



LUND UNIVERSITY

2010/2011



Point-of-Purchase Sustainability Communication

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Master Thesis in Sustainable Business Leadership
Lund University School of Economics and Management
2010/2011

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Word Count: 25,073

Background:

This thesis has been written as a part of the degree project course in the Masters program “Sustainable Business Leadership” at the School of Economics and Management, Lund University.

The course was based on the methodology of action learning and self-managed learning. The students were all assigned to an in-company project as consultants. As a part of course the students were responsible for organizing several learning events addressing relevant issues related to the in-company projects. The students continuously documented their learning in learning journals and participated in tutorials on these journals.

The assessments of the students are done partly on the written thesis, partly on the consultancy process and report to the client company, partly on performance in learning events and other parts of the course and partly on the ability to document and reflect on the student’s individual learning and development.

Acknowledgement:

We would like to take this opportunity to note that this degree project would not have been possible without the assistance and guidance of the individuals who in one way or another contributed their valuable support towards the preparation and completion of our study. First and foremost, we would like to sincerely thank our family and friends for their moral support and encouragement. We would also like to express our profound gratitude to Skånemejerier for providing us with the opportunity to work on this project with them, we really appreciate the experience gained, and hope that our recommendations will be of value to the company. A special thanks to Mr. Fredrik Javensköld, Head of Environmental Management, who have provided us with key insights to our project focus. Not to mention also our utmost gratitude to Professor Stein Kleppetø and Professor Christine Blomqvist for providing us with their keen guidance and critical feedbacks. We want to thank the managers of Skånemejerier for taking the time to provide us with great insights all through the interview sessions. We would also like to acknowledge those who have responded to our surveys as well as helped spread the survey questionnaires, not to mention also our very helpful friend who assisted in the translations of Swedish texts. Last but not least, we want to thank our fellow classmates who have shared their insights with us and made our experience on the entire journey of learning throughout the past year a great one.

A big thank you to all.

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Abstract:

The aim of this study was to better understand the sustainability marketing communication of a Swedish dairy company – Skånemejerier specifically at the point of purchase (POP), and describe how Skånemejerier's POP sustainability communication could be improved and how it could potentially increase their brand equity. The company is currently using internet and at times other mass media like TV, newspapers etc. to communicate their sustainability initiatives (such as local production, traceability of milk, health benefits of products, lower environmental impact and organic products) to the consumers. However they are not focusing much on POP sustainability communication. Now that the company is venturing into new markets, POP sustainability communication could potentially be an important tool to develop brand equity based on sustainability, thus driving positive purchase decisions. The research was carried out in two parts viz. 1) Consumer surveys in Sweden which were conducted online and face-to-face to collect quantitative data on consumers' perception of Skånemejerier's sustainability, its communication and consumers' expectations. 2) In-depth interviews with internal managers to get a comprehensive understanding of how Skånemejerier manages its sustainability communication. These were some of the key findings of our study:

- ✚ Consumers' favoured sustainability information are the Origin of Products and the Health Benefits of Products.
- ✚ According to consumers, the preferred media for communicating sustainability to them is at the Point-of-Purchase through Labels and Packaging Contents.
- ✚ Most of the consumers are aware that Skånemejerier's products are produced sustainably whereas the non-consumers awareness of Skånemejerier's sustainability is relatively low.
- ✚ There is a lack of coherence between Skånemejerier's sustainability communication at POP and through other media.
- ✚ Though both consumers and non-consumers associate sustainability with high brand equity, sustainability alone does not govern their purchase decisions.

Based on these findings we were able to suggest an approach for POP sustainability communications to Skånemejerier (in terms of media, information and presentation of message), describe how sustainability marketing is adding to Skånemejerier's brand image and brand strengths, provide recommendations on ways to exploit it further to strengthen their brand and suggest a communication tool to improve their current sustainability communications with a focus on POP communications.

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Chapter 1: Introduction

“Good advertising does not just circulate information. It penetrates the public mind with desires and belief.”

- *Leo Burnett*

There has been a growing trend in societies worldwide, where consumers are inclined to favour companies and brands which they perceive to be environmentally and socially accountable (Charter, Peattie, Ottman and Polonsky, 2002). Though the concerns for environmental and social impacts have been on business agendas for decades, this growing trend places increased pressure for businesses to perform better environmentally and socially. As various stakeholders are increasingly well-informed and demanding accountability for societal wellbeing, Corporate Social Responsibilities (CSR) and sustainable development agendas are becoming more and more integrated within businesses, across organizations and industries. According to the Brundtland Commission, sustainable development is defined as *“meeting the needs of the present without compromising the ability of future generations to meet their own needs”* (UN, 1987). Besides being essential for lowering impacts on the environment and the society, sustainable development can also be perceived as a business opportunity and an investment for the future, which is marked by innovative practices and creative ideas (Satterfield, Kolb, Peoples, Adams, Schuster and Ramsey, 2009). Moreover, by taking on a more sustainable position, businesses could enhance their corporate image and develop further customer appreciation (Charter *et al.*, 2002). Sustainable development requires the reconciliation of environmental, social and economic demands - the “three pillars” of sustainability (United Nations General Assembly, 2005). Belz and Karstens (2005) state that integrating and balancing these three dimensions of sustainability in a responsible and transparent manner is one of the major challenges faced by business enterprises. To begin preparing for a more sustainable endeavour, the organization needs to re-examine the social and environmental impacts of their existing marketing strategies.

Marketing, in its general sense, concerns a collection of management activities aligned towards the provision of value to consumers, organizations and society (Charter, 2002).

“marketing is not only much broader than selling, it is not a specialized activity at all. It encompasses the entire business. It is the whole business seen from the point of view of its final result, that is, from the customer’s point of view.”

(Drucker, 1955, p.33)

According to the American Marketing Association, green marketing is the marketing of products that are presumed to be environmentally safe (Green Markets International Inc., 2008). Thus green marketing incorporates a broad range of activities, including product modification, changes in the production process, packaging changes, as well as modifying advertising. While some authors use the terms green marketing and sustainable marketing interchangeably, we prefer to look at sustainable marketing as the umbrella which includes green marketing (Patton, 2010). For the purpose of this study, we will be dwelling upon the broader scope of sustainable marketing. In addition to the standard 4Ps of classical marketing, sustainable marketing embraces 3 more aspects: *People, Planet* and *Profit* (Patton, 2010).

Key drivers for sustainable development are the consumers as the promotion of sustainable production and consumption are integral aspects of sustainable development. The promotion of sustainable consumption is important to limit negative environmental and social externalities, as well as to provide markets for sustainable products (OECD, 2008). Increasingly, consumers are not only concerned over the pollution or health effects of their consumption, but also the impacts of their consumption on the factors of production, including workers and resources (OECD, 2008). The Nordic Council of Ministers noted in their guidelines for promoting sustainable consumption, *“consumers should be able to assess the effects of their own consumption on the environment, to choose nutritious food which is environmentally-beneficial, and to practice sustainability at home”* (OECD, 2008). All in all, a change in lifestyles and new values are required for creating the commitment towards sustainable consumption. Consumers must change their ingrained habits and increase engagement in seeking information and making demands on producers and retailers. (Ministry of Justice, 2006).

According to Peattie and Chartern (2003), marketing could be at the forefront of promoting sustainability by using market mechanisms to encourage more sustainable consumption. To promote sustainable consumption, effective sustainability communication, which is an integral part of sustainable marketing, is necessary. Successful communication of sustainability by an enterprise seizes potential long-term brand equity. This study will look at how consumers can be informed about the sustainability of products (specifically dairy food products) by means of marketing communication, whereby the scope of sustainability broadly refers to the environment (pollution, resource use, farms), social characteristics

(health, farmers welfare), and the business (local production of dairy, brand value). We will see how consumers associate the product brand to sustainability and their consumption values. In the later chapters we will further define the scope of sustainability marketing strategies and discuss the concept of communicating sustainability to the consumers, specifically at the point-of-purchase (POP).

1.1 Project Background

The aim of this study is to better understand the sustainability marketing communication of a Swedish dairy company – Skånemejerier. Using the insights from consumers as well as the company’s internal managers, we will describe how Skånemejerier’s sustainability marketing communication could be improved and how it could potentially increase their brand equity. We will study Skånemejerier’s communication of sustainability, more specifically at the point-of-purchase (POP). “*Point-of-Purchase, is the location where purchase is made, typically thought of in terms of a retail setting*” (Kotler *et al.*, 2009). The POP communication involves any form of advertising within a retail environment, which is designed to influence the consumer to purchase a product or service (POPAI UK, 1998). We attempt to gain an understanding of how consumers perceive Skånemejerier’s brand and what do they expect from its communication at POP. By doing so, we aim to provide Skånemejerier with recommendations on how they can improve their sustainability communication. We will highlight certain aspects on how they could more effectively use sustainability marketing to create a stronger brand among end consumers, both in their current and new markets. Skånemejerier already has a strong market in the southern region of Sweden, however there are prospects of market expansion elsewhere in the country. It is our understanding that a brand positioned around sustainability could provide potential competitive advantage. The following sections will outline Skånemejerier’s corporate overview. The later chapters will discuss the theoretical frameworks which are applicable as a guide throughout this study, followed by a critical analysis of Skånemejerier’s sustainability agenda, thereby highlighting its key challenges. We will conclude the paper with some key recommendations based on our analysis of the empirical findings.

1.2 Skånemejerier Corporate Overview

Skånemejerier, the second largest dairy supplier (15% of the total market share) after Arla Foods and the largest chilled fruit drink supplier (56% of the total market share) in Sweden, is the dominant market player in the Skåne region of southern Sweden. The corporation is owned by its 537 milk suppliers – Swedish farmers. In 2010, Skånemejerier realized a turnover of 3.3 billion SEK and a profit of 32 million SEK (Skånemejerier, 2010).

Table 1. Skånemejerier Financial Overview (Skånemejerier, 2010)

	2010	2009
Net Sales	<i>3,305,203SEK</i>	<i>2,983,563SEK</i>
Cost of Goods	<i>1,513,999 SEK</i>	<i>1,386,950 SEK</i>
Selling Expense	<i>553,564 SEK</i>	<i>494,695 SEK</i>
Administrative Expense	<i>74,729 SEK</i>	<i>54,468 SEK</i>
R & D Expense	<i>12,012 SEK</i>	<i>8,287 SEK</i>
Net Income	<i>318,687 SEK</i>	<i>26,895 SEK</i>
Total Asset	<i>1,695,567 SEK</i>	<i>1,335,189 SEK</i>
Number of Employees	<i>705</i>	<i>585</i>

Skånemejerier strategy is to provide consumers locally-produced premium dairy products and a very comprehensive portfolio of juice products. The deregulation of food industry in Sweden created intense competition in the market and Skånemejerier was trapped in a dilemma of a cost war with its more aggressive and bigger competitor- Arla. However, in 2008 Skånemejerier improved its market position with aggressive marketing strategies such as their “Meet the Farmers” marketing campaign in supermarkets. It has successfully persuaded customers to favour Skånemejerier’s locally-produced and locally-consumed dairy products. Today, Skånemejerier is a medium-scale but innovative food company, which has production plants in different regions of Sweden. They have played a leading role in the development of new products within the dairy and juice industry in Sweden.

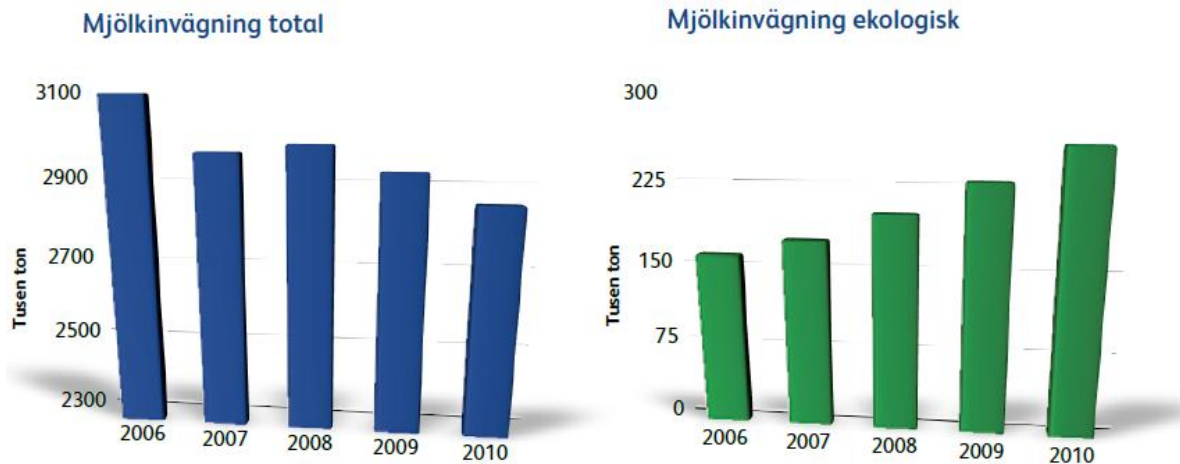


Figure 1. Swedish Dairy Market Volume from 2006 to 2010.

As the total dairy market volume in Sweden is shrinking (Skånemejerier, 2009) while the ecological dairy market volume is growing rapidly, Skånemejerier is drawn towards a more sustainable agenda, embracing both challenges and opportunities. In early 2011, Skånemejerier was ranked as the 8th most sustainable company in Sweden, while its main competitor Arla was ranked 4th (IDG Research, Relation Capital Partners AB and Novus Group International, 2011). Skånemejerier needs to put more effort into implementing sustainability strategies throughout their business and communicate their sustainability information to their key stakeholders viz the farmers, employees, customers, and the end consumer. According to Belz and Karstens (2005), the food sector not only has an impact on upstream activities like agriculture and packaging but also downstream activities such as distribution, consumption and retro-distribution. As food processing companies play a critical role- from “farm to fork” in the entire food chain, Skånemejerier has big responsibilities ahead in order to prove sustainability credentials. We have critically discussed Skånemejerier’s sustainability agenda in Chapter 3.

Currently, the sustainability marketing communication of Skånemejerier is dominated by the mass media – TV, internet and newspaper. Moreover, social media (Facebook) and novel technologies such as their patented traceability system, have been employed by Skånemejerier to communicate different dimensions of their sustainability to consumers. However, they have not given much importance to communicating their sustainability at the POP.

1.3 Objectives and Research Questions

With reference to our research framework model (Figure 8), this study aims to understand the communication of sustainability at POP as one of the core elements in building consumer-based brand equity for Skånemejerier. The purpose of this study is not only to find a suitable POP communication approach for Skånemejerier in terms of media and message but also analyse how sustainability marketing can strengthen their brand. Moreover, we aim to provide a communication tool to improve their overall sustainability marketing communication with a focus on POP. Upon doing so, we hope to be able to describe an effective means of communicating sustainability initiatives to consumer markets within the food industry. To fulfil these objectives, we have outlined the following research questions:

RQ1: What communication approach by Skånemejerier would cater to the consumers at the point-of-purchase?

Based on the consumers' feedbacks, we will point out the preferred means of communicating sustainability in terms of the choice of media, sustainability information and presentation of message.

RQ2: How can Skånemejerier's sustainability marketing contribute to its brand equity?

Based on consumers' perception of dairy/juice brand in relation to its sustainability, we would describe how sustainability marketing is adding to Skånemejerier's brand image and brand strength. By positioning themselves as a brand surrounding sustainability, they could potentially increase their brand value. Apart from analyzing their brand image and brand strengths, we would also analyze their potential sustainability-based brand value and provide recommendations on ways to utilize sustainability marketing to further strengthen their brand, based on consumers' and non-consumers' responses.

RQ3: How can Skånemejerier improve their current sustainability marketing communications, with a focus on POP communications?

Additionally, we would provide further recommendations which we find essential and relevant to Skånemejerier in improving their overall sustainability marketing communication with a focus on POP. We will provide suggestions on their communication strategies based on our research key findings, literature reviews and a communication tool developed by Stratos Inc. (2009).

We will attempt to answer these research questions by identifying the strengths and weaknesses of Skånemejerier's sustainability communications and providing recommendations to improve it. (see Chapter 6).

1.4 Structure of Thesis

Chapter 1 introduces the general background and academic objectives of this research project. It also outlines the research questions and delimitation of our research scope

Chapter 2 draws on the various theoretical references which introduce relevant academic concepts for our study. It also mentions the research framework model for our study.

Chapter 3 summarizes the key sustainability initiatives implemented by Skånemejerier and scrutinizes some of the observed challenges.

Chapter 4 outlines the research methodology which we have employed in this study. It highlights our research strategies and approach in collecting empirical data. The chapter concludes with the limitation as well as the validity and reliability of our study.

Chapter 5 provides a summary of our empirical findings comprising of consumers' feedbacks and managers' responses.

Chapter 6 discusses the empirical findings and highlights the gaps between consumers' expectations and managerial actions. This chapter aims to answer all research questions and outline several key managerial implications.

1.5 Scope and Delimitations

The scope of our study is to describe Skånemejerier's current sustainability communications, as well as the consumers' expectations from it, specifically at the POP. Now that the company is venturing into new markets, POP sustainability communication could potentially be an important tool to create a competitive marketing position for Skånemejerier. Moreover, in the current markets it can be used as an important instrument by Skånemejerier to reinforce the awareness of their sustainability messages which are being communicated to consumers in other (mass) media. These would help remind the consumers of the company's initiatives towards sustainability and help strengthen their brand, thus driving positive purchase decisions. Considering Skånemejerier is a dairy and juice company, our empirical finding and recommendations may only be valid within the food industry and not comparable or applicable within other industries. Apart from this, we have also assumed that Skånemejerier's communication is directly reaching consumers at the POP, and therefore have disregarded the role of retailers in this process. Whereas realistically, the retailers may have substantial influence on the impact of the communication channels at POP. We will further elaborate on the concept of POP communication in the following chapter.

Chapter 2. Theoretical Frame of Reference

This chapter highlights the key theoretical outlooks which shape the framework of our research. We will first highlight some important theoretical concepts and then conclude with a research framework model which will guide the scope of our study.

2.1 Sustainability Marketing

In brief, modern marketing can be defined as *“the identification, creation, communication, delivery, and monitoring of customer value”* (Kotler *et al.*, 2009). Marketing practice can be viewed from a wide range of perspectives and the most common being the traditional “Kotlerian” view of managing marketing mix, which is a set of marketing activities - the 4 Ps - as suggested by McCarthy, viz. product, price, place and promotion (Kotler *et al.*, 2009). This study deals with one of those P’s - *promotion*.

Historically, consumers made purchases solely based on price, performance, availability and convenience, but now values guide their purchasing. Today, how products are sourced, manufactured, packaged, disposed of - including social aspects such as how factory and farm workers are treated - all matter to the consumers (Ottman, 2011). Belz and Karstens (2005) have recommended the integration of social and ecological criteria into the marketing mix to deal with consumers’ environmental and societal concern to purchases. The concept of sustainability marketing can prove to be a possible way for marketers to achieve this purpose. Belz (2005) has defined sustainability marketing as -

“building and maintaining sustainable and profitable relationships with customers, the social environment and the natural environment.”

According to Belz and Karstens (2005), sustainability marketing constitutes a management conception which caters to the socio-ecological demands of consumers and eventually becomes a source of competitive advantages for the company by delivering customer value and satisfaction. Additionally, it provides the company with opportunities for market differentiation as well as development (Belz and Karstens, 2005). However, according to Ottman (2011), sustainability marketing is more complex than conventional marketing as it addresses consumers’ new heightened expectations for businesses to operate. Ottman (2011) has pointed out the following two prominent strategies for sustainability marketing:

1. To develop products that not only have the lowest impact possible on the environment and with due concern for social considerations, e.g. labor, community but also meet consumers' needs for quality, performance, affordability, and convenience. .
2. To create consumer demand for resulting brands through credible, value-laden marketing communications, along with empowering and engaging consumers about important environment and social issues.

Figure 4 highlights these two key strategies in marketing sustainability. Communicating sustainability will be the core focus throughout this paper.

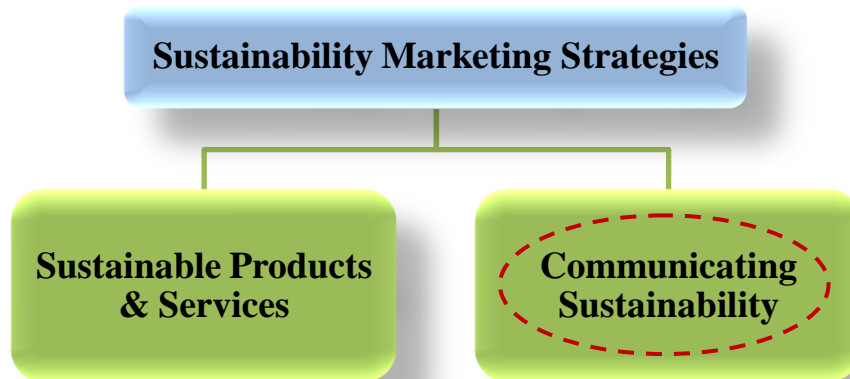


Figure 2. Two key areas in sustainability marketing.

Developing Sustainable Products

Sustainable products can be defined as “*products that reduce the environmental burden, consider social aspects and satisfy customer needs better than competing offers do*” (Belz, 2005).

According to Baker and Hart (2008), sustainable products fall into the following two general categories:

1. Those products that lower the social and environmental impacts of the tangible product itself.
2. The second category is associated with the processes, by which the product is created, and the policies and practices of the company that produces it – with respect to the society and environment. Fair trade or organic products, recycled paper, and cruelty-free cosmetics are examples of products marketed on the basis of the environmental and social performance of their companies' broader corporate operations.

