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LUND UNIVERSITY

School of Economics and Management
Department of Business Administration

FEKP90

Business Administration-
Degree Project Master of Science in Business and Economics

Spring term of 2011

Marketing Communication on Controversial Products

A case study on the tobacco industry

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Abstract

Title:	Marketing Communication on Controversial Products- a case study on the tobacco industry.
Seminar date:	20 th May 2011
Course:	Master thesis in Business Administration, 30 University Credit Points (30 ECTS).
Authors:	Soraja Hadzalic Anna Åkervall
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Five key words:	Marketing, communication, controversial, tobacco, B2B
Purpose:	To present how the marketing communication is made for controversial products with restrictions. Another purpose is to investigate the impact of different factors that may influence the communication, and finally to give a contribution to different stakeholders the knowledge of how the marketing communication is conducted on controversial products. The product in focus is cigarettes.
Methodology:	The thesis is based on the findings from interviews with relevant persons and companies, and also from written sources such as books, journals and web pages
Theoretical perspectives:	The thesis is based on the findings from a number of different perspectives. Most forwardly the marketing communication perspective, but it also presents the legal, ethical and historical perspectives on cigarette marketing. It also gives a perspective on the retailers´ relationships and the benefits from it.
Empirical foundation:	Interviews were conducted to better understand and get an overview of how the marketing communication of tobacco products works in reality. The results from these interviews are presented in the chapter about the case study of tobacco communication. In the analysis chapter, these results are compared with the theoretical findings.
Conclusions:	The restrictions have a great impact on how the tobacco companies can manage their business, In spite of this; the tobacco market is still existing and even growing. It is possible that this fact is related with that the tobacco companies are very efficient in finding methods on how to work and manage these restrictions. One important example of how they do this is that much of their communication is towards retailers and not the consumers since there are more possibilities for them within the B2B communication compared to B2C communication. The communication is important because the restrictions will not disappear; hence the companies need to be more creative in their way of marketing communication.

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1. Introduction

This section explains the background of the chosen subject; communicating and marketing controversial products. Furthermore, some of the problems that are related to the subject will be presented. There is also a discussion about research ethics, where we explain how it can be defensible to conduct research on how a harmful product like tobacco can be marketed.

Coco Chanel, one of the world's most known designers was recently portrayed in a film about her life, *Coco before Chanel* (2009). Her posh walk, her sense of fashion and the cigarette in her mouth was frequent shown in the film. The TV-show *Sex and the City* was the reason why many women ordered a *Cosmopolitan* and they also saw Carrie, the main role character smoking in four out of six seasons (1998-2004). Furthermore, brand icons were more common before. What happened to the Marlboro cowboy? Why do we not know which kind of new Barbie is out in the market anymore?

The examples mentioned above are all considered to be controversial products and therefore have restricted possibilities to be marketed. The consumers are no longer exposed to smoking in media and especially no longer able to see which brands of cigarettes are the market leading ones. The toys cannot be displayed or marketed on certain hours of the day (child access times) and this has also led to that the companies in these industries must find other ways to market their products and change the way they communicate. Another product that is considered to be controversial is alcohol. It cannot be communicated as other beverages and the consumers are rarely exposed to the different brands that may exist in this industry.

There is research done prior on communication and the importance of it and the impact it can have on both consumers and retailers, but the result is not revolutionary. The research done is important and contributes to knowledge about the effect of marketing communication. It creates awareness of how it is conducted and brings light on how it affects the business relationship. Nevertheless, when products are restricted, the marketing communication cannot be conducted through all the channels as products with no restrictions.

Calling alcohol, tobacco and toys controversial will not be agreed by all. For that reason there is a need to present the legal and ethical restrictions that products have. Another topic that needs further discussion is the question of how something can be classified as controversial. The theory chapter will provide a definition on what controversial means and what qualifies as controversial products.

1.1. Background

Globalization is progressing and the challenge that most companies face are fiercer competition that drives them harder to achieve something their competitors yet have not thought about. Kapferer (2008) also states that there are limits to having only one type of marketing. The author also suggests that innovation and being best in only one area will not be sufficient. This is concerning products with no restrictions. So if the competition is rising for most products on the market and they need to be innovative regarding their marketing; then how is this managed in the industries which cannot use all the creativity that they come up with? This question is a reason why we proceeded in doing this research.

Most research that has been done about tobacco or the products mentioned before has usually been about how to prevent marketing or the negative effects of the communication that has been flowing between the parties. This thesis uplifts another aspect; it must be made clear that the contribution made by this research is not about encouraging or improving the marketing communication for tobacco, but rather a research that will contribute to the knowledge of *how* it is conducted. The importance of having the facts of how it is conducted is beneficial so that both parties; both tobacco companies and anti-smoking organizations can improve their state of stands. The goal of the thesis is to shade light on this topic. There is a transparency about companies in industries with controversial product; that they do marketing, but how it is done is the main factor here.

Kim and Mauborgne (2005) present the “Blue Ocean-strategy” which implies that someone takes their consisting business or product and makes a new revolutionary market for it with a new approach. The authors suggest to even more niche the business and market it in this way. Tobacco is in the society considered to be a health danger and have legal as well as ethical restrictions. Still, the tobacco industry is growing (BAT; 2011) and the tobacco companies have marketing- and brand management departments. The marketers of cigarettes must consider these restrictions in their daily work and be careful to not make anything that goes against these restrictions. Despite this, there are still creative marketing done for products such as cigarettes.

Marketing for most products can be visualized through channels like social media, internet-videos, and classic commercials and through different events. Celebrity endorsement and product placement are also other channels that marketers can use today, not to mention the regular advertisements that can be placed on billboards as well as in magazines. Marketing and communication is not only conducted to the consumers but also to the retailers. The retailers on the other hand are in the position of learning how to communicate to the end consumers.

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Since tobacco is considered to be a controversial product there are limitations of how it can be communicated. One example of this; is the design of the cigarette packages. There are regulations on what needs to be printed on the package and in some countries the companies are legally bound to put descriptive pictures of the possible health hazards on the package with the intention to warn the consumers.

Examples of previous attempts to market a tobacco product is; Swedish Match who wanted to market their product- snus and the brand "General Snus" in the USA and they chose to make a professional video and marketed it through YouTube, the world biggest internet site for videos. They entitled the video "General Snus Is The Less Harmful Alternative. Do You SNUS" and in the video they present the product and end with offering free samples (Seidenberg, Rees & Connolly; 2010). The video is now removed, but there are other campaign videos on YouTube, where Swedish Match published their videos with the purpose of marketing their products. This is just one example of how the marketing communication of products with restrictions is using creative methods to communicate the message. One of those choices is social media which has been proven to be one of the most powerful tools in marketing (Hennig-Thurau, Malthouse, Friege, Gensler, Lobschat, Rangaswamy & Skiera; 2010). Research shows that a company which market through social media get more response than those who continue to communicate with industrial media, like newspaper, TV-commercials etc. (Hennig-Tharau et al.; 2010).

