roles. This is an important contrast to a quantitative study, where the researcher's objective is to include a large sampling size where new interpretations seek conformity with ones earlier made.<sup>78</sup>

### 2.6.1 Suppliers and sales representatives

The choice of suppliers was made on the basis of four preconditions;

1. Supplier of goods to ICA Malmborgs
2. Supplier who have experienced the recent structural change of the Swedish retailing scene
3. Supplier who invest financial resources as well as human resources to in store marketing campaigns
4. Supplier having an ongoing campaign during the nine weeks of our research project

During our pre-investigation Stefan Holst, store owner of ICA Malmborgs and Ola Hollerup, store manager of ICA Malmborgs, informed our research group about a recently introduced type of in-store marketing which is used by a number of ICA Kvantum stores. LCD:s,<sup>79</sup> also known as flat screen televisions have been used by suppliers in the store, to market a certain product during one week at a time. The LCD:s are pre-booked about five month in advance and before the actual campaign the supplier sales representatives show up in the store to make a pitch for the product and the campaign.

The researchers were given a schedule of the campaigns and suppliers during spring 2006. We consider a study of some of these campaigns interesting as well as matching the thesis' research purpose. We chose to investigate three centrally planned campaigns during a connected period of time and the relationships between involved supplier sales representatives and store personnel. If context for all employee interactions are similar, it will not affect the pre-conditions for interactions considerably. Supplier sales representatives of the three suppliers were contacted by our research group. The response to whether they would like to participate in our research project was positive. We decided that the three campaigns would allow a selection of study objects with different perspectives.

Week 17: Valora Trade Sweden AB - *LU Better Choice* (a healthier variant of biscuits).

Week 18: Cederroth International AB – *VO5* (shampoo and conditioner).

Week 19: Göteborgs Kex AB – *Bixit* (a healthier variant of biscuits).

Interviews with supplier sales representatives have taken place in one of the staff offices at ICA Malmborgs, one at a café and one in one of the researcher's home.

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<sup>78</sup> Gustavsson (2004)

<sup>79</sup> LCD - *Liquid Crystal Display*



## **2.6.2 Store personnel**

The store personnel who are interviewed were chosen on the basis of supplier contact and interaction in connection with the chosen campaigns. The store personnel should also have prescribed responsibility of implementing the campaign in the store.

## **2.7 Practical procedures**

### **2.7.1 Pre-investigation**

We mainly collect empirical data by studying the people involved in the work of implementing the chosen LCD-campaigns. There is a need for a description of what goes on in the setting being investigated, in this case the retail store ICA Malmborgs. This information can appear trivial; however these descriptions are frequently important for the qualitative researcher, because of their significance for their subjects<sup>80</sup>. In order to collect this kind of data we conduct a preliminary investigation, with an interview as the base with Stefan Holst and Ola Hollerup. This interview was conducted in Stefan Holst's office down-stairs at ICA Malmborgs.

The descriptions of what goes on in the setting provide a context within which people's interaction takes place and expectations of roles develop. The preliminary investigation is also supposed to provide a foundation of which we will extract relevant questions for later interviews with subjects.

### **2.7.2 Interviews**

Six interviews were conducted with retail store personnel and supplier sales representatives who are presented in Appendix A.

Each interview was planned to be conducted in approximately one hour, although most of the respondents devoted additional time as they were eager to provide the researchers with further contributions. In most interviews a dictaphone was used, this in order to avoid misunderstanding when compiling notes taken during the interviews. However if the respondent's wish was not to use the dictaphone the researchers relied on taking notes. As earlier mentioned interview guides were used in all interviews; one made especially for the pre-investigation, another for store personnel and a third for supplier sales representatives.

### **2.7.3 Observations**

The task of an ethnographic data collection entails taking notes based on the observations made in the setting i.e. field notes. Our notes make up fairly detailed summaries of our observations and initial reflections on them. The notes specify key dimensions of whatever is observed or heard.<sup>81</sup>

All observations are made at ICA Malmborgs, either through observing the subject working or observing one of the three selected in-store campaigns. When observing the campaigns the

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<sup>80</sup> Bryman & Bell (2003)

<sup>81</sup> Ibid.

researchers note different aspects such as placement in store, appearance, price and special LCD-features such as sound. In order to remember accurate reflections and to capture details, the researchers used the dictaphone to record comments.

Some of the interviewed store personnel and supplier sales representatives are observed in store. For example the researchers observe the supplier sales representative from Valora looking at 'his' campaign and listening to his initial reflections about the implementation of the campaign. His expectations were captured in a non imposing way.

The researchers find the ethnographic data collection very useful as the conversations tend to be more relaxed and at the same time researchers get a feeling for the subject's working environment. Conversations with store personnel in the store setting also give the researchers new insights about relevant and less relevant areas to focus on in following interviews.

## 2.8 Critique of qualitative research

Qualitative research is at times criticized for being too subjective as findings may rely on the researchers' view of what is important.<sup>82</sup> Consequently the study has taken a certain direction as the researchers gained new insights about the research area from the empirical data collection. There exist areas we considered relevant from the start of this research process, which at a later point in time demonstrated to be insignificant matters to the research subjects. Hence the findings are affected by what the studied subjects consider important.

On the other hand the researchers believe that expectations between supplier sales representatives and store personnel are also affected by the organizational context of structural power relationships. Thus the researchers of this study do not aim at being neither completely subjective nor completely objective, but trying to investigate the research problem with a sensitivity to the subjects' social reality.

### 2.8.1 Validity

Validity can be divided into two, where *internal validity* concerns the authenticity of the study's results e.g. are we 'measuring' what we say we are?<sup>83</sup> Looking critical at the sources of information, we conclude that since our major empirical data collection is collected from primary sources (interviews and observations) the chances that we have gained 'true' information augment. The closer the source of information is to the investigated phenomenon, the more information reliance one can have.<sup>84</sup> The subjects in this study clearly have enough knowledge about our studied phenomena since we are interested in their social reality and in their individual expectations of roles.

However, as interviews, observations and to some extent also texts are interpreted by the researchers, the interpretations are only more or less valid. There is no universal foundation for correct interpretations to compare interpretations against; hence there is never a guarantee that an interpretation is true. To try to perform a valid research project, interpretation must be described in relation to its context.<sup>85</sup> A tool which we use to overcome this shortage of

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<sup>82</sup> Bryman & Bell (2003)

<sup>83</sup> Ibid.

<sup>84</sup> Jacobsen (2000)

<sup>85</sup> Gilje & Grimen (2004)

interpretations is the hermeneutic spiral, where individual episodes are interpreted in its entirety (see figure 2.2).

One of the interviews is conducted simultaneously with one of the store personnel and one of the supplier sales representatives. There is a possibility that the respondents may fine-tune their picture of reality, since we ask questions about their mutual relationship. On the other hand in this way the researchers have the opportunity to observe behaviour when they are sitting next to each other and thereby gain additionally insights on their relationship for example completion of answers, agreements and disagreements etc.

*External validity* concerns the generalizability of the findings. It is the cogency of the theoretical reasoning that is important. The study does not pose as representative for all retail stores in Sweden, likewise the people interviewed are not meant to be representative for store personnel in general terms and all supplier sales representatives. However, the findings of our qualitative research are means to generalize to theory, rather than means to make the study statistical representative.<sup>86</sup> The study provides analytical generalizability, which may be used to help verify or falsify a hypothesis<sup>87</sup>.

If our objective was to achieve statistical criteria, we would have chosen a quantitative research approach. If data for example was collected through a questionnaire that a quantity of people would have answered, the researchers may say that the results are applicable to a larger population. Yet the findings of this type of research could not be representative for other retailers than ICA. In addition there are other reasons to why we did not to choose a quantitative research approach. The study with its abductive approach has taken a certain direction during the working process as we have gained more and more insights in relation to the research area. Secondly details about expectations which arise during the semi-structured interviews could hardly be captured if using a questionnaire, due to not having the possibility to ask attendant questions. Moreover the study would have been likely to miss out on important elements concerning expectations if using a quantitative approach. A good example is empirical data gathered from observations where the researchers visually observe what is done, instead of only listening to what people articulate what they do.

### 2.8.2 Reliability

In all research is it essential to consider whether a measure is reliable.<sup>88</sup> Concerning the *internal reliability* of this study we believe that a qualitative study becomes more reliable when conducted by more than one researcher. This is not to say that the members of our research group have to agree in all aspects of the work for example what they observe and hear to make the study reliable. When holding opposing views about an issue, discussions and argumentation have allowed the researchers to capture more impressions of reality than one researcher alone may have done.

The *external reliability* concerns the degree to which the study can be replicated.<sup>89</sup> LeCompte and Goetz argue that it is impossible to 'freeze' a social setting and for that reason almost impossible to make qualitative studies entirely replicable.<sup>90</sup> Taking the constant changing

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<sup>86</sup> Bryman & Bell (2003)

<sup>87</sup> Gilje & Grimen (2004)

<sup>88</sup> Easterby-Smith et al (2004)

<sup>89</sup> Bryman & Bell (2003)

<sup>90</sup> LeCompte and Goetz in Bryman & Bell (2003)

context like the retail store into consideration, the researchers of this study see difficulties in conducting a true replication of our study.

Qualitative studies, including this work, include elements of unstructured nature. Both research approach and the researcher herself affect the data collection. In qualitative research it is often the researcher herself who is the main instrument of the data collection.<sup>91</sup> Hence our study is reliant upon what we heard and observed which may be affected by characteristics of the researchers, such as pre-understanding, age, gender, personality etc.

Since we conduct face-to-face interviews there is likelihood that respondents' answers may be affected by our presence which in turn affects the results.<sup>92</sup> Yet we advantages with face-to-face interview compared to for exemple phone interviews, since we have the oppornity to actually see respondents when answering. A 'no' may be interpreted very differently by the researcher depending on respondents' facial expressions, posture and body language – features which we through face-to-face interviews have the possibility to capture.<sup>93</sup>

In observations subjective judgement is involved, which certainly affects the results.<sup>94</sup> If replicating ethnographic research, the researcher has to adopt a similar social role as the original researcher.<sup>95</sup> This implies again the difficlty of conducting a true replication. However, we believe that triangulation gives us an additional perspective of our research problem.

### **2.8.3 Nuance of language**

Interviews were conducted in Swedish, while most of the material which constitutes our theoretical frame of reference was collected from sources printed in English. This may have implications for the overall study which is completed in English. Language and conversation contain elements of nuances which are hard to capture when the language is another than mother tongue. As a result the researchers saw no other option than to conduct the qualitative interviews in Swedish and then carefully translate them into English. Certain quotes were also translated from secondary sources. In order to not mislead the reader, we include footnotes where translations have been made and by whom. We cannot say to what extent these implications have on our research, however we need to request readers to be aware of this fact.

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<sup>91</sup> Bryman & Bell (2003)

<sup>92</sup> Ibid.

<sup>93</sup> Malhotra & Birks (2003)

<sup>94</sup> Jacobsen (2000)

<sup>95</sup> Gustavsson (2004)

### 3 Frame of reference

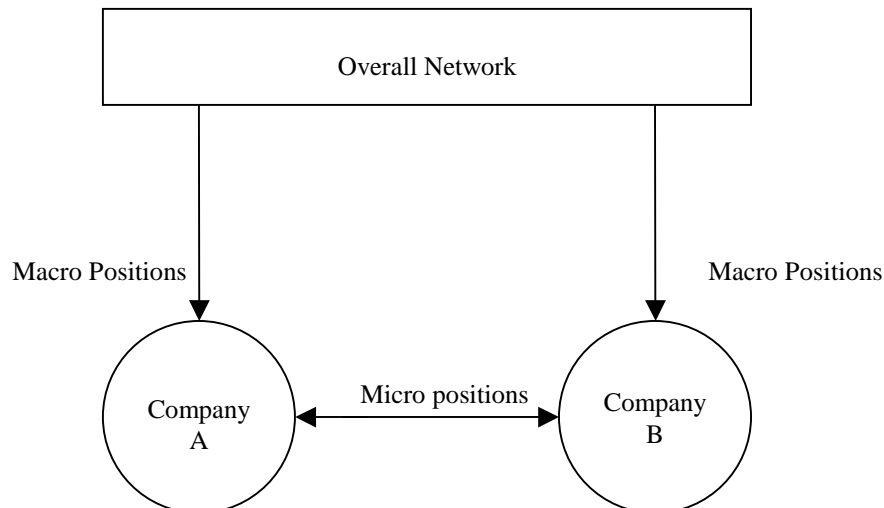
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In this chapter our theoretical frame of reference is presented. Three different parts are created which are regarded as most important in order to create a wide and useful framework; *overall network, individual relationships and service exchange*.

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#### 3.1 Overall Network

**Figure 3.1** ”The connection between macro and micro position”<sup>96</sup>



We delimit our focus to company A; ICA Malmborgs and B; Supplying companies. However the overall network is considered an influential part of company A's and B's micro positions.

##### 3.1.1 Overall network of macro positions

Every company within a supply chain is included in a network of relationships which enclose customers, suppliers, companies producing complement products and competing companies. Dimension that link these networks of relationships together are technical bonds, knowledge bonds, time distance, social- and economic/legal bonds.<sup>97</sup> The networks are consecutively dependent on one another and linked to other networks including divisions in the total industrial network. As networks may grow into enormously complex patterns with fuzzy boundaries it is difficult to pinpoint boundaries of a company and its employees.<sup>98</sup>

The collaborative relationships designed to generate a more efficient and effective provision of products to the end-consumer may be found in various structural forms.<sup>99</sup> Some networks are loose structured consisting of diffuse positions. Others are strict structured with well-defined roles between companies. Strict structured networks are characterized by strong bonds, which make the structure in the network difficult to change.<sup>100</sup>

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<sup>96</sup> Elg & Johansson (1992)

<sup>97</sup> Hammarkvist et al. (1982)

<sup>98</sup> Gummesson (2003)

<sup>99</sup> Eastham et al. (2003)

<sup>100</sup> Hammarkvist et al. (1982)

### 3.1.2 Internal relationships

#### *Identifying customers*

Ideally, all individuals in a firm should have easily identifiable customers - both *internal and external* - and a clear responsibility in order to provide satisfying levels of service. This would help to make the firm truly marketing oriented.<sup>101</sup>

#### *Backwards information sharing*

The *internal marketing campaign*, proposed by Reynoso and Moores suggests that internal customers and suppliers will become more responsive to the wants and needs of the external customer<sup>102</sup>. Information relating to external customer wants and needs should be communicated from customer contact personnel back through their internal suppliers in the form of increased expectations necessary for these departments to meet the needs of their customers. These internal suppliers will in turn make demands of their internal suppliers, again in the form of increased expectations, so that they in turn can satisfy the needs of their internal customers.<sup>103</sup>

#### *Two-way communication*

*Intra-firm inter-departmental relationships* are the focus of internal marketing and they have similarities to the inter-firm inter-departmental relationships. In both cases there is a need for the recipient department to communicate requirements to the supplier department and there is also a need for a *feed back loop*, whereby the parties inform the other party about the service delivered. Two-way communication allows improved efficiencies of interactions to take place. Organizations which pay greater attention to internal supplier-customer relationships can improve external customer satisfaction.<sup>104</sup> Internal marketing increases also employee's motivation to perform their tasks. The improved support delivered from other departments in the organization will make it easier for individuals to fulfil their roles in the value chain and provide higher levels of service delivery to supply chain customer and external consumers.<sup>105</sup> Albrecht and Zemke state that "*If you are not serving the customer<sup>106</sup>, your job is to serve someone who is.*"<sup>107</sup>

Improved technology systems provide a foundation towards facilitation of communication, both between functions within the retailing company and between retailer and suppliers.<sup>108</sup>

### 3.1.3 Power shift in the Food Supply Chain

Power is something one obtains through possession and control of resources that are valued by another part. An example of power in marketing channels<sup>109</sup> is retailer's shelf space in

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<sup>101</sup> Ford (2002)

<sup>102</sup> Reynoso & Moores (1996)

<sup>103</sup> Lings (2000)

<sup>104</sup> Lings (2000), Gummesson (2003), Zeithaml & Bitner (1996)

<sup>105</sup> Lings (2000)

<sup>106</sup> End-customer (researchers' remark)

<sup>107</sup> Albrecht & Zemke (1985) in Gummesson (2003) p. 198

<sup>108</sup> McGoldrick (2002)

<sup>109</sup> "Marketing channels can be viewed as sets of interdependent organizations involved in the process of making a product or service available for use or consumption." Definition by Stern (1992), p. 1

stores that enhance the supplier's dependence. If a supplier chose not sell and distribute goods to a retailer, the loss is only relative to the retailer since the shelf equally can be filled with products from another supplier. However all marketing channel members are interdependent, in other words, each one of them has got some values and resources at its command. Power of one part is getting the other part to do something it would not otherwise have done.<sup>110</sup>

For a long time suppliers have had *expert power*<sup>111</sup> in achieving combinations of various elements of market mix in unique ways. The most common mean for a supplier to gain in power is the creation of product loyalty and strong end-user attraction. Suppliers often have great market knowledge and the development of loyalty mainly derives from large advertising budgets. Through advertising the supplier can build brand image, which creates consumer demands of the product. Product demand assures retailer profits which consequently generates incentives for supplier/retailer collaboration.<sup>112</sup>

### ***Increasing power of retailers***

Years ago, expert power of the suppliers was not threatened. However, during the late twentieth century retailers started to use their own market knowledge to deliver innovation and quality to their customers. By continuously assessing the needs of consumers and through the retailer's location advantage, retailers today have as much expert power on the market as the suppliers if not more. Retailers' development of private brands has increased their power and has also made retailers competitors to suppliers.<sup>113</sup> However retailers' overall objective is to increase its category sales, to improve average margins and to provide a good range to shoppers. Hence they still are dependent on national brands.<sup>114</sup>

Stern identifies three ways in which the supplier-retailer relationship has changed: more retailer initiatives and responsibility for trend setting and innovation, more retailer responsibility for marketing to consumers and more strategic concern on the part of many suppliers on the marketing to important retailers as opposed to direct concern with the consumer market.<sup>115</sup> The changes are all-embracing since FMCG-companies are dependent on a good distribution network in order to actually reach their end-consumers. In the food industry with its low-value purchases, presence in store is a critical influence. Today suppliers often invest in sales forces and developed incentives and aids for retailers in order to reach their consumers.<sup>116</sup> However their access to the stores is limited and their influence of what really happens in the store has recently decreased to a great extent.<sup>117</sup>

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<sup>110</sup> Stern (1992)

<sup>111</sup> Stern's (1992) p. 277 definition: "*Expert power is based on B's perception that A has a special knowledge.*"

<sup>112</sup> Stern (1992)

<sup>113</sup> Ibid.

<sup>114</sup> Corstjens & Corstjens (1995)

<sup>115</sup> Stern (1992)

<sup>116</sup> Corstjens & Corstjens (1995)

<sup>117</sup> Fri Köpenskap 060331

## 3.2 Micro positions

### 3.2.1 Supplier-Retailer Dependence

How companies act is reliant on the number of relationships they have and in addition their distribution of dependence.<sup>118</sup> Equally distributed dependence makes the relationship symmetric (see below 1 and 4). If both companies are highly dependent (type 1) they are likely to be involved in adaptations to their own process or product technologies to accommodate each other. Neither party is likely to be able to make independent changes in its activities as buyer or seller without consulting, or at least consideration of the possible reactions of the other party.<sup>119</sup> In this situation both parties lack valuable alternatives which makes it unlikely for problems to occur. Similar, if neither party is dependent on the other (type 4); the situation is unproblematic as companies can switch to another partner if problems occur.<sup>120</sup>

**Figure 3.2 “Distribution of Dependence in Buyer-Seller Relationships”<sup>121</sup>**

(1) Symmetric Dependence	(2) Buyer's Dependence	High	Buyer's Dependence
(3) Supplier's Dependence	(4) Symmetric Independence	Low	
High	Low		
Supplier's Dependence			

In contrast, if the distribution of dependence is asymmetric (types 2 and 3) management problems are likely to occur. There is a risk that the less dependent party, who have more power, may exploit the more dependent party.<sup>122</sup> In the case of supplier-retailer relationships it is essential for suppliers to strengthen their bonds with retailers. Strong supplier/retailer bonds, both social, technical, time distance, knowledge and economic/legal bonds reduce the risk of the buyer wanting to switch supplier. Within well established bonds many changes and adaptations between the parties can take place.<sup>123</sup>

#### ***Battle for shelf space and mind space***

An outcome of changed distribution of dependence between suppliers and retailers, suppliers' battle for *shelf space* in store, not only against other national brands but also against private brands. Shelf space is important in the retail store as it instantly affect the consumer's

<sup>118</sup> Roemer (2006)

<sup>119</sup> Ford (2002)

<sup>120</sup> Roemer (2006)

<sup>121</sup> Ibid.