In order to develop sustainable products that satisfy customer needs and wants, it is essential to analyze the social and ecological problems, generally and specifically (Belz and Karstens, 2005). With respect to the food industry, this would entail an understanding of sustainability in this sector, which according to Fritz and Schiefer (2008) integrates the three components of the concept of sustainability, as illustrated in the figure below,

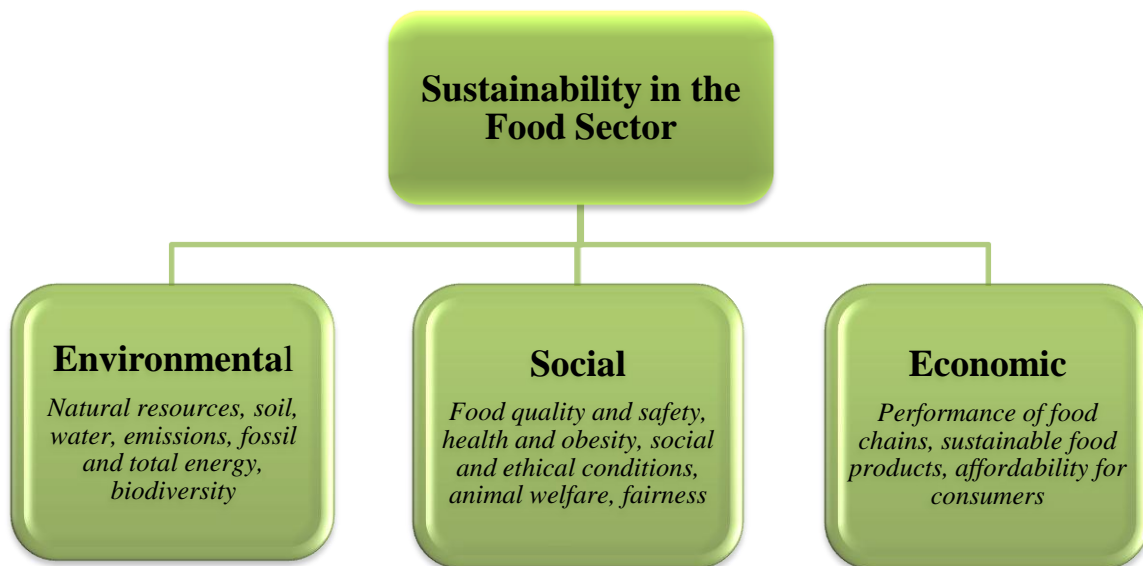


Figure 3. Components of Sustainability in the Food Sector (Fritz and Schiefer, 2008)

Marketing Communication

Kotler *et al.* (2009), defines marketing communication as :

“the means by which firms attempt to inform, persuade, and remind consumers - directly or indirectly - about products, services and brands that they sell”.

Marketing communications is concerned with the fourth ‘P’ of the marketing mix i.e. promotion. They allow companies to link their brands to other people, places events, brands, experience and things (Kotler *et al.*, 2009). According to Kotler *et al.* (2009), they can contribute to brand equity - by establishing the brand in the long-term memory of consumers and creating a brand image - as well as drive sales and affect shareholder value.

Companies use a wide range of media tools for marketing communications, which constitute the “marketing communication mix”. As per Kotler *et al.* (2009), marketing communication mix consists of eight major modes of communication, viz. advertising, sales promotion, events and experiences, public relations and publicity, direct marketing, interactive marketing, word-of-mouth marketing and personal selling. Measuring the effectiveness of the marketing communications mix would involve asking the members of the target audience whether they recognize or recall the communication, what points they recall and the previous and current attitudes towards the product and the company (Kotler *et al.*, 2009)

Integrated Marketing Communication (IMC)

A prominent issue in the field of contemporary marketing communications is the need of integrated activity among these different modes. The American Association of Advertising Agencies as cited in Baker and Hart (2008), define Integrated Marketing Communication (IMC) as,

“A concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communications disciplines and combines them to provide clarity, consistency and maximum communications impact through the seamless integration of discrete messages”.

This concept emphasizes upon the coordination across and within communication disciplines, increasing message reach and impact. Many companies are coordinating their online and offline communications

activities. One strategy is of listing web addresses in advertisements and on packaging, which allows people to more fully explore a company's wares, find store locations and get market information (Kotler *et al.*, 2009). For instance, Danone makes it a priority to drive traffic to its Danone Yogurt homepage, so that the company can benefit from the twin benefits of developing direct relationships with customers and building a database of its best customers, whose loyalty can be strengthened with more targeted promotional efforts (Kotler *et al.*, 2009).

However, a synergy needs to be maintained between the different communication tools to avoid communicating conflicting images of the brand to consumers. Baker and Hart (2008), assert that this kind of conflict could create a sense of dissonance, leaving the consumer in some confusion as to what the brand is really attempting to convey. When approached in the right way, IMC can produce stronger message consistency and help to build brand equity and increase sales (Kotler *et al.*, 2009).

Brand Equity

The American Marketing Association defines a brand as (Kotler and Keller, 2009),

“a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors”

According to Kotler and Keller (2009), the most distinctive skill of professional marketers is their ability to create, maintain, enhance, and protect brands. One of the two bottom-line components of marketing performance is the change in the intangible marketing asset or brand equity (the other being short-term profit and net cash flow) (Ambler, 2003 as cited in Baker and Hart, 2008). According to Kotler *et al.* (2009), brand equity is the added value given to products and services. Brand equity reflects consumer loyalty and their willingness to pay a premium price for the brand and/ or willingness to continue to purchase. Leuthesser (1998) as cited in Persson (2010) defines brand equity as:

“[...] the set of associations and behaviors on the part of the brand's customers [...] that permits the brand to earn greater volume or greater margins than it could without the brand name”.

Persson (2010) cites Feldwick's (1996) idea of the brand equity chain, which is the assumed causal relationship between brand image, brand strength and brand value, as illustrated in the figure below:



Figure 4. Brand Equity Chain

The specific information linked to the brand's different characteristics in the customer memory is the *brand image*, which determines customers' behaviours or intentions towards the brand altogether, which is termed as *brand strength* (Persson, 2010). The three components of the brand equity chain are discussed below:

Brand Image: Brand image refers to the specific perceptions, beliefs, or the associations in the consumers' mind related to the brand (Feldwick 1996, as cited in Persson, 2010). It is conceptually made up of two main dimensions, viz. brand awareness (i.e. the extent to which customers identify and recognize the brand) and brand associations linked to specific aspects of the brand (Keller, 1996; Aaker, 1996 as cited in Persson, 2010). Perceived quality and trustworthiness are among the examples of common consumer-based brand associations.

Brand Strength: Keller and Lehmann (2003), as cited in Persson (2010) define brand strength as customers' reactions or behavioral responses to the brand. Various forms of loyalty measures are employed to assess brand strength, such as attitudinal and emotional constructs (e.g. satisfaction, pride of using the brand) and intentions (such as willingness to purchase, recommend or pay a price premium) (Persson, 2010).

Brand Value: Kotler *et al.* (2009) define brand value as “*an estimate of the total financial value of the brand*”. It can be estimated by drawing relationships between brand strength and different measures of financial performance such as cash flow, profit etc. (Persson, 2010).

Sustainability Marketing Communication

Ottman (2011) states that by communicating sustainability to consumers, marketers can expect rewards such as enhanced brand equity and opportunities to increase market share. By expressing the value to consumers for what the company provides functionally and what it represents would help to reinforce the company's track record for sustainability. On the other hand, not communicating one's environmentally and socially oriented product and corporate initiatives could be risky, as their brands could be replaced on the shelf by a competitor's brand with recognized sustainability credentials (Ottman, 2011). Various authors have highlighted some important guidelines for sustainability marketing communication which are listed as follows:

Appeal to consumers' self-interest:

According to Ottman (2011), marketers need to ensure that consumers are aware of and concerned about the issues that their products are focusing upon. Moreover, they need to clearly define, communicate and deliver a "value proposition" which is perceived by the consumers as a better proposition than that presented by competitors (Christopher, 1996), which in our case is the sustainability of food products. As noted by Fritz and Schiefer (2008), for effectively reaching the consumer, firms need to analyze how consumers in various regions understand, value, and behave towards sustainable food products and then, develop a communications approach that allows informed decisions without overburdening consumers with excess information. A case study conducted by Greiner (2001) on Stonyfield Farms Inc. identified that one of the important communication objectives of the dairy company was to educate the consumers about their values of environmental protection, supporting family farmers and use of sustainable farming techniques. For sustainability marketing communications by food processing companies, identification of the intersection between socio-ecological problems and consumer behavior is crucial (Belz and Karsten, 2005).

Justify premium pricing:

With respect to the food industry, the appropriate communication of sustainability information to consumers can increase the perceived value (which is expressed as willingness-to-pay a price premium) of the food product which, in turn, could compensate for some of the additional costs enterprise might have to bear towards adopting sustainability practices (Fritz and Schiefer, 2008). However, not all consumers would be willing to pay this premium unless they are made aware of other features of the product apart from its sustainability. As Ottman (2011) points out, premium pricing needs to be justified through superior performance or other benefits.

Empower and engage consumers:

Marketers need to ensure that consumers feel that they can make a difference by using the company's products. Ottman (2011) has termed this as "empowerment" whereby emotion-laden messages could help consumers acquire a sense of control over their lives and their world by making informed purchasing decisions as well to use and dispose of the products responsibly. Moreover, marketing communications should encourage consumers to provide their feedback, to further improve the company's sustainability performance.

Establish Credibility:

Credibility is an important issue while communicating the sustainability of products, and proving it could be a big challenge for marketers. For instance, according to Ottman (2011), industry is found to be far less trustworthy on environmental matters than other groups such as NGOs and government. Ottman (2011) notes that being transparent, supporting sustainability-related claims with data or other evidence, not misleading consumers, "walking-the-talk", enlisting support of third party and promoting responsible consumption could be ways to establish credibility of sustainability marketing communications.

Use of Integrated Marketing Communication:

Laric and Lynagh (2010) have emphasized the use of the tools of IMC, to achieve an integrated communications approach to send a unified message of sustainability by a company. The real strength of IMC comes from the synergism created when several vehicles are employed to send out the same signal. For instance, Samsung's message of "Planet First" is strengthened when POP displays, radio advertising, and print advertisements in magazines convey to the receiver the same message (Laric and Lynagh, 2010). Laric and Lynagh (2010) assert that the combined impact of a well coordinated, well planned, and well executed campaign is much greater than the impact of each message by itself.

Product accessibility:

Last but not the least, the sustainable products need to be made available to the mainstream consumers at shelves at popular supermarkets and mass merchandisers, right next to the "unsustainable" products they are aimed to replace, in order to succeed in the market (Ottman, 2011).

2.2 Point-of-Purchase (POP) Communication of Sustainability

What is POP communication?

POP communications can be defined as any form of promotional resources placed within the retail environment, including displays, packaging, printed materials, in-store broadcasts, demonstrations, shelf-talkers, coupon dispensers, interactive kiosks (where consumers can interactively retrieve information) and store atmospherics (Bianca and Simona, 2008). They include marketing tools that may influence the consumers purchasing decision while within a retail environment (POPAI UK, 1988). Retailing includes all the activities involved in selling goods or services directly to final consumers for personal, non-business use (Kotler and Keller, 2009). Retailers can be understood in terms of store retailing, non-store retailing and retail organizations. In our study, we are concerned with store retailing. Nevertheless there is no clear demarcation of where the POP communication starts and ends for retail stores. For the purpose of our current study, the retail environment which is relevant to Skånemejerier involves the physical space within the retail building and restricted to the building's immediate entrance area.

Why POP communication?

While external communication via mass media functions to create a general sense of awareness, the internal POP communication in stores including visual merchandising, signage and graphics etc. combines the effect of both internal and external communication for a more effective strategy. Studies showed that a high level of brand awareness does not always translate into sales (Uniyal and Sinha, 2009). POP communication can prove to be a crucial tool in reinforcing communication with consumers at the moment they make a decision on which brand or products to buy.

Many shoppers conduct research on different options available, prior to entering the store. However, there are many who do not engage in such research and seem to make their purchasing decision at the POP without knowing in advance which brand they will buy (Nevius and Feldman, 2004). According to Bianca and Simona (2008), on an average, 67.2% of brand purchase decisions in Europe are made in the store, while the in-store decision rate for American consumers is 72%. A major objective of POP marketing communication is to maximize the extent of impulse or unplanned

purchasing within the store. Engel and Blackwell (1982, as cited in McGoldrick, 2002) defines impulse purchasing as,

“A buying action undertaken without a problem previously having been consciously recognized or a buying intention formed prior to entering the store”

McGoldrick (2002) regards impulse purchasing as a cumulative effect of many in-store marketing variables such as price, product characteristics and packaging, POP advertising and sales personnel. Moreover, because consumers are spending more and more time on the road and out of home, it makes it increasingly harder for traditional media to reach them. In many ways, POP acts as a surrogate salesperson. Evidently considerable marketing efforts are being channelled towards communication strategies at the POP (Pelsmacker, Geuens and Bergh, 2006). POP communication serves several purposes as depicted in Figure 5.

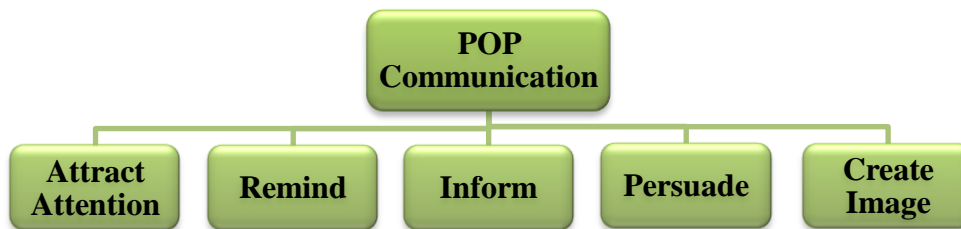


Figure 5. Objectives of POP Communication (Pelsmacker, Geuens and Bergh, 2006)

An effective POP communication should have aspects such as eye-catching displays in order to *attract the attention* of consumers towards specific products. POP materials should also *remind* consumers of other mass communication such as advertisements, PR, online educational information, sales promotion and other campaigns in order to reinforce the marketing message. Especially since consumers are constantly being bombarded with overwhelming amount of information in various forms and places, they can easily get confused or can have difficulty in remembering a message. POP communication can stimulate “reminder impulse buying” – a purchasing decision made when a shopper sees an item in the store and recalls an advertisement or other information and a previous decision to buy (McGoldrick, 2002). Besides reminding them, POP communicative tools can also serve to *inform*

consumers with detailed information. Be it interactive, or indicative signals, a better understanding of a product would help consumers to make wiser decisions. The *persuasiveness* of POP marketing certainly also influences a purchaser's decision making at the point of sales and triggers impulse buying. Last but not the least, POP communications acts to further strengthen the *image* of particular products/ brands.

POP communication is a useful entity in the marketing communication mix, covering a wide range of tools within the mix such as advertising, sales promotion, events and experiences and personal selling, and can prove to be very important in generating brand equity for the company. Abratt *et al.* (1995), as cited in McGoldrick (2002), identified some objectives of promotional activities at the POP as follows:

- To encourage more frequent or multiple purchases
- To counter competitive promotional activity
- To build trial among non-users
- To introduce new or improved products or services
- To capitalize on seasonal, geographic and creative advantages
- To encourage repeat usage
- To stimulate unplanned purchase
- To attract brand switching
- To fight competitors' advertising

According to Stratos Inc. (2009), efficient POP sustainability communication has now become an integral part of marketing for businesses. Nevius and Feldman's (2004) paper deals with the use of "Energy Star" label on appliances at the POP in the US. "Energy Star" label is one of the ways of communicating the sustainability (energy efficiency in this case) of products. Though our study deals with the food industry which does not employ this label, the paper proved to be very beneficial in understanding the importance of communication of products' sustainable attributes to consumers at the POP. Nevius and Feldman (2004) have asserted the investment in both mass media advertising and POP promotions since they reach different audiences and hence, reinforce the message communicated by each other.

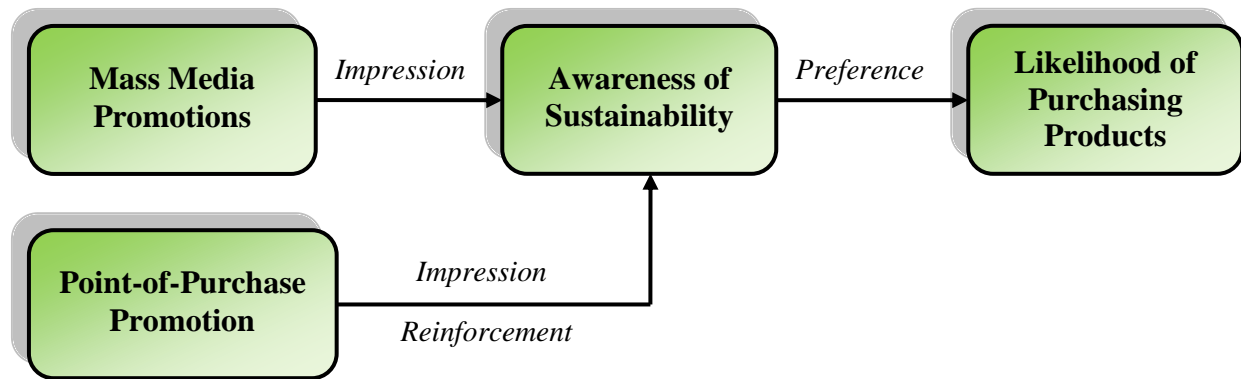


Figure 6. Schematic model of influence (Adapted from Schematic model of influence by ENERGY STAR promotions) (Nevius and Feldman, 2004)

Leading companies are attempting to employ a range of approaches for communicating sustainability information at the POP, triggering an array of innovations in this field such as (Stratos Inc., 2009),

- Increasing focus on communicating a superior product performance through the product’s sustainability attributes
- Improving simplicity of POP communication, and reinforcing the messages with in-depth use of supportive media like websites etc.
- The use of techniques to engage consumers in taking action to reduce impacts of the use and disposal of products
- Increasing emphasis on substantial product and operational process improvements as a prerequisite of introducing sustainability communication initiatives
- Increasing usage of assurance to strengthen assertions about operational sustainability and / or product sustainability claims

With growing pressures on businesses over costs, POP sustainability communication is proving to be a cost-effective and efficient tool for accelerating sales and engaging consumers (Stratos Inc., 2009). Moreover, when this activity triggers improved sustainability performance of companies, it strengthens their credibility. In a study conducted in Canada by Stratos Inc. (2009), there was a very strong unison among companies studied that POP communication of sustainability is a driver of brand value.

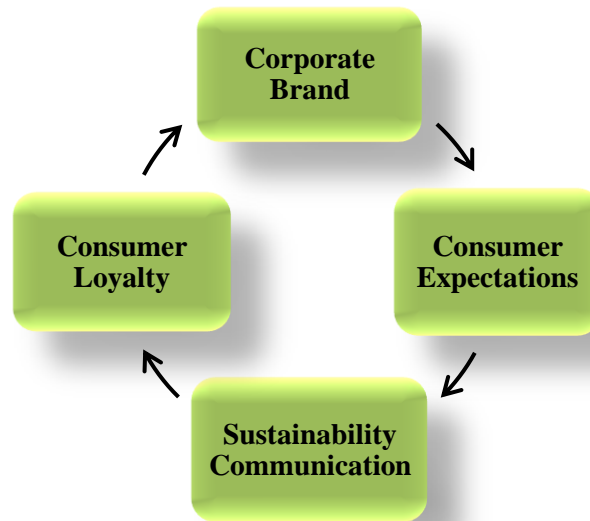


Figure 7. “Sustainability communication at POP drives brand value” (Source: Stratos Inc., 2009)

POP Communication Tools

Companies use a diverse range of media to communicate sustainability information at POP. According to Stratos Inc. (2009) and UNEP *et al.* (2007) some of the common approaches employed for POP sustainability communication are:

Labels: In context of this study, labels can be defined as any type of symbol, image or wording which is printed directly onto packaging or applied at POP and describe sustainability attributes of a product. An analysis by Sammer and Wüstenhagen (2006, as cited in UNEP *et al.*, 2007) showed that consumers have a higher willingness to pay for third-party labels. They effectively display points of difference in products and have a high exposure time, since consumers take messaging home.

Packaging: Packages help instant recognition of the brand and convey descriptive and persuasive information (Kotler and Keller, 2009). For example, the Änglamark brand, COOP Sweden’s coffee brand has detailed information on the package about Fair Trade and where consumers can find more information. Companies can use packages to provide contact information to consumers to obtain further information regarding sustainability. The package can be used to inform consumers about the composition of packaging and its recyclability as well.

Posters and Displays: Their benefits are depth of information provided, high impact and flexibility (i.e. can be changed periodically), flexibility of location and scope of customization to suit local interests. In-store prompts, three-dimensional visuals, and other displayed information are also important in engaging the consumers and informing them about product's sustainability. Shelf-tags, for example, can also be used to draw attention to the item's label.

Staff interactions: They enable consumer engagement and answers specific questions. Moreover, demonstrations and discussions by company personnel can enhance consumer knowledge and awareness about sustainable products. Inviting the farmers to stores is a good way to increase transparency of food products (UNEP *et al.*, 2007). Furthermore, it helps in building consumer relationships

Catalogues/Brochures/Pamphlets: They allow for product comparisons. They can play an important role in increasing awareness and trust by giving the consumer in-depth and detailed sustainability information. Since, they can be taken home by consumers, hence they serve as reminders.