Marketing is often used to encourage people to start using a certain product or service. The companies' wishes to get more consumers to choose their products or services over their competitors'. If the product is a new invention; then they want to take more market share or establish themselves in a previously non-existing market (Kim & Mauborgne; 2006). This is a problem for those who are working with products such as cigarettes since a company is not supposed to make more people become smokers and risk their health. This is an issue given that it can be discussed whether the tobacco industry is responsible for attracting new smokers. In this thesis the term controversial is defined as something the society is not accepting and therefore will this be further examined in the theoretical chapter. There are several products that are controversial, examples are: alcohol; medicines; some toys; and even coffee. Alcohol; is controversial because it is a health danger and because people under influence of it can behave and act differently from how they usually do. Medicine; is considered to be controversial because it can have side effects that are not thoroughly tested. Toys; are considered to be controversial because it affects children in negatively. Coffee; is controversial because it is a product which, just like with alcohol, can become an addiction for the consumer. These were some examples portraying society's perspective on what is controversial.

The thesis will also present a historical perspective on the communication that has been processed by the tobacco industry. Other important aspects are the ethical and legal angles which will be compared and combined in the theory chapter. That chapter will also emphasize on communication between business-to-business (B2B), and business-to-consumers (B2C) and also the new definition of B-B-C (business-to-business-to-consumer) (Kapferer; 2008) presenting the connection between those two ways of marketing. A case study of tobacco communication, based on the result from a number of interviews will also be presented.

1.2. Discussion of the problem

The main problem the thesis will discuss is: how are products with restrictions marketed? Nowadays there are marketing methods that have emerged during the last years which raise the question if the tobacco industry can use channels like social media, the Internet or other channels? We have chosen to research the relationships and marketing that occur in the tobacco industry towards both retailers and end-consumers.

In this thesis, the retailers can be defined as stores that sell cigarettes. This means that it can be the little tobacco shop on the corner or a big retail store, for an example ICA, Willys, etc. We are interested to see how this market is being conducted and at the same time see how the development has been in the area of B2B-marketing when it comes to the tobacco industry as well as to the area of B2C and the correlation between those two strategies. There has been previous research about relationship marketing and that has been very important for the companies since it helps them to manage their business relationships properly in order not to raise cost or face being turn down by a retailer. The relationship should be based with trust of competence and trust that will benefit both parties. This thesis will focus on the following problems and questions:

- ✓ How are products with restrictions marketed?
- ✓ How does the tobacco industry market their product in business-to-business-to-consumer marketing?
- ✓ How has the market been effected by the restrictions?

The first two questions are important since some products have restrictions and for that reason must be marketed with consideration to these restrictions. Those who work with tobacco need to consider which laws are valid but also the ethical opinions. This makes it more difficult for the marketers, and the aim with the two first questions are to explain what a marketer at a tobacco company can do, without crossing the line of what is accepted. The third question is also important since it asks how the restrictions affect the market. This question asks how it limits what is acceptable actions from the marketer's side, when the two previous questions ask what possibilities exist for the marketer.

1.3. Task and purpose

The purpose of this thesis is to research how marketing communication reaches both retailers and the end-consumers who use controversial products. The prerequisites for controversial products are somewhat different from other products and this affects the marketing. The case study will focus its attention on the tobacco industry and more precisely cigarettes. This mainly because it is, from a marketing perspective, one of the most restricted products to market. The thesis presents how marketers work with the restrictions and how this has an influence on how the products are communicated.

1.4. Delimitations

There are many different products that can be classified as controversial. Some of these products have already been mentioned previously and some are presented in the section about controversial products. Since controversial products are a very broad area, this thesis is mainly focusing on one of these products; cigarettes. This also means that the thesis will not put much emphasis on other tobacco products such as for example snus and cigars.

Marketing tobacco can be seen from the perspectives of many different stakeholders. The focus in this thesis is how the company communicates towards its customers and potential customers. Another area of research that is closely related is how the customers perceive this communication, but this is not the focus of the thesis. The area of communication towards the employees is also another topic which is excluded in this thesis.

Apart from marketing communication, the theory chapter includes legal, ethical and historical views. There are other aspects of the subject that could be discussed, for example the health perspective.

The theoretical findings are collected from both Swedish sources and sources from other countries, but the case study is focusing on the Swedish market.

1.5. Research ethics

Since tobacco is a product considered to be controversial, people might have different opinions concerning if there should be research conducted marketing of this type of product. Consequently there is a need to emphasize the research ethics for this thesis. According to the American Marketing Association (AMA) (2011), marketers should not make actions that are harmful. Much of the information available about tobacco and how it is marketed has often a quite critical standing point towards the subject. The purpose of this thesis is to inform the reader about which methods are used for marketing tobacco and how these methods are congruent with law and ethics. We believe that both the tobacco industry and anti-smoking-organizations can be interested in this information. Since we think that the thesis provides both sides of the spectrum equal

information and therefore, it is easier to defend the subject of the thesis. It is not only the tobacco companies who can benefit from this research, but also the consumers and anti-smoking organizations. This can result in that the organizations can make their campaigns better and persuade the public to not smoke.

This thesis is not a consultant project from either a tobacco company or any non-smoking organization. This is important to state, since that could have angled the information in the thesis toward the employers favor.

Another aspect of the question is; that it is difficult to draw boundaries between which products are harmful and which are not. Some literature even proposes that those who make public policies do not always have a consistent view on products, which can have a great impact on the tobacco industry (McGowan; 2008). There are many products in the market that can harm people in different ways and should therefore not be marketed according to AMA ethical norms. For example, candy and soda is not healthy and can cause child obesity, but these products are still marketed. As mentioned in the “delimitations” section, this is an interesting subject, but it will not be further discussed in this thesis