<sup>122</sup> Ibid.

<sup>123</sup> Hammarkvist et al. (1982)



purchase choice. Consumers are influenced by the number of facings, depth of inventory, position compared to flow of traffic, and the position within the store and it is the retailer who has the power to decide placements in store. Gaining shelf space means less space for a competitor. Products placed at hand level or eye level are in greater demand than if placed at foot level and obviously not every product can have the most advantageous placements.<sup>124</sup>

Gaining shelf space increases the chances for a brand also to gain mind space. Mind space implies consumers remembering characteristics and the name of a satisfactory product. The creation of mind space is a slow and incremental process. Once the product has gained place in the consumer's mind it is hard for a later competitor to catch up. Except from presence in store, mind space can be created through advertising, sampling, PR, sponsoring and endorsement.<sup>125</sup>

Mind space and shelf space go hand in hand. To augment shelf space in store (and thereby augmenting mind space) it is useful with for example flagging information and special displays.<sup>126</sup> In-store activities like LCD-campaigns is a good example. In order to gain access to the retailer's shelf space the supplier does not only have to please the end-consumers but also the retailer's wants and needs, which is discussed below.<sup>127</sup>

### 3.2.2 The interaction approach

All companies involved in interactions with others produce an activation and integration of resources. Companies, which to some extent are dependent on each other, have often both common and conflicting interests. However, it should be in their interest to develop matching activities and capabilities if these pre-conditions exist.<sup>128</sup> One proposal of how the interaction should be handled and the relationship should be managed in the most preferable way is '*trade marketing*'. The trade management orientation implies that suppliers jointly with retailers better should serve end-customer's needs and expectations, increase profitability and competitive position and taking into account each other's constraints and specificity.<sup>129</sup>

Companies develop close relationships rather than play the market, where they can obtain benefits in form of cost reduction or increased revenues.<sup>130</sup> The term 'partnering' involves a 'formulation of joint marketing plans and strategies between suppliers and retailers'.<sup>131</sup> Benefits are achieved through tailoring resources to dealing with a specific buyer or seller. Companies within retailing can amongst other resources provide human capital investments, i.e. alterations in procedures, special training or allocation of managerial resources. These investments mark major adaptations by a company to the relationship and also mark commitment by the seller or buyer to the relationship.<sup>132</sup>

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<sup>124</sup> Corstjens & Corstjens (1995)

<sup>125</sup> Ibid.

<sup>126</sup> Ibid.

<sup>127</sup> Ford (2002)

<sup>128</sup> Ibid.

<sup>129</sup> Dupuis & Tissier-Desbordes (1996) in McGoldrick (2002)

<sup>130</sup> Ford (2002)

<sup>131</sup> McGoldrick (2002)

<sup>132</sup> Ford (2002)

### ***Different perspectives***

The buying company strives to efficiently secure the supply of needed products and services to be able to satisfy the demand of its customers. Getting the product assortment right has been describes as the '*engine of success*' in retailing.<sup>133</sup> The supplier sales representative's goal on the other hand is to make profits by selling his product or service at a price which exceeds his costs.

### ***The interaction process from store personnels' view***

The retailer needs to find a supplier who is able to cater to all functional requirements of the company. However, there are often difficulties in interpreting the exact nature of the needs for materials and services on top of the needed products at the retailer.<sup>134</sup> Similar to the intangibility of services<sup>135</sup>, the need may be difficult to determine and specify when it is impossible to measure its characteristics e.g. in marketing activities. The store personnel's need is a function of these difficulties in combination with the actual needs.<sup>136</sup>

### ***The interaction process from supplier sales representative's view***

The supplier sales representative's goal in the interaction process is to make profits by selling his product and/or service at a price which exceeds his costs. In order to make the retailer pay this price, the supplier sales representative must be able to solve some of the problems of the buying firm. Primarily the ability concerns the degree to which the supplier sales representative can satisfy important aspects of a certain need, and secondly, the degree to which the supplier sales representative can transfer the solution to the buyer. This text refers to these to abilities as *solving ability* and *transfer ability*.<sup>137</sup>

Solving ability includes both the ability to which is built into the product i.e. function, quality, etc. and the services which are delivered in combination with the product. For example the supplier sales representative's ability to understand the retailer's need and find suitable solutions.<sup>138</sup>

Transfer ability is the capacity and reliability of the deliveries and also the extent to which problems related to the negotiations can be solved. The supplier's resources in terms of equipment, technical and economic knowledge, determine the total "stock" of both need solving and transfer abilities. The ability must be demonstrated in the practice before the retailer's perception of the supplier sales representative's profile is secured.<sup>139</sup>

The discussion above rises to two questions. Firstly, *the limitation problem* - how much of the ability of the firm should be "offered" to each buying firm? The buyer needs to evaluate a special versus a standardised treatment of the varying from customer to customer. The seller must pay attention to this matter and analyse the nature of interaction processes with different customers to be able to perform efficiently. The second question concerns the handling of

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<sup>133</sup> McGoldrick (2002)

<sup>134</sup> Ford (2002)

<sup>135</sup> Zeithaml & Bitner (1996)

<sup>136</sup> Ford (2002)

<sup>137</sup> Ibid.

<sup>138</sup> Ibid.

<sup>139</sup> Ibid.

each relationship - *the handling problem*. This issue has to do with the sellers possibilities of influencing decision makers in the buying firm.<sup>140</sup>

### 3.2.3 The purchase process

The most fundamental interaction between supplier and retailer is the *purchase process*. With a consistent trend towards increased centralization<sup>141</sup> the purchase process starts at a national level in Swedish grocery chains. Here retailer and supplier make a national list including all available items to the assortment. From the retailers' perspective, the list contains a minimum assortment offered in store, while rest of the assortment is decided at a local level. Disagreements about the product assortment might occur between central and local level, however it is on a local level the final assortment decision is made.<sup>142</sup>

In organizations where merchants are owners of the store the purchase process is affected by their preferred assortment in the own store. This information implies that a purchase decision at a central level has to be followed by purchase process at a local level – the one between store and supplier. However suppliers presenting products at a central level can not be certain that their products are represented in the local store. It is therefore crucial for suppliers not only to concentrate on a central level but as well on a local level, where store personnel decide on ordering certain volumes and products.<sup>143</sup>

Supplier sales representatives have historically been negotiating assortment with individual retail stores<sup>144</sup>. However, due to the shift in distribution of dependence in the last couple of years, the relationship between suppliers and retailer has been affected.

### 3.2.4 Long term stage

Relationships vary over time which makes the efforts of managing each relationship important. Ford suggests that this should be of major concern to a company. Managing this development will be a key success factor in its business success. Each of the parties involved in the relationship will have different perceptions and expectations of the relationship. In order to efficiently manage the relationship the parties need to have an understanding of the other party's expectation of these interactions.<sup>145</sup>

It is not possible to put a timetable on the process by which a relationship reaches a certain stage. Yet, Ford analyses the process of establishment and development of relationships considering five stages in their evolution: pre-relationship stage, development stage, long-term stage and final stage.<sup>146</sup>

We take a closer look at the *long term stage* in relation to interaction between two companies and interactions between individuals within these companies. This stage is reached after several major purchases and large-scale deliveries have been made<sup>147</sup>.

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<sup>140</sup> Ford (2002)

<sup>141</sup> McGoldrick (2002)

<sup>142</sup> Anselmsson & Johansson (2005)

<sup>143</sup> Ibid.

<sup>144</sup> Ibid.

<sup>145</sup> Ford (2002)

<sup>146</sup> Ibid.

<sup>147</sup> McGoldrick (2002)

### *Micro positions in a long term stage*

Not only do supplier-buyer relationships connect companies, but also a number of *individuals*. These individuals often have different ideas of the best way to approach their counterparts. Every interaction is based on intentions and interpretations from at least two sides. Through these interpretations the interaction is given meaning by the parties. Through their interactions, individuals from the companies will get to know each other increasingly well and their behavior will be more predictable to each other.<sup>148</sup>

The way relationships develop is very much dependent on the interaction between the individuals involved. Ford uses a number of concepts to illustrate how these interactions may produce successful as well as poor outcomes. The researchers will later apply these concepts in order to evaluate expectations of roles and how this may affect the implementation of in-store marketing campaigns.

#### *Experience/Learning*

The way interactions between individuals of the two companies develop relate closely to what the companies learn about each others' abilities and uncertainties – what they need from the relationship and what they can offer to it. The learning aspect of the interactions also include learning about more subtle and complex issues, as what their counterparts mean by the things they say and the attitudes they show. Relationships will vary depending on the extent to which the companies feel that they *need* to learn, on their *willingness* to learn and on their *ability* to learn.<sup>149</sup>

#### *Uncertainty*

Uncertainty about the process of dealing with a particular partner is reduced a minimum in the long term stage. Paradoxically, this reduction in uncertainty may create problems. The routine ways of working together with a partner may cease to be questioned at this stage of the relationship. Ford refers to this phenomenon as *institutionalization*.

The institutionalized patterns of operation makes it harder for companies within retailing to assess its partner's strategy for how to increase the effectiveness and consumer response e.g. in connection to centrally planned marketing campaigns it may appear less responsive or uncommitted to the relationship. These kinds of patterns may also cause either one of the companies to drift into overdependence on a partner and its employees. One company may exploit the other's institutionalized practices and lack and in that way reduce its costs at the expense of the business partner.

#### *Investment*

The preconditions for well functioning interactions and relationships involves investment in tangible and intangible resources by both parties. Investment ranges from the use of human resources to develop contacts with the counterpart, to investment in order-processing procedures to simplify and reduce the cost of interaction. Companies also invest their expertise in a relationship, either directly or by transferring it to their counterpart, whether deliberately or not. Although significant, many of these investments are made unconsciously and it is very difficult to account for the total sum, even in the most significant and close relationships.<sup>150</sup>

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<sup>148</sup> Ford et al. (1998)

<sup>149</sup> Ibid.

<sup>150</sup> Ibid.

### *Trust and Commitment*

A process that takes a long period of time is the creation of *trust* between network members. When buyer and seller have worked together for a long time they are aware of what to expect from one another. They know how the counterpart will act in different possible situations.<sup>151</sup> In the long term stage, both seller and buyer companies' roles will have been demonstrated through formal and informal adaptations which have occurred.

Trust has been regarded as a key to relationship management. It reduces tensions and conflicts between marketing channel members, enhances coordination and encourages future transactions.<sup>152</sup> Every single relationship at both macro and micro level will have a specific history in terms of how the parties have treated each other and how commitment and trust has been built up. This will affect how the expectations each party have on each other, how they will act towards each other, how they will handle co-operation opportunities and the degree to which they will wish to favour one another in the future.<sup>153</sup>

### *Distance*

*Social distance* is minimized in the long term stage. The one particular feature relevant for our area of research is the area of *individual relationships*. These kinds of relationships will have developed between individuals in the two companies after a history of interaction.<sup>154</sup> *Social bonds* are maintained through frequent individual contact and ability of both parties to fulfil the expectations they have on each other.<sup>155</sup> Stern discusses the development of *human boundaries*, in other words described as the parties' *capability to interact*<sup>156</sup>. Positive aspects of social bonds and human boundaries are mutual problem solving and informal adaptations which are probable outcomes.

However, not all aspects of individual relationships have positive implications for businesses in general. The system may become vulnerable in the case of an employee leaving organization having had tight social bonds to external customers.<sup>157</sup>

It may as well be difficult for a person to separate these individual relationships from business relationships. Role ambiguity and *boundary-spanning behaviours*<sup>158</sup> may occur in situations where employees have a minimum social distance.<sup>159</sup> Boundary-spanning behaviour only occur among front-line service employees operating at the organization's boundary.<sup>160</sup> This phenomenon may also result in '*side-changing*', where individuals act in the interest of the other company and against their own<sup>161</sup>.

### *Adaptation*

A company will make similar adaptations for each of its main customers or suppliers, but others treat a particular counterpart in a unique way. Such unique investments are adaptations by the company from its normal procedures. Both retailer and supplier might modify their

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<sup>151</sup> Hammarkvist et al. (1982)

<sup>152</sup> Cho (2006)

<sup>153</sup> Ford (2002)

<sup>154</sup> Ibid.

<sup>155</sup> Hammarkvist et al. (1982)

<sup>156</sup> Stern (1992)

<sup>157</sup> Hammarkvist et al. (1982)

<sup>158</sup> Bettencourt et al. (2005)

<sup>159</sup> Wetzels et al. (2000)

<sup>160</sup> Zeithaml & Bitner (1996)

<sup>161</sup> Ford (2002)

service, product and administrative procedures to suit the other. Over a longer period of time, these adaptations are a major factor through which the companies come to rely on each other. Many adaptations will be formal while others will be informal adaptations. The informal adaptations might for example arise to cope with a problem or at the request of the counterpart.<sup>162</sup>

Adaptations are in most situations expensive as the work procedures are different from the standardized ways of performance and delivery. Consequently companies need to manage their informal adaptations carefully. The investments inevitably mean that the relationships are important assets and companies must assess their relationship investments against the benefits they can realistically expect to receive from them.<sup>163</sup>

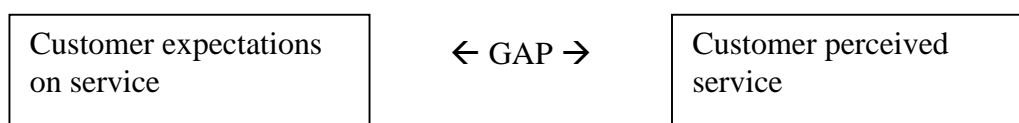
### 3.3 Service exchange

What happens between supplier sales representatives and store personnel in their interaction are a series of *deeds, processes and performances* – that is *services*.<sup>164</sup> The underlying objective for *every member* of the supply chain is to deliver *service quality*, all the way from primary producer to end-consumer.<sup>165</sup> In a business relationship which consist of two active parties, for example the interdependent relationship between store personnel and supplier sales representaitves, service is delivered both ways – that is *service exchange*. In order to investigate the service exchange between the two parties we have used modified model of the ‘SERVQUAL gap model’, presented below.

#### 3.3.1 The SERVQUAL gap model

In the 1980’s Parasuraman, Zeithaml and Berry created a conceptual model of measuring service quality; SERVQUAL, and a methodology for measuring customer perceptions of service quality.<sup>166</sup> The traditional SERVQUAL model is used as a questionnaire which measures the gap between customer’s expectations and their perceived service quality.<sup>167</sup> SERVQUAL is a gap model since it features gaps that need to be closed to offer excellent service<sup>168</sup> and it is shown in a simplified figure below.

**Figure 3.3 “The traditional SERVQUAL model”**



<sup>162</sup> Ford et al. (1998)

<sup>163</sup> Ibid.

<sup>164</sup> Zeithaml & Bitner (1996)

<sup>165</sup> Stern (1992)

<sup>166</sup> Zeithaml et al. (1990)

<sup>167</sup> Stern (1992)

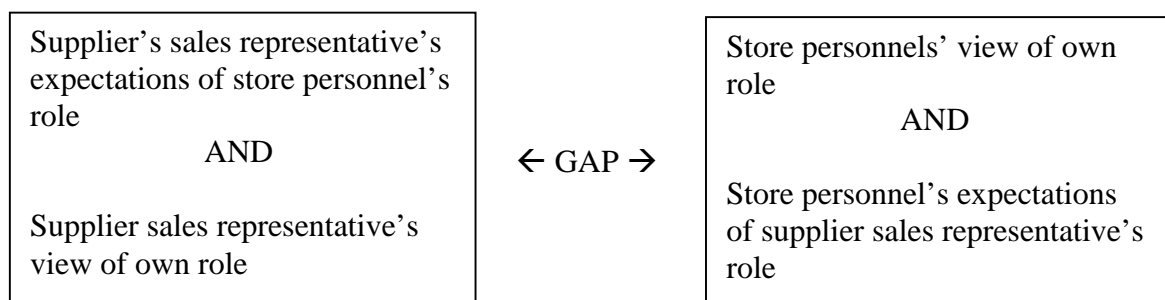
<sup>168</sup> Zeithaml et al. (1990)

### 3.3.2 Our gap model

To enable a study of service exchange between store personnel and supplier sales representatives, our model takes their interdependence into account and service exchange is investigated instead of service quality. Our model helps to determine on one hand the buyer's expectations of the seller and on the other hand the seller's expectations on the buyer. Additionally the view of each party's own role is taken into consideration.

We use the five SERVQUAL key dimensions in order to highlight gaps that need to be closed, between supplier sales representative's expectations of roles and store personnel's expectations of roles.

**Figure 3.4 “Our gap model”**



### 3.3.3 SERVQUAL dimensions

The original SERVQUAL model included ten dimensions which later were integrated to five. These five dimensions, explained in detail below, capture facets of all ten original conceptualized dimensions.<sup>169</sup>

**Tangibles** - representing the service physically

Tangibles are defined as the appearance of for example physical facilities, equipment, personnel, communication materials, billing statements, dress of employees and ordering system. Service exchange between store personnel and sales supplier sales representative concerning tangibles are for example joint development of suitable material and displays, which primarily are the tools of communication used in in-store marketing campaigns.

**Reliability** - delivering on promise

This dimension stresses that companies want to do business with companies that keep their promises. Promises may concern deliveries, service provision, problem resolution, pricing, providing accurate information and so on. Companies are encouraged to be aware of the service recipient's expectations of reliability. If service failures occur, tolerance zones are likely to shrink and adequate and desired service levels are likely to rise.

<sup>169</sup> Zeithaml & Bitner (1996)

***Responsiveness*** - being willing to help and to provide prompt service

This dimension emphasizes attentiveness and promptness in dealing with the other party's requests, questions, complaints, and problems. The service recipient's requirements for speed and promptness may differ very much from the view the service provider has. For that reason the provider must see the process of service delivery and the handling of requests from the service recipient's point of view.

Responsiveness is an important dimension in all situations where interactions between two or more people take place. Responsiveness may be demonstrated by the time the service recipient waits for assistance, answers to questions, or attention to problems. In situations like this it is important to know one's own responsibility and the other party's responsibilities, in order to avoid confusion of roles. Responsiveness also captures the notion of flexibility and ability to adjust the service to recipient needs.

***Assurance*** - inspiring trust and confidence

Assurance entails competence, credibility, security and access. Assurance is also defined as employees' knowledge and the ability of a firm and its employees to inspire trust and confidence. In this dimension the individual relationships are important, since trust and confidence are embodied in the person who links the service recipient to the company. There is a risk that the individual relationships gets too close and consecutively bring negative effects for both parts. Trust and confidence can also be built up for the company as a whole. In this case the reputation of a company may get important.

***Empathy*** - treating customers as individuals

Empathy involves courtesy, communication and understanding the consumer. The essence of empathy is conveyed through personalized or customized service. Service recipients want to feel unique, special and understood by firms that provide service to them. The empathy dimension emphasizes understanding of service recipient's industry; acknowledgment and adaptation to specific recipients needs, knowing the service recipient as an individual and understanding individual needs.<sup>170</sup> In addition it involves communication of wants and needs between involved departments, which in turn may help to build trust.<sup>171</sup>

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<sup>170</sup> Zeithaml & Bitner (1996)

<sup>171</sup> Lings (2000)



## 4 Empirical study

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*This chapter presents the empirical data and is divided into three parts. First, change and structural power relationships are discussed, secondly we introduce the empirical data mainly collected from observations and interviews with retailer store personnel, and the third part presents the empirical data mainly collected through observations and interviews with supplier sales representatives.*

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### 4.1 Change and structural power relationships

#### 4.1.1 Long-term relationships

The relationships between all companies; Valora Trade Sweden AB (earlier known as Again AB), Cederroth International AB and Göteborgs Kex AB and ICA stretches long way back since they are all well established manufacturers and national wide suppliers. Göteborgs Kex, who manufactures crackers and biscuits, dominates the segment by having seven out of ten best selling items in their product range.<sup>172</sup>

#### 4.1.2 Centralized decision making

Stefan Holst and Ola Hollerup tell us about the centralization that has taken place. The centralization of ICA's organization affects the roles of ICA store personnel and supplier sales representatives in several ways. Looking back negotiations about price, volumes and marketing activities took place between the individual store and the supplier. In order to save costs and thereby keeping prices low, negotiations have been designated to central levels within the organization, involving ICA AB and suppliers' Key Account Managers. Room to manoeuvre negotiations between the individual ICA store and the supplier have almost disappeared, with the exception of ordering volumes. Stefan and Ola explain that the only supplier 'relationship' the store has today is when store personnel meet with the supplier sales representative who might visit the store in connection to an important marketing activity. "*We do no longer have a relationship with the suppliers*"<sup>173</sup>, says Ola.