Companies employ these tools at POP to communicate a range of sustainability issues (Jones, Comfort and Hillier, 2009; Stratos Inc., 2009) such as:

- Climate change and energy: product carbon footprint, energy savings in product use, lifecycle analysis information
- Waste management and promoting recycling
- Sustainable sourcing: ethical and environmental standards applied in sourcing related to human rights, animal welfare, fair trade, supporting local communities, supplier relationships
- Healthy lifestyles: safety of content, nutrient content, product health benefits natural materials, organic farming, excluded chemicals
- Charitable donations or partnership with NGOs for social and environmental causes

The Role of Retailers

By partnering with retailers, companies can secure increased merchandising support for their sustainable brands by ensuring effective placement of POP promotional materials, enhanced in-store signage and organizing in-store demonstrations and sampling (Ottman, 2011). Jones *et al.* (2009) point out that food retailers collectively account for almost 50% of all retail sales and a vast majority of consumers visit food retail outlets on an almost daily basis, hence stores could be in the forefront in promoting sustainability of food products. However, it could be a big challenge for food manufacturers to communicate the sustainability of their products in the retail outlets, owing to their inability to control their marketing communications within the stores, which is primarily controlled by the retailers.

According to McClure and Ryans (1968, as cited in McGoldrick, 2002), retailers' familiarity and frequency of contact with customers make them the envy of many manufacturers operating from remote corporate offices. Manufacturers often feel that they have lost full control of the copy, placement, timing and media, possibly to the detriment of their promotional objectives (McGoldrick, 2002). McGoldrick (2002) points out that retailers have taken greater or complete control over each element of the marketing mix which includes promotion as well.

Manufacturers can collaborate with retailers to design point of purchase materials that reflect the retailer's image as well as that of the manufacturer's brand (Kotler and Keller, 2009). The use of "vertical co-operative advertising", which signifies agreements between suppliers and retailers to promote the product(s) and the stores jointly (McGoldrick, 2002), could be one way for the food manufacturers to promote their sustainable products in the stores. However, the co-operative advertising allowances to the retailers, can create budgetary constraints for the suppliers. For many manufacturers, retailers can be both collaborators and competitors as they sell own brand as well the manufacturer's brand (Kotler and Keller, 2009). Since sometimes the retailers and manufactures have conflicting interests, one of the parties might not be willing for this kind of promotional tie-up. McGoldrick (2002), on a more positive note, cites Somers *et al.* (1990) as concluding that,

"Co-operative advertising represents a blending of the resources of two organizations, each with different goals but both with certain common goals"

Promoting sustainable products could develop retailers' brand equity as well, as McGoldrick (2002) points out that retailers that are quick to assert their corporate social responsibility positions can achieve greater advantage than those that follow later.

2.3 Research Framework Model

Based on our review of various literatures, we have come up with a model to guide us in proceeding with our research. The model is illustrated as follows:

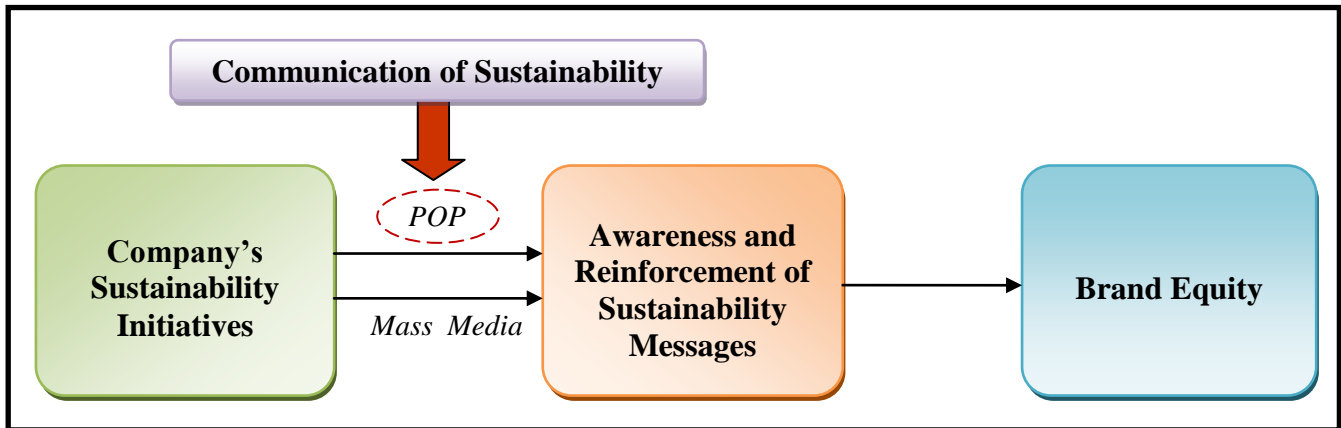


Figure 8. Research framework model

According to our model, in order to create brand equity based on sustainability, first and foremost, the company has to be sustainable- in its products and operations. It depends on the company how it defines sustainability based on its sector, business model and stakeholders (Azapagic, 2003). Being sustainable does not generate brand equity for the company, unless it takes initiatives to educate the consumers about its sustainability work. Mass media should be initially employed to make the consumers aware of the sustainability initiatives. However, in-store media (POP communication tools) needs to be employed to reinforce the messages being conveyed to consumers through mass media and to remind the consumers of those messages (Nevius and Feldman, 2004). This kind of coherence in communication media would help build a positive image of the company as a sustainable brand in the mind of the consumers. This in turn builds brand equity for the company - by building trust and brand loyalty, generating intention to purchase and increasing the consumers' willingness to pay. Hence, in order to achieve the goal of developing a brand based on sustainability, the company has to work on two dimensions: firstly, their sustainability agenda and secondly, educating consumers about it by means of effective marketing communications.

Chapter 3 : Skånemejerier's Sustainability Agenda

This chapter aims to highlight the sustainability management agenda within Skånemejerier. We will highlight the key sustainability activities undertaken by the company and critically evaluate their performances accordingly.

Skånemejerier is a local dairy company who strive to integrate sustainable development within their business strategy. They want to position themselves as a sustainable brand, to gain a unique selling point apart from complying with regulations and stakeholders' expectations. It should be noted that strict environmental regulations can trigger innovations that may increase a firm's competitiveness and outweigh short-run costs to firms of complying with the regulation (Porter, 1950, as cited in Hanley *et al.*, 2001). Moreover, it helps the company in building a brand image based on sustainability. According to a PricewaterhouseCoopers (2002) study when companies were asked to identify their motivation for adopting sustainable practices, the most outstanding reasons were enhanced reputation (90%) and competitive advantage (75%).

Skånemejerier believe that their operations are characterized by sustainable development, both in their everyday agenda and for the long-term. A major driver of their sustainability initiatives is their requirement to comply with existing regulations as well as to prepare them for anticipated laws in the future. Nevertheless they are still a long way from achieving the "ideal" level of sustainable development. They are still relatively novice in this area (approximately 3-4 years of experience) and therefore still have much scope for improving and developing their internal resources and competencies towards sustainability management.

The Figure 3 below illustrates the areas that Skånemejerier is working with to achieve a sustainable milk production (Skånemejerier, 2011):

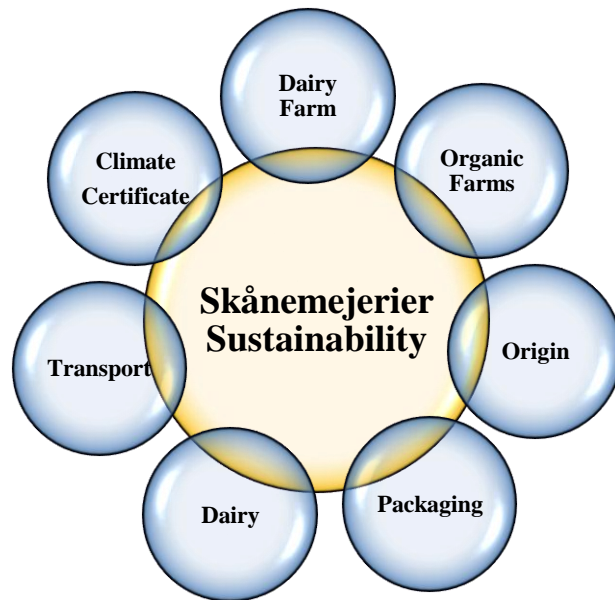


Figure 9. Sustainability Initiatives within Skånemejerier (Skånemejerier, 2011)

- The company is laying immense importance on traceability of milk and in local production of dairy products and juice. Using the date code at the top of the milk package, one can see the dairy farmers who contributed to the milk via the company's website. Also, the company has developed an Iphone application for this purpose. According to Coff *et al.* (2008), traceability mechanism in the agri-food sector, is a tool for communicating more comprehensively and reliably, the information about food production practices that the consumers need in order to make food choices consistent with their values. This is especially significant for consumers who are concerned about the impact of food production on issues such as animal welfare, working conditions and the environment. Skånemejerier shows concern for its farmers and is making efforts to preserve the farmer families. They are trying to connect farmers to consumers, so that consumers are able to value the efforts made by the farmers in providing them high quality, locally produced dairy products. As part of this endeavor, they provide opportunities to consumers to visit the farms and meet the farmers.

Strengths: Skånemejerier has patented their traceability technology on the mobile and the internet. This innovative approach not only could increase consumers' interest and engagement in the local dairy, it also provides business opportunities because the technology has potential to be mandated across industries.

Weaknesses: Consumers are still not well informed and educated about the science behind their sustainability agenda. Only a fraction of the consumers who are actively engaged in getting to know the local farmers. On top of that, the farmers are getting fewer and they too are not as keen on coming out to meet the public and to talk about what they do. In this sense, there is still much scope for improving the engagement and communication with farmers and consumers.

- The company's constant endeavor has been to minimize its environmental impact in its entire value chain, from farm to stores and to become a loop-based dairy association in the long run. They aim to be independent of fossil fuels by making use of their waste products to produce renewable energy, which can be used throughout the dairy chain. They have 22 delivery vans that run on renewable fuel in the form of clean biogas or a mixture of biogas and natural gas. In the dairy at Kristianstad they have switched to biofuels, reducing their emissions by around 5000 tonnes of carbon per year. This is equivalent to the energy consumed for heating 1000 medium-sized houses in central Sweden for a year. The dairy in Malmö has a treatment plant that purifies the water from the sludge heavy metals before being discharged into the municipal sewer. However, these initiatives are distributed randomly over certain dairy plants of Skånemejerier and not all dairies are involved in these kind of initiatives. An integrated, organization wide sustainability approach is required to substantially lower the environmental impacts of their overall production and distribution activities.

- Skånemejerier was the first in Skåne region to introduce milk with climate certification (KRAV-certified). According to Skånemejerier (2011), climate certified milk has lower negative impact on the climate in several areas such as farms, transport, handling, processing and packaging of products. An increasing number of Skånemejerier farmers are shifting to organic production. The company has introduced a range of organic products under the brand name of Hjordnära.

Weakness : Though they are continuously working with third parties in their climate certifications, still a large portion of their products are not labelled. Therefore it may confuse the consumers and defeat the intention of positioning themselves as a sustainable brand when merely a small category of products are labelled with climate certifications.

- They are continually working towards making their packaging materials as harmless as possible by trying to reduce their plastic content and evaluating new packaging technologies that produce fewer emissions of green house gases and consume less energy and water. Products that are not sold in stores are sent back to their dairies where the contents are emptied and packaging goes to recycling. The content is used either as feed or used to produce biogas to run their distribution vehicles.

Strengths: Skånemejerier is engaging consumers in recycling of packages after use, taking into consideration the entire life-cycle of the product packaging, at the same time promoting sustainable consumption practices.

- In addition to this, the company aims to provide healthy products to consumers and is making an effort to make the consumers know about the essential nutrients in their products. It is the company's

policy to refrain from using synthetic sweeteners, dyes or GMO-derived ingredients. In future, they aim to offer key-hole labelled products if there is a market demand for it.

- Skånemejerier is focusing on animal well-being and environmental safety, and is making efforts to make further improvements in this direction. In the year 2007, eight supplier farmers of Skånemejerier received the Swedish Dairy Association's gold medal for going beyond compliance with regulations in the dairy farming - which includes right requirements for feed production, animal welfare and environmental safety. Skånemejerier promotes locally produced feed for the animals, thus reducing impacts on the environment and climate, for example by replacing soybean feeds which are to be transported all the way from Brazil.

Azapagic (2003) found that most business enterprises shape their own definition of sustainability and develop associated sustainability programs based on their business model, sector, stakeholder interests, inputs and outputs, and consumer base. With reference to the dairy industry, according to Greiner (2001), sustainability integrates concern for the long-term viability of the environment, the workforce, farm animals and the community with the financial aspects of the corporation. Skånemejerier does not have a sustainability program as such, however, if we identify some activities of the company which falls under the umbrella of sustainability, they would be focused on the welfare of farmers, animals' health and well-being, local production, milk traceability, organic farming, health benefits of their products and lowering environmental impacts of their dairy farming practices, milk production, distribution and packaging and waste disposal. By implementing these, not only do they strive to uphold social and environmental responsibilities, they also aim to sustain the local farmers.

As Ward, Zandan and Britton (2010) discusses, many companies still fail to communicate the nature and extent of their scientific efforts. They coined a term representing the value of science as a component of organizational brand value – science brand equity. In this case science brand equity represents the value of sustainability related to the company, what do consumers know about the science behind it? What can they learn that will lead them to change a purchase decision or have more brand loyalty? Therefore, companies need to take a proactive approach in managing and communicating the science behind their brand or their sustainability initiative, without it consumers will find it difficult to tell the difference between the truth and the false (Ward *et al.*, 2010). What the consumers know about the science behind a brand could lead to different responses towards advertisements, and subsequently affect their brand equity, hence Skånemejerier have a major task ahead of them in communicating their sustainability to consumers to market themselves as a sustainable brand.

Chapter 4 : Research Methodology

This chapter aims to describe the methodologies that were applied within the scope of our research. We have integrated both qualitative and quantitative approaches in collecting our empirical data. The following sections will attempt to describe the strategy which was applied in our data collection as well as the consequences of our methodological choices. In addition, we will outline the limitations of our research methodology, as well as our evaluation of the validity and reliability of this project.

4.1 Research Approach

The preliminary background for this project was to map the sustainability initiatives within Skånemejerier and to provide them with recommendation on how to improve their communication at POP. To work towards that aim, we began with carrying out secondary data search by means of scanning through the company's website and secondary documents. We have also held a few brief meetings with key managers and conducted some pilot surveys in order to grasp a preliminary understanding of their current marketing communication strategy and the information communicated to consumers. As the study developed and a clearer understanding came to light, we decided to specifically focus upon the communication of sustainability to consumers at the POP, as that was one area that Skånemejerier was not focusing upon. As an inference from the model in Figure 6, we understood that communication at POP is a crucial aspect of marketing communications that would add value to Skånemejerier's brand, by reinforcing consumers' awareness of their sustainability initiatives while shopping in the stores.

A quantitative approach was applied in collecting empirical data and obtaining statistical results. This approach aims to develop an understanding of how consumers perceive sustainability and its communication within the dairy and juice industry. A set of questions (Appendix B) were constructed and distributed to consumers within Sweden via online questionnaires and face-to-face surveys. We have also conducted several qualitative in-depth interviews with key internal managers at Skånemejerier who are directly involved in the sustainability management and marketing department. The interview questions (Appendix A) were structured to correlate with the consumer survey questionnaires, to find gaps between managerial actions and consumers' expectations. This subsequently provided us with

comprehensive data to analyze how Skånemejerier manages its sustainability communication, as well as how it can be improved based on consumers' expectations. Table 2 outlines the characteristic features of our research methodology.

Table 2. Characteristic features of research methodology

	Quantitative (Surveys)	Qualitative (Interviews)
Sample	Online and Face-to-Face 286 respondents	5 key managers (4 from the marketing department and 1 from the environmental management department)
Point of view	External, End consumers	Internal management
Questionnaire	Close ended Limited open-ended 5-point Likert scale	Close ended + Open ended 5-point Likert scale Additional questions (conditional)
Strengths	Large sample. Simple numerical representation. No geographical boundaries online.	Experienced/ Professional insights. In-depth discussion.
Weaknesses	No control on behavioral aspects. Bias in answers due to misinterpretation.	Response bias; based on own agenda. No coherent understanding of purpose.

4.2 Research Strategy

Our research is based on a mix of quantitative and qualitative methods - this could strengthen the reliability and validity of our data because we are carrying out our research by taking inputs from both the consumers as well as the internal managers at Skånemejerier. The following section will describe the data collection methodologies employed by us.

Quantitative Surveys

Our survey sample was allocated via various means of online distribution (i.e Facebook, Emails, Websites) as well as via face-to-face survey approaches in public areas. Considering our research focuses on the general consumers' perception towards sustainability communication of a wide range of day-to-day food products (dairy and juice) which cater to a mass market, we did not delimitate the demographics of our consumer sample, with the exception of all samples selected are only from within Sweden. Having said that, we have included, in our survey, some questions to obtain key demographic information (i.e., age, families with children, location, and purchasing role) which we consider useful in analyzing possible trends that may emerge in our empirical findings. According to Bianca and Simona (2008), the number of in-store decisions is highest for younger and higher-income consumers, larger households and consumers who are accompanied by children. The sample size is a total of 286 people, with the majority of 70% who are within the age group of 20-40 (Appendix C). The survey questionnaire consisted of mainly close ended, multiple-choice questions, and several 5-point Likert scale questions. The Likert scale questions serve as psychometric measurement tools which we have used specifically for identifying the (potential) brand equity for Skånemejerier, in relation to its sustainability. Moreover, we have incorporated one open-ended question to encourage meaningful feedbacks and suggestions, based on the consumers' personal experiences and opinions.

Online approach – With the help of an online survey tool (Google Forms), we have formulated a set of 19-25 questions on the website and later generated an internet link which we distributed extensively via various online social media, websites, and emails. The questions were formulated based on the impressions which we gathered from pilot surveys, managerial interviews and secondary data search. They involve a combination of primarily close-ended multiple choice, one open-ended, and several 5-point Likert scale questions. Upon receiving all survey responses, graphical representations were automatically generated to provide us with a summary of consumers' feedback. With the aid of Microsoft Excel spreadsheet, we were able to filter the comprehensive survey data to cross analyze it and obtain relevant empirical findings.

Face-to-face approach – In order to further increase the validity of our research data, we have conducted face-to-face consumer surveys in public areas such as shopping malls, supermarkets, bus stops, libraries, and parks, within the areas of Malmö and Lund municipalities. The questionnaires were identical to the online survey questionnaires. After gathering all responses, we compared the face-to-face survey results with the findings from the online survey data to identify any significant differences between the two, consequential to the two modes of survey employed by us, in order to minimize

ambiguity. We then generated a consolidated summary of the empirical data collected from both the online and face-to-face consumer surveys, as shown in Appendix C.

Scope of Study Samples:

Figure 10 below outlines the scope of our study sample. We aim to obtain, through the consumer survey, an understanding of what could be improved in Skånemejerier's current sustainability marketing communications approach at POP. We also want to identify the brand value potential of sustainability communication when entering new markets (non-consumers).

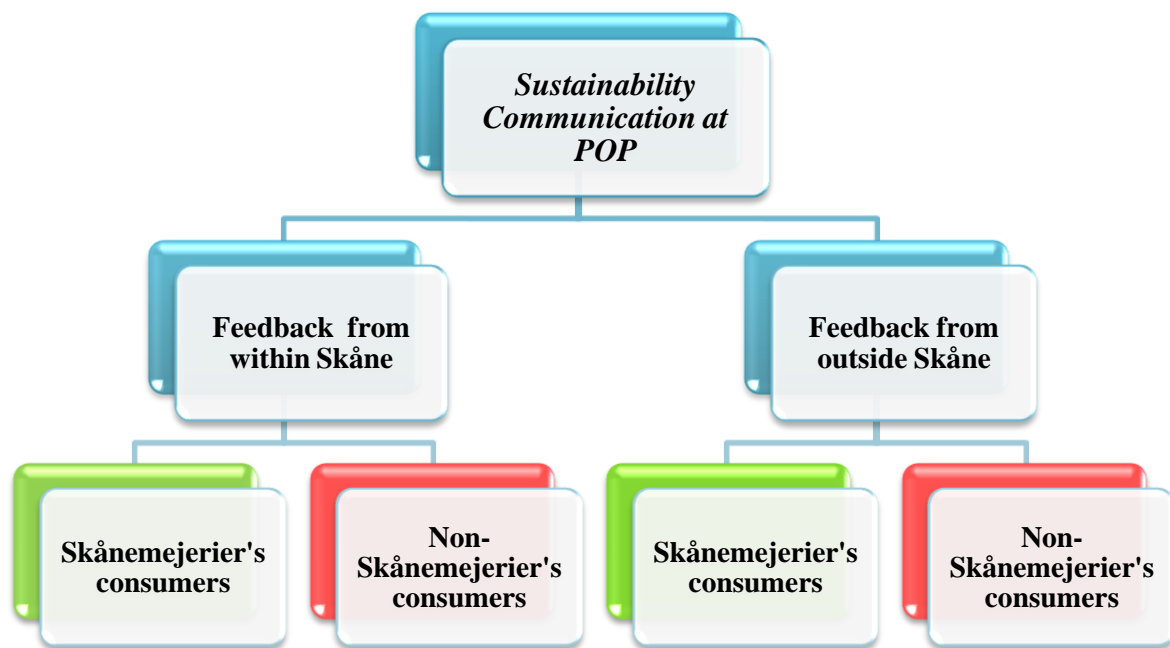


Figure 10. Outline of Study Sample

We have made assumptions (based on pilot interviews with managers within Skånemejerier) that the consumer market within the region of Skåne is primarily consisting of loyal consumers of Skånemejerier, who are more aware of the Skånemejerier brand in general; whereas the majority of consumers outside of Skåne have lower awareness of the brand and are not consuming their products.