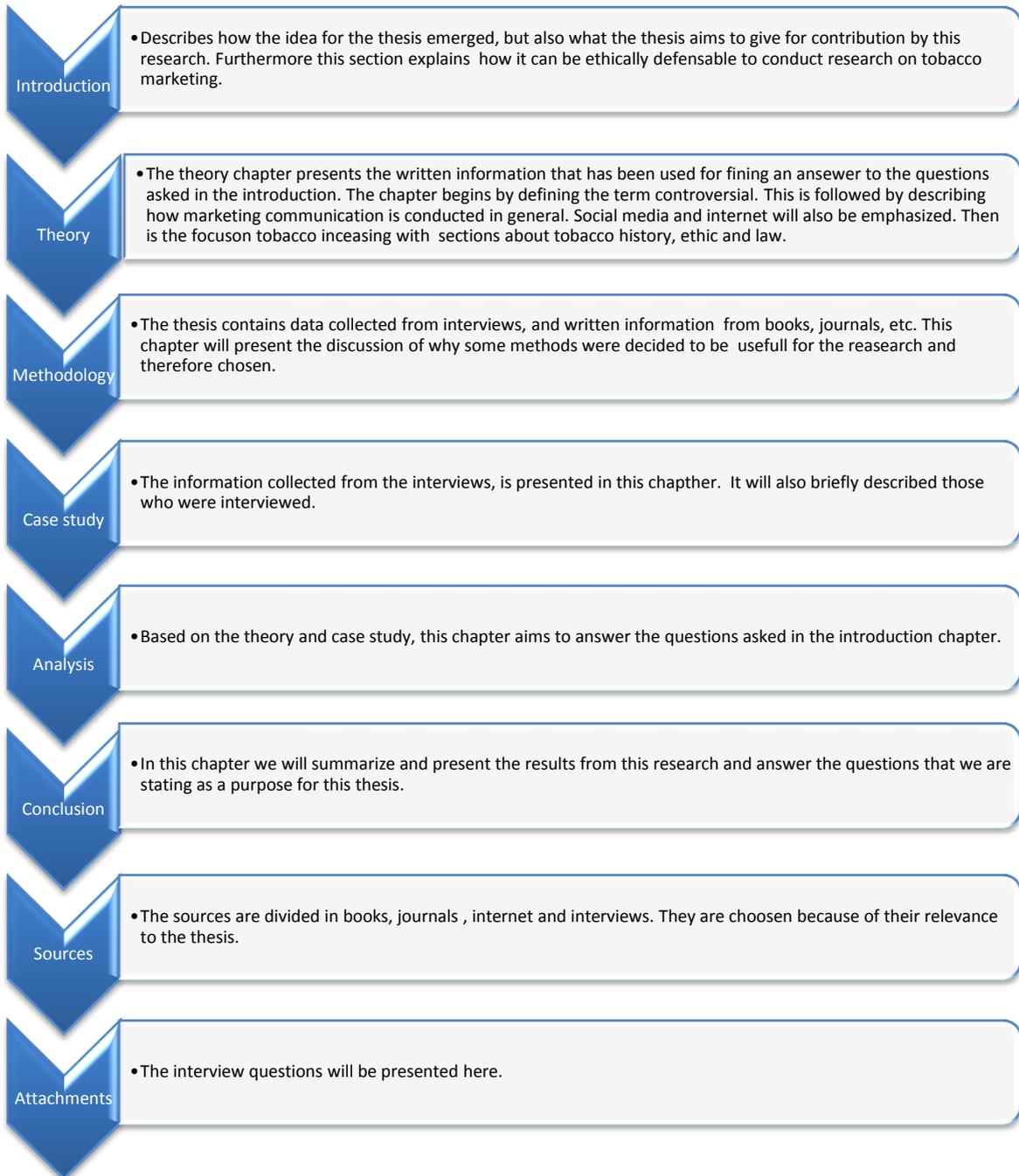
Based on this, we argue that providing information about the subject is not equal to support the tobacco industry, it could just likely be an opposite result. Furthermore, if marketing researchers would follow the ethical norm about no harm, there would be a great absence of research about many products available on the market.

1.6 Contribution

The contributions for this thesis are both theoretical and practical. The theoretical contribution will mainly be for the marketing communication literature. This contribution will be the section in the discussion chapter that covers how marketing of tobacco can be conducted when different perspectives are taken into consideration. We believe that these findings can be valuable for marketing researchers to have knowledge about other controversial products. It can help them to understand how other factors can have an impact on their marketing and how they can continue to do their work, without “crossing the lines” considering ethics and regulations.

As mentioned in the section about research ethics, both tobacco companies and anti-smoking organizations can find this information valuable. For that reason, it can also have a practical usage for these parties since they can understand why the marketing is conducted in a certain way. We also believe that those parties are interested in which methods are more effective than others and which have been used previously, since that can have an impact on the future sale of tobacco. It might also create awareness among social marketers to inform the society about the risks that are associated with this type of product.

1.7 Disposition



2. Theory

The chapter begins by explaining what makes a product controversial and why this type of products needs to be communicated. Then is a presentation of marketing communication in general, from a business-to-business and business-to-consumer perspective. It will also explain the usage of social media and internet. The ethical and legal aspects of regulations, with a focus on tobacco, will be discussed. In the end of the chapter there are important themes of the history of tobacco marketing presented.

2.1 Controversial products

It can be discussed if a certain product can be classified as controversial or not. Therefore it is needed to know what a controversial product is by definition. Wilson & West (1981) brings out a description of what can be controversial:

“products, services or concepts that for reasons of delicacy, decency, morality or even fear, tend to elicit reactions of distaste, disgust, offense, or outrage when mentioned or openly presented.”

Katsanis (1994) explains that there are two classifications of controversial products:

1. Alcohol, tobacco etc. are examples of the first classification. These products have a limited market and are known for their harmfulness. Despite this, they are still tolerated.
2. The second classification is including products that people need and use but do not speak about openly. Such products are personal hygiene, condoms, birth control etc.

The first classification is most relevant for this thesis since it is about tobacco products. Tobacco and alcohol are tolerated in the matter that the consumers are well familiar that these products exist and are sold. The consumers are not exposed to the advertising of these products, neither are they communicated openly. Controversial in this sense would imply what is legally restricted or not. Even if these types of products are tolerated; they are considered not to be appropriate for marketing communication since they bring some type of risk to the consumer.