When Jesper Ohlsson from Valora and Per-Gunnar Andersson from Göteborgs Kex visit ICA Malmborgs they always meet with Göran Lindén hen making a sales pitch for the products of LU and Göteborgs Kex. Göran is responsible for the colonial section in the store. Lars Armandt from Cederroth meets with Eva Jönsson who among other things is responsible for personal care.

All three supplier sales representatives have experienced the transformation of the supply chain during the last couple of years and the power shift that have been taking place. A lot of the negotiations that they earlier were involved in, are now dealt with centrally at a higher organizational level. Lars says that he is not versed in the negotiations taking place between ICA on a central level and Cederroth. Jesper does not receive all information from these negotiations, but adds that he know how it works. Per-Gunnar on the other hand has good insight in the negotiations taking place on a central level, information he receives from the Key Account Manager of Göteborgs Kex.

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<sup>172</sup> Information from "Röda tråden april-augusti 2006" distributed by Göteborgs Kex

<sup>173</sup> Quotation translated from Swedish-English by Louise Oknelid

The change generates an increased level of product knowledge for the store personnel, says Eva, since they nowadays stock shelves themselves, make orders and set up in-store marketing campaigns. Supplier sales representatives share selling points and suggest volumes of order to each section responsible. The person in charge of a section is the same person to make the decision of ordering volume. The store personnel have the full responsibility for in-store exposure. Eva says that she personally likes having an increased level of control, despite the fact that it was nice in old times to have 'free manpower' in the store. Göran look at the old relationships as productive for both parties, a win-win situation.

#### **4.1.3 Supplier control of campaigns in store**

Stefan and Ola tell us how the supplier sales representative's role drastically has changed. Suppliers do not control what actually happens in the store when their campaigns are implemented - their control within the store has been eliminated. Likewise the store personnel's role has changed. They have now possibilities to make own decisions about the campaign exposures. Stefan and Ola argue that since the supplier sales representatives have lost their responsibility in the store, it is important that ICA AB communicates to the suppliers that all campaigns they carry out in-store are of equal importance.

When it comes to LCD-campaigns the situation is somewhat different they say. These campaigns are more controlled by the suppliers than other campaigns due to the significant amount of financial investments. However supplier sales representatives do not have the time to control every LCD-campaign in store, that is going to the individual retailers and look at the screens and display of products. Neither Per-Gunnar nor Lars returned to the store during the campaign week to check the implementations of their campaigns. An unexpected observation made by our research group was that one of the three LCD:s was turned off, or possibly out of function during all three weeks of observations. According to the researchers this might have negative effects on the outcome of the campaign, a conclusion we can not take for granted though. During an observation of LU's Better Choice campaign together with Jesper we realized that he considered this being of less importance.

#### **4.1.4 New title: Food Communicator**

The profession of food communicator was introduced three years ago. Stefan and Ola explain that the food communicator is responsible for in-store events, he encourage the store personnel, inform them and check if in-store material are at its place. He is the one in contact with the central level of ICA and it is up to him to inform respective section responsible when and how in-store events will take place. Every large sized ICA store has a food communicator and at ICA Malmborgs Göran works as food communicator about two to three hours per week. He explains that his role is to inspire and give information to consumers about food and cooking. He is also responsible for colonial groceries.

## **4.2 Empirical discussion from ICA's perspective**

### **4.2.1 Information sharing / Internal communication**

Stefan and Ola agree on that the centralized decision-making has created changes of roles between store personnel and supplier sales representatives. They also argue that it causes communication problems.

From the discussion with Stefan and Ola we understand that internal communication is a crucial tool in their business. The agreements between ICA AB and suppliers has to be communicated to the food communicator, who in turn direct the store personnel, says Stefan and Ola. They say that the responsibility lays on ICA AB to inform store personnel about their decisions. The main tool for internal communication within ICA is the Intranet, 'Slingan'.

However, centrally planned campaigns generate problems in terms of information sharing between the central level and the ICA store, as the supplying companies' expectations are not communicated from the central level at ICA to the store personnel, says Stefan. "*We have no idea about what ICA at the central level has promised the supplier*"<sup>174</sup>, he says. Store personnel simply receive display material without having any information of what has been negotiated at a central level. The one and only formal agreement to be followed by the store is that campaign products have to be placed 'in connection with' the LCD:s, but there are no directions of what the term 'in connection with' actually implies. This may vary depending on asking ICA store personnel and supplier sales representative, says Ola.

Stefan and Ola agree upon that the implementation of supplier's campaigns is important. They tell us about different campaign purposes such as strengthen the brand, informative campaigns, attract new customers etc. They see a risk in not communicating the purpose of the campaign to the store personnel, as the store personnel may not know how to implement the campaign in a coordinated way. Store personnel have to understand why certain things should be in focus, because they are not thinking in terms of profits by themselves.

Anna Olofsson stresses the importance of good collaboration with Göran in connection to the campaigns. She is very satisfied because he is engaged, shares information and gives store personnel own responsibilities.

Eva has several opinions about the physical placement of the LCD:s. However she does not discuss the issue with Göran whose task is to move the screens depending on campaign and product.

#### **4.2.2 Interaction**

The assortment is crucial for the retail store and Göran is careful not to order too big volumes of any good. Suppliers may have expectations on volume but they can never make demands. During observation of Göran's daily work routines at ICA Malmborgs, he tells our research group about the importance of offering a good range to end-customers. If he does not consider a product contributing with additional benefits to the category, he simply decides not to include this product in the assortment. However, there are times when supplier sales representatives pitch on products, for example by explaining special product features or advantages, which in some cases make Göran change his mind and order the product.

In connections to campaigns it is important to agree upon a volume and that the supplier sales representative avoids proposing too much. The outcome of buying too much campaign products from one supplier is negative for both store and supplier, explains Göran, since the leftovers prevent new products to be stocked. On the other hand it is a disaster if a campaign product runs out of stock during the campaign week. Observations showed that enough

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<sup>174</sup> Quotation translated from Swedish-English by Louise Oknelid

products were ordered in all three campaigns as the researchers also saw campaign products being left in the store the subsequent week.

Göran argues that it is the supplier sales representative's task to present the pre-booked LCD-campaigns for him. On the other hand he has the choice to collect needed information about the campaign products by checking 'Slingan', but there is an information overload, he says. It is impossible and too time consuming to stay updated with 'Slingan'. Eva agrees and says that it is an impossible task to be expert of everything. Neither Eva, nor Anna checks 'Slingan'. It is too time consuming and Anna stresses other more important tasks besides campaign implementation. An issue they both address is the ability to respond to customer inquiries in store. (We are soon interrupted by a telephone call concerning a question about a feature of a certain hair colour that one of the employees of the store needs to have an answer to).

Göran may collect all needed information about campaigns at the frequently updated Intranet 'Slingan'. At this forum store personnel have the possibility to look up accurate information concerning centrally planned campaigns. ICA AB provides here information coming from agreements with supplier's Key Accounts, about which campaigns are booked at the LCD:s, product information, when the campaigns should take place, recommended price and the kind of media forum other than the screens the product is supposed to be marketed in.

#### **4.2.3 Expectations of roles**

##### ***Store personnel responsibility – view of own role***

Store personnel have full responsibility to set up campaigns in store. Apart from the direction that the products have to be displayed 'in connection with' the LCD:s, ICA's store personnel have free hands of exposure and campaign implementation.

It is in both parties interest to have a nice and attracting in-store campaign as it increase sales. The argument that the LCD:s along with advertising film encourage sales is supported by a campaign analysis that ICA Kvantum recently conducted. During the first seven weeks of 2006 sales figures were compared between stores having moveable LCD:s and those who had not and were marketing products in a traditional way. The result of the study was clear; sales increased significantly in stores having the screens than those without.<sup>175</sup> *"It is very much about how one put together the products around the display"*<sup>176</sup>, states Jonas Lundberg, Market Manager at ICA Kvantum Sweden. Our observations gave an overall good impression of the campaigns' compositions, although the Better Choice campaign was a bit messy at the time the observation was being made. The presentation of the Bixit campaign on the other hand was well composed from our pint of view.

Eva also stresses the importance of answering to consumer's questions in-store, about campaign products and all products. She explains how she tries to stay updated of ongoing TV-commercials, since customers often ask about products they have seen on TV.

Section responsible makes orders of products to their particular section, however there is a risk that they forget to order if a supplier sales representative has not pitched the campaign. Göran explains that this is a conflict of interest that may occur. Another possibility is that store personnel do not put products in shelves, ordered products that are in stock. However

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<sup>175</sup> Dagens Handel 060421

<sup>176</sup> Quotation translated from Swedish-English by Karin Sjunnesson

this is not a problem that has occurred in ICA Malmborgs in Lund, says Göran. During the campaign observations this statement was confirmed – large numbers of products were displayed in connection with the LCD:s.

Eva is responsible for the in-store exposure of the VO5 campaign and Göran for Better Choice and Bixit. Anna gets her information about different campaigns mainly from Göran, but as well Per-Gunnar may give her instructions when he visits the store.

When a supplier sales representative show up in the store to make a pitch of a campaign, Göran and Eva make sure that he/she has got time to listen to the supplier sales representative's sales points. During the meeting Göran claims that he gets all information needed about the campaign and various sales arguments, information that can be used when communicating to customers. The supplier sales representatives present a paper with specific information of the product and campaign. The meetings are often quick and it is not self-evident that the supplier sales representative knows the campaign product in depth.

Göran and Anna look over the advertising sheet of the week and she gets the information needed about the campaigns they will work with. It is Anna's responsibility to stock the Better Choice campaign.

The placement of in-store LCD-campaigns is Göran's responsibility. The placements are different every week depending on campaign, but it is the ICA store (Göran) who has the full responsibility of the placement. Products with high returns get most favourable placements in store. To place the products close at hand to their category is also desirable. Placement is very important since a campaign placed where consumers pass generates increased sales, says Eva. We perceived the placements of the VO5 campaign and the Bixit campaign advantageous since customers pass from straight ahead and impossibly go by without noticing it. Customers do not see the Better Choice campaign from straight ahead and the researchers did not notice the Better Choice campaign until we nearly passed it. Jesper in the other hand was pleased with this placement since lots of customers pass during their shopping tour.

After discussions with store personnel we have understood that they have many tasks they consider being very important to their role, for example good campaigns, customer service and a balanced selection of goods. Eva likes routines and order. We observed one of the campaigns the first day of the campaign week and noticed that it was displayed properly, from this first day, ready to catch the attention of customers. This confirms Eva's statement that she thinks it is important to prepare the campaigns in time. She also finds it important not ordering too much and to be sure that consumers pay attention the campaign.

### ***Store personnel's' expectations of supplier sales representatives***

Göran and Eva agree that the role of the supplier sales representative is very important; however it is not as important as it used to be. The interaction with supplier sales representative is not completed until the products have left the store in the hands of the end-consumer. Both say that they are satisfied with the supplier sales representatives from our three chosen LCD-campaigns. However this is not their general standpoint of supplier sales representative's commitment.

Trust, honesty and adaptation ability are important characteristics of a supplier sales representative, says Eva and Göran. Supplier sales representatives must not be intrusive and

insist on ordering too large volumes – a ‘no’ should be immediately accepted by supplier sales representatives. Supplier sales representatives’ keeping their promises is very important. Eva claims that trust is built over time, she trust Lars since they have a long-term relationship and she underlines the importance of having trust towards the supplier sales representative. Also mutual trust is important, for example Eva believes that she has the best knowledge of sales in this particular store, although supplier sales representatives sometimes show her statistical sales curves, she explains that it differ between stores.

Eva claims that supplier sales representatives are not committed to the LCD-campaigns. They do not give much information about them, nor do they come back checking implementation. She argue that if supplier sales representatives did come back to take a look at the campaign and its placement, she would have had the possibility to show them the shortcomings of the displays, make suggestions of improvements and adjust the display material to this particular store. She does not seem to be satisfied with today’s supplier sales representative’s material. Jonas Lundberg, Marketing Manager of ICA Kvantum Sweden, explains that it is not only the commercial film alone that encourages customer response, texts and pricing which are displayed alongside has an additional impact. Through observation we noticed that price was well displayed in all three of the campaigns.

Ola tells us about another important task of the supplier sales representatives in addition to pitch campaigns and discusses an order volume, which is the re-designing of shelves in the store. Major suppliers are often involved in rebuilding and designing shelves in retail stores where they have to balance between their desires to display own products in a preferential way, and the retailer’s desire to pleasant present the overall assortment. In the case of individual collaboration at this level, it is important that the supplier sales representative focus on the assortment as a whole and not give advantages to own products. “*A good supplier takes the product range into account*”<sup>177</sup>, explains Ola. During observations at ICA Malmborgs our research group noticed in some categories that one national brand dominated the most advantageous shelf space. One could in these cases presume which supplier who has re-designed the shelf.

#### **4.2.4 Perceptions of campaigns**

During the interview with Eva we understand that she has opinions about the implementation and appearance of campaigns. Eva did not receive any particular information about the VO5 campaign. The meeting with Lars was a quick meeting. Even though she thought that the supplier sales representatives were not satisfyingly committed in the implementation of campaigns in store, she did not speak about this with supplier sales representatives.

Eva has opinions about the sound that comes from the screens. She argues that it cannot be too loud as it is disturbing for personnel as well as customers. However in the VO5 campaign she noticed that there is almost no sound at all due to the fact that somebody has turned it down. This is not right says Eva, since this sort of campaign also is intended to attract attention through sound. The researchers observed that in every campaign it was impossible to hear what was said on the advertising films, the sound was simply too low.

She is not satisfied with the appearance of the VO5 campaign. She believes the campaign would have looked much better if they have had bigger product displays next to the LCD:s.

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<sup>177</sup> Quotation translated from Swedish-English by Louise Oknelid

During the researchers observation on the VO5 campaign we noticed that the rack was rather small with only four shelved in four rows. However Eva explains that she can not order great volumes only because it looks good during the campaign week.

Eva also has opinions about the placement, which she this time considered as very good since consumer pass it on their way to the cash counter. The research group agreed upon the good placement of the VO5 campaign. Eva's opinion about the best solution is to let the LCD:s have the same placement in-store every week, no matter which campaign. The placement should be where consumers see the campaign from straight ahead when taking their shopping stroll.

Eva explains that if the LCD:s stayed at the same spot all the time the supplier sales representative would have the possibility to develop appropriate display material for this store in particular; a specially designed shelf to suit the screens, display or alike. Eva does not think that the material she gets from supplier sales representative today is adjusted enough for these LCD-campaigns at ICA. As well Göran likes special displays, coupons, consumer competitions or recipes from suppliers. The researcher's observations showed no adjusted material especially produced for these campaigns.

#### **4.2.5 Individual relationships**

ICA's personnel believe that the personal relationships are very important, internal as well as external. An example mentioned by Göran is that supplier sales representatives who have close relationships with the food communicator have a clear advantage when making a sales pitch in comparison to other suppliers, that do not show up in the store, in a situation where there is limited shelf space. It also has to do with the supplier sales representative's solving ability e.g. Göran is thankful and may give Per-Gunnar's products advantage when Per-Gunnar has worked days with rebuilding and redesigning shelves. Göran view their relationships as give and take, they help each other.

Göran and Per-Gunnar agree that their relationship is very important. Both Göran and Per-Gunnar claim that their relationship is better than the relationship they have with their own companies. From the conversation, we have understood that the two often speak about non work related issues and sometimes have lunch or a coffee together when they meet. We also observed their close relationship as they made jokes and smiled during the interview - the ambience was very friendly.

Göran says that he has got many friends who are supplier sales representatives, as he himself has a former career within sales. We wondered if campaigns may be influenced by social bonds and Göran says that he gets more positive towards both product and campaigns due to social bonds. Negative consequences of this may be, according to Göran that he orders too great volumes from the supplier sales representative in question. However Per-Gunnar says that in this case it is his responsibility not to push the ordering volume up. In any case it is in both persons interests to agree upon a volume that can be sold during the campaign week, e.g. not too much and too little.

Meanwhile Ola argues the importance of having a good relationship with a supplier sales representative, but to keep the distance. The relationships must stay professional, if not; there is a risk that the store personnel order too big volumes. He further explains that the store becomes vulnerable if only a few number of store personnel have contact with suppliers. The

contacts need to be fairly distributed so that the system does not break down if one person for some reason is absent.

## 4.3 Empirical discussion from suppliers' perspective

### 4.3.1 Change

In old times supplier sales representatives showed up in the store to stock own products, make orders and implement campaigns. When implementing the campaign a sales force arrived at the ICA store. This team was specialized in putting up campaign exposures. The suppliers had consequently both a direct influence and responsibility of what happened in the store when implementing campaigns.

Lars tells us that their sales team is banned on the floors of ICA, Per-Gunnar and Jesper are subjects to the same development. This has caused a major change in their work procedures and interactions with store personnel. The results of this development, not allowing sales teams perform work in store, is producing positive aspects of work as well as negative from the perspective of the suppliers. The physical workload has decreased, but it is a tougher task communicating and controlling a message to the end customer. The supplier's are no longer allowed to make orders and they are not allowed to offer the store anything 'extra', e.g. a better price or transfer other abilities such as expert knowledge in relation to implementing campaigns, Jesper and Per-Gunnar have experienced the same change.

Procordia Food AB has put a lot of energy to meet the new demands of the retailers in order to increase efficiency and sales. Mikael Aru explains that the company has undergone transitions towards becoming a knowledge based company, where important aspects of the new mindset includes a different way of thinking as well as change in attitude. He says that the company and its employees at first did not acknowledge the change of the retail scene and performed their work along the traditional rules. However they soon realized that this strategy did not work in order to reach objectives and goals. *"This autumn we had identified our new mutual roles and rules and we understood each others game"*.<sup>178</sup>

### 4.3.2 Information sharing

At Cederroth instructions about how the work should be carried out by the supplier sales representative are communicated via another employee of Cederroth, who in turn gets his information from the Key Account Manager dealing directly with ICA. The same structure of organization can be found at Göteborgs Kex and Valora where supplier sales representatives get the information via a Key Account manager at the companies. Cederroth's sales representatives teams have in addition meetings every fourth week where all sellers from the district meet and talk about the past four weeks of sales activities as well as the coming four weeks of work.

Parts of the information the supplier sales representatives receive from their companies about the campaigns is communicated to Eva and Göran, either through discussions or in Göteborgs Kex case also on a printed sheet of paper. However, both Lars and Per-Gunnar say that there is a knowledge gap between the ones who work at the company and the supplier sales

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<sup>178</sup> Fri Köpenskap 060331, quotation translated from Swedish-English by Karin Sjunnesson



representatives who meet with the retailers on a daily basis. Even though instructions are received from higher up in the hierarchy, Lars and Per-Gunnar do not always obey as they see themselves experiencing the 'real world' where different opinions about the how the practical work should be carried out differ significantly.

Lars, Jesper and Per-Gunnar usually bring an ordering document where information about the campaign is printed. Per-Gunnar's paper also includes selling points in order increase sales favouring both Göteborgs Kex and ICA.

### **4.3.3 Interaction**

Lars is primarily interacting with Eva Jönsson in the store. They have been working together for a long time now, tracing back to 1985. At one occasion they ended up on the same resort in Spain, so their relationship is coloured by a social bond as well. For example they may talk about things that do not always include work, such as family.

Lars books a time in advance with Eva and visits the store 3-4 weeks in advance when a campaign like VO5 is to be launched, to pitch the campaign. Since VO5 is a well renowned product, there is no need to make a pitch for the actual product in the case of VO5 shampoos and conditioners. His primary mission, as he sees it, is to make an agreement of ordering volume with Eva.

The meeting takes about fifteen minutes, but he adds that this quarter of an hour is never the actual time they are allowed to discuss, as they are continuously interrupted by telephones or messages over the loudspeaker e.g. the cashier need Eva and as end customers are prioritized Lars feels that Eva often needs to disrupt their meetings. On the other hand their relationships also make it possible for Lars to arrive unexpected to have a chat with Eva. He sees this as an advantage of having a close relationship with Eva.