We aim to investigate Skånemejerier's brand equity from the point-of-view of their current consumers, subsequently providing useful recommendations in order to increase their brand value based on sustainability. On the other hand, with the feedback from the non-consumers, we would further describe how Skånemejerier could use sustainability marketing to build their brand in new markets among non-consumers who could be their prospective consumers.

Qualitative Interview

An interview is the most commonly used methods in gathering qualitative information. As Saunders *et al.* (2000) note, an interview is a purposeful discussion between two or more people. We conducted semi-structured interviews with managers within Skånemejerier to collect in-depth knowledge and facts about their current sustainability marketing communications and what role (if any) POP communication plays in that. The sample of interviewees which we approached for our study are assumed by us to represent the opinion of Skånemejerier's internal management. We interviewed five key internal managers individually - 4 from the marketing department and 1 from the environmental management department. The interviews were of a semi-structured nature comprising of both close and open-ended questions and few 5-point Likert scale questions. The set of questions (Appendix A) corresponded to the consumer survey questionnaire and additional follow-up questions were prompted during the interviews depending upon the managers' responses, to get a clear overview of their sustainability marketing communication and their focus (if any) on POP sustainability communication. The purpose of this approach was to obtain a comparative understanding between Skånemejerier's sustainability marketing communications and what consumers value and expect when sustainability is communicated to them. After completion of the interviews and compilation of the combined responses from Skånemejerier's internal management, we compared them with the responses which we had obtained from the consumer survey. Chapter 5 will present our key empirical findings while Chapter 6 will provide a comprehensive analysis of the key findings along with their managerial implications.

4.3 Methodology Limitations and Future Recommendations

Considering that most secondary data search resulted in only Swedish documents, the team was overwhelmingly lost in translation. However, with the help of the managers within Skånemejerier, we were able to gain some useful information. Moreover, considering that Skånemejerier's venture into sustainability is a relatively new endeavor, the internal management was not very clear of their overall sustainability agenda hence we received conflicting responses from managers to some of the interview questions. It is also possible that the managers' responses to the interviews questions may be biased and could be subjected to their personal agendas and assumptions.

It is pertinent to state here that the sample for the consumer survey were not randomly allocated. This is because the online distribution of survey questionnaires was limited to only a constrained network of friends and friends-of-friends'. The online survey was restricted only to those who have access to the internet, and therefore are mainly comprising of young consumers within the age range of 20-40 years old. As for the face-to-face surveys, the main limitation was "geography". Since we were working under time and budgetary constraints, we carried out the face-to-face consumers survey only within Lund and Malmö regions of Skåne. Moreover, we did not have control over how the survey questionnaires were interpreted by different individuals (especially when they were answering the online survey), as well as other behavioral aspects that may skew their opinions while answering the questions (e.g. rush of time, disinterestedness, prior dissatisfaction of brand, etc.). As aforementioned, we did not incorporate extensive demographic questions in our consumer survey, pertaining to gender, marital status, education level, professions and such, as our study aims to cover a wider range of consumer segments. For future research, a more focused sample of consumer segments would provide findings of higher validity. Furthermore, consumers' responses were restricted to only the alternatives provided by us in the multiple choice questions of the survey questionnaire. Albeit the open-ended option "others" was provided throughout the survey questionnaire, respondents were more inclined to select at least one of the multiple choice options, as the latter was probably more convenient for them. Judging from our own past experiences of having answered a few consumer surveys, we presume that respondents prefer to tick an option over typing or writing the response.

Later on in Chapter 6, we will be providing our recommendations to Skånemejerier based on our analysis of the responses from managers and consumers. The limitations here is that since their sustainability agenda is relatively new, and there is not yet a strong awareness and understanding on sustainability both internally and externally, it might constrain the legitimacy of our recommendations.

Our recommendations will be based on the combination of consumers' feedbacks and insights from relevant literatures. A notable limitation over here is that consumers' expectations, needs and wants may conflict with their actual behavior at POP, therefore our recommendations based on their responses may not be a completely fool-proof basis for improving marketing communications at POP. Our recommendations however could prove useful to Skånemejerier when targeting consumers who match the profile of a majority of our consumer survey respondents (in terms of age group and geography) as highlighted in Table 3.

This research is limited to understanding the consumers' perception of and expectations from sustainability communication specifically at POP and how sustainability marketing could possibly add value to Skånemejerier's brand. We however did not extensively study the consumer survey sample's demographics and psycho-behavioral characteristics. By studying consumers' demography and psychography extensively, we can further scrutinize the factors which underpins consumer attitudes. While the current study focuses on the awareness level and consumers' recognition of Skånemejerier's sustainability initiatives, the result of positive brand equity from its sustainability image merely drives purchasing behavior. In order to go beyond purchasing and further engage consumers in more long-term and sustainable consumption patterns, a comprehensive analysis of consumer's ecological or social conscious behavior is called-for (Straughan and Roberts, 1999). Furthermore, we do not have a comprehensive understanding of Skånemejerier's organizational structure and internal resources, therefore our judgment as an external party may be partial and subjective. This may lead to the provision of a possibly less-than-ideal recommendation. We would be able to provide better suggestions, provided that we have better understanding of Skånemejerier's financial and structural resource capacity, or other relevant micro- and macro- environments.

Upon collecting our empirical data from the quantitative consumer surveys, we compared and contrasted the findings from the two different means of surveys, i.e. online and face-to-face. We observed that the general responses were consistent across both the samples, with the exception of two minor dissimilarities. We noticed that in the face-to-face survey responses, majority of the consumers' responses were in high favour of Skånemejerier's brand. This could be due to the fact that this sample's respondents were all from within Skåne region and therefore have emotional attachments to this brand. Another dissimilarity which we observed was that the online survey respondents showed higher price-sensitivity in their purchasing decisions (Appendix B. Q9) as compared to the respondents of the face-to-face survey. We assume this variation could be due to the reason that the online survey respondents were probably mostly students (as the online survey was distributed via our online network of friends and friends-of-friends) whereas the face-to-face survey respondents were primarily employed people.

4.4 Validity and Reliability

The issue on reliability and validity of a research concerns with the quality of measurements employed (Bryman and Bell, 2007). Reliability relates to whether the results of a study is replicable for subsequent studies - it deals with the consistency of the measurement outcomes (Colosi, 1997; Bryman and Bell, 2007). Validity on the other hand is concerned with the integrity of research findings (Bryman and Bell, 2007). It is used to verify that the research findings have carefully and accurately addressed the research questions and refers to whether or not the measurement outcomes were able to collect the data required to answer the research questions (Somekh and Lewin, 2005).

Due to the limitations which were underlined in previous section, the reliability of our research findings is improved by having a large sample size. Nevertheless this research contains reliability deficiencies as the interpretation of results within our research team may not be the same within the dynamics of a different research team. This is because the analysis from the cross between qualitative interviews and quantitative survey can be subjected to the researchers' prior experiences skills and background within the research scope. Moreover, since this research concerns a broad conception of sustainability communication at POP, it may render different results for different localities or social settings.

To increase the validity of this research, we have first carried out secondary data search, pilot surveys and pilot interviews in order to have a clearer background understanding in shaping our research questions. We have carried out both qualitative and quantitative studies with feedbacks and responses from both the internal management and end consumers. We have coordinated the questions in order to render a comprehensive and coherent picture of Skånemejerier's strengths and weaknesses in their current sustainability communication approach specifically at POP. However, a downside to our empirical findings is that our survey sample was not selected randomly, and hence may not be adequate to represent the general Swedish population. This could compromise the validity and reliability of our results to some extent.

Chapter 5 : Empirical Findings

This chapter will draw on the responses which we have gathered from our research, outlining the key comparisons between managers' and consumers' responses. The key research findings will be summarized according to the four key aspects derived from our research framework model (Figure 7). Consumers' survey responses will be collectively represented according to our study sample outline (Figure 8).

Chapter 3 highlighted the various sustainability initiatives undertaken by Skånemejerier. Skånemejerier believes that its operations are characterized by sustainable development, both in their day-to-day activities and in the long run. Their goal has been to systematically reduce their environmental impact and continuously improve. The key focus areas are energy, resources, greenhouse gas emissions and nutrient content of their products. Through their work, they are preparing themselves for anticipated CSR and environmental regulations as well. One of their key concerns is to increase the awareness level amongst their employees, customers and consumers. As a co-operative/ farmer-owned company, they have the responsibility to sustain the dairy industry by improving the communication and relationship between consumers and the owners. Table 3 below summarizes the breakdown of consumers' profiles from our survey sample. There appears to be a consistent trend across each sample profile. In the following sections we will deliberate the consumers' responses with reference to these profiles.

Table 3. Survey Sample Profile

Questions:		Responses from Within Skåne		Responses from Outside Skåne		Total (N = 286)
		Consumers (N = 172)	Non-Consumers (N = 29)	Consumers (N = 44)	Non-Consumers (N = 41)	
Are you the one who makes the purchase?	Yes	104	24	33	26	197
	Sometimes	56	4	9	12	81
	No	12	1	2	3	18
Do you have children <15 in your household?	Yes	46	3	5	6	60
	No	126	26	39	35	226
Does sustainability of the product affects purchase?	Always	32	9	6	11	58
	Sometimes	121	17	34	21	193
	Never	19	3	4	9	35
Cross-Data Analysis:						
Purchase affected by sustainability + People who always makes purchase	Always	(18) 17%	(9) 37.5%	(6) 18%	(6) 23%	(39) 21%
	Sometimes	(77) 74%	(12) 50%	(24) 73%	(14) 54%	(127) 68%
	Never	(9) 8.6%	(3) 12.5%	(3) 9%	(6) 23%	(21) 11%
Purchase affected by sustainability + Peoples with children <15 **	Always	Not Valid	Not Valid	Not Valid	Not Valid	(15) 25%
	Sometimes					(43) 71%
	Never					(2) 3%

** The corresponding cross sampling of data were not valid due to insignificant sample size

5.1 Skånemejerier’s Sustainability Initiative

Summary of Managers’ Responses

According to the managers, the communication of sustainability involves promoting the origin of the product, the health benefits of their products, animal health and well-being, low carbon transportation, green packaging, and organic farming practices (Figure 9). One of the managers mentioned that they want consumers to know about their environmentally and socially responsible production across the entire supply chain, how they operate within the organization, from farm to store. Among various aspects of sustainability within the business, the origin of product is given most emphasis in their communication to consumers. Managers mentioned that consumers appreciate the notion of knowing the origin of their products and knowing the farmers behind their milk. Skånemejerier aims to sustain the dairy industry, preserve the local dairy farming community, and encourage sustainable farming practices by the next generation. They want the consumers to know that their products are locally produced and not transported from outside.

Summary of Managers’ Responses

Table 4 highlights which sustainability information do consumers favour most. The alternatives were listed according to the prominent sustainability messages that are currently being communicated to the consumers by food processing companies. The question was asked as a general question to both current Skånemejerier consumers and non-consumers to identify which of Skånemejerier’s current sustainability initiative would be most valued by the end-consumers. The most common sustainability information favoured by the consumers are origin of the products and health benefits of the products.

Table 4. Consumers’ favoured Sustainability Initiatives

Questions:		Responses from Within Skåne		Responses from Outside Skåne	
		Consumers (N = 172)	Non- Consumers (N = 29)	Consumers (N = 44)	Non-Consumers (N = 41)
What Sustainability Information you would want to know when purchasing?	<i>Origin of the product</i>	119	17	31	28
	<i>Health benefits of products</i>	77	19	21	16
	<i>Animal health & wellbeing</i>	53	7	13	12
	<i>Env. Friendly transport</i>	41	7	20	9
	<i>Packaging (low env. impact)</i>	59	10	24	16
	<i>Farming practices</i>	61	8	18	17

5.2 Communication of Sustainability

Summary of Managers' Responses

Skånemejerier are currently making an effort to educate consumers regarding their sustainability initiatives to increase consumer awareness of their efforts. The channels for communicating their sustainability initiatives include TV, newspaper advertisements, the internet, publicity stands in public places, as well as POP communication tools. Most awareness and information regarding the sustainability efforts are communicated via the internet – through their Facebook page and their official website. Consumers are able to access the company's environmental and financial reports through Skånemejerier's website. Through the online social platforms, consumers are also able to contact Skånemejerier to express their opinions and concerns regarding sustainability. This is Skånemejerier's approach in garnering consumer engagement and support for their sustainability initiatives. However, they still do not have a comprehensive plan or strategy for communicating their sustainability to the consumers. The immediate plan is to regularly update the information on their webpage, in order to keep their stakeholders up-to-date with their sustainability agendas. Furthermore, according to the managers, the website is an useful tool to track how actively engaged are their consumers as they are able to track the number of consumers who log on to their website. One response also noted that the easiest and least expensive way to communicate with the consumers was via the internet. When asked how they would improve their current sustainability communications with consumers, one response was to improve consumers' engagement online, and increase interaction with them through the "mejerie-forum". In order to achieve that, they would need to be very prompt in updating their webpage.

A noteworthy response from one of the managers was that their sustainability communication is more important for entering new markets considering they already have a strong reputation in the Skåne region and the people here trust them. In the Skåne region, their marketing approach focuses more on the on-time deliveries, newer tastes, newer product mix, etc. However, they are emphasizing upon informing the retailers about the sustainability of their products, to ensure that the retailers stock their products in the stores. On a different note, previously, their marketing communications strategy was focused more on consumers' health by launching products with specific health ingredients, such as the Proviva product range. But currently, their communication strategy has been to focus more on their milk products which are marketed aggressively by using "emotions" to highlight the role of the local farmers behind the milk. In its marketing history, Skånemejerier primarily focused on the product and the dairy farmers were "invisible" in their marketing campaigns. However, at present, their marketing communications strategy is to connect the consumers, farmers and their sustainability agenda. They seek to build their brand based on the "emotions" between consumers and the owners (farmers). As the

market today is increasingly driven by price, the owners' primary focus has been to reduce their production costs. One of the managers stated that the consumers' interest and engagement with the farmers could provide the latter with the required motivation for adopting sustainable dairy farming practices, even though it will be an added expense for them. Hence, Skånemejerier through its marketing communications aims to make the consumers understand the role of the farmers in making available high quality locally produced dairy products and how they could possibly improve in future. This they are trying to do by highlighting the farmers in their campaigns, and convincing them to interact with the consumers by outlining to them, the possible scope of profitability from such campaigns.

Essentially, Skånemejerier aims to sustain their local dairy farms. The focus of their marketing communications is not the details and technicalities of their sustainability agenda, but rather the creation of emotions and interests among their consumers and getting them involved with their brand. According to Skånemejerier's managers, it is difficult to communicate to the consumers about the technicalities, the figures and the "science" behind sustainability (from farm to store), as this kind of information cannot be easily comprehended, even by their own employees. Skånemejerier strives to make the consumers understand that their company is more than a dairy "business" enterprise, but serves a bigger cause for the society, the farmers and the environment.

POP communication

From the interview with Skånemejerier's managers, we gathered that the management is not giving much importance to the POP communication of sustainability. However, they do have plans to improve it in the future. When asked as to what would be their objectives behind communicating their sustainability information to consumers at POP, the managers gave the following responses:

- Get consumers to recycle and sort the packaging wastes, and to educate them not to waste food.
- Get them to know the farmers and the stories behind their products.
- Make the consumers feel closer to the farmers.
- To increase value of their product in the consumers' eyes, and render a higher willingness to pay for their premium products.
- To show the entire picture of their production from farm to store.

While some of the sustainability information communicated by Skånemejerier at POP includes the health benefits of the products, the environmentally-sound packaging and their farming practices, their primary emphasis has been on communicating the origin of milk to the consumers and making them know about the farmers behind the milk. At POP, Skånemejerier uses different labels (certifications), posters and brochures, as well as the contents on their products' packaging (texts, graphics, traceability

code) to communicate their sustainability. However, managers emphasized that the interaction with Skånemejerier’s staff, such as the “meet the farmers” campaign and in-store product promotions was most crucial for communicating their sustainability at POP.

According to their managers, Skånemejerier has a substantial lack of control of their POP marketing communications, as POP communication, to a large extent is controlled by the retailers. They organize interactive campaigns in the stores from time to time but not many printed or electronic commercials are made available in the stores. The only direct control over POP communication they have is through their packaging. Information on the packaging is aimed at getting the consumers more engaged in their sustainability efforts, such as recycling information, sustainability competitions, information regarding their farms, and product traceability codes. They incorporate simple messages and graphics which are aimed at creating positive emotions within the stores. Moreover, through the information on their packaging they aim to motivate the consumers to visit their website more frequently. The packaging also includes labels and symbols indicating certifications by credible third parties, but not very extensively on all their products’ packages. However, according to the managers, the major problem with new innovative symbols is that they confuse the consumers and are easily copied by competitors. Instead, Skånemejerier extensively employs pictures and graphics on its products’ packaging to create emotions that consumers can easily relate to. Appendix D depicts some of their POP sustainability communication materials.

Summary of Consumers’ Responses

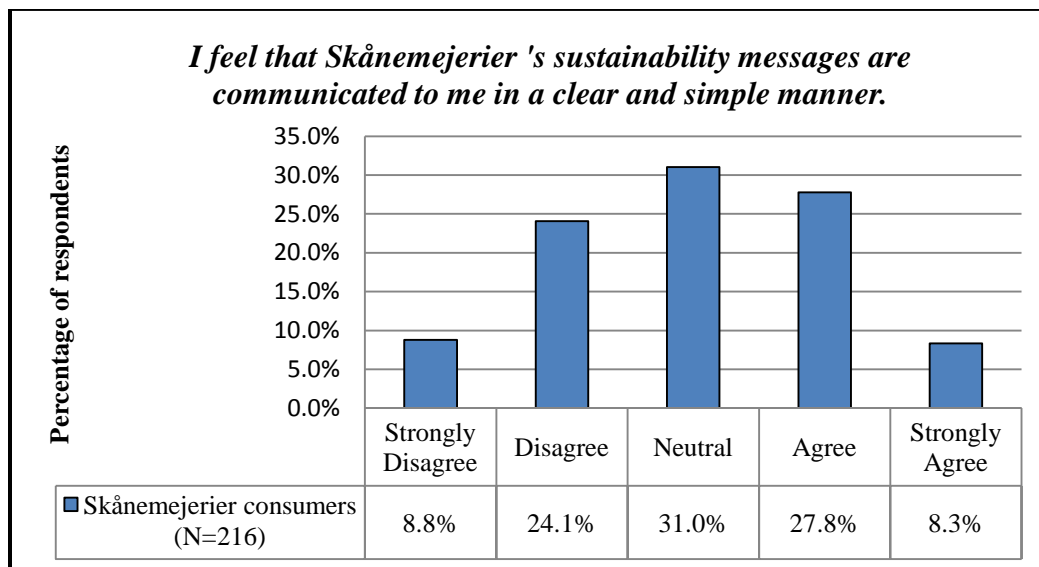


Figure 11. Clarity of Skånemejerier's communication

Table 5. Quality and Medium of Communication

Questions:		Responses from Within Skåne		Responses from Outside Skåne	
		Consumers (N = 172)	Non- Consumers (N = 29)	Consumers (N = 44)	Non-Consumers (N = 41)
What's important when communicating sustainability?	<i>Clear & Simple</i>	108	14	27	26
	<i>Detailed information</i>	32	7	11	6
	<i>Facts & Proofs</i>	77	12	22	21
What's the most useful media for communicating sustainability?	<i>TV</i>	77	11	19	13
	<i>Newspaper</i>	66	8	14	7
	<i>Displays</i>	37	5	9	9
	<i>Publicity stands</i>	29	2	6	5
	<i>Point of Purchase</i>	124	20	33	33
	<i>Through family/friends</i>	61	11	8	18
	<i>Internet</i>	62	16	18	19
What's media to communicate sustainability at POP?	<i>Labels</i>	30	17	26	26
	<i>Brochures/posters</i>	20	3	6	5
	<i>Packaging content</i>	104	17	33	27
	<i>Interactions with staff</i>	20	4	4	8

Table 6. Feedbacks Regarding POP communication

Questions:		Responses Within Skåne	Responses Outside Skåne
		Consumers (N = 172)	Consumers (N = 44)
Which Skånemejerier sustainability is reaching you at POP?	<i>Origin of the product</i>	65	19
	<i>Health benefit of product</i>	59	10
	<i>Animal health & wellbeing</i>	24	3
	<i>Env. friendly transport</i>	24	5
	<i>Packaging (low env. impact)</i>	52	12
	<i>Farming Practices</i>	34	11
	<i>No information is reaching</i>	37	16
How are the messages on Skånemejerier's sustainability communicated to you at POP?	<i>Labels(eg. climate certs)</i>	81	17
	<i>Brochures, Posters, etc</i>	11	1
	<i>Packaging Content</i>	85	19
	<i>Interaction with staff</i>	10	1
	<i>No information is reaching</i>	41	17
How would you improve Skånemejerier's sustainability communication?	<i>Clearer symbols and Labels</i>	94	25
	<i>Detailed text on packaging</i>	98	25
	<i>Audio-visual in store media</i>	20	5
	<i>Frequent interactions with staff</i>	25	5
	<i>Opportunity to provide feedbacks</i>	22	4
	<i>Availability of print materials</i>	35	4

Table 7 highlights some valuable suggestions from the consumers as to how they would improve the sustainability communication at POP.