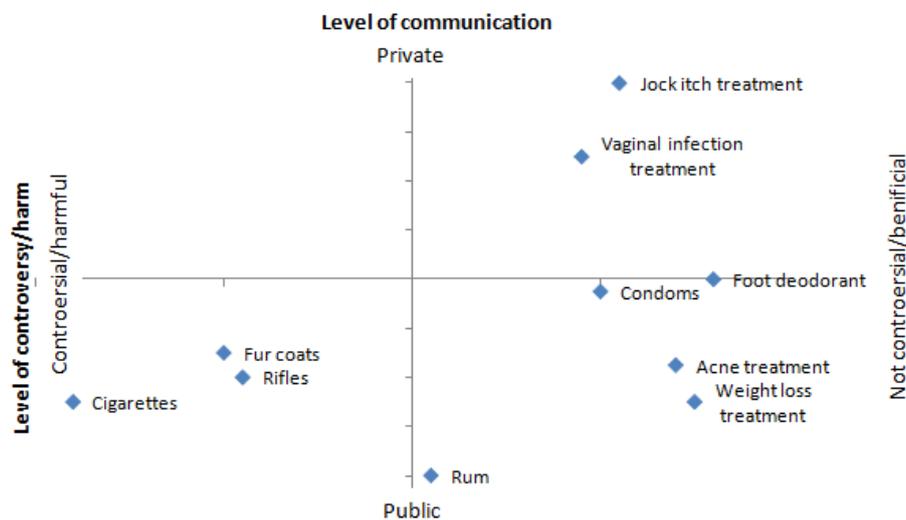
There is also an ethical perspective. Even if the products are tolerated it does not always necessarily imply that they are marketed in all channels and methods that do not collide with the law. The ethical view is playing an important role in company's decision making regarding marketing communication. Some drugs are more accepted in the society than others. This is partly related to if the drug is familiar. Alcohol is classified as a tolerated product in the society, in company with tobacco (Berry & Porter; 1986). The ethical perspective will be further examined later in the theory chapter.

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Katsanis (1994) made a research involving ten products; cigarettes; rum; foot deodorant; acne treatment; jock itch treatment; condoms; fur coats; hunting rifles; vaginal yeast infection cream; weight loss programs. These products are considered to be controversial. The products are controversial in different ways and the measurement had four components; private; public; controversial/harmful; not controversial/beneficial. The levels were; of communication and of controversy. The products are a variety of the classifications mentioned above and the result of the research is presented in model 2.1.



Model 2.1, Unmentionable Factor Map (Katsanis; 1994)

As shown in the model 2.1, cigarettes are considered to be the most harmful among all products participating in the research. On the other hand, cigarettes are not considered to be very private. The reason why cigarettes are considered to be controversial is because it is a harmful product and that the opinion is that people should not be encouraged to use the product. The products opposite to where the cigarettes are in the model are products also public but not something harmful. For an example weight loss treatment- products and medicine that are promoted in the public and talked about in the society are also not considered to be of harm. The product *per se* however, is of harm and therefore raises an issue of controversy.

2.1.1 So what is a controversial product?

Like the model 2.1 portraits (Katsanis; 1994), there are different levels of calling a product controversial. There are products that are Private/Harmful; which implies that people do not wish to talk about them openly and they are considered to be some sort of a health danger to people. The next category is, Public/Harmful; which is the category where cigarettes, fur coats and rifles are included in. These products can be spoken

about openly and can also be discussed publicly in the society. However they are considered to be the most harmful. Cigarettes; for the reason of that they are a health danger which has been proven and rifles; because it is a weapon, and should not be the focus here since in Sweden since the owners must have a license for hunting (Vapenlagen; 1996:67). Fur is one of the most controversial products though it is concerning animal rights. The third category is Private/Beneficial; which includes products like jock itch treatment and vaginal infection treatment. These products are treated as a very private matter and if it is ever advertised, they usually use the medical term or for an example call it “intimate” cream or similar in order to avoid word that people can get offended by. However, these products are beneficial since they do help people with their problems. The last category is, Public/Beneficial; including products like weight loss treatments and acne treatment. These products can be communicated openly and advertised. In the same category is also rum, however, that is not the matter of that alcohol is public but it cannot be seen as totally beneficial, just mainly because it is more accepted in the society than cigarettes.

Since the thesis is focusing on the tobacco industry the word “controversial” will implement like stated in the model (Katsanis; 1994) that it is a public item; approved by the society to discuss, but considering its harmfulness it has restrictions regarding marketing communications to the consumers and retailers. These restrictions are mainly being legal and ethical. Subsequently, knowing how marketing communication is handled while dealing with controversial products will contribute to knowing more about the creativity that lies behind it.

2.2 Marketing Communication

In this section a number of different communication tools, that could be used by tobacco companies, are presented. This will be shown in the sections business-to-business and business-to-consumer. This is because tobacco products are often communicated from the supplier (the company), through the retailer and then to the customer. Therefore is it natural to divide these two steps and present the different methods that could be used.

The marketing can have domestic-, multi-domestic-, or global orientation. The domestic orientation is used by companies who focus on marketing on the domestic market. It does not necessarily imply that those companies never sell any products abroad, but other markets than the domestic is considered to be secondary. These companies do very little effort to adjust the products in order to meet the needs of other markets. Their philosophy is often that if a product sells in their primary market, then it will sell in the secondary markets as well. Therefore, those products which are often marketed on secondary markets are quite similar to the primary market (Ghauri; 2010). The outcome of this orientation is that it is common that the customers in the secondary market have to deal with the problems that might arise since the product might not

perform optimal in other markets than the primary market (Adler & Gundersen; 2008). This problem is realized by some companies, and they choose to have the multi domestic orientation instead, which is often more complex (Gomez; 1999). These companies are aware of that their products might need adaptation, or have different marketing in different countries, hence they have a different agenda for most of their markets (Ghauri; 2010). However, some companies believe that these two orientations are not optimal for them, and they choose the global orientation. This orientation is used by the companies who consider the whole world to be one, united market. Even if these companies might have different distribution, advertising, etc., in different countries, they still have one market strategy that is global (Ghauri; 2010). Just like the two other orientations, there are disadvantages with the global orientation as well. One problem is that many products that are produced with the global customer in mind, are in reality not seen as very attractive by most customers (Grant; 2010).

2.2.1 Business-to-business communication

B2B is quite different from consumer marketing. There are fewer buyers in the B2B market and the timescale is often longer than for the consumer market. There are also similarities, for example it is in both cases people who decide if something should be bought or not. The company itself never makes any decisions; it is always one or many persons who are responsible for the decision making, just as in the consumer market. This also implies that the same persons who decides for companies make consumer decisions as well, and are affected by the same conditions (Fill & Hughes; 2007).

Kotler (2006) explains B2B sales clarifying that businesses operating in industrial markets are offering products or service that are sold, supplied or rented by other businesses. Even the manufacturers of products that are consumer products need to sell their products to wholesalers or retailers which makes almost all companies in need to handle B2B sales and marketing since they are all in a business market (Kotler; 2006). Cigarettes, alcohol, toys, medicine etc. have all been classified as controversial products earlier in the thesis; however, they are also consumer products. Therefore, like Kotler (2006) explained, these products need to be sold to retailers and wholesalers.

B2B trade is nothing unusual and it is a familiar phenomenon. Nevertheless, the value creation of each company has taken on an innovative and service minded approach. Before; the retailers would be costumers of the supplier, however after the new intake of being a service dominant in every aspect the relationships have changed (Vargo & Lusch; 2010). Previous research on marketing controversial products is mostly targeting how the marketing communication reaches the end-consumers. Yet, the restrictions against marketing tobacco or other controversial products are severe and therefore the industries that are producing and selling products that include marketing restrictions are nowadays targeting other businesses: their retailers.