Per-Gunnar and Jesper interacts with Göran in the store. Per-Gunnar sometimes also speaks to Anna in terms of stocking the shelves with products. Their interactions are very much similar to the ones between Eva and Lars.

It seems that Per-Gunnar has a great influence on the store and store personnel as he represents the biggest supplier in the biscuit and crackers segment. Göran believes that the store can benefit from his advice and as a result Per-Gunnar is allowed to do some work on the floors of ICA Malmborgs. One example is the participation in re-designing the shelves. Göran explains that Per-Gunnar has certain transfer abilities in relation to this kind of work and is therefore allowed to come up with suggestions to Göran. Re-designing a shelf also means influencing product display of competitor's goods. Lars has a similar position where he is allowed to suggest changes of shelves as one of four major suppliers within his segments. But during our conversation with Eva, the researchers are informed that she sees herself being the one with best knowledge about the practical aspects of the work in store and likes to have it her way.

Through observations the researchers noticed that also when it comes to campaigns it seems like Göteborgs Kex has a big influence over the biscuits and crackers segment in the store. As mentioned before the placement of the Bixit campaign had according to the researchers a more favoured placement than LU's Better Choice campaign had.

### ***Time management***

Lars and Jesper do see a problem in the limited amount of time the store personnel have to distribute between their tasks. If store personnel had a little less amount of tasks and departments to handle, they would have more time to focus on each and every campaign and meeting with supplier sales representatives. Jesper says that in this way the campaigns effectiveness would probably increase. One specific example is ordering, if store personnel had more time they would be able to spend time investigating why a good has not arrived and re-order it. This area is where he sees most potential of being better handled. He is well aware of the time constraints, but is not really capable of doing anything about it. The store personnel on the other hand think that the time they devote for meeting with supplier sales representatives is enough.

### ***Adaptations***

Lars says that he does not make adaptations in the campaign for this specific store. Adaptations rather have more to do with the size of the store. He is not familiar with the typical work procedures carried out at ICA Malmborgs as he perceives the ICA retail stores as more or less the same. Everything is old tradition according to Lars. However depending on which store he visits he is sometimes allowed on the retailer floor and sometimes not.

He considers the interactions in the store as a give and take relationship. It is mutual, but he adds that looking back a few years he was allowed to negotiate more than today, a lot more, he does not inherent the same type of freedom anymore. The space for negotiations has almost decreased to a minimum, as it is taking place higher up in the hierarchy. The other suppliers have very much the same opinions in this matter.

#### **4.3.4 Expectations of roles**

##### ***Supplier sales representative responsibility – view of own role***

Every supplier sales representative views his interactions having significant impact on the business. They experience likeness and appreciation by the store personnel, but one of the supplier sales representatives adds that you never know for sure what they say about you when you leave...

Trust and honesty are important characteristics of a supplier sales representative, say all three of them. As their interactions are distributed over a longer period time, it is important not to take advantage of any situation as other campaigns will follow the ones in progress. All three suppliers agree on the fact that if agreements are neglected, it will affect the future collaboration and is therefore of utmost importance to keep promises.

Both supplier sales representatives and store personnel perceive their roles as important functions in implementing the campaigns of VO5, Bixit and Better Choice. Their knowledge and skills are valuable, but the store personnel acknowledge the fact that there are a number of ongoing campaigns, even if a lot of financial investments are made in connections with the LCD:s, their attention is divided between a lot of goods and suppliers.

Every supplier sales representative underlines the importance of not selling too large volumes as it will only cause negative effects both for himself, his company and the retailer. If the

quantities they agree on are beyond reasonable, it damages their credibility and being a sensible supplier sales representative is an important personality trait.

Lars looks at his own role in relation to this campaign as being responsible for carrying out the campaign in cooperation with Eva. However as he is not allowed to do any practical work in the store he does not see any particular expectations of him from higher organizational levels other than to sell large volumes of goods to the retailer. However, each supplier sales representative express their responsibilities and work as ongoing until the end-consumer leaves the store with their product, it is in this moment where their work functions and responsibilities come to an end.

### *Supplier sales representative's expectations of store personnel*

Expectations of store personnel, Eva and Göran in particular, are primarily to have the goods in store and displayed *in connection to* the LCD:s. The observations taking place during the three campaigns informed our research group that the products in reality were placed in connection to the screens. In all three campaigns the store personnel had placed the products as close to the screen as possible, that was the main objective.

The store should carry out the campaign with or without supplier sales representatives showing up in the store. The supplying companies have paid for it. However they do experience problems with other stores than ICA Malmborgs, where store personnel forget to make orders. However, they seldom visit the store to control implementation other than if they are going to the store to make another sales pitch; in that case they usually take a stroll around the store to get a picture of how their products are displayed in general rather than in connection to a certain campaign. Supplier sales representatives simply do not have the time to control implementation other than discussing campaign implementation and outcome with the section responsible. Jesper says that his work routine may include controlling activities i.e. taking photographs of in-store campaigns. He is aware of that LU does not have the same kind of influence over the shelves as Göteborgs Kex, but if he does not show up in store it will probably affect LU biscuits placement in the shelf. During the observation Jesper expressed his opinion about the Better Choice campaign. He was positive towards the campaign implementation that was showing a good placement in store with lots of products properly displayed.

Jesper tells us that some ICA stores make demands to handle the campaign themselves only by receiving information from the ICA Intranet "Slingan". In cases such as that, he has no influence of negotiating volumes as he does at ICA Malmborgs. Jesper explains that he did not have to go to the store, but as this particular marketing activity demands a lot of financial investments, he wants to make sure that store personnel do not forget to order items or neglect ordering the goods, a situation he now and then faces when working with other retailers.

A possible explanation of this is Lars touching upon as he addresses the issue of organizational structure. He expect the retailers of ICA to have a greater interest compared to for example Coop, in increasing sales as independent owners seem to generate a greater commitment towards the business they elaborates.

The three supplier sales representatives want the store personnel of ICA Malmborgs to pay attention to the profits they make on individual products and place them in a corresponding position within the shelves. If the margins and profits are high, a favourable shelf position is

expected. Lars adds that he thinks most of the people who work in stores have suitable competencies in order to perform work along with his expectations. However not every person in the store is aware of the business in financial terms and space management. This is important in order to understand in what ways to display products and make highest possible profits explains the sellers. Without actually having knowledge about margins of the studied products our research group observed the different placements between the Better Choice campaign and the Bixit campaign. The latter had a considerably better placement in store.

#### **4.3.5 Individual relationships**

All respondents, both store personnel and supplier sales representatives, agree upon the importance of personal relationships with supplier sales representatives as well as within the internal organization. Göran and Per-Gunnar believes that their personal relationships and the social bonds they have towards each other are even stronger than the ones they have to their employers.

Lars views his and Eva's relationship as very important. In some cases he is making sales because of this relationship. But he adds that the time that they have worked together adds a certain feeling of trust for both parties. If he had not played his cards right during these years, the situation today had not been what it is. Their relationship has evolved over time and today they seldom disagree. The better he has come to know Eva the easier it is to agree on things Lars says.

The three supplier sales representatives believe the volumes they pitch is much influenced by their relationship with the individual they negotiate with at ICA Malmborgs. It seems that the seller-buyer relationships is relatively well functioning, however all supplier sales representatives imply that the interactions with other stores in the area may not always go as smooth as in this store.

Jesper's perception of social bonds is different. Although emphasizing the importance of a strong buyer-seller relationship and sometimes having a cup of coffee together with buyers, he stresses that the relationship has to stay at a professional level without sharing personal information.

## 5 Analysis

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With the frame of reference as a base the researchers analyze data in this chapter. The analysis is divided up using the five SERVQUAL key dimensions. Expectations of roles are discussed by investigating relationships and service exchange, all influenced by the overall network.

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### 5.1 Tangibles

#### 5.1.1. Physical meeting in store

The supplier sales representative's view of their own role is to remind and negotiate ordering volumes at the physical meeting with the store personnel. It is important to agree on adequate volumes, so that there is a sufficient amount of products to be sold during the campaign period. The supplier sales representatives emphasize that neither the supplying firm nor the retailer, profit from negotiations that increase volumes too much. At the same time, store personnel are comfortable making own estimations of orders in connection to a LCD-campaign. An important question rises; if the supplier sales representative's most important objective is making a sales pitch for large volumes, although ordering too big volumes does not gain any party – is the physical meeting producing any service exchange of value?

We have identified a *handling problem* for supplier sales representatives, since they have lost influential power over campaign implementation, thus we believe that knowledge of experienced supplier sales representatives is wasted. However, although store personnel feel the *need* to learn, have a *will* to learn and also the *ability* to learn, the centralized organization of ICA and the tight time schedule does not allow them to. Likewise the supplier sales representative's role does not permit involvement in the physical implementation of campaigns in store anymore.

#### 5.1.2 In-store placement of the campaigns

As suppliers do not influence campaign display placement, they expect store personnel to find the 'best' solution for them, where consumers pass by the display on their way around the store. We conclude that the placements of the three studied LCD-campaigns correspond to what store personnel and supplier sales representatives describe as favourable; hence store personnel meet supplier sales representatives' expectations in all three cases.

#### 5.1.3 Technical material

Observations show that one out of three LCD:s was out of function during three weeks of time. In addition, the sound of the commercial films was so low that end-customers impossibly could hear it. Even though these two negative features were not caused intentionally by the store personnel, it is their responsibility to make it work. As suppliers invest a great amount of money on each LCD-campaign, they expect store personnel to make technical equipment work.

Store personnel know that commercial ads shown on television cause significant increase in consumer response towards a certain product. Animated visuals and sound make LCD-campaigns different compared to traditional campaigns. The store personnel have noticed that the sound of the commercial is almost nonexistent, but responsibilities and intra-firm roles

appear unclear in this matter and as a result no one takes measures of this issue. We are certain that this lack of action cause a decrease in the effectiveness of the campaign.

#### **5.1.4 Adjusted material be commitment to**

Even though store personnel express their wish of having more involved suppliers, the sales representatives believe that their opinions about campaign implementation are not wanted, since they are prohibited to perform work at the retailer's floor. As expectations of roles do not correspond, the actions of potential joint problem solving is gone missing. Effectiveness of campaigns is not maximized, as an increase in consumer response very much depends on how one put together the products in connection to the LCD:s.

If the suppliers would come in to the store and look at the campaign when implemented, their *solving ability* could be demonstrated. Through clear and open communication between store personnel and supplier sales representatives about the physical shortcomings and advantages of the campaign tangibles, it would be possible for the supplier sales representative to develop adjusted materials and as a result make the message of the campaign more effective in targeting end-customers' attention.

In addition, it seems like the internal *backwards information sharing* in the supplying company is in need for improvement. If the supplier sales representative should be able to adjust material to specific stores, it is crucial that their ideas are communicated upwards in the system, in other words put efforts on *internal marketing campaigns*. Sales representatives who frequently interact with the supplying firm's end-customer (store personnel) have knowledge that is not utilized because of the *structural power relationships*. Improved two-way communication will increase sales representatives' motivation to perform their tasks as well as make the best use of their *transfer- and solving ability*.

## **5.2 Reliability**

### **5.2.1 Delivering on promises**

It is important for both parties to keep their promises as their relation has a long term aspect to be considered. As store personnel now are in charge of making the orders, the suppliers have to rely on them to keep this promise.

Some retailers, although not ICA Malmborgs, forget to make orders in connection to centrally planned campaigns. The worst case scenario for suppliers is if they financially have invested a lot in a campaign, but when LCD-campaign runs, there are no products to be sold. Supplier sales representatives perceive an important aspect of their role to be the task of visiting the store and making sure that the campaign products are ordered before the campaign runs. This due to unfortunate episodes within other parts of the overall network.

However, if store personnel look up information at Slingan they know which campaigns are running months in advance and find instructions of implementation. In addition store personnel at ICA Malmborgs are comfortable of making approximate calculations of sales volumes. From past experience they have a good sense of volumes in connection to a campaign. They also know that the LCD-campaigns in general create an increase in consumer response and purchases, information to which they make ordering decisions. From this

discussion we see that the supplier sales representative's role do not correspond to the *actual needs* of ICA Malmborgs. However, in order for supplier sales representatives to be able to cater to requirements of the retailer, store personnel must carefully identify and articulate what they need from the relationship and what they can offer it.

### 5.2.2 Information sharing

*"Slingan provides the store personnel with all needed information."*

Ola Hollerup, Store Manager at ICA Malmborgs

Although section responsables of ICA Malmborgs are capable of handling orders themselves, they have during a longer period of time become used to the regular visits of supplier sales representatives, treating this meeting/interaction as a small reminder of the order and perhaps even an excuse not to stay updated with information on Slingan. One of the employees at ICA Malmborgs shares his opinion in this matter: *"I receive all relevant information I need from the supplier sales representative"*<sup>179</sup>. Another explanation why store personnel do not use Slingan is the information overload on the forum.

We identify a gap in expectations of roles which result in difficulties of delivering on promises. Suppliers expect store personnel to look up information about the actual campaign implementation on the Intranet. By collecting information from the Intranet and in particular the decisions concerning centrally planned campaigns, the store personnel would stay informed of the service recipient's expectations of service and in that way be able to cater to the expectations of the supplier sales representative. However, store personnel do not make any particular use the information on Slingan; they do not treat Slingan as a mean to help them implement campaigns. This gap in expectations of roles presumably decreases the effectiveness of the LCD-campaigns.

Conversely, the suppliers have different prerequisites to cater to the expectations of store personnel. The suppliers have different insights of the decisions being carried out at central levels between Key Account Managers and ICA AB. This asymmetric information access adds confusion to what store personnel expect of the supplier sales representatives.

Support delivered from other departments in the organization makes it easier for individuals to fulfil their roles in the value chain and provide higher levels of service.

## 5.3 Responsiveness

### 5.3.1 Dependence

The researchers have observed that *supplier's dependence*<sup>180</sup> affects the supplier sales representative's role. It is crucial stay on good terms with the store, as retailers lately have gained more power in marketing channels. All three suppliers know that store personnel expect the supplier sales representative's role to incorporate humbleness and avoidance of being pushy about larger order volumes. There is a fine line of stepping outside boundaries and their permission to still visit this store is at risk. An aspect of their work they probably not want to jeopardize, not leaving much left for them to do in the stores.

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<sup>179</sup> Quotation translated from Swedish-English by Karin Sjunnesson

<sup>180</sup> See Figure 5.2.1 *"Distribution of Dependence in Buyer-Seller Relationships"*, p. 30

"I have lots of ideas on improvements of the implementation in store! (...) although sometimes they do not let us to come to the store at all..."<sup>181</sup>

Jesper Ohlsson, sales representative at Valora Trade Sweden AB

"Sales representatives are not at all committed to the new LCD-campaigns..."<sup>182</sup>

Eva Jönsson, Section responsible of confectionery, household and personal care at ICA  
Malmborgs, Lund

The researchers recognize that there is a will to contribute to the implementation of in store marketing of supplier sales representatives. The will partially originates from the time before the centralization, where expert knowledge could be used to accurately target consumer needs and wants and to control a message to the end-customer. There exists a gap in expectations of roles as store personnel would like the supplier sales representative to be more committed to the actual implementation of campaigns and they do acknowledge supplier sales representatives' expert knowledge within various segments. However in the present day, supplier sales representatives are restricted by the new centralized organization to invest their expertise in a relationship. They are willing to provide this service, but will almost only do so if initiated by the retailer. This could as well be a sign of the *asymmetric distribution of dependence* in their relationship.

The centralized decision making does not permit unannounced initiatives to take place between seller-buyer on the retail floor, thus ignoring a lot of competence and abilities of the people. Two out of three supplier sales representatives claim that they experience reality while superiors plan for activities without consideration to the specific circumstances. Central levels do not acknowledge the extent to which marketing activities are dependent on other members of the network. Because of this supplier sales representative do not always act in line with directions given from superiors. This may additionally cause diffusion of what the store personnel can expect from the supplier sales representative in a longer perspective.

Despite the restrictions of supplier sales representative's influence, the researchers recognize that *social bonds* and perhaps also position in the network, allow supplier sales representatives to make suggestions related to product placement and campaign implementation without being viewed as pushy or interfering in the work procedures of store personnel. Consequently their presence and interaction with store personnel is an important implication for shelf-space and mind-space in store.

## 5.4 Assurance

### 5.4.1 Trust

*Trust* is key to well functioning relationships and service exchange. Store personnel highlight personal characteristics when touching on abilities such as inspiring trust and confidence. The ability to inspire trust is mentioned several times in all interviews, but trust takes time to build and a history of service exchange. In our case it seems like the *social distance* between the two parties has decreased over time and they expect this to be a natural outcome of interaction and roles.

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<sup>181</sup> Quotation translated from Swedish-English by Louise Oknelid

<sup>182</sup> Quotation translated from Swedish-English by Louise Oknelid



### 5.4.2 Risk of side-changing

The empirical study implies that it may become difficult for store personnel and supplier sales representatives to separate personal relationships from business relationships, which consequently add confusion of roles. We identify a *side-changing* problem with negative consequences for both parties in terms of ordering too big volumes. When individuals act in the interest of the other company and against their own, we argue that social bonds have grown too strong.

There are stronger social bonds with supplier sales representatives who have centrally planned campaigns in the store since than with those who have not. These supplier sales representatives are the ones regularly visiting the store. Therefore is it possible that these social bonds carry *boundary-spanning behaviours* which have consequences for the roles as well as product assortment. Assortment may be coloured by individual relationships. In addition this may cause conflicts with the central level at ICA if they for example aim at keeping a uniformed store profile for the Kvantum stores.

### 5.4.3 Institutionalization

In theory, buyer and seller with a long-term relationship are aware of what to expect from one another. All of the respondents in our investigation touched upon consequences of the change of work conditions and the expectations of new roles they have today. It seems like both parties involved in the campaign implementation *believe* that they work along with new rules and have identified their new roles.

On the other hand we see expectations between the parties that are not corresponding. The fact that the role of the supplier sales representatives has changed from an organizational perspective does not seem to have changed their primary mission when they visit the store – the primarily purpose is still to negotiate volumes.

All supplier sales representatives mention the fact that room to manoeuvre negotiations have almost disappeared, however we can not see how that really would make a difference in their current role of today as both parties throughout the study support the statements of not pushing the volumes too far. Means to negotiate would not affect that role.

We conclude that this *institutionalization* carry negative consequences. If parties at micro positions continue working after standard operating procedures after a change at macro level, the effectiveness of campaigns may decrease. Firstly, the objectives and goals are not in line with the new roles in the network. Secondly, gaps in expectations of roles prevent both parties to reach objectives and goals. The answer to why the institutionalization has occurred may be due the old *strict structure* of the network which keeps the counterparts work after standard operating procedures.

One of the supplier sales representatives says “*everything is old tradition*”<sup>183</sup>, which implies that the old way of thinking and norms of conduct still exist – routine ways of working together does not seem to be revised. Strong social bonds in a long term relationship make people stop questioning what to expect from each other, a matter which decreases effectiveness when roles and work conditions change.

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<sup>183</sup> Quotation translated from Swedish-English by Louise Oknelid

#### 5.4.4 Access

The researchers doubt that the time (about one month in advance) is ideal to meet before the actual week of marketing activities. The *time distance* carries an air of unreality where store personnel are likely to forget valuable information e.g. sales arguments for a new product, which on the other hand implies that the supplier sales representative still inherent the role of reminder to store personnel.

### 5.5 Empathy

The supplying companies do not make *adaptations* of their service to the store of ICA Malmborgs in connection to the centrally planned campaigns. Limitations have to be made since supplying companies have such a large number of counterparts to handle; treating each one in a unique way is an unrealistic task for most supplier sales representatives. The store however, offers a system for supplier sales representatives to always meet with the same employee of ICA Malmborgs. The system provides a base for treating a counterpart in a unique way and individual relationships to take place is encouraged. In consequence there are different ways of carrying out the supplier-buying meeting. However due to time restrictions and the number of supplier sales representatives that every section responsible meets with, all service providers can not tailor resources for the service recipients.

Despite the fact that not all service recipients are treated in a unique way in connection to the campaigns, various forms of formal and informal adaptations occur in other areas of work where close individual relationships exist. These adaptations are a major factor through which these companies come to rely on each other over a longer period of time. However the adaptations are in most situations expensive as the work procedures are different from the standardized ways of performance and delivery. Consequently both ICA Malmborgs and its suppliers need to manage their informal adaptations carefully. There is a risk of individual relationships getting too sticky, causing difficulties in revising roles when organizational change occurs. The roles constituting these relationships need to be continuously evaluated against its benefits to the business activity, which may change as organizational structure changes.