Table 7. Consumers suggestions on how to improve dairy sustainability communications

Suggestions from Consumers	Suggestions from Non-Consumers
❖ Use more YouTube (Videos)	❖ Tell me about the product quality, through the packaging
❖ Use clearer symbols and detailed information on the packaging	❖ I want to know the production practices and product quality information; use strong branding campaigns to get my attention.
❖ More promotional activities in the stores ❖ More frequent commercials/advertisements	❖ Clearer and Brighter packaging ❖ Advertise in the stores, sample tasting; Get local people to promote in the stores
❖ Make the environmental labels more visible in the supermarkets; provide sustainability information next to the products	❖ Give me more information on how the milk was prepared, I want to know what does 0.5/1.5/3% fat in the milk means in terms of health consumptions
❖ Make printed information available in the stores or add it in the newspapers	❖ By writing in detail on the package where the farms are and how far away the production center is
❖ While it feels natural to me that I purchase from them because they are local, I would like to have brochures about the organisation, from production to store, as well as communicating through the packaging	❖ I, as a consumer, would like to see pictures and get information from for example farms or production centres, as it would emit a more familiar feeling and I would feel more secure about the products I purchase
❖ I had no idea their products were "sustainable" or transported "environmentally friendly" except for the better conditions by organic milk production. Please tell me more about it, I want to know so that I know why to choose your products over other's products! Write it on the packaging, put little notes off the shelves in the store, make a documentary and air it on TV, youtube and facebook, create TV commercial that tells more about it!	❖ Communicate through a marketing campaign. e.g. "We hide nothing, everything is locally produced". Since Östgöta milk that are associated with local production actually use cows from Östergörland but the production center are in Småland which means that the transportation is not very local after all. I would prefer if everything was clearer
❖ Indicate where the milk is produced, i.e from which kommun	
❖ Improve the facts on the packages, and also better information on the internet/mobile phone. Use the packages to present the people (farmers) that develops the products	

5.3 Awareness and Reinforcement of Sustainability Communication

Summary of Managers' Responses

As aforementioned, Skånemejerier is creating their sustainability awareness through various means, especially through the internet. Because Skånemejerier is still novice in its sustainability undertakings, they have not made considerable efforts in creating awareness about their sustainability among end-consumers. However, they do aim to increase the awareness level about their sustainability not only among the consumers, but among their own employees. More recently, they have started distributing brochures and other printed materials containing information about their overall sustainability. However, according to the managers, they do not easily grab consumers' attention and moreover, they cannot ensure if the retailers would place these printed materials within the stores. Although consumers are more aware of Skånemejerier's sustainability initiatives than they had been in the past (as suggested by their consumer surveys), their understanding of Skånemejerier's sustainability is limited. The managers are of the opinion that most consumers in Skåne are aware of Skånemejerier's contribution towards sustaining the local dairy industry. However, they agree that there is a lack of coherence between the sustainability information being communicated in the mass media and at the POP. While their environmental reports can be found on their website, their communication at POP is mainly concerned with creating emotions centered on the local farmers.

Summary of Consumers' Responses

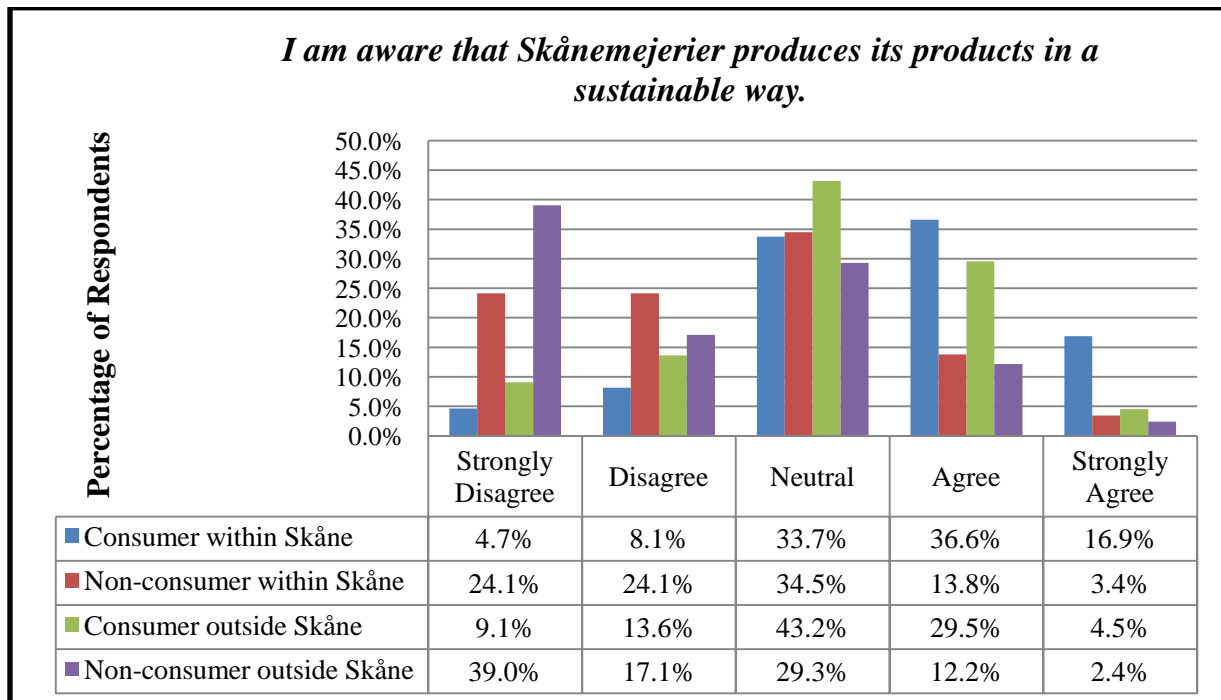


Figure 12. Consumers' Awareness of Skånemejerier's Sustainability

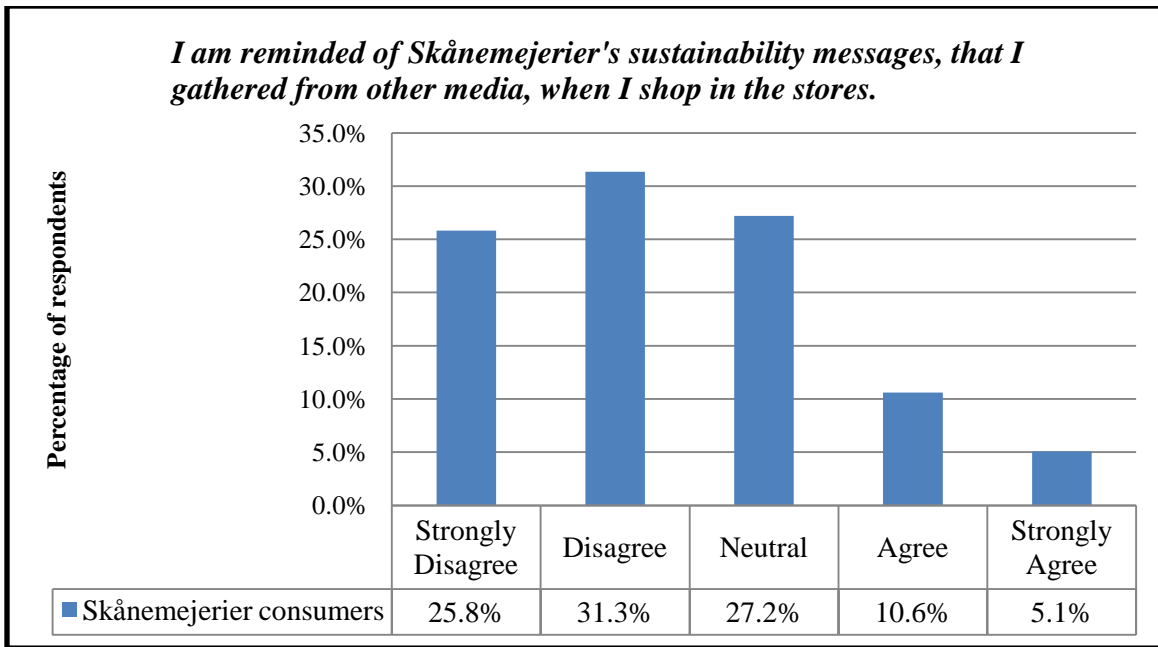


Figure 13. Reinforcement of Skånemejerier's Sustainability Communication

5.4 Skånemejerier Brand Equity

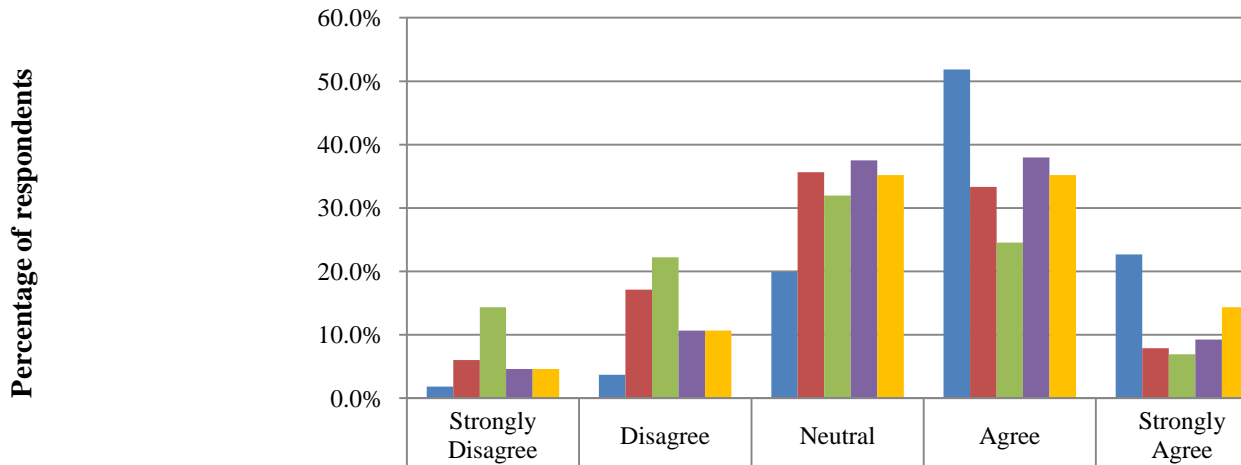
Summary of Managers' Responses

According to their managers, Skånemejerier intends to act as “good citizens” by upholding their corporate sustainability values. They also seek to maintain and reinforce the trust that consumers associate with their brand. Their objective is to use their sustainability credentials as their unique selling point and strengthen their brand image - not only to make their brand position strong in their current markets, but also to facilitate their entry in new markets. More importantly, the managers are preparing for the future risks that may arise for Skånemejerier due to tighter regulations concerning environmental safety and food ethics. By attempting to engage the consumers in their sustainability agenda, the managers aim to develop a closer relationship and a better understanding between consumers and the farmers. Essentially, the company’s agenda is to increase the consumers’ engagement, intention to purchase, trust in their brand, satisfaction level, brand loyalty and willingness-to-pay by associating Skånemejerier to a sustainable brand.

Table 8. Value to Skånemejerier's Brand

Questions:		Responses from Within Skåne		Responses from Outside Skåne	
		Consumers (N = 172)	Non- Consumers (N = 29)	Consumers (N = 44)	Non-Consumers (N = 41)
Which of the following influences your purchase?	<i>Brand familiarity</i>	81	13	24	17
	<i>Product availability</i>	35	9	13	15
	<i>Product taste & quality</i>	125	15	29	27
	<i>Origin of product (farming)</i>	43	7	15	8
	<i>Env & Social responsibility</i>	37	4	15	10
	<i>Local production</i>	52	5	8	3
	<i>Health benefits</i>	56	11	13	12
	<i>Price</i>	82	20	30	27
Are you aware of the brand Skånemejerier ?	<i>Yes</i>	172	14	44	27
	<i>No</i>	0	15	0	14
What would drive you to seek more information about Skånemejerier's sustainability?	<i>Lack of trust</i>	23		3	
	<i>Lack of message clarity</i>	33		12	
	<i>Low product satisfaction</i>	12		5	
	<i>Concerns for health</i>	48		14	
	<i>To know value for money</i>	34		11	
	<i>Concern for environment</i>	47		11	
	<i>Concern for society</i>	23		8	
	<i>No intention to seek info.</i>	50		16	
Why don't you purchase Skånemejerier's products?	<i>Too Expensive</i>		5		2
	<i>Low availability</i>		3		13
	<i>Low level of trust</i>		0		0
	<i>Not sustainable</i>		0		1
	<i>Unaware of brand</i>		10		11
	<i>Don't like taste</i>		5		2
	<i>Loyalty to other brand</i>		4		6
	<i>Not produced locally</i>		1		11
What would make you switch to start using Skånemejerier's products?	<i>Lower price</i>		10		16
	<i>More availability</i>		7		19
	<i>More sample tasting</i>		6		4
	<i>Produced locally</i>		3		6
	<i>More brand awareness</i>		8		13
	<i>Increased transparency</i>		1		1
	<i>Improved sustainability</i>		1		2
	<i>Frequent meeting with staff</i>		1		0
	<i>No intentions to switch</i>		8		4

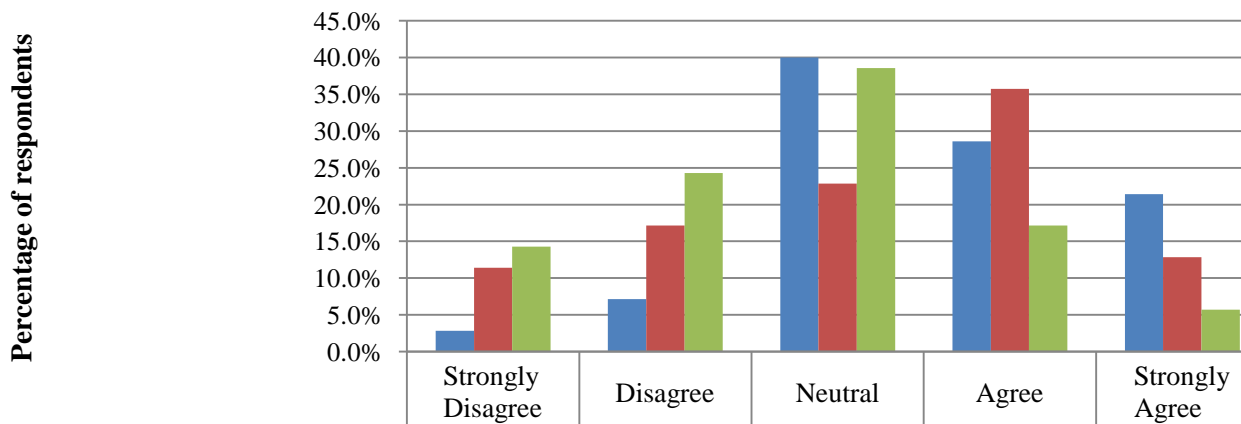
Skånemejerier's Brand Equity created (consumers, N = 216)



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I trust in the sustainability information	1.9%	3.7%	19.9%	51.9%	22.7%
I'm willing to pay for the price premium	6.0%	17.1%	35.6%	33.3%	7.9%
I purchase because Skånemejerier is sustainable	14.4%	22.2%	31.9%	24.5%	6.9%
I feel Skånemejerier's products are of high quality because they are sustainable	4.6%	10.6%	37.5%	38.0%	9.3%
I feel proud to be Skånemejerier's consumer knowing they are sustainable	4.6%	10.6%	35.2%	35.2%	14.4%

Figure 14. Consumers' Evaluation of Skånemejerier's Brand Equity

Potential Brand Equity from new consumer markets (N = 70)



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I feel proud when consuming products from a sustainable company	2.9%	7.1%	40.0%	28.6%	21.4%
I am willing to pay a price premium for a product I know sustainable	11.4%	17.1%	22.9%	35.7%	12.9%
I will consume Skånemejerier's products if I know more about its sustainability	14.3%	24.3%	38.6%	17.1%	5.7%

Figure 15. Non-Consumers' Evaluation of Sustainable Brands

5.5 Summary of Key Findings

- Consumers' favoured sustainability information are the Origin of Products and the Health Benefits of Products
- The preferred media for communicating sustainability to the consumers is at the Point-of-Purchase, through Labels and Packaging Contents.
- Most of the consumers are aware that Skånemejerier's products are produced sustainably whereas the non-consumers awareness of Skånemejerier's sustainability is relatively low.
- Majority of the consumers noted that they were not reminded of, at the point-of-purchase, the sustainability information which they gather from other mass media. This signals a lack of coherence in Skånemejerier's sustainability marketing communications.
- Both the consumers and non-consumers associate sustainability with high brand equity,
- Skånemejerier is focused on increasing the customers'/consumers' interest in their sustainability agenda, as well as sustaining the (next generation of) local dairy farmers.
- Skånemejerier's Managerial Key Challenges include the lack of control over their retailers, low-sustainability awareness among employees, low-commitment in both farmers and consumers for interactions with each other.

Chapter 6 : Discussion/ Managerial Implications

RQ1: What communication approach by Skånemejerier would cater to the consumers at the point-of-purchase?

Sustainability message:

Upon interviewing the managers, we gathered that Skånemejerier's marketing communication focus was to make the consumers know about the origin of the dairy products, as well as, to make them know about the local farmers behind the milk. If we look at the consumers' responses, the sustainability information which majority of the consumers value was also the origin of the products and knowing the farmers (Appendix C, q10). Hence, it would be appropriate to state here that the favoured sustainability initiatives to be communicated to the consumers are the origin of the products (i.e. the traceability of the milk products) as well as encouraging the consumers in knowing about the local farmers behind milk production.

According to the managers, communicating health benefits of their products is the least important among their priorities as according to them, animal health and safety, packaging and environmental friendly transportation are more important issues to be communicated to the consumers. However, the health benefits of the products were deemed second most important (Table 4), closely after origin of products, by the consumers. Moreover, when the consumers were asked as to what would drive them to seek more information about Skånemejerier's sustainability, the most common response was "concern for health" (Table 8). Hence, it is pertinent to state over here that the company should focus more on highlighting the health benefits of its products at the point of purchase than it is currently doing.

POP Communication Media:

According to the managers interviewed at Skånemejerier, interaction with Skånemejerier staff and their farmers is the most important media being employed by them to communicate their sustainability to consumers at the point of purchase. Furthermore, as stated by the managers, they are giving least importance to labels to inform consumers of their products' sustainability. One reason for this is that they believe the different labels confuse consumers and that the consumers would not really understand what the label stands for.

However, majority of the consumers feel that packaging content is the most useful media that could inform them about a product's sustainability in stores. Also, while managers give least preference to labels, it was the second favoured communication option by the consumers. In fact, consumers feel that currently, Skånemejerier's sustainability is primarily reaching them through their products' packaging, closely followed by labelling. Consumers however feel a need for clearer symbols and labels and detailed text on packaging. Also, the third most common suggestion given by consumers was to make available printed materials (like pamphlets, brochures etc.) informing them in detail about products' sustainability. It should also be noted over here that, while managers favoured interactions with staff and farmers, the consumers have not yet found it a useful media for POP sustainability communication.

Presentation of Sustainability Message:

While majority of the consumers felt a need for clear and simple messages when being informed about sustainability aspects of products, the second most common response from consumers was that importance should be given to "facts and proofs" of sustainability. Not many however were in favour of having detailed information. There appears to be some agreement with the managers in these responses, as four out of five managers favoured clarity and simplicity of messages while communicating sustainability to consumers and none of the managers felt that giving detailed information about sustainability to consumers was important. A majority of the consumers responded that they are not reminded of Skånemejerier's sustainability information that they gather from other media while shopping in the stores. This demonstrates a clear lack of coherence between sustainability communications in stores and the communication via other media. In fact, the managers (4 out of 5) do plan to link POP communication with other communication channels in the future for more coherent sustainability communication to consumers. Accordingly, an improvement in their integrated marketing communication plan is called for, so as to produce stronger message consistency, in order to increase their brand equity and drive sales (Kotler, *et al.*, 2009).

Another point worth noting is that across all four sample segments, the top three influential factors in their purchase of dairy products and juice were the products' taste and quality, the price, and the brand familiarity. Considering that 87% of the respondents replied "sometimes / always" to whether the sustainability of the products affected their purchase, and a majority of survey respondents (73%) said that POP communications is the best means of communicating a product's sustainability to them, we would point out that Skånemejerier's sustainability messages at POP should strive to make the

consumers understand the value for their money and the product's superior quality resulting from the products' sustainability. This could be achieved by providing clear and simple messages that informs the consumers how their dairy farming practices lead to better quality products, by asserting the healthcare and feed quality of the cows, or by emphasising how the local (near) production of milk could lead to fresher and longer-lasting milk products. Another way could be to clearly denote how each kronor spent by the consumers could help reduce a specific portion of environmental/ CO2 impact annually, in the simplest and most noticeable manner. As majority of survey respondents said that they were willing to pay a price premium for products that they knew were sustainable, hence by clearly explaining them the value for their money could potentially strengthen Skånemejerier's brand in the long run..

RQ2: How can Skånemejerier's sustainability marketing contribute to its brand equity?