Vargo and Lusch (2010) make the difference between the “goods-dominant” and the “service-dominant” way of making the B2B marketing mainstream. Goods-dominant implies that it is producer versus the consumer where there is exchange being conducted. The producer was usually responsible for delivering the goods to the consumer, however since development progressed there are now intermediates who are handling the sale to the consumer. Then the roles of each party got diffuse since the direct trading disappeared and was also handled by a party that requested their share (Vargo & Lusch; 2010). This is the reason why companies became more “service-dominant” since it implied that the relationships between the businesses changed.

In today’s industries there are more advertisements and promotion about value and creation of further value. How to create value is subjective to each area in every company. Some create value through innovation and some through change in the internal process, all depending what is wished to achieve and who to target (Besanko, Dranove, Shanely & Schaefer; 2006). This is also how the “goods-dominant” strategy is slowly beginning to be in the shadows. Vargo and Lusch (2010) also believe that B2B is becoming mainstream and that most marketing is conducted like that because people need each other’s competences and resources. Dealing with another business means making a partnership and having access to more resources or even better than the company’s own.

Mass media is more used in communication towards consumers rather than companies. If mass media is used in B2B communication, it is most often targeting a single industry, which is also different from the consumer market which is often targeting several segments. Personal selling is more common in B2B than the consumer market. This mainly depends on that there are fewer buyers in the B2B market and the value of an order is often greater than in the consumer market as well (Blythe & Zimmerman; 2005). The sales representatives for the tobacco companies are considered to be a very important group of the company. They work with making the brand visible in the store by negotiating about shelf space, providing displays, etc. Another task is to monitor whether the retailers follows what the two parties have agreed upon (Lavack & Toth; 2006).

One method for B2B communication is trade fairs. There are many objectives for companies participating at a trade fair. Selling products is one of these objectives, which is more important in some industries than other. Another important objective is that there is an opportunity for the participating companies to work with their relationships towards their partners. A trading-fair is often quite intensive and the participants are showered with information, which is not an effective way to communicate. Another implication that trading-fairs are not entirely positive is that it is easy to compare the

different offerings from the competitors (De Pelsmacker, Geuens & Van Den Bergh; 2007).

2.2.1.1 Relationship marketing

Relationship marketing is a relatively new strategy of marketing and there is research which show that an increasing number of companies are becoming dependent of each other and the kind of the relationship between the companies make a great difference (Ford, Gadde, Håkansson & Snehota; 2003). Ford et al. describes that a business relationship is not based on how the companies perceive each other but how they behave towards each other. The main factor to be considered is time and how the behavior is over time. Even in business relationships there is more value to a long-term relationship, however, like in all other relationships this takes work and trust to make it work (Ford et al.; 2003).

The reason why companies today treasure and aim towards a long-term relationship with their retailers; is because it comes with benefits. These benefits are to use the relationship as a device to achieve efficiency, innovation and to have influence on others (Ford et al.; 2003). Every business wishes to make revenue and efficiency usually implies cost reductions. Regarding innovation it has always paid off being the first with something on the market. Since a relationship implies having, in some cases, access to each other's resources and having an influence, it makes a positive difference to the businesses.

A relationship's development includes four stages that businesses go through. The first stage is; the pre-relationship stage. During this stage the expectations of going in a relationship with the other party can be determined. Ordinary questions that are asked during this stage are; what will we both get? How much do I need to invest and do I need more competence? Trust is another thing that the parties question before entering into the relationship. The second stage is; the exploratory stage. This stage implies investing time and learning what need to be the level of the relationship. The third stage is; the developing stage including the growth of the relationship. The developing stage is where the trust is built and where the previous agreement on which transaction should be conducted done. The final stage is; the stable stage which is the last step where there is already an established a routine. According to Ford et al. (2003) this stages are the normal procedure of a growth of a relationship. When the companies reach the last stage, the relationship includes trust between them and that is when they can take advantage of each other resources in order to create a better business.

2.2.1.2 B2B and relationship marketing

It was stated in the previous sections that the B2B approach is increasing within marketing. The importance of business relationships that researchers have recently been discussing describes the benefits that a company can get from its suppliers is;

rationalization to increase efficiency and development to improve effectiveness (Ford et al.; 2003). These aspects are results of what is mentioned in previous sections about relationship marketing and seeing the relationship as a device that can generate benefit (Ford et al.; 2003). Rationalizing can be a help in order to make a decision and can be used when identifying the most suitable solution and to improve the performance. Development to improve effectiveness is mostly about using the resources and making a plan on how to use them so there will be no spillover of energy or capacity (Ford et al.; 2003).

Lages, Lancastre and Lages (2008) present the B2B-RELPERF scale which is used to make clear the dimensions of a relationship in a B2B relationship and what is important for it to affect the performance of the businesses. The dimensions are; relationships policies and practices; trust in the relationship; relationship commitment; mutual cooperation and; relationship satisfaction. These dimensions were chosen because they are considered to be the most important factors of a relationship (Lages et al.; 2008).

Relationship policies and practices; are according to Lages et al. (2008) one of the most important dimension of a B2B relationship though it is a way to set ground rules of the relationship and that the parties involved feel that they are treated by respect. Policies and practices usually include ethical values.

Lages et al. (2008) explains trust like;

“Willingness to rely on another party and to take action in circumstances where such actions make one vulnerable to the other party”

Trust; has always played an important role in a relationship and gives the parties feeling of connection and it is easier to conduct work when one part rely on somebody else to fulfill their commitments. Trust is also in some cases the result of shorter decision making processes.

Relationship commitment; is to strive for a long-term relationship. A long-term relationship is beneficial for both parties though it makes the relationship more stable and offer more knowledge about the market(s) that the parties are operating in.

Mutual cooperation; is need as the relationship gets more and more intensive. The parties need to consider that cooperation is more beneficial than individual work in order to succeed with the cooperation.

Satisfaction; is emotional and rational dimension of a relationship. Feeling satisfied with a relationship gives the businesses an incitement to go forward with the relationship and a desire to develop the relationship.

Lages et al. (2008) suggest that the B2B-RELPERF scale is used to improve and measure performance. It is shown in the results that relationship marketing is used as a value-added aspect but should be used to every relationship to improve the business through the loyalty that comes from having the dimensions of the B2B-RELPERF scale (Lages et al.; 2008).

This theory shows that there is a lot of work that is invested in a B2B relationship in order to make a beneficial marketing progress.