As the situation is today, ICA AB has decided on a structure where the former importance of the individual in-store interaction has decreased. However, the researchers of this study believe that if the needs and wants of the individual retailer were taken into consideration, the importance of the individual relationships would once again prove evidently useful in terms of consumer response and sales figures. Discussions about sales volumes is not the primary *need* nor *want* of store personnel in relation to a centrally planned campaign, it is the involvement of the sellers in contributions to the assortment and marketing activities. But for supplier sales representatives to be able to make these kinds of contributions they need permission to take part in the activities on the retailer's floors.

## 6 Conclusions

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Conclusions which can be drawn from the analytical discussion in chapter five is presented in this chapter.

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Centralization has made the network of ICA including its suppliers efficient in many ways. Central level negotiations concerning in-store marketing activities include discussions of what suppliers can expect from the retail store and its store personnel in relation to the LCD-campaigns. These negotiations simplify the daily work routines of both store personnel and supplier sales representatives, people who earlier needed to handle these issues in the store.

However, we conclude from the interviews being made that this information from central levels of the organisation of ICA AB, about who should be doing what, is information which hardly ever reaches the store personnel. Outputs of the negotiations are posted on the Intranet, but store personnel do not make any particular use of this tool. This is not due to negligence of store personnel; rather the tool is not suited to fit the stressful multi-task conditions of the retail store.

Supplier sales representatives do not have this kind of information system to access; they get various directions from key account managers. Yet, store personnel expect the suppliers to inform them about implementation of up-coming campaign and the messages which these suppliers want to communicate to the end-customer. This is not the role of the supplier today; it is a remaining role suited to fit the work conditions of the previous organizational structure. As a result, formal roles of suppliers are interfering with the expectation of role that the store personnel perceive them to have. This gap in expectations of roles causes valuable information to disappear, which otherwise would have made implementation of campaigns more effective from both the suppliers' perspective as well as store personnel's perspective.

Expectations of roles have changed due to the structural changes of the macro positions of the network. The pre-conditions for micro position interactions and relationships have changed. Due to the new conditions of relationships to develop, roles in relation to centrally planned campaigns must be review in order to support relationships which produce value i.e. effectiveness in relation in-store marketing campaigns. Both parties have identified areas of improvement related to the LCD-campaigns, yet the ideas remain ideas and not actions. As a result the interactions are not sufficiently enough contributing to increase in sales or end-customer response – indirect outcomes of a well implemented campaign.

Further we conclude that close individual relationships may repair the gap in of maladjusted roles of who should be doing what in relation to a campaign. However, that is not to say that we perceive social bonding being the solution to the problem. There is a problem related to organizational structure if social bonding is the key to make campaigns marketing a certain product more effective. A business which is built upon individual relationships is a vulnerable business as individuals may come and go in a long term relationship between two companies.

Still, we maintain that interactions between supplier sales representatives and store personnel are very important to the way campaign is implemented. We see a huge potential in increasing effectiveness of these in-store campaigns if expectations between the counterparts were articulated. In order to turn ideas into practice the suppliers need to discuss campaign implementation rather than negotiating larger sales volumes. A well implemented LCD-

campaign result in increased sales, so the focus of the common aim should be moved away from sales volumes towards well structured campaign implementation.

## **7 Managerial implications**

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In this chapter the researchers present managerial implications based on the analysis in chapter seven and conclusions in chapter eight. Since we have now distinguished roles, we here propose an idea of how to coordinate the roles to reach productive outcomes.

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The researchers of this study propose that new roles of retailer sales personnel and supplier sales representatives have to be defined and adjusted to the new structure of the organization. The new roles are results of the expectations of roles that each of the party have on each other, thus we are not proposing unrealistic alterations of their work.

### ***Common aim***

We propose that the common aim of attracting end-customer response needs to be emphasized rather than ordering volumes. Focus on ways to attract end-customers will indirectly increase sales volumes. We do not propose that the meeting between store personnel and sales representative is uncalled for – we argue that sales representatives have a central role in the implementation of in-store marketing campaigns since they have knowledge valuable to utilize in practice.

### ***Ordering system***

Both time and money could be saved if store personnel make orders based on the information via the Intranet, cutting out negotiations over volumes during the physical meeting of sales representatives and store personnel.

### ***Practical procedure***

A concrete process with new role specifications could be described as follows: A sales representative visit the retail store during the campaign week and meets with store personnel. We have identified a need of the sales representative to actually show up in store and *see* their campaigns, to be able to increase the level of solving ability for example through developing suitable materials. However the sales representative can impossibly visit each and every store with on-going campaigns during one week. Hence, to make this physically possible he/she visits as many stores as their time schedule allows them to. The purpose of this meeting is primarily to listen to ideas coming from store personnel who, as a matter of fact, are the ones having best knowledge about their particular store and secondly, to share ideas and knowledge coming from the sales representative. The interaction between sales representative and store personnel has the purpose of making implementations of campaigns as effective as possible. High levels of end-customer response equals large sales volumes.

### ***Sales representative's role***

In summary, the sales representative's role should include interaction with store personnel in the store, during the on-going campaign. Furthermore, sales representatives should forward the new propositions on implementation coming up at the meeting, to concerned departments within the supplying company.

### ***Store personnel's role***

In brief, the store personnel's role should include making orders and place campaigns in the store. These operations take place without reminders from sales representatives, who should be sure of that store personnel keep their promises. Store personnel should find information about each campaign and its implementation at the Intranet. In addition, their responsibility should cover campaign appearance and control of technical equipment in store.

### ***Practical adaptations***

The researchers see first and foremost one practical change necessary for these managerial implications to work; we call it a '*communication loop*'.

There is a need for improved internal two-way communication, in particular backward information sharing within the supplying company. In this manner sales representatives have the possibility to give new ideas and proposals on implementation changes or improvements to superiors. New implementation plans are developed which in turn are communicated by the Key Accounts at the supplying company to the central level of the retail organization. In this stage it is crucial that the central level forward the message and agreements to section responsible in the retail store. This communication goes via the Intranet. In order to make this tool suitable for the retail setting it is in need for improvement. Information at the Intranet has to be manageable and store personnel should be taught how to use this information system.

### ***Achieved benefits***

If the common aim with the meeting is reviewed and suited to the new conditions, the side changing problem and boundary spanning-behaviours will disappear. Negotiations between the parties are extracted and replaced by collaboration towards a common aim. Likewise the time distance problem will disappear, since sales representatives no longer visit the store weeks in advance to pitch a campaign. When store personnel instead use the information found at the Intranet, they may check needed information about the campaign implementation in connection to the actual implementation. The researchers do not believe that negative effects from social bonds between store personnel and sales representative entirely will and should be erased. However social bonds should not affect the ordering of volumes and dependency of getting a message through from supplier to end-customer.

We believe that with these suggested changes of roles the two parties could become increasingly responsive and intelligent interaction partners. Sales representatives will gain more control over what actually happens in the store and the two companies may learn from what is going on, learn about the counterparts but also about itself, learn about when and how their own company performs as an effective interaction partner and in the end gain in consumer response and increased revenues.

## 8 Future research

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In this final chapter we provide suggestions of areas for future research.

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The knowledge gained from this study has several limitations, most of which would be overcome by using a different methodological approach. We primarily suggest future studies to include a number of ICA stores, thus allowing results to be generalized in a more extensive study. However as argued in chapter two, the indepth study of one case could not have been carried out due to restrictions in time and at the same time grasp the complex dimensions of the variables within the case. Hence this study could act as base to a more extensive research programme.

From our study there seem to exist a need of improved intra-firm interaction and two-way communication, in both retailing company and supplying company. Therefore, we suggest future research to examine the internal roles and how the internal marketing can be improved, in order to improve systems of information sharing.

Thirdly we propose another study to be conducted at different Swedish or foreign retailers. This would generate an interesting discussion of how different organizational formats affect the expectations of roles and work procedures. In this way one would be able to make comparisons and perhaps come up with a solution of an ideal format.

Furthermore we suggest future studies to include an empirical data collection including end-consumers, this in order to increase the understanding of how different ways of presentation affect consumer response. We by now know that consumer response very much depend on how you put together the campaign. Using a several variables, this information could act as specific guidance for how to display material and consequently increase sales.

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## **APPENDIX I - Introducing the respondents**

- Stefan Holst** *Store Owner of ICA Malmborgs, Lund, Sweden*
- Ola Hollerup** *Store Manager at ICA Malmborgs, Lund, Sweden*
- Göran Lindén** *Food Communicator and section responsible of colonial products at ICA Malmborgs, Lund, Sweden. Göran Lindén is main responsible in the store of the LU Better Choice campaign carried out during week 17, 2006 and of the Bixit campaign carried out during week 19, 2006.*
- Eva Jönsson** *Section responsible of confectionery, personal care and household at ICA Malmborgs, Lund, Sweden. Eva Jönsson is main responsible in the store of the VO5 campaign carried out during week 18, 2006.*
- Anna Olofsson** *Shop assistant at ICA Malmborgs, Lund, Sweden. Anna Olofsson assists Göran Lindén in the implementations of in-store campaigns.*
- Jesper Ohlsson** *Sales representative at Valora Trade Sweden AB. Jesper Ohlsson interacts with store personnel at ICA Malmborgs regarding the LU Better Choice campaign carried out week 17, 2006.*
- Lars Armandt** *District manager and sales representative at Cederroth International AB. Lars Armandt interacts with store personnel at ICA Malmborgs regarding the VO5 campaign carried out week 18, 2006.*
- Per-Göran Andersson** *Sales representative at Göteborgs Kex AB and OLW Sverige AB. Per-Göran Andersson interacts with store personnel at ICA Malmborgs regarding the Bixit campaign carried out week 19, 2006.*

## APPENDIX II – Intervjuer

### SAMMANSTÄLLNING

#### Intervju Stefan Holst, ICA Handlaren och Ola Hollerup, Butikschef

Vi presenterar oss och berättar att vi ska ha för avsikt att undersöka roller och förväntningar på rollerna mellan butikens personal och leverantörens säljare i samband med centralt planerade kampanjer. Stefan Holsts kommentar är ”*det är luddigt det där...*”

Problem. Leverantörer förhandlar med ICA centralt om reklamkampanjer, volymer etc. Men informationen och förväntningarna från leverantörerna kommuniceras inte till butikspersonalen. De får endast reda på vart varorna ska stå – ej förväntningar etc.

Centraliseringen har påverkat rollfördelningen och har skapat kommunikationsproblem.

ICA centralt har fått allt större inflytande, butiken i sig allt mindre.

Vid kampanj har leverantören kontakt med ICA centralt som sedan informerar matkommunikatören, som i sin tur har all kontakt med avdelningsansvariga i butiken. Matkommunikatören har ansvaret för eventen i butiken.

Centralt ← ICAs kommunikatör → butikspersonal

Kommunikatören har ansvar för event i butik, pushar på personal, informera personal, ser till så att materialet är på plats.

Inget standardiserat schema finns.

70 st personer arbetar på ICA Malmborgs. Det finns olika avdelningar i butiken, tex. Kött och chark, mejeri... Avdelningsansvariga på varje område. I Lund finns 3 Kvantum butiker, Malmborgs, Tuna, Mobilia

ICA butikerna är fria företagare. Finns ca 150 olika butiker.

#### Förändring

##### Roller ändrats

Förr basprogram att följa med egen marknadsföring vid sidan om. Förr byggde man relationer med leverantörerna. Nu sparas det in på kostnader för att hålla kostnaderna (och priserna) nere → centralisering, vilket innebär att förhandlingarna mellan den enskilda ICA-handlaren och leverantörerna som fanns förr har försvunnit. Nu ligger de största förhandlingarna hos ICA centralt. De enda ”relationerna” ICA butiken har idag är den personen (leverantörens säljare) som kommer till butiken. ”Vi har inte längre en relation med leverantörerna”. Få fall med relationer: Pågen och Delikatess Chark

En utdöende trend är att leverantören kommer själv till butiken med egna team och bestämmer själv över vad som händer i butiken. Då kan ICA i alla fall bestämma vilka leverantörer de vill arbeta med och vilka de inte vill ha i sin butik.

CA 140-150 Kvantum butiker i Sverige

Kvantum har ett marknadsföringsutskott med 10 personer som uttrycker viljan för ICA.

Ett exempel: Göteborgs Kex har konsumenttävlingar och material som ska ut i butiken. ICA grossisten skickar materialet till butiken, sedan gör butikspersonalen som de vill med

skyltning mm. Butiken är intresserad av helheten (övergripande sortimentet) medan Göteborgskex är intresserade av att höja försäljningen av just deras vara. → Intressekonflikt!  
Trend: Leverantören kommer ej till butik. De har ej råd att bara åka runt och ställa i ordning kampanjer. Ingen kontroll sker i stort sett alls från leverantören!

#### TV-dispayer

I Tv-reklamen i butiken är mer kontrollerad av leverantörer. Informationen om leverantörernas förväntningar kan ändå verka "brisfällig". Om produkten ska stå i "anslutning till TVn" är det upp till butikspersonalen att ställa ut varorna. Vad är egentligen "i anslutning"? Kan vara olika beroende på om man frågar leverantör och ICA. ICA vill ju skylta med de varor de tjänar pengar på. Å andra sidan kan det finnas mål som att stärka varumärken etc. vilket gäller främst ICAs egna varumärken. ICAs personal har ganska fria händer, vad betyder i anslutning till...?)

ICAs personal har totalansvar för skyltning.

#### Uppföljning

Viktigt med uppföljning av leverantörernas kampanjer. Båda höll med om att det är viktigt att följa upp kampanjerna - föra fram produkterna. Det är viktigt med vilka signaler som blir kommunicerade till butikspersonalen. Butikspersonalen bör förstå varför vissa saker ska fokuseras på, eftersom de inte automatiskt går och tänker i termer av intäkter.

Förr: Leverantörerna var tränade på att sätta upp kampanjer

Förändring: Nu känner leverantörerna att någon har tagit över deras ansvar, d v s ICA istället för leverantören. Det är viktigt att ICA centralt ger intrycket till leverantörerna att alla kampanjer är lika viktiga

#### TV

Nytt på TV varje vecka. De stora märkena vill synas där. Dessa har nått long-term stage.

I samband med kampanj har leverantören förväntningar på volym, men de kan aldrig ställa krav.

Vet leverantören om att deras förväntningar som förhandlas med ICA centralt inte kommuniceras vidare ut till butiker? Riktlinjer saknas. ICA centralt kommunicerar inte vad de har lovat leverantörerna till butikspersonalen som faktiskt har hand om genomförandet av kampanjen. Intressant vad ICA lovar leverantören, "vi har ej vetskap om vad ICA lovar leverantören". ICA informerar ej kommunikationen om vilka förväntningar som ställs från leverantören och om vad som förhandlats, utan de får bara materialet. Butiken får inga förslag exakt om vad som förväntas hända. VIKTIGT! Olika syfte med olika kampanjer tex. Stärka varumärket, informera, lockvara, förbereda för lång livslängd (produkt med potential). Om inte detta kommuniceras till butikspersonalen finns det en risk att inte kampanjen blir uppföljd på rätt sätt. Fråga butikspersonal "vad tror du att leverantören har för syfte med den här kampanjen?"

#### Problem?

Kommunikationskedjan, håller budskapet ända ut, är det konstant eller förändras det efter egna tolkningar? Vi ser en svårighet för detta budskap att nå fram.

Vill man veta eller väljer man att inte veta? Är det realistiskt att kunna ta till sig all information?

Begrepp tolkas som subjektivt och efter egna målsättningar, tex i nära anslutning till.

Vissa leverantörer har egna team och vill bestämma själva, men utrymmet/kontroll för dessa är inte det utrymmet som förr. Ska butikspersonalen bemöta och hantera olika varumärken på olika sätt?

Hur prioriterar matkommunikatören vad som skall instrueras till personalen? Intressekonflikter? Spelar personliga kontakter roll?

## **SAMMANSTÄLLNING**

### **Intervju Göran Lindén och Per-Gunnar Andersson den 20 april**

Göran Lindén är Matkommunikatör samt kolonialansvarig på Ica Malmborgs. En Matkommunikatör finns i alla stora ICA butiker, för att kunna tipsa, inspirera och informera kunden om mat och matlagning. Detta är en relativt ny roll som funnits i cirka tre år. Två till tre timmar per vecka tar jobbet som MK i anspråk av den totala arbetstiden.

Eva Jönsson är ansvarig för shampoo.

Hur ser relationen ut mellan Göteborgskex och ICA Clemenstorget?

G berättar att relationen sträcker sig sedan alltid tillbaka. Mycket eftersom Göteborgskex är marknadsledande och är den största leverantören inom kex och har säkert 50% av försäljningen. Samarbetet är nära på flera nivåer, ex Göteborgskex är med i ombyggnader av nya ICA butiker och hyllinredning. För GK kan det bäst, de är bättre än ICA. Ett mycket mycket nära samarbete säger Göran. Han säger att han tillsammans med GK:s säljrepresentant har samarbetat i ett halvår. Göran tycker att relationen fungerar jättebra och tycket att den personliga relationen är jätte viktig. Han ger som exempel scenariot där vem som helst ringer för att få in en ny produkt i hyllan jämfört med när PG ringer, om platsen är begränsad har PG såklart fördel. Om PG har varit i butiken och hjälpt till så är man ju lite tacksam och ger den varan de säljer in fördel. Alla leden hjälps ju åt.

Förväntningarna på relationen är höga. Göran säger också att sortimentet är det viktigaste för butikens del, de kan inte fylla lagret med Göteborgskex, men i samband med en kampanj är det katastrof om kampanjvaran tar slut på lagret, i slutändan är det konsumenten som avgör vad som ska finnas i butiken.

Hur går en LCD-kampanj till?

Key Account bokar med ICA vilka varor det ska satsas på och en preliminär tidsplan. Vi har en KA för varje grossits; ICA, KF, Axfood och Bergendahls. Sedan få ICA Maxi, Kvantum osv visa intresse för produkterna. Därefter görs en årsplan och en lista på preliminär bokningar men cirka sex veckor max innan görs överenskommelser mellan Kvantum och GK och det är PGs uppgift att presentera dessa bokningar för ICA dvs Göran. TV-skärmskampanjen görs kanske 4 gånger per år. Göran beställer varor utifrån vad PG och han förhandlat fram. Om inte vi köper hem tillräckligt är inte leverantören nöjd.

Ica Marknadsföring har en egen hemsida "Slingan" för att se vilka kampanjer som är bokade på tv skärmarna och säger till de andra sektionsansvariga om en kampanj ska köras. Göran ska sätta upp varorna i anslutning till skärmen men ibland kan lite extra uppskyllning förekomma kring kampanjen så att det ser lite extra trevligt ut. Det ligger i bådas intresse att få kampanjen att se snygg ut. Göran säger att ICA-butiken helt och hållet bestämmer var varorna ska stå i butiken och i anslutning till skärm. PG kommer in och förhandlar volymer, men han understryker att även om hans mål är att sälja lite extra är det dåligt om varor står kvar på lagret som inte blivit sålda, för sedan kommer en ny kampanj. Sedan har Göran backup data för att se hur mycket varor som såldes sist för att kunna bestämma volymer.

Vad är butiken i första hand; köpare eller säljare av leverantörens varor?

Göran; vi är säljare! PG säger att de är både och, säljaren hjälper oss få ut våra varor och vi har konsumenten gemensamt.

Görans roll i förhållande till GK.s kampanj vecka 19?

Säljaren dyker upp när den vill i butiken för att "sälja in kampanjen" och Göran tar sig tid till att lyssna. Göran får info om kampanjen och diverse säljargument tex 25 % mer i förpackningen, men det är information som han omöjligt att föra vidare till resten av butikspersonalen. Det är så detaljerat att han inte kan föra detta vidare. (jmf reklamkvinnan från Hildings som berättar om hur förpackningar blivit det främsta medlet att kommunicera reklambudskap.

Sektionsansvarig träffar leverantörens säljare, men även den som sköter hyllorna vill PG prata med. Han kan på det sättet informera om den nya produkten och sådana som går ur sortimentet. På det sättet kan GK maximera sitt shelfspace och dels vill de synas, som informationen går igenom kan stå tomma och outnyttjade. (Analys: många beslut görs framför hyllan, viktigt att synas!)