Brand Image

1. Brand Awareness:

The brand awareness of Skånemejerier is quite high, as 90 percent of the survey respondents (which includes not only consumers but also non-consumers) were aware of this brand. Almost 59% of non-consumers were aware of the brand. Though this is a good start for the company, and can be viewed as one of the strengths of its marketing communications, it is pertinent to note five things over here:

- 76 % of the survey respondents were consumers thus naturally, they were aware of the brand
- 41 % of non-consumers were not aware of Skånemejerier brand
- The top most reason as to why non-consumers are not buying Skånemejerier products is because they are unaware of the brand.
- Brand familiarity was among one of the top answers (the third most common answer) among the survey respondents which influences their purchase.
- More brand awareness was cited as one of the top most reasons (the third most common answer) by non-consumers which would make them switch to Skånemejerier products.

Based on these findings, it is recommended that to attract new consumers, Skånemejerier needs to create more brand awareness among the non-consumers both in Skåne and non- Skåne regions.

2. Brand Associations:

In Chapter 2, we have cited brand image is dependent on brand awareness as well as the customer-based brand associations such as trustworthiness and perceived quality. The following survey findings illustrate Skånemejerier's consumer-based brand associations:

- 75 % of Skånemejerier consumers (161 out of 216) either agreed or strongly agreed to the statement that they trust in the sustainability information provided by Skånemejerier.
- 47 % of Skånemejerier consumers either agreed or strongly agreed to the statement that they feel Skånemejerier products are of high quality because they are sustainable. 38 % of the consumers gave a neutral response to this statement, while 15 % consumers either disagreed or strongly disagreed to this statement.

Based on these findings, it is pertinent to state that Skånemejerier has a strong consumer-based brand association which is based upon its sustainability. This when combined with its high brand awareness, boosts its brand image. Hence, sustainability marketing does work for the company- atleast in creating a strong brand image (though according to the managers the company is not consciously pursuing it). Furthermore, the second finding reflects some scope for improvement from the company's side to further strengthen its brand image with "smart" sustainability communication. It is general perception among consumers that sustainable products are of inferior quality as compared to their non-sustainable counterparts (Ottman, 2011). Though majority of Skånemejerier's consumers associate their sustainability with the high quality of the products offered, Skånemejerier needs to convince those consumers that think otherwise. Hence, they need to support their sustainability communication with an emphasis on the quality of their products as well.

Brand Strength

As pointed out in chapter 2, brand strength is reflected by customers' behavioural responses to the brand – by expressing their loyalty to the brand through their willingness to purchase and/ or pay a price premium and by attitudinal constructs such a feeling proud of using or owning the brand.

1. Attitudinal/ Emotional constructs:

- 50% of consumers agreed/ strongly agreed to the statement that they felt proud to be Skånemejerier consumers knowing that they were sustainable. 35% were neutral and 15 % disagreed/strongly disagreed to this statement.
- 50% of non-consumers agreed/strongly agreed to the statement that they feel proud when consuming products from a sustainable company. 10 % disagreed/strongly disagreed to this statement.

The first finding reflects that the feeling of pride associated with the purchase and usage of Skånemejerier products is high in the consumers. 80% (172 out of 216) of Skånemejerier consumers who answered our survey were from the Skåne region - consumers who perceive Skånemejerier as the local dairy company, which is concerned about their farmers and has strong transparency in letting the consumers know about the origin of the milk purchased by them. According to the managers, these are the sustainability “emotions” conveyed by Skånemejerier in their marketing communications and it works well with the consumers in Skåne. We see this as Skånemejerier’s marketing communications strength. This sense of pride associated with usage/purchase of sustainable product is an important quotient that Skånemejerier should exploit in its marketing communication of sustainability - to further strengthen brand loyalty of its consumers.

The second finding illustrates a general consumer emotional response that using sustainable products generates a sense of pride in them. Hence, this aspect of consumer behaviour should be exploited by Skånemejerier while entering new markets. The “emotional” sustainability marketing strategy that Skånemejerier employs can be utilized in these new markets as well to win loyalty of new consumers in these markets. Maybe the image of the “small dairy company” from Skåne might not work with the consumers up north of Sweden. Hence, in these regions the company needs to market itself more as the small “Swedish” dairy company, which is up against giant foreign corporations.

2. Purchase Behaviour:

- 68% of the survey respondents' purchase was at least sometimes affected by sustainability
- 69% (top most answer) of the survey respondents answered that “product taste and quality” influence their purchase, which was followed by “price” (56%) and “brand familiarity” (47%)
- “Product taste and quality” influenced the purchase decision of 71 % Skånemejerier consumers
- 37 % of Skånemejerier consumers disagreed/ strongly disagreed to the statement that they purchase Skånemejerier products because they are sustainable. 32% were neutral and 31 % consumers agreed/ strongly agreed to this statement.
- The topmost reasons selected by non-consumers for not purchasing Skånemejerier products were brand unawareness and low availability.
- The non-consumers chose lower price, more availability and more brand awareness over sustainability and higher transparency as reasons that would make them switch to Skånemejerier products (Table 8. Skånemejerier's Brand Value).
- 77% of the non-consumers (54 out of 70) either strongly disagreed/ disagreed/ were neutral to the statement that they would purchase Skånemejerier's products if they knew more about their sustainability, while 23 % (16 out of 70) agreed/strongly agreed to this statement

The above findings indicate that sustainability can be a factor under consideration, while making a purchase, however “sustainability alone cannot sell”. To motivate consumers to purchase or switch to their products, Skånemejerier needs to highlight other aspects of their products as well, as already mentioned in the previous analysis. Product's taste and quality, price and brand familiarity are other aspects that consumers value more than sustainability. Even though 50 % of Skånemejerier consumers agreed/ totally agreed to the statement that they were aware that Skånemejerier products were produced and delivered in a sustainable manner (Appendix C), their purchases were not based on sustainability but rather on these three factors. Hence, Skånemejerier needs to ensure that they are able to fulfil these criteria, only then their sustainability initiatives would prove to be an asset to their consumer-based brand loyalty. For non-consumer or for new markets, the company first needs to make the products available in the stores and create brand awareness, along with communicating the products' sustainability. Furthermore, as reflected by these findings, price is another important issue with

consumers, and consumers do value it above sustainability. Some non-consumers are willing to switch to Skånemejerier if they offer lower price, however, being the small dairy company, they cannot compete over price, and have to look for an alternative strategy, which is discussed in the next analysis.

3. Price Premium:

- 41 % consumers agreed/totally agreed to the statement that they were willing to pay a price premium for Skånemejerier products because they are sustainable. 23 % disagreed/ strongly disagreed, while 36 % were neutral to this statement.
- 49 % of non-consumers agreed/totally agreed to the statement that they were willing to pay a price premium for products they knew were sustainable. 28 % disagreed/ strongly disagreed while 23 % were neutral to this statement.

The above findings illustrate promising opportunities for Skånemejerier to strengthen its brand by charging price premium for its products. However, they need to clearly justify to consumers the basis for charging that premium, by informing the consumers the sustainability qualities that sets their products apart from the competitors. They should make use of labels to highlight their sustainability and employ third party certification to add credibility to their messages. Moreover, as mentioned in the previous analyses only sustainability is not enough to market the products. To strengthen their case for demanding price premium based on sustainability, they need to emphasize upon their high standards in quality and taste as well and create brand awareness (specifically for the non-consumers and in the new markets).

RQ3: How can Skånemejerier improve their current sustainability communications, with a focus on POP communications?

Key Challenges Observed

Upon completing our empirical analysis, we have noted several key challenges/ weaknesses in Skånemejerier's sustainability marketing communications. In order to improve the effectiveness of their sustainability marketing communications, the following aspects need to be dealt with:

1. Low sustainability awareness and lack of commitment among Skånemejerier employees and a weak cross-functional coordination over the sustainability agenda within the company.
2. Though the consumers favour knowing about the products' sustainability at POP, not much importance is being given to POP sustainability communication by Skånemejerier.
3. Lack of coherence in communication across different media - sustainability messages are not being reinforced at POP.
4. Minimal control over POP sustainability communication by Skånemejerier as POP communication is primarily controlled by the retailers.
5. Farmers are decreasing in number and they are reluctant to "talk to the people" - they are more concerned about reducing the cost of milk production.
6. Consumers are not completely aware of many of the sustainability initiatives of Skånemejerier and the company has not been able to garner substantial consumer engagement in their current sustainability endeavours.

Recommendations to overcome challenges:

The employees of a company constitute the interface between a brand's internal and external environments and this has a powerful impact on consumers' perceptions of both the brand and the organisation (Harris and de Chernatony, 2001). A brand's emotional values are communicated not only through advertising, but also via employees' interaction with various stakeholders. Employees are becoming central to the process of brand building and their behaviour can either reinforce a brand's advertised values or, if inconsistent with these values, undermine the credibility of advertised messages (Harris and de Chernatony, 2001). Therefore, it is pertinent to state that top managers within Skånemejerier need to communicate their sustainability-centric brand purpose to employees in a clear and motivating manner. This would inspire their employees and also help them understand their roles in relation to the company's sustainability agenda. Skånemejerier employees need to strongly believe in what they do, in order to ensure that their external stakeholders believe in the company's principles of sustainable development. According to Harris and de Chernatony (2001), *“when all members of an organisation understand their brand's identity, they are better able to act in a more coherent manner, enhancing the likelihood of their activities supporting the desired identity”*. We recommend that top management increase coordination among the employees not only to increase sustainability awareness, but to encourage commitment to the corporate sustainability agenda, so that the entire company cohesively follows the principle of “walk-the-talk”. Furthermore, Skånemejerier needs to educate the farmers to give them a more comprehensive understanding of the objectives of their sustainability agenda. As owners of the company, these dairy farmers need to be more engaged in the communication process, and be transparent in how they carry out their farming practices. We believe that this should be the fundamental focus while carrying out the company's sustainability marketing communication. Once they have incorporated a strong internal culture surrounding sustainability then only they can strengthen their communication with the external stakeholders such as their retailers (customers) and end-consumers.

The following diagram (Figure 16), adapted from a marketing communication tool developed by Stratos Inc. (2009), illustrate the steps to be employed to improve Skånemejerier's current sustainability communication with a focus on POP communications. We have provided our recommendations based on this tool as follows:

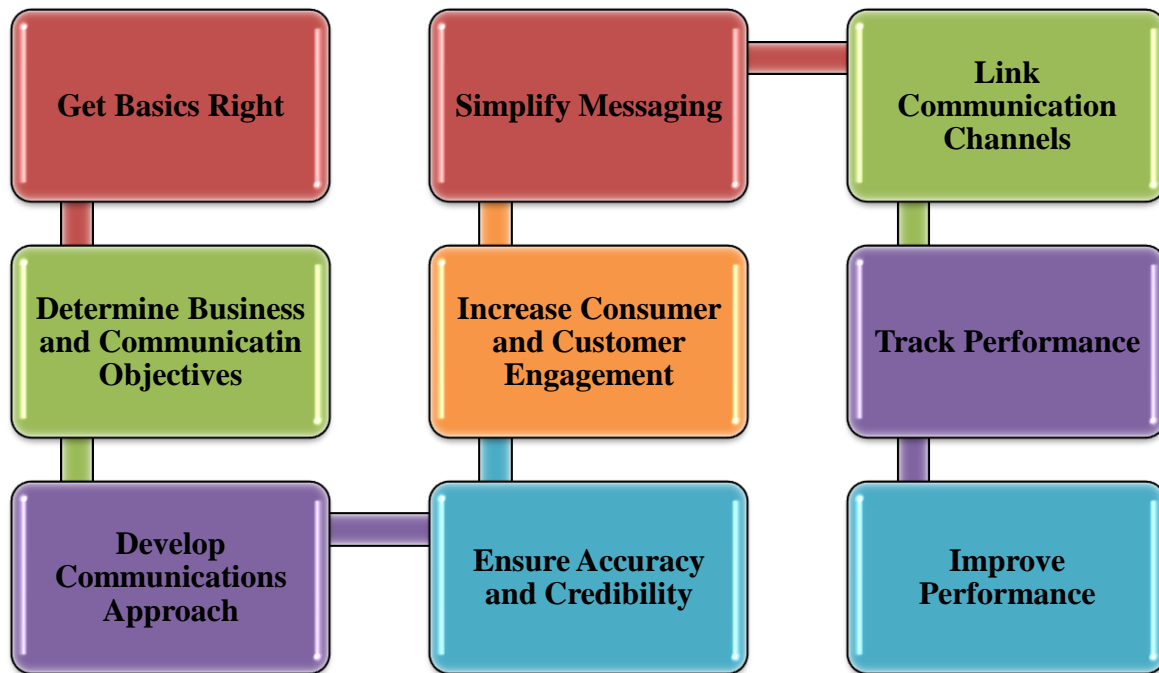


Figure 16. Sustainability Marketing Communication Tool for POP (Adapted from Stratos Inc., 2009)

Get Basics Right:

Skånemejerier needs to identify the key sustainability issues to focus on, and based on them incorporate sustainability in its products and processes. Moreover, they need to understand the needs and expectations of the consumers, so that they can create value for consumers as well as brand value for the company through their sustainability work (refer to recommendations in RQ 1 & 2).

Determine Business and Communication objectives:

Skånemejerier managers pointed out that their motivation for practicing sustainability are company’s sustainability values, to maintain/reinforce consumer trust, to abide by regulations, to create unique brand identity based on sustainability and to create awareness among their consumers (Appendix A). We observed that the managers had conflicting ideas about the objectives of practicing and communicating sustainability. Their communication would be more effectively delivered at POP if the managers have a clear and coherent understanding of the business objectives and the specific impact sought from the POP sustainability communications. Furthermore, they need to ensure that the communication of sustainability at POP should be in sync with Skånemejerier’s objectives for practicing sustainability. For example –

Business Objective: *To support and sustain the local dairy farmers.*

Communication Objective: *To connect farmers to consumers, so that consumers are able to value the efforts made by the farmers in providing them high quality, locally produced dairy products.*

Develop Communications Approach:

Once business and communication objectives are identified, the company can move on to developing a communication approach. Skånemejerier needs to identify:

- 1) The sustainability initiatives to focus on at point of purchase
- 2) The communication media to employ at point of purchase

Based on the example discussed in the previous step, the sustainability initiative to focus on at POP, would be “Concern for the farmers and local dairy production” and the POP communication media would be “In-store interaction with farmers”. Furthermore, as discussed in RQ1, there needs to be a coherence between what the company plans to do and what the consumers expect and find useful.

Ensure Accuracy and Credibility:

After developing a POP communications approach, Skånemejerier needs to ensure the accuracy of the messages that will be communicated to the consumers to strengthen consumer trust in their brand and avoid any confusion. They need to ensure that the language used in a claim is credible, objective, easily identifiable and understood by consumers. External support from NGOs and certifications from trustworthy third parties can strengthen the credibility of the information communicated. Moreover, they should provide proofs and facts to justify their claims wherever required.

Increase Customer and Consumer Engagement:

Skånemejerier needs the support of its customers - the retailers like ICA, COOP, Netto etc. to strengthen their POP sustainability communication. We discussed in Chapter 2 that retailers are the one who primarily control the marketing communications at POP. Hence, Skånemejerier needs to involve the

retailers to facilitate their communication of sustainability in the stores – to allow in-store staff or farmer interactions, enhanced in-store signage, merchandising support for their brands in weekly catalogues, placement of in-store promotional materials etc. Retailers’ engagement and support could be strengthened by developing POP communication approaches which boost the image of both Skånemejerier as well as the retailers involved.

Moreover, Skånemejerier should look for opportunities to increase consumer engagement in their sustainability initiatives by providing them opportunities to give comments and feedback, organizing discussions with staff, more frequent meetings with farmers and visits to the farms etc. This would increase consumer trust and retention and create brand value for the company. As mentioned in section 5.2, consumers need to recognise the value of Skånemejerier’s sustainability efforts, and be able to comprehend, respect and support their local dairy industry. The best way to engage consumers is to provide outlets for them to be a part of Skånemejerier’s sustainability agenda. For example, frequent competitions on sustainability issues such as recycling to facilitate consumers’ involvement with the brand and providing consumers with information regarding recycling and health benefits of their products to encourage a sustainable lifestyle could be ways to garner consumer engagement. The idea is to be creative and attractive so that consumers are interested in Skånemejerier’s sustainability initiatives. POP could be an effective platform to make the consumers aware of the various opportunities provided by the company to engage them and empower them towards sustainability.

Simplify Messaging:

As discussed in RQ1, clarity and simplicity of messages is very important to the consumers. For sustainability messages to be understood by consumers, Skånemejerier needs to ensure:

- Clarity on the key messages that consumers find useful or important
- Simplicity of language – avoiding technical terms which consumers would not understand
- Repetition of messaging in order to remind the consumers
- The detailed sustainability information provided to consumers should explain them the concepts in layman’s language

It is important to note that, while the message at POP should be simple and clear, it should also be coherent to the messages portrayed in other mass media. The focus should be the same.

Link Communication Channels:

A majority of the consumers (57%) responded that they are not reminded of Skånemejerier's sustainability information that they gather from other media while shopping in the stores. This demonstrates a lack of coherence between sustainability communications in stores and the communication via other media such as TV, newspapers, websites etc. Coherence among communication channels needs to be insured to strengthen the impact of the sustainability messages conveyed to the consumers. The same sustainability messages need to be communicated to consumers at POP and through other media. By applying this approach, not only will consumer be reminded of the messages conveyed, but frequent exposure to those messages about their brand can increase likelihood of purchase. Moreover, POP sustainability communication needs to be linked with broader branding and marketing activities to strengthen the overall marketing communications of Skånemejerier. For instance, POP communication should be used to drive the consumers to the company's website to provide details, facts, stories and further information to support the information communicated in the stores.

Track Performance:

It is recommended that Skånemejerier monitors the performance of its POP communication, as well as its overall sustainability communication. They need to devise innovative and creative methods for this. The managers were not specifically tracking the performance of their sustainability communication but according to them, monitoring the number of people logging onto their website and brand awareness surveys could be indirect ways to do it. They should develop measures or indicators to provide insight into delivery of business objective and creation of brand value for the company due to communication of sustainability. Moreover, strengths, weaknesses and gaps in their POP sustainability communication should be identified.

Improve performance:

Based on the gaps, weakness and strengths identified, Skånemejerier should continually improve the performance of their POP sustainability communication to strengthen consumers trust and loyalty and improve brand value for the company. For instance, our study found out that the managers did not have much control over the POP communication of sustainability, hence they need to work on getting the support of the retailers to improve sustainability communication in the stores.

Conclusion of Discussion/ Managerial Implication

To sum our discussion, it is pertinent to recommend here that Skånemejerier should focus more on communicating its sustainability information to consumers at the POP. Moreover, they should strengthen their POP communication by conveying the information to consumers via mass media such as TV, internet, newspapers etc. to achieve coherence in communicating the sustainability information. The tone of the message should be clear and simple and the facts and proofs should be provided wherever necessary and possible. Too much detailed information regarding sustainability work of Skånemejerier should be avoided, particularly the use of complicated, technical terms which the consumers may not usually understand. We found that the major objective of Skånemejerier's marketing communications is to make the consumers emotionally involved and interested in the cause of preserving their local farmers. Through information on the packaging, they aim to draw heavier traffic to their webpage and social networking pages, where various sustainability information and interactive dialogues can be accessed. This effort in linking their communication media should be one of their key focus when communicating their sustainability to consumers. Additionally, we emphasize that Skånemejerier should work upon integrating their marketing communication approaches, incorporating various stakeholders involved and the various media used – by increasing employee awareness and commitment, increasing consumers' interests and engagement, ensuring coherence across all media, encouraging and supporting farmers' dialogue with customers and consumers, and instigating cooperation from retailers. Overall, the same sustainability messages should be prominent across all communication channels, thus constantly reminding the consumers of Skånemejerier's sustainability agenda. In the long run, this would help Skånemejerier build a strong brand based on sustainability. We found that the reason majority of non-consumers are not purchasing Skånemejerier's products is primarily because of unawareness of brand, low availability of products or they perceived it to be not produced locally.

In order to strengthen their brand in their new markets, Skånemejerier should more actively integrate their sustainability marketing communication across all communication channels within Sweden. Based on our findings, we suggest that Skånemejerier position itself as a brand based on sustainability, to gain access to new markets within Sweden. A brand's position sets out what the brand is, who it is for and what it offers (Rositer and Percy, 1996; as cited in Harris and de Chernatony). Skånemejerier can position themselves as a local Swedish brand, producing dairy products from local farms, at local production sites. Skånemejerier have a potential to create a strong brand image based on

superior quality, locally produced dairy products and respect and concern for the local farmers – thus creating their image in the consumers' mind as the company with a mission of sustaining the local Swedish dairy farms. This could possibly instil a sense of pride in the consumers who use their products, thus creating brand loyalty for Skånemejerier.

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Appendix A : Management Interview (Preliminary empirical data)

❖ Note that the following only highlights responses to the main questions outlined. Additional (situational) responses were also recorded and transcribed as summarized in Chapter 4.