2.2.2 Business-to-consumer marketing

Business-to-consumer (B2C) is when a company is selling or providing a product or a service to the end-consumer. Ford et al. (2003) explains that the benefit the company gets from a customer is the value it has right now and what value it can generate in the future. Value can be significant to different things but according to Ford et al. (2003) creating value can also imply working on the intangible assets of the relationship. Ford et al. (2008) also explain that in order to managing a relationship with a customer the company should assess it. The dimensions of assessing a relationship are; history and current stage; potential and investment; atmosphere; network; current operations; and communication.

The assessment of the relationship is to be done because there are promises and agreements made before entering into the relationship. There are also expectations from both the supplier's and the consumer's side that should be assessed that they can be fulfilled (Ford et al.; 2003).

2.2.2.1 The assessment of a B2C relationship

History and current stage; is important when starting to assess the relationship. The importance of how is their history; have there been any bad experiences? Have any major changes that affected the relationship negatively? Other questions that should be raised in this dimension are; why the relationship was started and what are the expectations? These questions are important also to view the current stage that will tell us how the involvement is between the different parties (Ford et al.; 2003).

Potential and investment; is to review the relationship from both parties to realize if there is potential to grow, expand etc. or if the relationship needs investment. Investment can be both regarding new technology and usage of sources as well as an investment in the actual relationship meaning intangible investments. Atmosphere is; the measurement of commitment in the relationship. The attitude, the dependence and previous experiences with conducting business with each other is the key factors to the creation of what type of atmosphere will there be in the relationship. What kind of network the parties have; is of the importance to both the supplier and the customer on

order to see how big their market is/can become. Current operations; is need to oversee the whole overall strategy of the relationship. What can be offered and what is needed? These are the question most need for this assessment dimension.

Communication; is one of the most important dimensions though it is needed to make the agreement before entering into the relationship. Ford et al. (2003) explains communication between businesses is usually intense, varied and two-way. Having clear communication removes the issue of misunderstanding the other party and in that way avoids conflicts. Good communication should be assessed in order to be able to fulfill the expectations from the parties (Ford et al.; 2003).

Assessing a relationship to the consumer is the way of keeping alert and being able to make the change before the relationship get a negative turn. The dimensions mentioned above helps with that issue.

2.2.2.2 Customer motivation

A purchase is not solely dependent on the quality of the marketing communication; the customer must be motivated to purchase the products as well. This section will accentuate two of the many perspectives that discuss the theme motivation. Firstly by projecting the statement that conflicting motives affect the purchase decision, and then connect this with the Tomkin's model which is more focused on tobacco.

The purchase can be affected by a conflict between the different motives that the customer might possess, especially common if the motives have the same strength (Salomon, Bamossy, Askegaard & Hogg; 2003). There are three different situations that the customer might face. The situation that is most pleasant for the customer is the approach-approach situation, since the customer chooses between two interesting alternatives. The opposite situation is avoidance-avoidance, which is unpleasant for the customer. In this situation, the customer is caught between two unattractive alternatives. The third situation, approach-avoidance, is a combination of the other two situations (Michman, Mazze & Greco; 2003). To illustrate this, three different tobacco-related situations will be presented. A dedicated smoker, with no thoughts of giving up smoking, is choosing between two different packages of cigarettes. Since he likes them both, this can be described as an approach-approach situation. However, if the smoker begins to consider the effect that smoking can have, he might find himself in an approach-avoidance conflict. He wants to continue smoking, but still wishes to avoid the effects. Suppose that he cannot stop smoking since he knows that he will get abstinence, but at the same time does not want to smoke anymore. In that case, he has an avoidance-avoidance conflict.

The state of pleasure, unpleasantness, or the combination of them both, which all were described above, can be discussed further by the Tomkin's Model. This model describes

different motivations for smoking, for example the positive and the negative effect. The former implies that smoking can increase the pleasantness of an already enjoyable situation, for example celebration. The negative affect covers those who smoke to decrease the unpleasantness in a negative situation. Those smokers get different results from smoking, some might smoke to make the problem less unpleasant or painful, while others smoke because they feel that smoking helps them to cope with the problem (Gilbert; 1995). Tomkins also described two other motivations. Habitual smoking is when smoking is a habit, but is not essential in the smoker's life. The fourth motivation is addictive smoking, which appears when smoking is so important for the smoker that he is negatively affected the moments when he is not smoking. This negative feeling can be reduced when he smokes (Russell, Peto & Patel; 1974).

2.2.2.3 Consumer choice

There are some factors that can affect the choices that the customers make. The situation when the customer makes these choices is affected by the choice process and the consumer. Other factors are the characteristics of the product and its relation with the customer. The involvement in these relationships varies between different products. There are two factors related to the purchase; the advices that are given with the purpose and the characteristics of the point-of-purchase (De Pelsmacker, et al.; 2007).

The decision making process has four steps, which are presented in model 2.2 from Liljenwall (2004). Initially, the customer is exposed to the product and if that exposure was successful, the customer feels motivated. These two steps result in that the customer feel that he or she has a need for the product and then decides whether to purchase the product or not (Liljenwall; 2004).



Model 2.2, Framework of Consumer Decision Making, (Liljenwall; 2004)

2.2.2.4 Point-of-Purchase

The promotional material in the place where the products are sold is called point-of-purchase communication (POP). It can be basically anything from printed material to the music played in the store (De Pelsmacker et al.; 2007). The supplier delivers value to the retailer, who later delivers value to the customers. The retailer area has a great importance for the products. The value must be communicated to the customers by the retailers, otherwise is much of the value-creating efforts from the supplier undone (Kosaka & Shiizuka; 2009). POP is especially important for tobacco companies since the law makes it difficult for them to market themselves in most other media (Lavack & Toth; 2006).

POP is becoming increasingly important. One reason is that people spend less time in their homes than before, and therefore is it becoming less effective to try to reach them at home. Furthermore, many customers have not made a definitive decision on what to buy when they enter a store. When the customers are in the store they are often influenced by the environment in the store and feel that they have further needs to that degree that approximately one third of all unplanned purchases can be connected to POP (De Pelsmacker et al.; 2007). If the customer's favorite brand is out of stock, he or she might buy a competing brand if there are good POP communication (Liljenwall; 2004).

The companies can create a synergy effect by combining POP with other advertising that the customers have seen in other media. This can actually increase the sale with more than 100%. POP can help the consumers separate a brand from the advertising clutter that they face every day (De Pelsmacker et al.; 2007). Busy or stressed customers can easier make their buying decisions if there is POP-communication (Liljenwall; 2004). It can also attract consumers to the store and then inform them about a product or a brand. Another aspect of POP is that it affects the image of both the products and the store (De Pelsmacker et al.; 2007).