Observation! Vi såg hur tomma hyllor var försedda med utgångna varuetiketter, och ingen vara bakom. Om dessa etiketter inte tagits bort från ICA:s personal säger inte systemet till. Ica och lev= intressekonflikt eftersom detta tomma utrymme skulle kunna skyltat dubbelt upp med levs varumärken. Göran gör samma sak, men de två måste hjälpas åt-

Från vilka andra håll kan förväntningar på ditt arbete uppstå?

Stefan Holst och Ola Hollerup kan ha förväntningar och synpunkter på Görans arbete. Inga intressekonflikter uppstår här enligt Göran. Intressekonflikter kan uppstå när andra sektionsansvariga glömmer att beställa varor när inte en säljare kommer ut i butiken för att sälja in en kampanj med varor som ska ut i butiken. Alla kan göra fel säger PG.

K: så ibland kan informationen vara bristfällig.

G: Ja, han kan ha glömt att tala med sektionsansvarig om en kampanj ska genomföras.

PG vad är din roll i förhållande till kampanjen?

Volym...Kommunicera vad jag tycker är rätt volym. Ska vi lansera en ny produkt måste vi ha klartecken från ICA först. Just för den här kampanjen finns singelkartonger, halvpall och

display. Det måste passa butikens storlek, och vi måste titta över den lösning som passar. Leverantören måste hitta rätt säljlösning för ICA. Har man inte plats så har man inte.

Syfte med kampanjen?

Att kommunicera en nyhet! Vi tror mycket på denna nyheten och att alla butiker över landet skall ha denna produkt. ICA har ett rekommenderat standardsortiment, men det är butiken som sedan bestämmer om de vill ta in produkten. I detta fall då det gäller en nyhet är man oftast intresserad för att testa produkten mot konsument och om det inte fungerar tillfredställande tas produkten ur sortimentet igen.

Är det någon speciell info ni vill få ut?

PG: Det är lite mer fullkorn, ett nyttigare kex. Få kunden att uppmärksamma den nya produkten. Fullkorn är ju i allting nu. Vi har tagit fram med lappar med argument för produkten?

Det perfekta resultatet är om alla är nöjda: tillverkare, ica centralt, butik och konsument.

Vad förväntar du dig Göran av lev säljrep?

Om företaget kan ställa upp med något extra saker som skyltar, kuponger, tävlingar och recept, det är alltid är trevligt. Eftersom ICA C är Sveriges miljöbästa butik bryr vi oss även om förpackningar. Göran förväntar sig att förpackningen är väldigt viktigt för just den här butiken.

Vad grundar sig dessa förväntningar?

Andras åsikter som butikspersonalen. Mitt jobb är att ha åsikter även om jag inte är intresserad.

Miljön har kommit in mer och mer säger PG och visar ett informationsmaterial. Vi kan ha 20 argument tex om allergi, men bara fyra är ICA intresserad av. Resten av informationen kommuniceras till kund via förpackningen.

Informationsbladet som PG håller upp tittar vi på, undrar vi hur mycket som kommuniceras till Göran av.

Eva kommer in: och börjar tala om TV apparaterna. Hon säger att ljudet är störandet och jobbigt att arbeta i. Någon i personalen hade skruvat ner ljudet på Ahlgrens kampanjen.

PGs förväntningar på butiken är att varorna kommer ut i butiken under kampanjen. Det händer inte i denna butik, men händer i andra. Det händer i andra butiker att varorna står kvar på lager under kampanj vecka. Men om det är en kampanj i anslutning till TVn kommer kunderna att efterfråga efter varan. Det är mycket pengar det handlar om säger PG.

Eftersom leverantörerna betalar mycket pengar på detta säger det åt sina säljare att åka ut till butikerna och kontrollera att det följs upp, om dessa förväntningar inte infriats tar företagen upp det med ICA centralt med ICA. Vi har betalat si och så, varför finns inte varan här? PG har förväntningar på volymer i förhållanden till dessa kampanjer. Oftast blir det ett bra plus,



KA kommunicerar förväntningarna som PG har på sig. KA har fått direktiv från säljchefen som har budget för ICA en spec vecka.

Vika förväntningar som PG har på sig kommuniceras vidare till Göran?

PG säger att han får pris, säljargument (5.5 i smaktest) etc.

Ja Göran är medveten om att kampanjen skall genomföras. Vi hjälps åt. Nu har ICA stoppat att säljaren går in i butiken och skyltar upp produkten och ger direktiv. Säljteamet har minskats rejält 2/3 av säljkåren har försvunnit.

Lev. uppföljning??

PG säger att de pratar med varandra. Kan kolla försäljningssiffror i datorn. Talar om det gick bra, eller om för mycket blev över, men vi har ju 50 kampanjer i veckan, säger G. "Vi kan ej gå in på djupet". PG säger "jag ser ju i butiken om produkten är borta".

PGs förväntningar på Göran?

PG säger att förväntningarna är att sälja stora volymer.

Har PG speciella anvisningar från högre?

Ja det får jag, men jag bryr mig inte alltid om vad de säger för jag har varit med så länge så, de vet ju inte vekligheten som jag vet. PG berättar om ett exempel (Tortilla chips) där anvisningarna var att sälja in så mycket som möjligt. Det hela slutade med att ICA inte hann sälja alla produkter innan datumet gick ut, trots att försäljningen gick bra. (PG menar nog här att han "som vet verkligheten" kanske inte gjort samma misstag). Det slog tillbaka på oss själva, produkten dog.

Är relationen mellan er som säljare och köpare bättre än relationen ni har till ert egen företag?

Ja! Absolut! Säger både PG och G.

Hur kommuniceras kampanjen in? (muntligt, skriftligt)

PG ger en orderkopia till Göran på förslag. Göran får inga order utan får sedan avgöra hur mycket varor som ska beställas. Tidigare sändes orderkopian till ICA centralt och levererades sedan till butiken. (Nu har Göran inflytande!)

Förhandlingar

Säljaren har löpande information och lyssnar på företag från key account. Träffas vart fjärde vart femte vecka på lokala konferenser och rikskonferenser ibland. Key account håller föredrag om varje varugrupp. Informationen går genom PG till Göran, inte genom Stefan, Ola eller centralt. PG säger att Göran får "all info" som PG får om/när han läser på slingan. Man får söka det på nätet. På slingan skickas information om nån produktändring, men det väldigt mycket info på slingan. Göran säger att jag skulle kunna sitta tio timmar i veckan och läsa slingan (för mycket tidskrävande info!!) – Görans roll är här väldigt viktig.

Hur lång tid tar det att sälja in en kampanj?

5-10 minuter. Ibland fikar vi. PG visar bilder mm för Göran. Sommarperioden är en viktig period för kex. När PG skulle sälja in för sommaren träffades de lite extra länge. PG hade med sig en folder eftersom Bixit var en nyhet. PG måste påminna Göran om att en beställning ska göras innan kommande kampanj. Antingen påminna när de träffas i butik eller lägger han en lapp.

Kontroll av genomförande?

Båda har kopior på vad de har lovat och bestämt – vilket förslag de var överens om. Kontroll sker genom att se om det hänt som står på kopian.

Kommer du ut under kampanjveckan och tittar?

PG säger att det beror på vilken vecka jag är i butiken. Göran berättar att PG har 100-150 butiker att kolla, så man måste följa det schemat som man lagt upp i planeringen. Det kan hända att det bestäms att en kontroll ska ske i alla Kvantumbutiker, lägger PG till.

Just den här kampanjen då?

Den är viktig! Det är viktigt att det blir en succé.

Har du planerat att göra ett besök i den här butiken?

PG: Ja, vad är det för vecka nu.. ja det ligger nog ganska bra i tiden. Kan komma hit och titta lite. Samtidigt då kan jag titta på de andra produkterna de har i sortimentet också. OLW etc.

PG kontrollerar genom att prata med Göran. Han frågar Göran hur han tycker att kampanjen går etc. volym mm. Det kan ju vara fel på förpackningen tex, säger PG.

Är den infon du får av Göran tillräcklig?

PG: Ja, för det mesta., Jag ser ju också i butiken om produkten har blivit såld och hur det har gått. Även andra reaktioner från butiksanställda. Exempelvis Anna, för hon sköter avdelningen (kex). Hon plockar varor där. PG ger då förslag på hur hyllan ska se ut till Anna, hur nyheter och gamla produkter ska placeras i hyllan. De nya ska få lite mer plats. Det informerar jag Göran och Anna om. Ex. idag finns det en lucka i hyllan, där det finns plats. (Analys: PG kontroll gör nytta! Anna fyller hyllan...) Missförstånd kan ju ske ex. Anna väntar på varan för att hon inte vet att den har utgått, men detta informerar PG henne om.

Det finns 15 argument i bladet vi fick av PG.

PG säger "du talade om förväntingar" och börjar tala om Röda Tråden där vi får info från produktchefer och key account vad de tycker vi ska prioritera. Det är deras förväntningar på oss. H

Hur mycket info av röda tråden går vidare till Göran?

Göran säger att röda tråden är till för att peppa PG och för honom att svara på eventuella frågor. PG säger att de har röda tråden som argument... Ofta i röda tråden står det om belöningar till säljaren om de distribuerar lite extra. (Vi fick Röda Tråden bladet som ett komplement till säljfoldern)

Är det något i arbetet som man skulle ändra för att effektivisera kampanjen?

G: Jag tycker att det fungerar bra

PG: I just denna butiken fungerar det bra.

G: Det kan ju beror på att nån är på semester och inte tar upp varan...

ICA (fria handlare) vs Konsumbutik (anställda)

PG säger att eftersom ICA är fria handlare har de en större vilja att sälja varor. ICAs framgångar beror på att de är fria köpmän. De tar mer ansvar. Går ej hem prick fyra om de slutar fyra på Coop.

Sammanfattningsvis Värde skapas av er relation!

G: ja vår relation är ju jätteviktig. När vi träffas pratar vi gärna lite privat, tar lunch ihop, man kan ju ha många kmpisar som är säljare.

KompisEffekt på kampanj?

G: ja gör att jag blir mer positiv till produkten och kampanjen

Kan detta vara negativt/problem?

G: ja jag kan köpa n för mycket. PG: men då måste jag ju ta mitt ansvar att inte sälja in så mycket. Jag har ju inte provision. Jag vill ju att det ska gå jämt ut så att nästa kampanj kan fungera. Överensstämmande intressen! Sen kan det ju hända att man tror på en nyhet men att den inte alls slår igenom som jag väntade. PG ger exempel på Ballerina kexen med banan och toffee.

Då kampnaj går mindre bra? Beror det på att de personliga relationerna är mindre bra här?

PG: det kan det vara, man är ju inte poppis överallt... relationerna kan ju bli dåliga om löften inte hålls. Det viktigaste av allt är ju att man håller vad man lovar. PG ger exempel. (courtesy!)

G: Vår affär är ju inte klar förrän alla produkter lämnat huset.

PG: goodwill är viktigt. Viktigt att jag tar mitt ansvar vid problem.

## **SAMMANSTÄLLNING intervju Lars Armandt, Cederroth**

Detta är första gången VO5 använder sig av en LCD kampanj på ICA. På skärmen går samma reklamfilm som vid samma tid går på TV-reklamen.

Längre bak i tiden pratade man förtjänster i butiken och leverantören hade större inflytande att påverka ICA butiken. Då skötte vi allt på något sätt. Nu får jag som leverantör inte ta order, utan det är butikspersonalen som beställer. Innan tog jag med mig ordern.

Får våran del så kan det vara en nackdel att denna utveckling skett. Man vet ju aldrig när hon (Eva) ska knappa ordern, säg att man kommit överens om 20 kartonger så är det hon som måste beställer 20 kartonger. När det sedan väl är dags att beställa kan det ju bli bara 15 eller tio, det vet man aldrig exakt de kan ju ändra sig och sådär. Butiken har större frihet.

*Har butiken på så sätt fått större frihet här?*

Ja det har de fått.

*När kampanjen sätts upp i butik, är det butikspersonalen som gör allt jobb då?*

Ja, vi är ju förbjudna i butiken mer eller mindre att plocka varor också.

*Vad tycker ni om det?*

Det är ju på gott och ont, samtidigt som det är skönt att slippa så kan det vara svårt att få fram budskap och sådana här saker. Vi jobbar ju mycket med skyltar, stöd och kuponger...tävlingar också.

*Vad är syftet just med den här kampanjen?*

Det är ju som alltid med sådana här kampanjer och det är att sprida kännedom om VO5. Få fram det på en bra plats. Förhoppningsvis få bra försäljning, speciellt när det är en sådan här TV.

*Vill du berätta lite hur en sådan här LCD kampanj går till?*

Det är första gången vi kör en sådan här och är med på det. Vad jag förstår så flyttar man upp det med en ställning 2-3 TV:ar med vår reklamfilm som rullar.

*Vilka direktiv ger du till butikspersonalen?*

Det är en diskussionsfråga, hur mycket man ska ha och vad man tror på. Vissa butiker har ju märkt att när man gör det här så säljs det mer. Vi har en färdigpackad halvpall som kanske inte alla butiker sett innan, som bara lyfts in i butiken och så är allting klart. Innan har de kanske inte tagit en sådan men nu kanske det fått upp ögonen för den eftersom det går mycket mer i anslutning till en TV-reklam. Så det är bra på så sätt.

*Hur går det till när ni säljer in kampanjen?*

Det gör man ett par 3-4 veckor innan. Det man gör är att man kommer dit, har papper med sig om vad som gäller, hur kampanjen är utformad och budskap på ett A4-papper från vårt huvudkontor. Men lite snygga försäljningsargument riktad till butiken. Där står det allt som gäller, att det är TV, pris. På det pappret bestämmer vi volymen också, jag och Eva.

*Hur ser relationen ut mellan Cederroth och ICA Clemenstorget?*

Sedan alltid. Göran som varit säljare innan, jobbads som inköpare på något som innan hette Fokus, numera ICA Malmborgs. Jag har jobbat på Cederroth sedan 1985 och innan dess som säljare på Göteborgskex (...)

*Hur långt bak i tiden sträcker sig er relation? (long term relationship?)*

Sedan alltid

*Vad är viktigt i samarbetet mellan dig och butikspersonalen?*

Ömsesidigt förtroende. Att man kan sin sak och kan förmedla budskapet som man vill med det man har att säga. Att man litar på varandra.

*Är relationen viktig?*

Ja absolut, absolut. Ibland kan det ju faktiskt vara så att man säljer på relationer också. De litar på att jag kommer, jag sköter det, det funkar exempelvis. Det litar på att jag har det klart för mig och t ex volymen. Har man inte skött sina kort under alla år, då har man det inte så. Det är någonting som byggs upp.

Sedan 1985 har jag varit säljare på Cederroth och sedan dess har jag jobbat med Eva.

*Är det positivt att det är samma person?*

Nej, det spelar ingen roll. Ibland är det klart att om man har dåliga relationer med någon är det skönt om den personen byts ut. Jag har som regel inte speciellt många ovänner, så för mig det ingen roll.

*Anser du att butikspersonalens kompetens är ändamålsenlig?*

Ja många kan ju sin bit. Men alla pratar inte ekonomi och varuplaceringar i butiken som det börjar bli mer och mer nu. För vissa varor tjänar de mer pengar på än andra och då är det viktigt att den produkten inte finns där nere i hyllan utan får komma upp i ”ta-höjden”.

*Efterföljs det ni kommer överens om i butiken? Eller kan det vara så att VO5 hamnar på hyllan längst ner?*

Ja det kan hända om det kommer någon annan efter och i-tutar andra grejer. Ni vet hur det är med konkurrensen, man säger si och...Men går butikspersonalen in på sin dator så ser de att de tjänar en hel del pengar på Cederroth. Så det borde vara fördelaktigt för dem att sätta produkten i mer ta-vänlig höjd. Sedan har de sina egna märken och där tjänar de inte pengar, där säljer man för att det är billigt. Det är inte samma kvalitet och de tjänar inte lika mycket heller. Många säger att det ska vara billiga och det är för att slå mot andra lågprisbutiker. De har ju Euroshopper och sitt eget märke.

*Har det blivit stor förändring sedan dessa lågprismärken kommit in i bilden?*

Ja, det har blivit mer prat om det alltså. Dom ska ju enligt ICA framhäva de produkterna. Butikspersonalen har nog förstått att var och en handlar i sin egen bransch, intäkterna ska ju betala lönerna. Det gäller att sälja det varor man tjänar mest på. Pratar man sunt förnuft och går igenom en ombyggnad så är de införstådda med att även om de hamnar där nere med sina grejer, vilket de accepterar, så kanske det får större plats. Men de vet ju att de tjänar lite på dessa produkter och hamnar därför på sämre platser. Genom att ge handlarna bättre marginaler på produkter kan vi hamna på bättre platser.

*Hur insatt är du i förhandlingarna som äger rum mellan ICA centralt och Cederroth?*

Ingenting. Jag får information från vår Ica kille vår KA som sköter förhandlingarna med ICA; sedan lämnar han vidare denna information som erhålls i förhandlingarna vidare till en annan kille på kontoret som skriver ut de här instruktionerna till mig.

*Så förväntningarna på dig, var kommer de ifrån?*

Hela hierarkin uppifrån, alla förväntar sig att vi ska göra det så bra som möjligt i butiken naturligtvis. Det är våran uppgift. Det vill hela firman och även ICA.

*Är pappret det enda medlet för att kommunicera ut dessa förväntningar?*

Region syd och norr uppdelning. Vi har 15 i regionen och var fjärde vecka har vi regionmöte. Då pratar vi varor av det som kommer i nästa fyra veckor. Vi pratar även om det som varit.

*Kontrollerar ni det?*

Nej, det är ju en känsla man har hur det gått att sälja in varan. Vi talar on vad vi tycker, om materialet varit bra och sådär.

*Kan ni få indikationer på att det inte gick bra?*

Ja om handlaren tvär-nobbar. Det känner man i kommunikationen och det märker man även om man inte får sålt något, då är det något som inte stämmer riktigt. Samma sak tvärt om, funkade det bra har allting varit bra. Har man ett bra tema så fungerar det.

*Åker ni ut i butik och kontrollerar att varorna är utställda i enlighet med vad ni kommit överens om?*

Nej, det finns inte tid till det. När fyra veckor gått så är det på ny kula igen. Man har ett speciellt körschema också, så man kommer tillbaka om fyra veckor. Man ser i regel då om det fungerat eller inte.

*Vem ansvarar i huvudsak för kampanjens genomförande i butiken?*

...Ja det är väl tillsammans vi gör det, jag och Eva, den man kommer överens med.

*Arbetar ni olika beroende på butiken? Anpassningar för just den här butiken?*

Ja, anpassningar får ju vara efter storleken då så att säga. Man får laborera beroende på storleken.

*Är du införstådd i just ICA Malmborgs arbetsmetoder?*

Nej, det är jag inte. Allt är ju gammal tradition. Det ser nästan likadant ut i varje butik, det är bara en mer eller mindre nivå. Och i vissa butiker får man inte göra något alls på golvet, så har det ju blivit den senaste tiden, det är mindre plats att skylta upp på golvet på. Det är finns mycket sådana här ICA-kampanjer som man kör i hyllan.

*Känner du att båda parter är aktiva att ge och ta?*

Ja, man diskuterar ju och så, det är ömsesidigt. Men förr var det kanske lite lättare att få göra någonting på golvet och så, då hade man ett större förhandlingsutrymme där argumentförsäljning kunde användas. Vi har inte samma frihet. Nu har ICA Centralt bestämt att vi som säljare inte får erbjuda dem något extra, allt skall vara förhandlat.

*Kan ert möte leda till att kampanjens effektivitet ökar? Hur? (Lyssnar ni på varandra?)*

Ja jag vet inte. Det är svårt att säga.

*Är det svårt att komma överens?*

Nej, det är samma sak där, det har med relationen man har till varandra. Ju bättre förhållande man har till varandra ju lättare är det att komma överens.

*Empathy: Händer det att ni pratar om något annat än kampanjen i fråga?*

Ja, om barn och barnbarn. Jag blev ju morfar för inte så länge sedan och Eva är mormor...Och sedan råkar det vara så att 1990, ås åkte vi bussresa med familjen till Spanien från Malmö. Och så landade vi här i lund för att hämta upp några och då klev Eva och hennes man på bussen. Så vi var på samma resa, samma hotell och alltihopa under 14 dagar. Så jag känner henne ganska väl.

*Det var kanske på gott och ont att se arbetskontakten på semestern när man vill komma ifrån arbetet?*

Ja, och i bikini dessutom.