1. What is the motivation behind practicing sustainability?

Company's sustainability values	+++
To maintain/reinforce consumer trust	+++
Useful to enter new markets	
To abide by government regulations	+
To create unique identity/brand image based on sustainability	+++
Any Other : <i>creating awareness among employees/consumers</i>	+

2. Does Skånemejerier make a conscious effort to educate consumers about its sustainability initiatives?

Yes	+++++
No	

3. Is there a communication strategy/plan to make consumers aware of your sustainability initiatives?

Yes	++++
No	+

4. Do you track the performance of your sustainability communication?

Yes	+++
No	++

5. How do you track?

<ul style="list-style-type: none"> • One way is to monitor how many people log on to our websites • Tracking is mainly through brand awareness surveys, as it partly measure consumer's awareness and insights on our sustainability. When talking about how consumers relate to our brand, it all comes down to whether it is worthwhile paying for it. 	
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6. To what extent consumers are aware of your sustainability work? (On a scale of 1 to 5; 1 being no awareness, 5 being strong awareness)

1 (very low awareness)	
2	+
3	++
4	++
5 (very high awareness)	

7. What information regarding Skånemejerier's sustainability is being communicated to consumers?

The origin of products (knowing the farmers behind the milk)	++++
The health benefits from the product	+
Animal health and well-being	+++
Environment friendly transportation	+++
Packaging (recyclability, low environmental impact, etc)	++
Farming practices (organic farming, soil protection, etc.)	+
Any other	

8. Which media are you currently using to communicate sustainability information about Skånemejerier to consumers?

TV	++++
Newspaper	++++
Internet (website, facebook, etc)	+++++
Displayed Advertisements (Billboards, Bus-tops etc)	
Publicity in Public Places (Schools, Exhibitions, Fairs, etc.)	++++
Point of Purchase (Labels, Packaging, In-store Posters, In-stores catalogues, Staff-Interactions, etc.)	++++
Any other	

9. How much importance is given to Point-of-Purchase (PoP) communication of sustainability by Skånemejerier on a scale of 1 to 5? (1: No importance; 5:Strong Importance)

1 (no importance)	+
2	
3	+++
4	+
5 (strong importance)	

10. Do you plan to improve point-of-purchase communication of sustainability in future?

Yes	++++
No	+

11. What are (or would be) the objectives of communicating your sustainability initiatives to consumers at point-of-purchase?

Respondent	Answer
Marie Tiljander	Ask the consumers to recycle and sort waste packages, not to waste food, information via packages.
Caroline Olsson	Knowing the farmers. Stories behind the products.
Anders Ahlström	Make the consumer feel closer to the farmer.
Anna Radelius	The goal is to add value to our products. The whole dairy industry in Sweden is under threat unless we can get consumers to evaluate our products higher, and thus be willing to pay a higher price for them.
Fredrik Javensköld	To show the entire supply/production chain, from farm to store

12. Which sustainability initiatives of Skånemejerier are being communicated to the consumers at point-of-purchase (if any)?

The origin of products (knowing the farmers behind the milk)	+++++
The health benefits from the product	+
Animal health and well-being	
Environment friendly transportation	
Packaging (recyclability, low environmental impact, etc)	+
Farming practices (organic farming, soil protection, etc.)	+
Any other	

13. What different media are you using to communicate Skånemejerier's sustainability to consumers at the point-of-purchase (if any)?

Labels (Climate certification, organic label, etc.)	++
Brochures, Pamphlets, Posters	+++
Packaging Content (texts, graphics, code for traceability on iPod application/ website)	+++
Interaction with Skånemejerier's Staffs (eg. "meet the farmers" campaign in the stores, product promotion, etc.)	++++
Any other	

14. Do you plan to link PoP sustainability communication with other communication channels?

Yes	++++
No	+

15. Are you trying to gather (or would like to gather) consumer engagement by communicating Skånemejerier's sustainability information at the point-of-purchase?

Yes	+++
No	++

16. To what extent does Skånemejerier has control over its Point-of-Purchase communication in the stores on a scale of 1 to 5 (1: No control ; 5: Strong Control)

1 (no control)	
2	+
3	+++
4	+
5 (strong control)	

17. What is your focus (or will be your focus) when you inform consumers about a product's sustainability in stores?

Clear and simple message	++++
Detailed information	
Facts and proofs of sustainability	+
Any other	

Appendix B : Consumer Survey Questionnaire

Communicating Sustainability at the Point-of-Purchase

This survey serves to investigate the consumer values and the best means of sustainability communication to the consumers at the point-of-purchase. Sustainability in this context refers to the company's efforts to improve environmental impacts across its food (dairy and juice) product's supply chain*, as well as maintaining the health and well-being of the animals and farms in the long run.

(*supply chain = activities involved in producing the product from its source of origin down to the end consumers)

Den här en undersöker kundvärderingar och de bästa sätten att kommunicera hållbarhet till kunden vid inköpstillfället. Hållbarhet i det här fallet syftar på ett företags prestationer att förbättra miljö påverkan genom livsmedelsproduktens (juice och mejeriprodukter) supply chain, och att dessutom bevara hälsan och välmåendet av djuren och bondgårdar långsiktigt.*

*(*supply chain = aktiviteter som involverar produktionen av produkten fram tills den når slutkonsumenten)*

1. What is your age group? Vad är din åldersgrupp?

- <20 20-29 30-39 40-49 50-59 >60

2. Are you the one who makes the purchase for the household? Är du den som köper mat till hushållet?

- yes / ja no / nej sometimes / ibland

3. Do you have children under 15 in your household? Har du några barn under 15 år i ditt hushåll?

- yes / ja no / nej

4. Which region are you from? Vilken region kommer du ifrån?

- Skåne Outside of Skåne / Utanför Skåne

5. Does the sustainability of a product affects your purchase? Påverkar hållbarheten (miljö- och samhällspåverkan) av en produkt ditt inflytande när du handlar?

- always / ja never / nej sometimes / ibland

6. What do you think is important when a product's sustainability is communicated to you?

- Clear and simple message/ Enkelt och klart budskap
 Detailed information/ Detaljerad information
 Facts and proofs of sustainability / Fakta och bevis på hållbarhet
 Others: _____

7. Which of the following media is most useful for communicating a product's sustainability? (pick top 3)

Vilka av följande media är mest användbar att kommunicera en produkts hållbarhet? (välj topp 3)

- TV Through Family & Friends/ Genom familj och vänner
 Newspaper / Tidningar Internet (website, facebook, etc)
 Displayed Advertisements (Billboards, Bustops etc.) / Reklamskylt (t.ex. vid busshållplatser)
 Publicity in Public Places (Schools, Exhibitions, Fairs, etc.) / Presentationer vid allmänna platser
 Point of Purchase (Labels, Packaging, In-store Posters, In-stores catalogues, Staff-Interactions, etc.) / Inköpstillfället (produktförpackning, butiksskyltar, butikskataloger, anställda)
 Others : _____

8. Which of the following media do you think is useful in communicating a product's sustainability at the moment of purchase (in-store)?

Vilket av följande media anser du är mest användbar vid kommunikering av en produkts hållbarhet vid inköpstillfället? (i butik)

- Labels (Climate certification, organic label, etc.) / Märkesetikett (Klimatcertifikat, Organisk etikett etc)
 Brochures, Pamphlets, Posters / Broschyrer, Posters
 Packaging Content (texts, graphics, traceability codes) / Information på produktförpackningen (text, bild, spåringskod)
 Interaction with Staff (eg. meet company representatives, farmers, product promotion, etc.) / Interaktion med anställda
 Others : _____

9. Which of the following would influence your purchase decision of the products (juice and dairy)? (Pick max. 3)

Vilket av följande påverkar ditt köp av produkter (juice och mejeriprodukter)? (Välj max 3)

- Brand familiarity / Varumärkets rykte
- Environmental and Social responsibility / Miljö- och samhällsansvar
- Product availability / Produkt tillgänglighet
- Local production / Lokal production
- Product taste and quality / Produktens smak och kvalite
- Health benefits / Hälsöfördelar
- Price / Pris
- Origin of products (eg. organic farming, farm treatment, knowing the farmers, etc.) / Produktens ursprung
- Others :

10. What type of sustainability information do you want to know when purchasing? Vilken typ av hållbarhetsinformation vill du veta när du handlar?

- The origin of the product/ Ursprung av produkten
- The health benefits from the product / Hälsöfördelen av produkten
- Animal health and well-being / Djursomsorg och hälsan av djuren (cows / kor)
- Environmentally Friendly Transportation / Miljövänlig transportation
- Packaging (recyclability, low environmental impact, etc.) / Förpackning (återvinning, etc.)
- Farming practices (organic farming, soil protection, etc.) / Ekologiska gårdar
- None
- Others : _____

11. Are you aware of the brand Skånemejerier? Känner du till varumärket Skånemejerier?

- yes / ja
- no / nej

12. Are you a Skånemejerier customer? Är du en kund av Skånemejerier?

- yes / ja (Go to section A)
- no / nej (Go to section B)

A To be answered if you ARE a Skånemejerier customer

Följande frågor ska svaras om du ÄR en kund av Skånemejerier

Kindly select the closest correlating scale as follow / Vänligen välj det alternativ i skalan som bäst passar: 1 - strongly disagree / håller verkligen inte med; 2 - disagree / håller inte med; 3 - neutral ; 4 - agree / håller med; 5 - strongly agree / håller verkligen med

1. I am aware that Skånemejerier's products are produced and delivered in a sustainable way
Jag är medveten om att Skånemejeriers produkter är producerade och levererade på ett hållbart sätt

Strongly Disagree (1) (2) (3) (4) (5) Strongly Agree

2. I trust in all the sustainability information that is provided to me by Skånemejerier
Jag litar på all hållbarhetsinformation jag får av Skånemejerier.

Strongly Disagree (1) (2) (3) (4) (5) Strongly Agree

3. I am willing to pay a higher price premium for Skånemejerier's products because they are sustainable.
Jag är villig att betala ett högre prispremie för Skånemejeriers produkter eftersom de är hållbara.

Strongly Disagree (1) (2) (3) (4) (5) Strongly Agree

4. I purchase Skånemejerier's product because they are sustainable. *Jag handlar Skånemejeriers produkter eftersom de är hållbara*

Strongly Disagree (1) (2) (3) (4) (5) Strongly Agree

5. I feel that Skånemejerier's products are of high quality because they are sustainable.
Jag tycker att Skånemejeriers produkter är av hög kvalitet eftersom de är hållbara

Strongly Disagree (1) (2) (3) (4) (5) Strongly Agree

6. I feel proud to be a Skånemejerier customer knowing that they are sustainable

Jag är stolt över att vara Skånemejeriers kund, eftersom jag vet att de strävar mot hållbarhet

Strongly Disagree (1) (2) (3) (4) (5) Strongly Agree

7. I feel that the Skånemejerier's sustainability messages are communicated to me in clear and simple manner. *Jag tycker att Skånemejerier kommunicerar deras hållbarhetsbudskap på ett enkelt och tydligt vis.*

Strongly Disagree (1) (2) (3) (4) (5) Strongly Agree

8. When I shop in the store, I am reminded of Skånemejerier's sustainability messages that I gather from other media (TV, internet, newspaper etc.)/ När jag handlar i butiker blir jag påmind om Skånemejeriers hållbarhetsbudskap som jag har fått från andra media (TV, Internet, Tidningar, etc.)

Strongly Disagree (1) (2) (3) (4) (5) Strongly Agree

9. What sustainability initiatives of Skånemejerier are reaching you at the moment of purchase (in the stores)? Vilka av Skånemejeriers hållbarhets initiativ når dig vid inköpstillfället (i butiken)?

- The origin of products (knowing the farmers behind the milk) / Produktens ursprung (träffa bönderna bakom mjölken)
- The health benefits from the product / Hälsöfördelarna med produkten
- Animal health and well-being / Djuromsorg och hälsa
- Environmentally Friendly Transportation / Miljövänlig transportation
- Packaging (recyclability, low environmental impact, etc.) / Förpackning (återvinning, etc.)
- Farming practices (organic farming, soil protection, etc.) / Ekologiska gårdar
- No information about Skånemejerier's sustainability is reaching me in the stores / Ingen information om Skånemejeriers hållbarhet når mig i butikerna
- Others : _____

10. How are the messages about Skånemejerier's sustainability being communicated to you in the stores? Hur kommuniceras budskapen till dig i butiken?

- Labels (Climate certification, organic label, etc.) / Varumärkesetikett (Klimatcertifikat, organiskt märke, etc)
- Brochures, Pamphlets, Posters / Broschyrer, Posters
- Packaging Content (texts, graphics, code for traceability on Ipad application/ website) / Information på produktförpackningen (text, bild, kod för spårning på internet)
- Interaction with Skånemejerier's Staffs (eg. "meet the farmers" campaign in the stores, product promotion, etc.) / Interaktion med Skånemejeriers anställda
- No information about Skånemejerier's sustainability is reaching me in the stores / Ingen information om Skånemejeriers hållbarhet når mig i butikerna
- Others : _____

11. How would you improve Skånemejerier's Communication about their sustainability (in the stores)? Hur skulle du förbättra Skånemejeriers kommunikation om deras hållbarhetsinitiativ?

- Clearer symbols and Labels / Tydligare symboler och märkesetikett
- Detailed informative texts on the packaging / Detaljerad information på produktförpackningen
- Audio visual in-store media / Audio visuell butiksmedia
- Frequent face-to-face interaction with Skånemejerier's staff and farmers / Frekvent interaktion med Skånemejeriers anställda och bondor
- Give me an opportunity to provide my opinions and feedback / Genom ett tillfälle för kunden att ge uttryck om deras åsikter och feedback
- Availability of printed materials (brochure and pamphlets) with detailed information
- Others : _____

12. What would drive you to seek more information about Skånemejerier's sustainability? Vad skulle få dig att ta reda på mer om Skånemejeriers hållbarhetsinitiativ?

- Lack of trust (lacking in facts and proofs) / Brist på tillit
- Low satisfaction level of the products / Låg nöjdhet
- Lack of clear messages / Brist på tydliga budskap
- Concern for health / Angelägenheter för hälsan
- Want to know value for money / Vill ta reda på värde för pengarna
- Concern for environment / Angelägenheter för miljön
- Concern for society / Angelägenheter för samhället
- I have no intention to seek more information / Jag har ingen avsikt att ta reda på mer information
- Others : _____

13. Kindly suggest how Skånemejerier can improve its communication of sustainability information to you in the stores. Föreslå gärna hur Skånemejerier kan förbättra sin kommunikation om hållbarhet till dig i butiker.

B *To be answered if you are NOT a Skånemejerier customer /
Följande frågor ska svaras om du INTE är en kund av Skånemejerier*

Kindly select the closest correlating scale as follow / Vänligen välj det alternativ i skalan som bäst passar: 1 - strongly disagree / håller verkligen inte med; 2 - disagree / håller inte med; 3 - neutral ; 4 - agree / håller med; 5 - strongly agree / håller verkligen med

1. I am aware that Skånemejerier is a sustainable company

Jag är medveten om att Skånemejerier är ett företag som strävar efter hållbarhet

Strongly Disagree (1) (2) (3) (4) (5) Strongly Agree

2. I feel proud when consuming a product from a company which is sustainable

Jag känner mig stolt när jag använder en produkt från ett företag som strävar efter hållbarhet

Strongly Disagree (1) (2) (3) (4) (5) Strongly Agree

3. I am willing to pay a price premium for a product that I know is sustainable

Jag är villig att betala ett högre prispremie för en produkt om jag vet att det är för hållbarhet

Strongly Disagree (1) (2) (3) (4) (5) Strongly Agree

4. I will consume Skånemejerier's products if I know more about their sustainability

Jag skulle använda Skånemejeriers produkter ifall jag visste mer om deras hållbarhetsinitiativ

Strongly Disagree (1) (2) (3) (4) (5) Strongly Agree

5. Why don't you purchase Skånemejerier's products? Varför köper du inte Skånemejeriers produkter?

- Too expensive / För dyrt
- Low availability / Låg tillgänglighet
- Low level of trust / Låg tillit
- Not sustainable / Inte hållbart
- Unaware of brand / Känner inte till märket
- Don't like taste / Gillar inte smaken
- Loyal to other brand / Lojal mot andra märken
- Not produced locally / Inte producerad i närheten
- Others : _____

6. What would make you switch to start using Skånemejerier's products?

Vad skulle få dig att börja använda Skånemejeriers produkter?

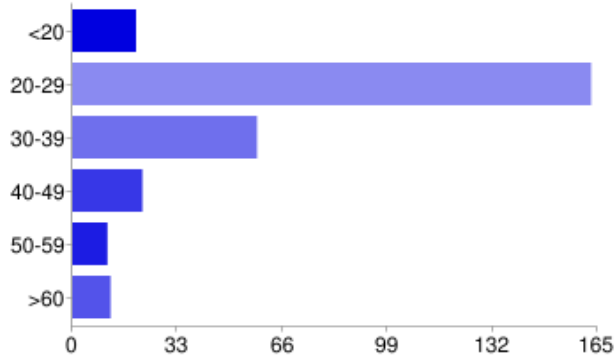
- Lower price / Lägre pris
- More availability / Mer tillgänglighet
- More sample tasting / Mer smakprover
- Produced locally / Lokal produktion
- More brand awareness / Commercials / Mer reklam
- Increased transparency/ communication / Mer transparent kommunikation
- Improved sustainability performance / Förbättrad hållbarhetsprestationerna
- Increase face-to-face interaction with Skånemejerier's staff&farmers/ Öka interaktionen med Skånemejeriers anställda och bondor
- No intention to switch / Jag vill inte använda deras produkter
- Others : _____

7. Kindly suggest how a dairy company can better communicate their sustainability information to you in the stores?

Föreslå gärna hur ett mejeriföretag can förbättra sin kommunikation om hållbarhetsinformation till kunder i butiker

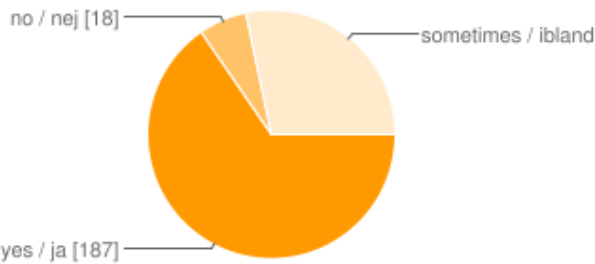
Appendix C: Consumer Survey (Preliminary empirical data)

1. What is your age group?



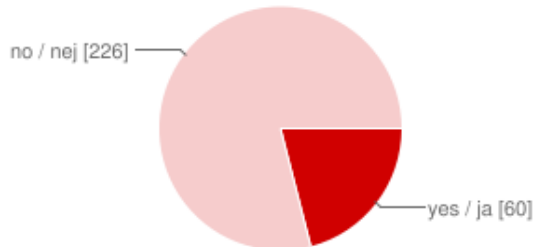
Age group	No. of respondents	Percentage
<20	20	7%
20-29	163	57%
30-39	58	20%
40-49	22	8%
50-59	11	4%
>60	12	4%

2. Are you the one who makes the food purchase for the household?



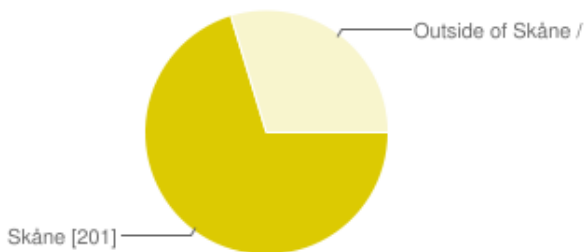
Yes	65%
No	6%
Sometimes	28%

3. Do you have children under 15 in your household?



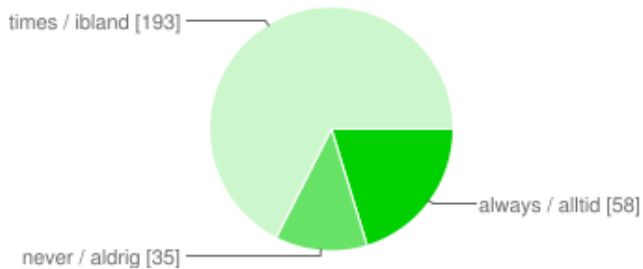
Yes	21%
No	79%

4. Which region are you from?



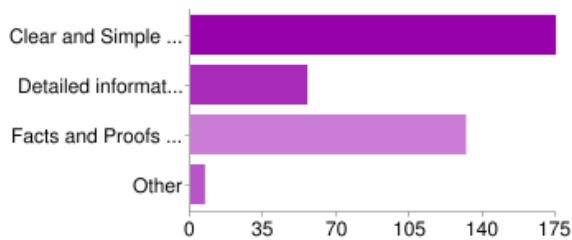
Skåne	70%
Outside Skåne	30%

5. Does the sustainability of a product affect your purchase?



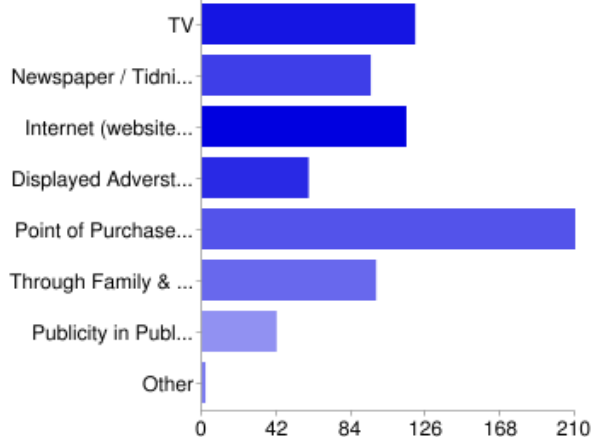
Always	20%
Never	12%
Sometimes	67%

6. What do you think is important when a product's sustainability is communicated to you?



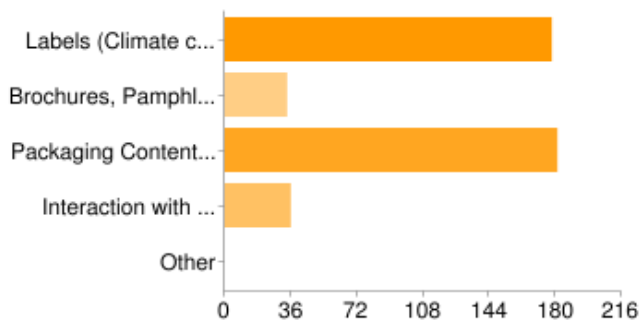
Clear and Simple messages	175	61%
Detailed information	56	20%
Facts and Proofs of sustainability	132	46%
Other	7	2%