The different tools for POP communication can have various effects on the customers. A study conducted in USA shows that most customers are attracted to samples, and a majority tries these samples when they see them. Approximately 13% of the customers who try the samples buy the product. Another effective tool is coupons, which is often more effective than an equivalent reduction of price. Furthermore, most customers like mobile elements more than static on the displays. This can actually increase the sales with over 80% (De Pelsmacker et al.; 2007). How the products are presented is one important tool for POP communication. It is important to consider the shelf space devoted to each product. A study shows that the sales can increase between 19-39% if a product gets more shelf space. Furthermore, if the product is displayed at more than one location, the sales can increase to more than 240%. There are other aspects than shelf-space that can affect the sales, for example position on the shelf. There are two positions on a shelf that are preferable; at eye level or right to the products from the leading brand. Packaging is also an important tool for POP communication. Even if it is important to have a package that gets attention from the customers, it does not necessarily imply that the customers like it. Since a package only gets a few seconds of the customers' attention, it is preferable to have a relatively simple package without too much information (De Pelsmacker et al.; 2007).

The POP communication is also different for different products. A customer who intends to buy something expensive that he or she is unfamiliar with needs to have more

information communicated than the customers who buys something familiar and less expensive (Liljenwall; 2004).

2.2.2.5 The perception process

The perception process begins when a person receives some kind of stimuli by one or several of his senses, which can be described as input of information. (Sahaf; 2008,) Some stimuli is more likely to get attention than other since there are some factors such as size, contrast, familiarity, repetition and intensity that can affect the likeliness of something being noticed. (Hellriegel & Slocum; 2007) This is consistent with the theory of POP, which was mentioned previously, since it also suggests that repetition and consistency can increase the impact of communication. At this stage is most information screened, and only a minor part is considered to be enough important to keep and organize. During the organization process, the remaining information is sorted and grouped with similar information (Sahaf; 2008). This grouped information is later interpreted by the person, and since this is also based on current attitudes and experiences, all interpretations are individual and unique (Salomon et al.; 2003).

The perception process can be a valuable tool for managers. If they are aware of how the consumers interpret the information, they can use that knowledge when making communicating their offer (Hellriegel & Slocum; 2007). If the marketer can distinguish what the customer perceive as the most important feature of a product, the marketer can take advantage of that (Salomon et al.; 2003). For example, if a marketer at a tobacco company finds out that the reason for why customers buy their products is that the cigarettes give them a feeling of freedom, then the marketer can use this finding to communicate freedom in the advertisements.

2.3 Communication through social media and the Internet

The Internet has become a huge success and nowadays the internet users are using the internet for more than just entertainment. Social media is a relatively new phenomenon that has had the so called “boom”-effect which has become common usage for the effect of something growing or increasing fast. Ström (2010) gives examples of which are the most popular ways of being included in the social medial, for example: having a homepage; blog; newsletter (through email); Facebook; Twitter; YouTube; and Flickr.

Today most companies have their own webpage which they refer to in order to give their customers an easy way to all the information and more and more companies are referring to Facebook or Twitter on their webpage. Blogs are new powerful marketing tools. There are different types of blogs; personal; business niched; technology; political; special theme blogs etc. The power of blogs is that they are usually written by people which present their opinions in the blog. Word-of-mouth marketing is created by blogs too. Having a niche on a blog makes it more attractive and organized so that the

consumer or interests of a product, brand, service etc. can find the blog easier (Ström; 2010). Companies make the choice to advertise on the blogs because it has shown to be a very lucrative way to market the products (Ström; 2010). Newsletter is when the customer gets the news of what is new in the company in their own email box so it saves them the trouble of visiting every company's webpage.

Facebook, Twitter and YouTube are the new and most controversial media channels to access (Ström; 2010). Facebook is a community where friends can socialize through the web. Ström (2010) even says that "everybody" is on Facebook, meaning it has become a common social media channel for people. YouTube is a video portal where people can upload their videos and more and more companies are taking advantage of the fact that it can upload commercials of their products which can reach a large amount of customers but it is cheaper than buying a TV-commercial. Twitter is a comment site where the users have 140 signs to express themselves. It can be bound to their account on Facebook so that they are synced (Ström; 2010).