*Hur lång tid ägnade du till att sälja in den här kampanjen?*

En kvart. Snarare mindre tid med en sådan här TV kampanj, då vet de hur det funkar att det är en bra grej och så. Det är lite mer givna regler och vi ger ett bra pris ut till kund också.

*Hur går det till när du stämmer möte?*

Eva har faktiskt bokade dagar som hon tar emot. Man får skriva upp sig i förväg på en bokningslista som hon har med tider. Hon har en pärm. Förr i tiden kunde vissa butiker ha mer som en mottagning för säljare.

*Känner du att du får den tiden du vill ha till att sälja in kampanjen?*

Ja nästan, det kan ju ringa i telefon eller gå ut på högtalare att Eva ska kontakta kassa 2 och så går den tiden. Och tiderna hålls ju nästan aldrig, det är en kvar vi har till vårt förfogande. Men det får ta den tid det tar.

*Är du nöjd med 15 minuter?*

Det är olika också. Tiden jag behöver är olika beroende på hur mycket jag ska presentera och hur mycket kampanjer jag har osv. Och sedan kan det vara tvärtom, som idag är det ju tisdag, men jag hade möjlighet att prata med henne ändå nu innan jag kom hit och det har ju också lite grann med relationen att göra. Det är ju sådana fördelar man har.

*Tycker du att själva butiken på Clemenstorget uppfyller goda standards för att presentera din produkt?*

Ja då. Det är en stor butik, den är snygg och rejäl och sedan är det klart att det kanske inte finns så mycket plats för exponering som man skulle vilja. Det är väldigt mycket godis i den här butiken och det har ju Eva hand om också.

*Är ni med vid en ombyggnad av butiken?*

Numera så får man planogram som butiken får från ICA. Där är en Kvantum med ti sektioner uppritade. Där kan vi komma med förslag eftersom planen är ett riktmärke, justeringar görs ju nästan varje dag. Och sedan kan de kalla oss för en ombyggnad eftersom vi är en av tre fyra stora lev. Lever Fabergé, Barnängen och sedan vi. Vi säljare jobbar bra tillsammans i ett gäng. Vi ringer ofta och kollar med varandra. Samtidigt som vi är konkurrenter så är vi väldigt bra kompisar också. Det är inte lika för alla ute i resten av landet. Har man lite friare tyglar, kan man påverka. Är det så att en handlare inte säljer något av en produkt och vill ta bort den är det ju vi som är där och jobbar som kanske får ett utrymme som blir tomt och ledigt. Vi har fördelar av att vi är där och jobbar. Handlarna bryr sig inte om att vi tar platsen då. Där är min roll viktig, allt som man kan få hjälp med och gratis är ju positivt för dem. Vi är gratis arbetskraft som står där och jobbar. Ju större leverantör man är, desto mer betydelsefull blir man för butiken.

*Din roll*

*Vad förväntas av dig i genomförandet av den här kampanjen?*

Ja, nu när vi inte kan plocka så förväntar det väl sig ingenting. Eller det kanske är fel att säga... de vill naturligtvis att vi ska sälja varor (syftar på ICA centralt). Det tjänar de på också, det är ju det allt i grund och botten handlar om: att sälja så mycket varor som möjligt. Sen måste man sälja efter förstånd också, man kan inte vräka på hur mycket som helst heller. Det blir negativt för alla och jag framstår inte riktigt som seriös om t ex det skulle haft en halvpall och jag får dem att köpa tre. Då blir det irriterade om det står kvar på lager och står det ute i butik kan det hindra dem att ta in andra varor. Det är ju i och för sig bra för vår del om det hindrar våra konkurrenter att komma in, men det kan även hindra andra av våra egna produkter. Det gäller att sälja efter förstånd, lagom är alltid bäst.

*Är det något i butikspersonalens arbete som skulle kunna ändras för att effektivisera kampanjen?*

Det är väl deras brist på tid. Det är så tigt på personal som t ex Eva som skall vara överallt på olika avdelningar och de skriker och hojtar på henne. Det är ju inte lätt att hinna med allting då, så hon skulle säkert kunna göra kanske mer om hon hade det lite lugnare eller om de hade varit några till så kanske hon hade kunnat göra ett bättre jobb, även om hon gör ett jättebra jobb som hon gör, det är inte tal om det. Utan hon skulle kanske kunna sköta avdelningen ännu bättre och därmed kunna ge kampanjen ännu bättre effekt, även kunna se till att ha alla

varor hemma och det restas och det kommer inte, det skulle kunna kontrolleras bättre. Restas är att kontrollera varför varorna inte kommer fastän man har lagt in en beställning. Vi kanske inte kan leverera eller på följesedeln kan det stå slut hos leverantör. Det är just sådana saker som hon skulle kunna ägna lite mer tid åt. Ibland kan jag ju komma in i butiken och "min" hylla är tom, då frågar jag ju Eva om det bara är tillfälligt eller vad det beror på att varan inte finns ute i butik. Ibland kanske hon inte vet varför varan inte kommer och då kan man ju förklara och säga till att det bara är att fortsätta beställa varan så kommer den.

Jag skulle vilja att hon gick över hyllan helt enkelt, se över om man vill göra någonting man kanske inte ger sig tid att göra en ombyggnad på en liten avdelning som man känt i flera år att man skulle ha velat åtgärda. Men tiden räcker inte till, man kommer aldrig till skott att göra det. Men hade hon haft det lite lugnare, så skulle hon kunnat göra ett bättre jobb.

*Vad är butiken i första hand, köpare eller säljare av era varor?*

I första hand är det köpare, sedan blir det säljare också. Det går naturligtvis hand i hand och går inte att skilja åt. Och det är klart, köper man inte så kan man inte heller sälja.

*På vilket sätt skapar din och butikspersonalens relation värde i förhållande till kampanjen?*

Man märker att min roll är viktig och hur jag betar mig som person. Det märks om det har varit någon där innan som de inte gillat. Men det är klart jag vet ju inte vad butikens personal säger när jag gått därifrån. Det vet man ju inte, men jag har hållit på så länge. Som jag sa innan så har jag inte speciellt många ovänner i butiken.

## **SAMMANSTÄLLNING intervju med Jesper Ohlsson, säljare på LU, den 25 april 2006**

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Jesper har arbetat med olika tjänster på säljbolaget Valora sedan 1997 då företaget hette Again AB. 2003 slogs Again AB ihop med Adaker AB eftersom de hade samma ägare i Schweiz, som ingår i Valorakoncernen. Valora Trade Sweden fungerar idag som en konfektyrdivision. Det finns fyra divisioner: konfektyr (inklusive kex), livs, kemteknisk och storhushåll. Uppdrag kommer och går hela tiden. Nu heter de Valora Trade Sweden och namnet är det samma i hela Europa (Sverige, Norge, Danmark, Finland). Jesper berättar att LU är nytt för säljbolaget Valora sedan årsskiftet, januari 2006. LU har tidigare legat på ett annat säljbolag som heter Sales Support.

Jesper säljer i området Malmö till Simrishamn. Han har kontakt med dagligvaruhandeln, grossistansvar, servicehandeln och specialuppdrag.

Jesper har haft kontakt med olika personer när han har arbetat mot Malmborgs Clemenstorget, mest Eva Jönsson. När det gäller kex är det Göran till vis del, lite, med Anna. Jesper känner Göran lite sedan tidigare eftersom han har arbetat som säljare.

3. Förändring. Jesper berättar: På slutet av nittiotalet kunde man göra betydligt mycket mer, mer förhandlingar, mer försäljning... Sedan kom restriktioner från centralt håll att butiken var



tvungen att ha vissa g-varor (grund) i sortimentet medan övriga varor var t-varor (tilläggs), vilka de skulle ha i mån av plats och efterfrågan. Men detta fungerade inte i praktiken och sedan årsskiftet 2006 är direktiven g- och t-avtalen borttagna. Alla leverantörer har ännu inte förhandlat om nya avtal, därför har vissa kvar sina g- och t-avtal. Att det togs bort är både mycket positivt och negativt. Alla jobbar ungefär på samma sätt - det fungerar likadant på Coop, Axfood och Bergendahls. När ICA centralt garanterar ett visst sortiment (en viss täckning) får de ett lägre inpris, dvs om ICA kan garantera att vi finns med i alla butiker kan vi gå med på ett lägre pris. Jesper får dessa direktiv från högre upp i Valora, som får sina från ICA centralt.

4. Nja.. från början skulle man ju ha den rollen att man sålde in för att butiken sedan skulle sälja ut. En vara är ju inte såld förrän den har lämnat butiken. Men idag är det inte mycket sälja in. Det är mera lönsamhetsargumentering, nyhetspresentation, kategoritänk, lite space management, inte så mycket för oss, men där är det ju de största inom respektive segment är ju oftast med och mallar hyllorna. Tex nyligen blev ju kexhyllan omgjord i samarbete med Göteborgskex och Göran.

5. Det är en centralt planerad ICA kampanj på alla Kvantum butiker i hela Sverige i denna veckan, som säkert kostar en slant. Tanken med det här är givetvis att dra till sig uppmärksamhet hos konsumenterna när de går in o butiken. Det är bild, ljud och varorna i anknytning till dessa. Tanken är att de ska lockas till köp. Vi har haft annons på denna varan v 11 och demo efter det så det är tredje gången vi aktiverar denna produkten.

6. Inköparna får all info på Slingarn – v. 17 ska Better Choice ligga på LCD-skärmarna till det här priset etc. Om inte jag hade varit där hade kampanjen blivit av i alla fall. Det jag ska göra är att diskutera volym och tillhandahålla extra hjälpmedel, ex skyltmaterial.

Jesper har med sig en säljfolder när han säljer in kampanjer. Den har bland annat ett speciellt uppslag för LU, med den allra viktigaste informationen – eftersom de inte har så många minuter på sig att sälja in kampanjen på. Jesper har även en informationsfolder om produkten som han kan dela ut. Jesper förväntar sig inte att Göran ska titta på infon om LU efter att han gått, utan förhandlingen sker direkt i butiken och när de är överens om volym så skriver Jesper ut en order som Göran sedan beställer.

Tror du att Göran tog till sig infon?

Ja, han ögnade nog igenom den. De får ju så mycket material men de allra flesta tittar nog igenom vad de får.

8. Sålde in kampanjen 4 veckor innan. Normalt är 2-6 veckors tid i förväg.

9. Det är viktigt att ha en bra relation, att jobba tillsammans. En bra relation är att man känner sig välkommen när man kommer, att de lyssnar på en. De behöver inte säga ja alltid, men med vissa butiker har man en jättefin relation och då kan man göra väldigt mycket. Jesper tycker att relationen med Göran är bra – ge och ta. Det är viktigt att de inte ser en som en person som ska kränga varor. Alla säljare är ju olika, vissa bra på att pracka på... Jesper säger att han är seriös och tänker långsiktigt och han tycker att han har en god relation med de allra flesta butikerna. Jesper prackar inte på, säger butiken ett starkt nä så argumenterar han inte mycket. Han försöker följa ordspråket ”kunden har alltid rätt”.

Den här kampanjen sålde Jesper in till Göran. ICA centralt vill att butikerna ska göra sina beställningar själva via ett system, där de får bonus om de beställer 95 % där igenom. Tidigare var det Jesper som beställde, men nu diskuterar han volym, pris och hur kampanjen ska se ut med Göran, Jesper la en order som Göran sedan själv tog hem. Jesper bokar ingen tid utan bara kommer till butiken då han vill träffa Göran.

10. Butiken sköter själv exponeringarna idag. Det är bestämt centralt att man inte får plocka/fylla på ordinarie plats på hylla utan säljaren får lov att plocka events. Tid är pengar – om det tar så här lång tid att plocka kostar det såhär mycket pengar. ICA sparar då genom att göra detta själv, de får då ett lägre pris. Däremot är LCD-skärm kampanjen en speciell händelse/event så här får säljaren lov att hjälpa till att skylta upp. Den här har de gjort själv.

Vad förväntar du dig i huvudsak av personalen?

Att vi kommer överens om volym, att de tar hem volymen och att de exponerar den i anslutning till LCD-skärmen. Det kan finnas någon liten Kvantumbutik som har produkterna i endast i hyllan, men 95% lyfter ut dem på golvet eftersom det är så starkt med LCD-skärmarna.

11. Ja, personalen på ICA har ändamålsenlig kompetens. Vad det gäller produktkännedom är det ju upp till oss också att informera och utbilda om de inte känner till.

Hur lång tid tog det att sälja in den här kampanjen?

5-10 minuter i och med att Jesper har bladet från Key Account managers, där det står all info om den här kampanjen: artikelnummer, priser, bilder, hur många en låda innehåller, hur många en halvpall innehåller mm. Men den här infon finns även på Slingan. Man kan lägga upp införsäljningen på olika sätt och butikerna lyfter fram produkten eller ej beroende på typ av annons och typ av produkt. Marginaler och annat spelar in.

12. Från mig personligen och från mitt företag. Om vi investerar en stor peng i det här centralt förväntar ju vi oss att butikerna ska följa upp det här.

Kontroll?

Jag har varit i 5 Kvantumbutiker idag. Följer mitt körschema. Har god koll men man kan ju inte/hinner inte kontrollera allt. Men det ligger ju i butikernas intresse också, de vill ju inte ha en skärm utan produkter att sälja...

Får Jesper reda på vad som bestäms på central nivå?

Inte all info, men jag vet ju hur det funkar. Infon får Jesper i pappersform, mail och på konferens. Infon handlar om aktiviteter, kampanjer, sortiment, rekommenderade g-artiklar, rekommenderade t-artiklar, hur utvecklingen går hos respektive grossist (bättre/sämre/ökar/tappar?), hur går ICA vs Axfood, branschen allmänt, dagligvaru- kontra servicehandeln... Dagligvaruhandeln har idag förvandlats till service handel. De har ej råd att stänga klockan 19 längre utan har service med stort utbud.

Det finns inga konkreta förhandlingar på just LCD-kampanjen som kommer från central nivå. Att ha LCD-skärm är stark marknadsföring och man förväntas följa upp den och sälja.

14. De ska genomföra kampanjen även om jag inte kommer till butiken och säljer in kampanjen. Men jag följer mitt körschema och kontrollerar. Jag är ingen polis, men har fotograferat en del och sett hur det ser ut i butikerna. Jag kan då visa upp hur det ser ut i mina

butiker för Key Account, Regionschefer, Försäljningschefer etc. Kan också vara bra att visa bilder på gamla kampanjer då man säljer in kampanjer i butiken.

15. Göran

16. Det är viktigt annars får jag ju info från Göran ”så här gör du”, men alla säljare vet i stort sett hur det går till i de olika butikerna.

17. Kampanjerna ser ut på samma sätt i alla Kvantum-butiker, så det går till på ungefär samma sätt. Ibland har en inköpare mindre tid, då får man ta argumentationen och säljsamtalen lite snabbare. ”Vi tar det och det pang pang pang” Jesper berättar om hur ett längre säljsamtal kan gå till, då han har tagit fram lite fakta innan och pratar om ex. trender, är det viktigt? Ja. Vad händer med en butik som ej har nyheter? Inte bra. Etc. Han förklarar att eftersom de har hållt på så länge behöver man inte dra den storyn alltid, men ibland.

18. Ja, annars hade jag inte haft så mycket där att göra. Man får komma med lite ideer, material som hjälper till...

19. Ja, Göran är bra att ha och göra med. Positivt att han har säljtänket eftersom han arbetat som säljare.

I vissa butiker säger inköparen att han/hon tar hand om kampanjen själv, genom att bara läsa infon om den på slingan. Det är troligen inte aktuellt dock i en sådan aktivitet som en LCD-kampanj. Jesper menar att han inte hade behövt åka till butiken, MEN det kan hända att butikspersonalen glömmer, eller struntar i det. Ex. om en produkt sålt dåligt och ska vara på annons tänker butikspersonalen att vi kör det i hyllan. Om det i denna situation kommer en säljare till butiken och säljer in och visar sittintresse så tar de kanske en display istället. Att det är på detta sätt beror på att golvytan är mer begränsad idag än förr, de produkter som butiken lyfter fram på golvet vill de sälja mycket utav och tjäna pengar på. Volym och marginalkrona viktigt. Det kan man ha som säljknep.

23. Nja.. jag har inte tid.. men blir man bjuden på en kopp kaffe tackar man ju inte nej. Det är ju också ett sätt att bättra på relationen. Det är också ett sätt att bättra på relationen lite, att koppla av lite prata lite allmänt. Men jobbet som säljare är ändå ett ganska ensamt jobb. Man sitter ju inte och tjarar privata saker med en inköpare. Så ni håller er på ett mer professionellt plan? Ja...

27. Ja, det är en fräsch butik och Göran är duktig på att göra det ordentligt.

28. Min arbetsgivare förväntar sig att jag ska ha 100% uppföljning av aktiviteterna i Kvantum butikerna, dvs att jag besökt alt. ringt och sålt in kampanjerna, pratat med butikspersonalen.

Vad förväntar sig Göran av dig?

Han förväntar sig nog att jag frågar honom hur det har gått, hur mycket det sålde – feedback!

Alltså, förväntningarna på Jesper kommer från två håll: det egna företaget och från butiken. ICA centralt har nog inga speciella förväntningar på mig, menar Jesper. Det ligger på butiken att följa upp kamoanjen.

Jesper har åsikter om var tv-skärmarna bör stå. Lättare f kunden om de inte flyttas runt. Kan Jesper påverka? Ja, det kan ja ju men butikspersonalen vet ju bättre var konsumenterna brukar gå...

Är denna kampanjen placerad på den ultimata platsen?

Ja, et tror jag. Tv-skärmarna har fått en bra plats, men hade varit en annan sorts kampanj ex, bara en pappdisplay utan tv-reklam eller något så hade den nog inte fått den bästa platsen. Det får ju bli var det finns plats.

30. Sen butikerna inte har hjälp av oss längre som plockar i hyllerna . Vissa butiker har ej anställt mer personal. Vissa saker blivit så nerprioriterade på listan. Men LCD-kampanjerna är viktiga! mer personal i butik hade varit bra. Det beror också på engagemang och intresse från individens sida. Göran brukar göra det bra.

Er relation viktig?

Ja framför allt för att idag då det finns mindre plats i butiken att göra saker, då kanske man rider på sin relation ”ja ja vi gör såhär...”

31. Svårt att säga, hade vi haft en taskig relation hade han genomfört den i alla fall. Så i det här fallet hade det inte haft någon större betydelse.

Jesper ger ex. på vilken nytta han kan ha av en bra relation med Göran Ex. säljaren har två produkter han önskar få lyft fram och frågar Göran om han inte kan lyfta fram den andra också i samband med kampanjen. Om då ex. Göteborgskex säljare har en ännu bättre relation kanske Göteborgskex får platsen istället. Service är också starkt, nu får vi ju inte ge så mycket service som tidigare, men förr kunde man ju säga det här sköter jag, då ser de att du är engagerad, återkommer när du ska – då får du mer plats i hyllan och bättre plats i hyllan samt du ökar försäljningen ur butiken. Det var enklare att göra detta förr.

Jesper är på Malmborgs ca var 4e vecka. Man är i olika butiker olika mycket, det beror på butikens storlek och personen man pratar med där.

Jesper ger ex. om halstabletter och talar om hur viktig placeringen är. Ex. om han själv som kund ska köpa en halstablett tittar han i hyllan med halstabletter, finns den inte där tror man ju att den inte finns alls. Man vill heller inte ha sin produkt längst ner på hyllan.

Hur bestäms det vilken plats ni ska ha i hyllan?

Det beror bland annat på de dominerande märkena som får störst plats.

Idag , både på centralnivå och butiksnivå Det är ju säljaren som får ge lite mer och köparen som tar lite mer.

Bygger förväntningarna på hur ni ligger till i branschen, alltså på hur betydelsefulla ni är?

Alla vill öka sin försäljning. Och det finns massa olika aktiviteter...

## **SAMMANSTÄLLNING intervju Anna Olofsson den 28 april -06**

Anna har arbetat på ICA i 7 år. Innan dess har hon jobbat på Konsum och dessförinnan i klädbutik. Likheten mellan att stå i klädbutik och på ICA är kundmötet, säger Anna.

”Kundbemötandet är ju viktigt när man arbetar i butik. Man ska vara positiv inför kunderna och hjälpa dem med att hitta och visa.” Anna berättar att de har fått instruktionerna att alltid följa med kunden och visa var varan står, om de frågar.