7. Which of the following media is most useful for communicating a product's sustainability?



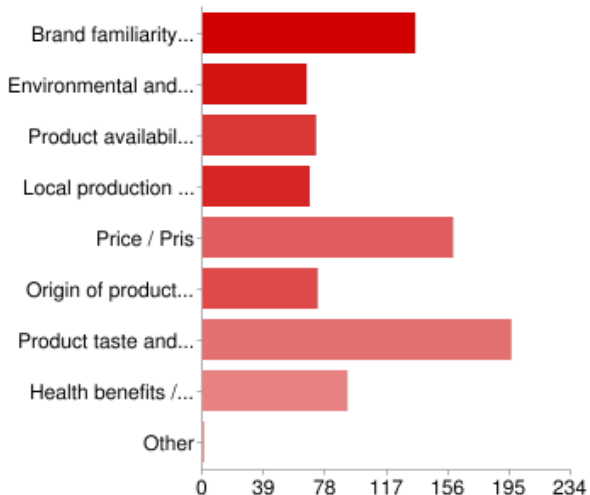
TV	120	42%
Newspaper	95	33%
Internet (website, facebook, etc)	115	40%
Displayed Adverstisements (Billboards, Bustops etc.)	60	21%
Point of Purchase (Labels, Packaging, In-store Posters, In-stores catalogues, Staff-Interactions, etc)	210	73%
Through Family & Friends	98	34%
Publicity in Public Places (Schools, Exhibitions, Fairs, etc.)	42	15%
Other	2	1%

8. Which of the following media do you think is useful in communicating a product's sustainability at the moment of purchase? (in-store)



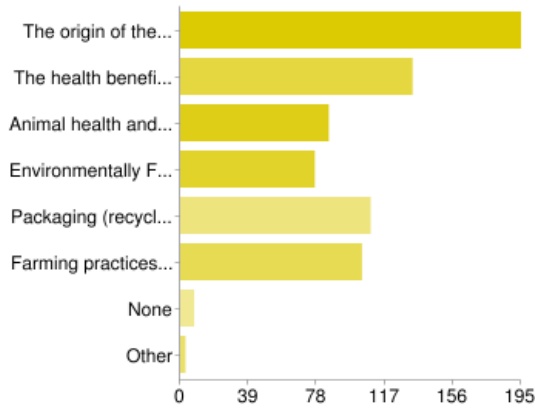
Labels (Climate certification, organic label, etc.)	178	62%
Brochures, Pamphlets, Posters	34	12%
Packaging Content (texts, graphics, traceability codes)	181	63%
Interaction with Staff (eg. meet company representatives, farmers, product promotion, etc.)	36	13%
Other	0	0%

9. Which of the following would influence your purchase decision of the products (juice and dairy)?



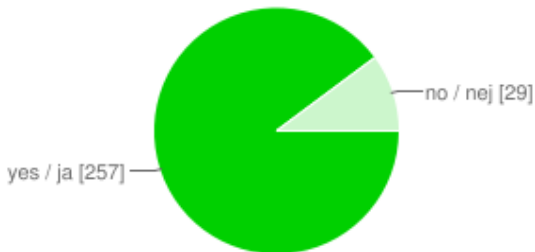
Brand familiarity	135	47%
Environmental and Social responsibility	66	23%
Product availability	72	25%
Local production	68	24%
Price	159	56%
Origin of products (organic farming, farm treatment, knowing the farmers, etc.)	73	26%
Product taste and quality	196	69%
Health benefits	92	32%
Other	1	0%

10. What type of sustainability information do you want to know when purchasing?



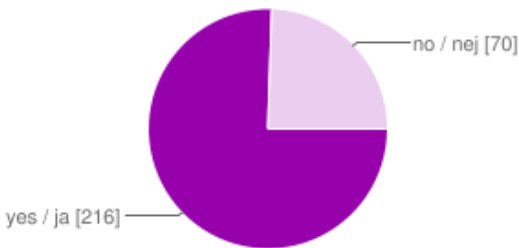
Information Type	Count	Percentage
The origin of the product	195	68%
The health benefits from the product	133	47%
Animal health and well-being	85	30%
Environmentally Friendly Transportation	77	27%
Packaging (recyclability, low environmental impact, etc.)	109	38%
Farming practices (organic farming, soil protection, etc.)	104	36%
None	8	3%
Other	3	1%

11. Are you aware of the brand Skånemejerier?



Yes	90%
No	10%

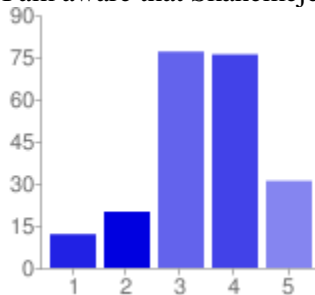
12. Are you a Skånemejerier customer?



Yes	75%
No	24%

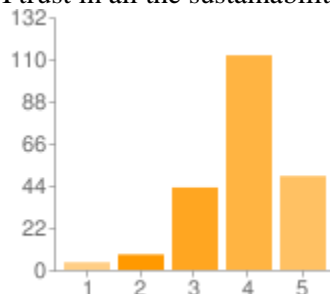
A) To be answered if you ARE a Skånemejerier customer

1. I am aware that Skånemejerier's products are produced and delivered in a sustainable way.



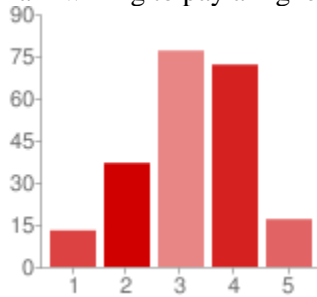
1	Strongly Disagree	12	4%
2	Disagree	20	7%
3	Neutral	77	27%
4	Agree	76	26%
5	Strongly Agree	31	11%

2. I trust in all the sustainability information that is provided to me by Skånemejerier.



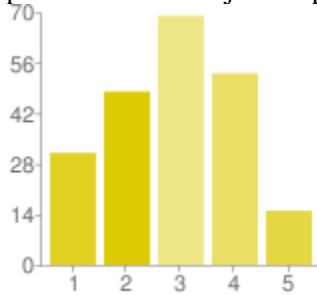
1	Strongly Disagree	4	1%
2	Disagree	8	3%
3	Neutral	43	15%
4	Agree	112	39%
5	Strongly Agree	49	17%

3. I am willing to pay a higher price premium for Skånemejerier's products because they are sustainable.



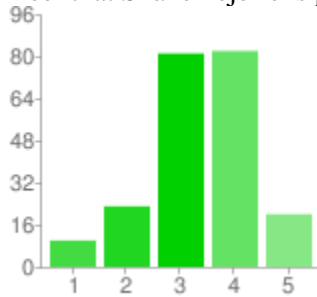
Response Level	Response	Count	Percentage
1	Strongly Disagree	13	5%
2	Disagree	37	13%
3	Neutral	77	27%
4	Agree	72	25%
5	Strongly Agree	17	6%

4. I purchase Skånemejerier's product because they are sustainable



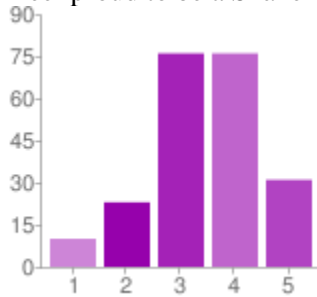
Response Level	Response	Count	Percentage
1	Strongly Disagree	31	11%
2	Disagree	48	17%
3	Neutral	69	24%
4	Agree	53	18%
5	Strongly Agree	15	65%

5. I feel that Skånemejerier's products are of high quality because they are sustainable.



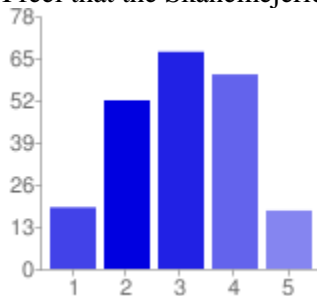
Response Level	Response	Count	Percentage
1	Strongly Disagree	10	3%
2	Disagree	23	8%
3	Neutral	81	28%
4	Agree	82	29%
5	Strongly Agree	20	7%

6. I feel proud to be a Skånemejerier customer knowing that they are sustainable



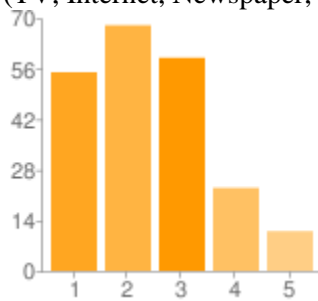
Response Level	Response	Count	Percentage
1	Strongly Disagree	10	3%
2	Disagree	23	8%
3	Neutral	6	26%
4	Agree	76	26%
5	Strongly Agree	31	11%

7. I feel that the Skånemejerier's sustainability messages are communicated to me in clear and simple manner



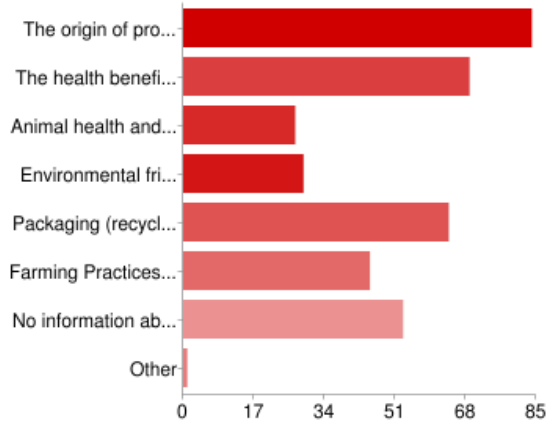
Response Level	Response	Count	Percentage
1	Strongly Disagree	19	7%
2	Disagree	52	18%
3	Neutral	67	23%
4	Agree	60	21%
5	Strongly Agree	18	6%

8. When I shop in the stores, I am reminded of Skånemejerier's sustainability messages that I gather from other media (TV, Internet, Newspaper, etc.)



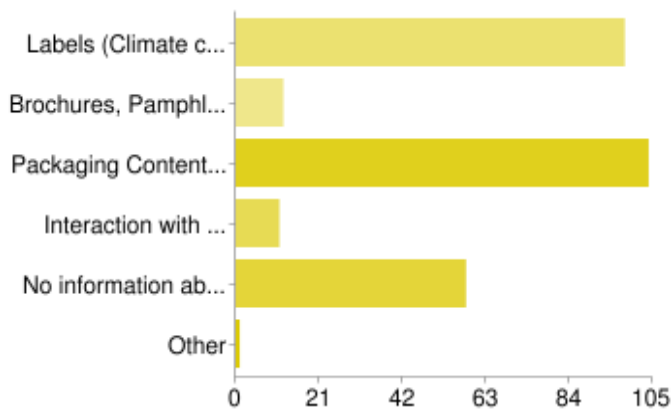
1	Strongly Disagree	55	19%
2	Disagree	68	24%
3	Neutral	59	21%
4	Agree	23	8%
5	Strongly Agree	11	4%

9. What sustainability initiatives of Skånemejerier are reaching you at the moment of purchase (in the stores)?



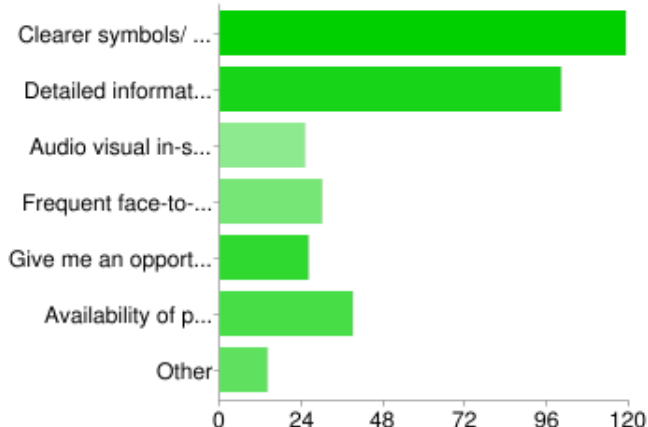
The origin of the product (knowing the farmers behind the milk)	84	39%
The health benefits from the product	69	32%
Animal health and well-being	27	13%
Environmentally Friendly Transportation	29	13%
Packaging (recyclability, low environmental impact, etc.)	64	30%
Farming practices (organic farming, soil protection, etc.)	45	21%
No information about Skånemejerier's sustainability is reaching me in the stores	53	25%
Other	1	0%

10. How are the messages about Skånemejerier's sustainability being communicated to you in the stores?



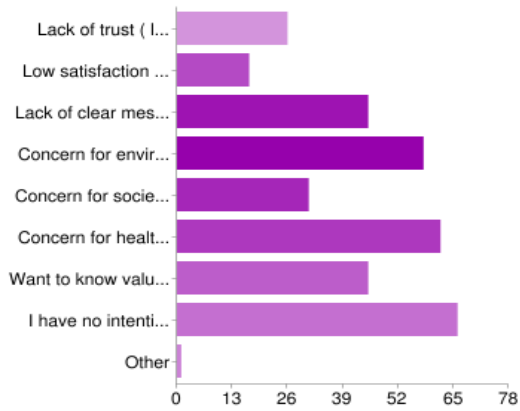
Labels (Climate certification, organic label, etc.)	98	45%
Brochures, Pamphlets, Posters	12	6%
Packaging Content (texts, graphics, traceability codes)	104	48%
Interaction with Skånemejerier's Staff (eg. meet the farmers" campaign in the stores, product promotion, etc)	11	5%
No information about Skånemejerier's sustainability is reaching me in the stores	58	27%
Other	1	0%

11. How would you improve Skånemejerier's Communication about their sustainability (in the stores)?



Clearer symbols/ Labels	119	55%
Detailed informative texts on the packaging	100	46%
Audio visual in-store media	25	12%
Frequent face-to-face interaction with Skånemejerier's staff and farmers	30	14%
Give me an opportunity to provide my opinions and feedback	26	12%
Availability of printed materials (brochures and pamphlets) with detailed information	39	18%
Other	14	6%

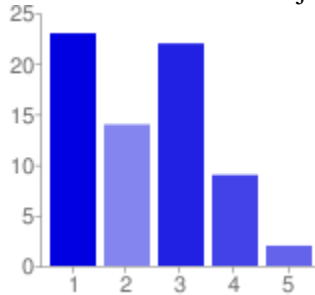
12. What would drive you to seek more information about Skånemejerier's sustainability?



Lack of trust (lack facts and proofs)	26	12%
Low satisfaction level of the products	17	8%
Lack of clear messages	45	21%
Concern for environment	58	27%
Concern for society	31	14%
Concern for health	62	29%
Want to know value for money	45	21%
I have no intention to seek more information	66	31%
Other	1	0%

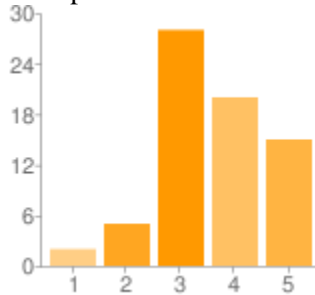
B) To be answered if you are NOT a Skånemejerier customer

1. I am aware that Skånemejerier is a sustainable company



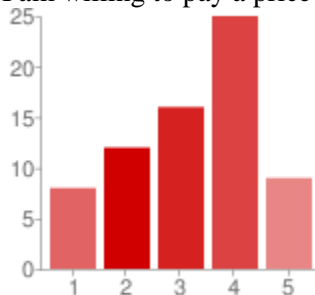
1	Strongly Disagree	23	5%
2	Disagree	14	5%
3	Neutral	22	8%
4	Agree	9	3%
5	Strongly Agree	2	1%

2. I feel proud when consuming a product from a company which is sustainable



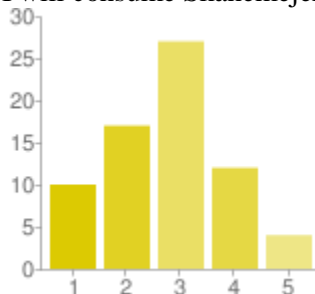
1	Strongly Disagree	2	1%
2	Disagree	5	2%
3	Neutral	28	10%
4	Agree	20	7%
5	Strongly Agree	15	5%

3. I am willing to pay a price premium for a product that I know is sustainable



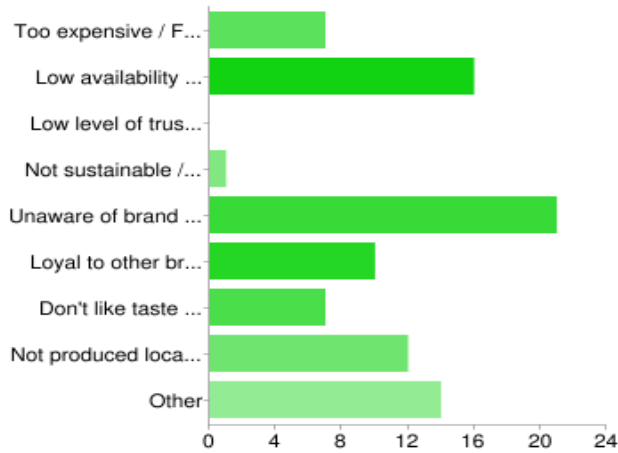
1	Strongly Disagree	8	3%
2	Disagree	12	4%
3	Neutral	16	6%
4	Agree	25	9%
5	Strongly Agree	9	3%

4. I will consume Skånemejerier's products if I know more about their sustainability



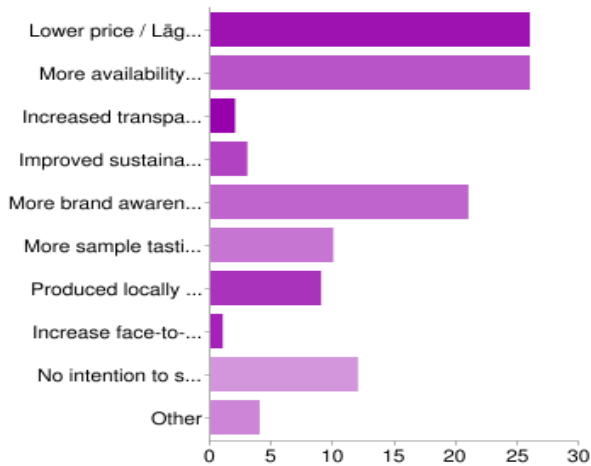
1	Strongly Disagree	10	3%
2	Disagree	17	6%
3	Neutral	27	9%
4	Agree	12	4%
5	Strongly Agree	4	1%

5. Why don't you purchase Skånemejerier's products?



Too expensive	7	10%
Low availability	16	23%
Low level of trust	0	0%
Not sustainable	1	1%
Unaware of brand	21	30%
Loyal to other brand	10	14%
Don't like taste	7	10%
Not produced locally	12	17%
Other	14	20%

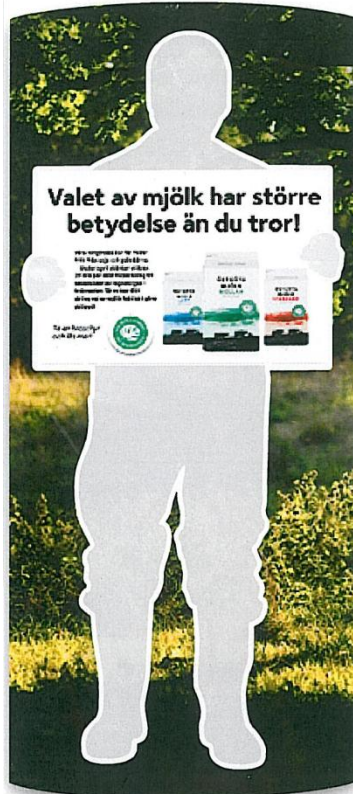
6. What would make you switch to start using Skånemejerier's products?



Lower Price	26	37%
More Availability	26	37%
Increased transparency/communication	2	3%
Improved sustainability performance	3	4%
More brand awareness	21	30%
More sample tasting	10	14%
Produced locally	9	13%
Increase face-to-face interaction with Skånemejerier's staff/ farmers	1	1%
No intention to switch	12	17%
Other	4	6%

Butiksmaterial

Kunderna bryr sig, och många är beredda att göra ett aktivt val. Men de måste ju veta att alternativet finns. Här kan du se det material vi tagit fram för att stötta din försäljning. Både i tidningar och i din butik. Har du andra önskemål? Låt oss diskutera.



Hyllvippa



Annonsering



Minibroschyr

Standup/Lama med ostgötabonde Minibroschyr



Hyllkantsmärkning

Snabbfakta om soja- och palmfritt

Hur mycket skövlas varje år för att odla soja?

1,9 miljoner hektar som motsvarar en yta dubbelt så stor som Östergötland skövlas varje år. Först för att föda upp köttkor sedan för att odla soja.

Hur mycket skövlas för att odla oljepalmer?

3,1 miljoner hektar regnskog motsvarande tre gånger Östergötlands yta

skövlas årligen i Malaysia och Indonesien för att odla oljepalmer.

Hur mycket finns det i svenskt foder?

Cirka 30 procent av kraftfoder till mjölkkor är proteinfoder. Av detta kommer 38 procent från sojamjöl och palmkärna.

Vad innebär skövligen?

- det frigörs stora mängder bundet kol
- förmågan att binda koldioxiden i atmosfären minskar,
- jorderosionen ökar,
- nya transportvägar byggs i känsliga områden
- artrikedomen minskar, både bland växter och djur
- lokalbefolkningen tvingas flytta in i redan överbefolkade städer.



Träffa bönderna bakom mjölken



**Skåne
mejerier**



-End-