*Vi frågar om det är svårt att hinna med allt.*

Anna svarar ja!!! Hon berättar sedan att det gäller att fronta efter hand och att Stefan ibland säger till henne att det måste frontas på kex hyllan. Det är ju där han går förbi hela tiden. Tidigare plockade Anna bland många hyllor: barnmat, knäckebröd, djurmat, te, kryddor och kex. Men det blev för mycket att hinna med så nu har hon bara hand om kryddor och barnmat. Här vill Anna inte att någon annan plockar, för det är lätt hänt att de ställer kryddorna fel. Med de andra hyllorna hjälps de numera åt. Göran är den som beställer hem varor och frågar då Anna vad som behövs. Göran tar även hand om etiketterna nu.

*Vi frågar om det är stressigt*

Anna svarar ja! Emellanåt...

*Vi frågar om det har blivit bättre eller sämre sedan leverantörernas säljare inte får plocka i hyllorna längre?*

Anna svarar både och...

*Hur mycket har du och Göran pratat om den här kampanjen?*

Anna får instruktioner av Göran. Tillsammans går de igenom ICA-bladet om kommer ut varje vecka. Då får Anna reda på veckans annonser/kampanjer, i det här fallet ex. Better Choice LCD-kampanj, köp 2 paket för 29 kr. Anna brukar själv titta igenom bladet innan hon och Göran går igenom det. Det gör hon för att hon är nyfiken, men också för att det är en del i hennes arbete. (Anna ger oss ett ex av ICA-bladet och visar sidan med Better Choice annonsen). Kampanjbladet delas ut till alla hushåll i Lund. Det är gemensamt för ICA Clemenstorget och ICA Tuna.

*Har du någon kontakt med LU-säljaren Jesper Ohlsson?*

Nej, inte alls.

*Kan du berätta om LU:s LCD-kampanj för Better Choice?*

Det går bra med LCD-kampanjerna, det går mycket bra, bättre än Anna förväntat sig. Apelsin går bäst, berättar Anna. Vad det är på reklamen vet hon inte exakt. Hon har fler saker att tänka på ex. annons denna vecka (?) för ris. Men Anna ansvarar endast för denna kampanjen (vad gäller fylla på varor).

*Vad är syftet med kampanjen?*

”Det är väl för att visa produkterna mera... för att fånga uppmärksamhet”, säger Anna. Hon tillägger: Better Choice är en produkt som rör på sig ändå. Den går alltså bra i vanliga fall också. Det är ju den tredje gången den uppmärksammas det här året.

*Ägnas denna kampanj någon särskild uppmärksamhet av dig?*

Anna säger att hon inte har sett TVn idag, men ett par dagar i veckan kollar hon in den.

*Har du fått några speciella instruktioner? (Ex. Slingan?)*

Nej, Anna kollar inte på slingan. Hon är inte intresserad av det. Men hon tycker att hon får bättre instruktioner nu av Göran än hon fått av tidigare personal. Det gör att det är mycket roligare att jobba nu sedan Göran kom in. Den som hade Görans roll tidigare engagerade sig

inte så mycket. Anna får också mera ansvar nu. (Anna har inget egentligt ansvar). Karin frågar om det blir roligare då att arbeta med Görans produkter? Anna svarar ja, men att det var roligt innan också. Karin frågar om man kan säga att arbetet är effektivare nu? Ja, svarar Anna.

*Vem ansvarar för kampanj-hyllan?*

Göran är ansvarig för kampanjen. Anna är den som fyller på varor, både vid TV-skärmarna och i hyllan. Men Göran är den som köper hem varorna. När det ska beställas hem mer frågar Göran Anna hur mycket som bör beställas, eftersom det är hon som vet bäst hur mycket som har gått. Anna visste vilken volym Göran skulle beställa hem i samband med kampanjen.

*Vad vet du om produkten?*

Anna har inte smakat kexen. Hon vet att en är med apelsinsmak, men kommer inte ihåg vad den andra är för smak. (Det är vanilj.)

### **Ola Hollerup, butiksägare, och Stefan Holst, ICA-handlare, kommer in i rummet efter att intervjun med Anna är avslutad**

*Vi börjar prata om hur det har gått på de övriga intervjuerna vi gjort med säljarna. Vi nämner något om att säljarna verkar komma mycket bra överens med butikspersonal, nästan lite kompiskänsla.*

Ola förklarar: Man kan vara kompis med säljarna men ändå ha distans. Relationen ska vara affärsmässig, lägger Stefan till.

Ola: Man köper in en extra pall av sin kompis för att man spelar golf med varje lördag... Man bör hålla distans!

Ola: Leverantören har andra arbetsuppgifter (än att bara sälja in volymer?) som jag värderar på andra sätt. Till exempel är de bra när det gäller att rita upp och var med på ombyggnader. När de hjälper till att bygga om ska de tänka på sortimentet i helhet, inte bara på sina egna produkter, det är en bra leverantör! Ibland vid ombyggnader kan man se att här har den och den leverantören varit med och byggt om – deras produkter prefereras. Nej, en leverantör som bygger om ska tänka på helhetsintrycket i sortimentet – det är en bra leverantör!

Om en leverantör säljer in för mycket blir det ju negativt för honom också.

*Vi frågar hur mycket leverantörskontakt Ola har?*

Ola svarar: Svårt att säga i tid.. Men varje vecka!

Ola är ansvarig för hyllorna från ingången till fiskdisken. Ola säger att det är svårt om en person ska hålla i allt. Man måste fördela ansvaret så att alla kan hjälpas åt.

### **SAMMANSTÄLLNING Intervju Eva Jönsson, den 4 maj 2006**

Eva Jönsson är en av endast tre personer som har arbetat på ICA Malmborgs sedan starten 1979. Då hette butiken *Fokus* och hade en annan ägare. Idag är det Stefan Holst och Jan

Andersson som äger butiken. När hon var nyanställd arbetade hon i kassan men fick sedan arbeta bara på golvet. Eva arbetar numera heltid på kolonial.

*Vad är din roll här på ICA Malmborgs?*

Eva är ansvarig för finkem, grovkem och konfektyr. Hon tycker att finkem är roligast.

*Vi frågar hur många leverantörer hon har kontakt med.*

Eva svarar tveksamt att det är ca 15-20 stycken. Det är många menar hon men det har blivit förändring sedan plockhjälpen försvann. Nu kommer det ju bara säljare till butiken, och ingen som endast plockar.

*Vad anser du vara din viktigaste uppgift i butiken?*

Allt som rör arbetet. Ordning och reda tycker Eva om. ”Var sak på sin plats”, säger hon. Det är viktigt att man har rutiner för hur saker och ting skall göras. T e x man börjar på måndagen med att ta bort gammalt och in med nytt, förbereda prislappar på kampanjer om man har tid. Det är också viktigt att ha bra balans i sortimentet och att ha bra kampanjer. Med bra kampanjer menar Eva sådant som kunderna uppmärksammar. Det är också viktigt att inte köpa in för mycket, annars måste man fortsätta jobba ut varan efter kampanjperioden.

Eva kommer in på VO5 kampanjen och berättar genast att hon inte tycker den ser nåt vidare ut. Hon menar att det inte ser trevligt ut att stolpen med skärmarna på är fristående och att det blir så tomt med ett litet ställ med produkter bredvid. Det hade sett trevligare ut med nåt större, där stolpen göms och där fler varor visas, men det går ju inte att beställa in en halvpall bara för att det ska se trevligare ut, påpekar hon. Då köper man ju in för mycket och så hinner det inte bli sålt under kampanjveckan. I den första LCD-kampanjen som kördes i butiken, la hon ner lite extra arbete på att göra det snyggt. Det var en produkt ur L’Oréals sortiment och då la hon ut lite stenar för att öka uppmärksamheten.

Eva menar att det borde finnas ett bord tillhörande TV-apparaterna (?) som respektive leverantör kunde placera sina produkter på. Hon hade önskat ett mer anpassat material just för denna typ av kampanj, något hon inte märker att säljarna bidrar med.

Placeringen är bra tycker Eva. Den breda kundströmmen förbi skärmarna bidrar till merförsäljning. Det är helt och hållet butiken som håller i placeringen. Göran som är ansvarig för TV-apparaterna flyttar runt dem i butiken beroende på vilken kampanj det är.

*Kan du berätta om Cederroths LCD-kampanj för Vo5?*

Den ger merförsäljning, det gör den!

*Varför? Är det läget eller produkten i sig?*

Ja, det hör ihop. Det är både produkten och läget som bidrar till merförsäljningen.

Kampanjen ska vara placerad så att man ser den rakt framifrån när man kommer. Eva anser att man borde ha en fast plats för LCD-kampanjerna, så man slipper flytta runt. Men detta har hon inte påpekat för Göran, när vi frågar. Det ska vara en plats där man kommer in och ser den rakt framifrån.

Eva börjar tala om ljudet på TV-apparaterna. Hon påpekar att det inte är så högt som det borde vara just nu. (Man hör inte vad de säger) Men att ändra ljudet är komplicerat säger hon och man måste ändra ljuden med en skruvmejsel. Det ska Göran göra, så att det är för lågt nu

skyller hon på honom (med ett leende). Det ska vara lite ljud, men får inte vara högt och störande.

Eva tillägger utan att vi frågar att hon inte alls tycker att leverantörernas säljare har engagerat sig i de nya LCD-kampanjerna.

*Vad är syftet med kampanjen?*

Syftet är i första hand att sälja mer. Kunden ska få upp ögonen för produkten – den ska väcka uppmärksamhet. TV-reklam är ju säljande, både för ung och gammal, säger Eva. Det kommer ofta in folk i butiken och frågar om de har den där produkten de sett på TV-reklam... Det är nästan en yrkesgrej, att som butikspersonal bör man ha sett de olika reklamerna på TV. Detta för att lättare kunna hjälpa kunden. (Reklamen på TV är densamma som går på en utav de tre (eller två) LCD-skärmarna.) Och Eva sätter sig in i reklamerna på TV säger hon, det underlättar arbetet i affären.

*Hur mycket har du och Lars Armandt (säljare på Cederroth) pratat om den här kampanjen?*

Inte mer än att Lars har sagt att nu är det en kampanj som ska gå på skärmarna. De engagerar sig inte mycket. Säljarna kommer ju inte tillbaka och tittat på kampanjen eller nånting. Säljarens roll är ju mindre nu än förr...

*Skulle de kunna göra mer? undrar vi*

Ja, om de ser hur/var kampanjen är placerad skulle de ju kunna komma upp med bättre material. Ex. något (display/ställ el. liknande) som passar bättre just till denna butiken. Eva säger att materialet inte är utformat så att det stämmer överens med butiken.

(Egen reflektion: Om LCD-kampanjen skulle varit placerad på samma ställe alltid skulle säljarna haft bättre möjlighet att ta fram passande material till olika butiker.)

*Hur lång tid tog det att sälja in kampanjen?*

Hur länge... funderar Eva...

Lars hör till de bättre säljarna, säger hon sedan. Han är jättetrevlig och är lätt att ha att göra med. När han säljer in kampanjen tar han helt enkelt fram ett beställningsblad och... (Det verkar som det inte är nåt speciellt som hände i in-försäljningen av VO5-kampanjen. Egen reflektion.)

*Vad är viktigt hos en säljare?*

Personkemi. De ska inte vara påträngande. De måste acceptera ett nej och om Eva säger att hon inte klarar av att ta in en större volym ska de inte tjata och propa på. Det är också viktigt att de håller vad de lovar, att man har förtroende. Ex. Om man kommer överens om att de ska komma in med ställ etc. så ska de också göra det. Med Lars har hon inga problem eftersom deras relation sträcker sig så långt bak i tiden.

Säljarens roll är ju annorlunda idag än för bara 2-3 år sedan. Dels blir de färre och färre. Eva har därför slutat med besökstid. Det behövs inte längre, utan det är bara för säljaren att komma in spontant i butiken när det passar.

Eva påpekar hur viktigt det är med förtroende mellan henne och säljaren. Hon säger att hon vet vad som säljer bäst i just den här butiken, även om säljarna ibland kommer med statistik om vad som går bra. I den här Kvantum-butiken går inte udda-varor bra (okända varumärken). Det är de kända märkena som säljer bäst.



*Ägnas denna kampanj någon särskild uppmärksamhet av dig?*

-

*Har du fått några speciella instruktioner? (Ex. Slingan, papper från Lars etc.?)*

Nej... det är ett papper... Säljaren har vanligtvis med sig en pärm. Ibland läser han innantill om produkten. Ibland är de inte ens insatta själva i produkten eller kampanjen.

*Vad vet du om produkten?*

Eva vet inget speciellt om just den här produkten, VO5. Det är en etablerad produkt på marknaden och hon har inte tagit del av någon ny information kring denna kampanj. (Som hon inte visste redan genom butikserfarenhet). Hon säger att man inte kan vara expert, utan att man får lita på vad ICA Centralt har tagit in. Om man får en fråga från en kund om produkten som man inte kan svar på an man alltid ringa säljaren, eller någon från säljarens företag. Eller kam man ringa till ICA Centralt. Det värsta som finns tycker Eva är när man som kund frågar något och får svaret "Det vet jag inte..." Man ska säga, "det kan jag ta reda på!"

*Vem ansvarar för kampanjhyllan?*

Det är Eva.

*Vi pratar vidare om tid. Är det svårt att hinna med allt som ska göras?*

Nej då, inga problem tycker Eva. Innan hade man ju i och för sig någon från leverantören som skyltade upp. Nu får man göra det själv.

*Är denna förändring positiv eller negativ?*

Positiv för att man som butikspersonal får bättre kännedom om produkterna. Förr beställde ju leverantören hem varor och kom även till butiken och skyltade upp dem. Då kunde man undra om det verkligen såldes så mycket av varorna de beställde hem och pressade in i hyllan. Nu märker man själv hur mycket som säljs. Men det är klart att det var skönt förr att få så att säga lite gratis arbetskraft! Eva tillägger att eftersom hon tycker att hon gör det bäst själv, så är den ökade kontrollen positiv för egen del.

## **SAMMANSTÄLLNING Fika med Göran Lindén den 4 maj 2006**

Göran berättar om Axfoods Hemköp, som portade leverantörernas säljarna helt och håller från butiken i 1 års tid. Men när de tappade försäljning p.g.a. en avsaknad säljkår, så har de ändrat reglerna igen. Nu är säljarna välkomna i butikerna igen...och det berättar Göran att han läst i det senaste numret av en facktidning han har liggande på kontoret. (Vi får tidningen *Butikstrender* av Göran, en oberoende nyhetstidning för den svenska handeln)

Vi talar om säljarens roll. Göran säger att de är jätteviktiga! Men dock inte lika viktiga som förr...Det leder oss in på diskussionen som vi tidigare haft i den första intervjun med Göran Lindén, om att det är först när varan lämnar butiken med slutkunden, som leverantör respektive butikspersonal kan se sitt arbete avklarat. Och han ser rollproblematiken... Dels uttrycker ICA (främst då butikspersonalen vi talat med) att leverantörens säljare har ansvar för att varan marknadsförs och säljs på önskat sätt, samtidigt som de saknar utrymme för att direkt påverka och kontrollera aktiviteter i butiken, sedan de blev förbjudna att skylta upp och plocka varor i butik.

Göran talar om PG. PG från Göteborgskex kom med förslaget att de skulle bygga om hyllan. Han hade förslag på ritningar som gynnade hela sortimentet (d v s inte bara de egna produkterna) Marknadsledarna är jätteviktiga för ICA. De gjorde detta enligt överenskommelse med ICA Centralt om hur det skulle se ut på ICA Kvantum. PG var i butiken i flera dagar och byggde/ändrade om.

Astrid från Retail House fältkåar har demonstrationer på ICA Malmborg och sitter även hon i fikarummet. Hon säger att om vi har några funderingar finns hon i butiken på torsdagar respektive fredagar, då demonstrationer äger rum i butiken.

## **APPENDIX III – Observationer**

### **Observation Lus LCD-kampanj Better Choice v. 17**

#### **Våra kommentarer:**

Vi går in i butiken, det vanliga spåret rakt fram lätt sökandes efter veckans LCD-kampanj. När vi står endast 1 meter ifrån upptäcker vi den på höger sida av gången. Det finns många paket kex uppställda på ett ställ. Vi lägger direkt märke till två påslagna TV-skärmar riktade åt olika håll, där två olika reklamfilmer körs. Vi tror att det är en ICA Kvantum reklamfilm och en Better Choice film. Efter en stund ser vi att det även finns en tredje skärm som är avslagen alternativt sönder samt är täckt med kexpaket.

Vi hör att det är ljud från skärmarna, men kan dock ej höra vad det är som sägs. Vi ser att det är två olika slags kex som erbjuds. Vi anser att de ligger lite huller om buller. Det ligger även ett ICA-kexpaket bland LU-paketen. Priset är tydligt skyltat köp 2 betala 29 kr!.

Kampanjens placering. Denna kampanj finns inte i närheten av andra kex, kakor eller bröd, utan är placerad bredvid en Red Bull kyl och en korg med Chilinötter. I närheten finns, färskpasta, drycker och konserver. Vi tror att detta kan vara bra med tanke på att den då sticker ut från de övriga produkterna. Kampanjen är även placerad på ett ställe i butiken där alla kunder passerar, vilket är bra. Mindre bra är att kampanjen delvis blir skymd av Red Bull kylen intill, om man kommer direkt från butikens ingång. Skulle man ha kommit från hyllan rakt framifrån hade man däremot sett LU-kampanjen på en gång.

#### **Förbipasserande kunds kommentar:**

En kund (vid namn Johan Axelsson) går förbi och lägger märke till att vi studerar kampanjen. Han säger att han inte har någon tanke på att köpa Better Choice för att han ser det här. Han har redan en lista på vilka inköp han ska göra. Han säger att han har noterat att den här sorts reklam har blivit billigare...

#### **Kommentarer om LCD-kampanjen från Lus säljare Jesper Ohlsson som är på plats:**

Den första kommentaren lyder: ”Bra med varor, snyggt uppskyldat och bra plats i butik.” Jesper säger att här folk går förbi kampanjen och han menar att det är viktigt med en bra placering i butiken. Han anser inte att det spelar någon roll vilka produkter som står runt omkring, huvudsaken är att varorna som är kopplade till skärmarna finns där. Han ser ingen nackdel med att kampanjen är placerad bredvid Red Bull, nackdel hade det varit om LUs kampanj var placerad bredvid någon konkurrent med lägre pris. Vi påminner honom om att den tredje TV-skärmen är avslagen, men Jespers kommentar visar att det inte spelar någon större roll. ”Den kanske är sönder...” Det är två av skärmarna som visar samma sak, så de båda reklamfilmerna rullar ju på i alla fall, menar Jesper.

### **Observation på ICA Malmborgs: Cederroths LCD-kampanj på VO5 den 4 maj (v. 18)**

Vi går in i butiken och finner ganska snart TV-apparaterna och tillhörande kampanjställ med VO5 produkterna. Vi konstaterar direkt att placeringen på kampanjen är mycket bra. Det går i

stort sett inte att gå ut ur butiken utan att se den eftersom den ligger på väg mot kassorna. Den ligger även på väg mot/i anslutning till shampoo m.m. Mycket bra placering!

Däremot hör vi inget alls av ljudet från TV-apparaterna. Detta talar vi om med Eva som är ansvarig för kampanjens utförande i butiken. En utav skärmarna är dessutom sönder/avstängd (vilket den var även föregående vecka).

Produkterna är placerade på ett ganska litet ställ. Det är fyra rader långt och fyra rader brett.

Kunden får välja 2 produkter från stället och betala 32 kr för dessa. Vi ser att priset på produkterna väl skyltat.

### **Observation Bixit från Göteborgs Kex v. 19**

Vi börjar gå den vanliga rundan på ICA Malmborgs och ser snart Göteborgs Kex LCD-kampanj för Bixit. Placeringen i butiken är mycket bra, eftersom den är placerad i mittgången där alla kunder passerar. Bredvid kampanjen finns bröd och lite längre fram i gången finns charken. Eva Jönsson påpekade vikten av att kunden kommer rakt framifrån kampanjen eftersom man då ser den bäst. Bixit har fått precis en sådan fördelaktig placering. Jämfört med LU's Better Choice tycker vi att Bixit har fått en bättre placering eftersom kunden omöjligt kan passera utan att se kampanjen.

Vi lägger märke till att kampanjen är ordentligt uppställd med många produkter som står snyggt och prydligt. TV-skärmarna är riktade åt olika håll och vi ser att det står "Nyhet" stort och tydligt på en av filmerna. Precis som i föregående observationer är en utav skärmarna sönder. Samma gällande ljudet; vi kan inte höra ljudet från reklamfilmerna.