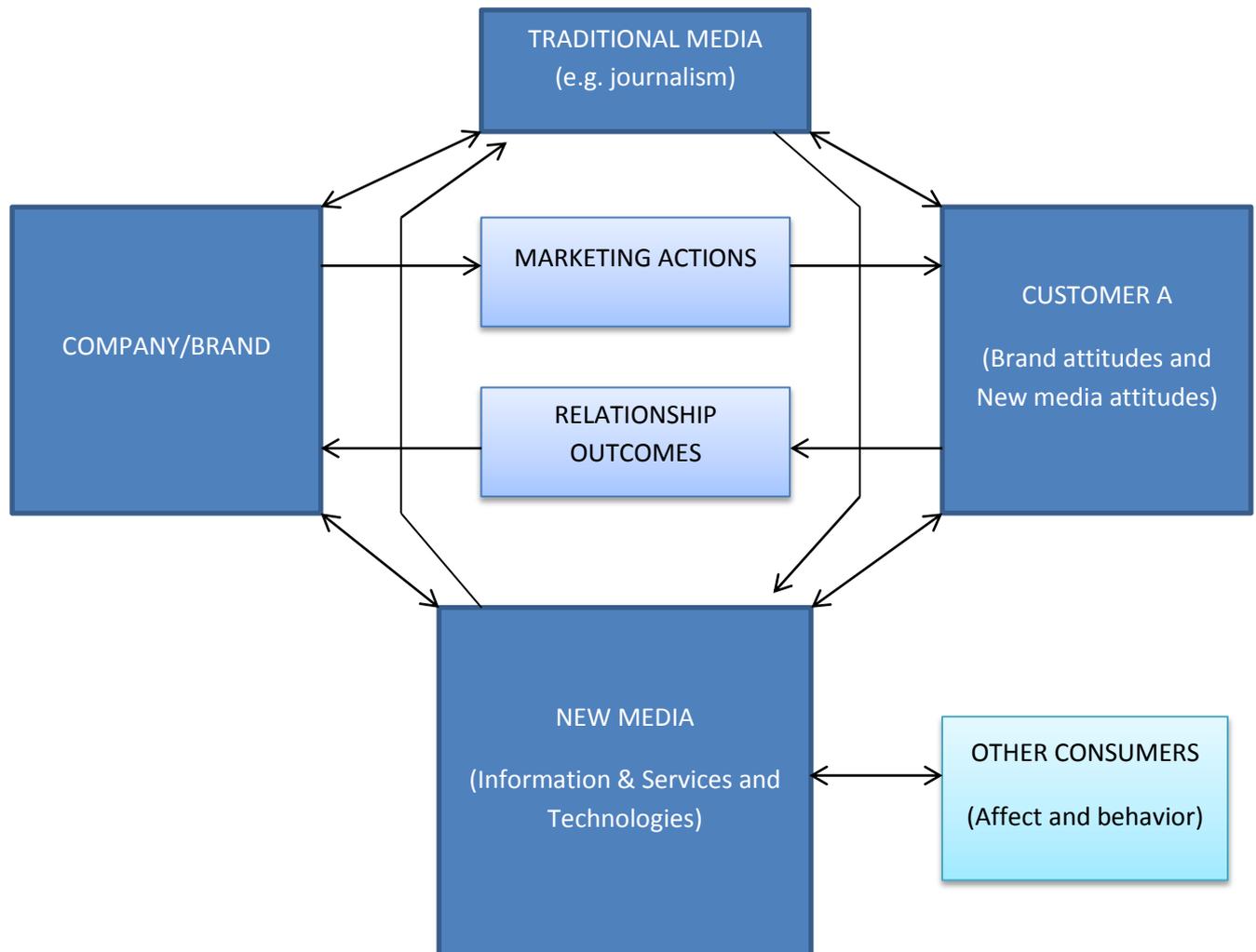
2.3.1 The influence of social media

Facebook, Twitter and YouTube have become a common way to communicate through. The companies are also using these channels in order to communicate better with their consumers. However, it is not only the consumers who are actively using social media as a tool for communication, now the companies have realized the effect it can bring them and more and more companies are using the tools efficiently (Hennig-Thurau et al.; 2010). They can use the social media to promote and distribute their products and services while at the same time get direct evaluation of it. The so called "new media" is fast and does not necessarily need a computer to make a statement on the web; today people have access to social media through their mobile phones. This gives both the consumers and the companies a way of reacting faster and promoting faster (Hening-Thurau et al.; 2010).

Marketing Communication on Controversial Products

A case study on the tobacco industry

Authors: Soraja Hadzalic, Anna Åkervall



Model 2.3 Conceptual Pinball Framework: Effects of New Media on Customer Relationships (Hening-Thurau et al.; 2010)

Model 2.3 is a simplified model from Hening-Thurau et al.'s (2010) research on how new media affects customer relationships. Traditional media affects both the company and the customer and so does the new media. However, new media is also reaching out to other consumers through e.g. social media which connects more to the customer's social-psychological behavior and emotions. The company uses market actions and different tools to reach the customers and the customers return the effort by building a relationship which generates profit in the end. The aim of the model is that with new media, new customers can be gained (Hening-Thurau et al.; 2010).

2.3.2 The impact the web has on the market

Berthon, Ewing, Pitt and Naudé (2003) suggest that handling business on the web is both value-adding and cost-cutting. It is easier for the customers to search for products, make comparisons and to get information about the product/service beforehand. Having an opinion on the web is easy and the companies must follow their own popularity to know why it worked or did not work to sell a certain product. Berthon et al. (2003) give examples of aspects that make it more cost-efficient; search cost; bargain cost; information cost; decision cost; enforcement cost; and policing cost.

By using the web for business the search cost can be reduced since people can look for all products faster and compare them. The bargaining cost becomes smaller since people can compare prices easier and can use that as an argument for lowering prices. The whole usage of the web and social media has provided us with great information that is easy to find. This includes reviews and thorough information about a certain product. The decision cost reduces with the ability to compare the products, services and even the suppliers. Policing- and enforcement costs are becoming lower to the fact that the product is reviewed directly and that if a problem occurs it is widely known thanks to the web (Berthon et al.; 2003).

2.4 Ethics and legality

When discussing controversial products, interesting questions might arise concerning the relation between ethical and legal aspects of the products. Therefore, these two are combined in this section. If something is legal it does not necessarily mean that it can be considered to be ethical. Furthermore, there are things that are illegal, but they can still be defended from an ethical point of view. Additionally, things can be both illegal and unethical at the same time or legal and ethical. This can be illustrated by using the framework illustrated in the model 2.4 (Lane, DiStefano & Maznevski; 2006).



Model 2.4, Framework for Classifying Behavior (Lane, DiStefano & Maznevski; 2006)

There is a battle between ethics and the law in the upper left quadrant, which result in that people have different opinions about products that belong into that area. It is common that the problems that arise there are solved by consulting the law, rather than ethics. One reason for this is that it takes more time to consider the ethical aspects, and therefore are fewer companies interested. The same problem is similar in the lower right quadrant; the companies prefer to consider the legal aspects before the ethical. The difference is that this area contains products that are legal, but still considered to be unethical (Henderson; 1993). An example of what could be categorized to this quadrant is the question why the space-consuming tobacco plantages are allowed in places that could be used to grow food instead (Berry & Porter; 1986). It is easier to work with products in the other two quadrants, since the law and the ethics share the same opinion about these products. However, it is not always a simple task to decide where something should be categorized in this framework. It is not just dependant on what it is, but also how it is done (Henderson; 1993). One example of the problem is corporate social responsibility (CSR), since it can be discussed if it is ethical or not. The promoters of CSR argue that companies should work with CSR since it is the companies moral obligation, it can affect the reputation, etc. It can also be argued that the companies and the society need each other, and therefore is CSR important. On the other hand, many companies who work with CSR never investigate the impact of their actions. Therefore, it is difficult to state that all CSR actions have been successful and worth the money spent (Kramer & Porter; 2006). Furthermore, it can be argued that it is unethical to spend the shareholders' money on activities that they have not agreed upon (Grant; 2010).

2.4.1 Grounds for ethical marketing

If a marketer has any doubts whether an action is ethical or not, he can use one of the many rules or guidelines that are developed for marketers in that situation. The fact that there actually is something that makes the marketer uncertain about the ethical aspects implies that it should be questioned (Laczniak & Murphy; 2006).

The two rules, called the golden and the silver rule, which can be helpful for the marketer. The golden rule suggests that the actions that the marketer perform, is the same as the marketer want other to make towards himself. The silver rule says that a marketer never should harm anyone by purpose (Laczniak & Murphy; 2006). The content of the later rule can also be found as one of the ethical norms at the American Marketing Association's homepage (American Marketing Association; 2011).

Those who need some guidance concerning the ethics of their marketing have many other rules and guidelines to turn to. One way to work with the problem is to consider what other marketers would think (Laczniak & Murphy; 2006). There are guidelines available, for example on the AMA homepage (American Marketing Association; 2011), that the marketer can use. Furthermore, the marketer can ask himself if the

decision could be appreciated by the company founder, or even his own mother (Laczniak & Murphy; 2006). There are many other guidelines to consider when working with marketing ethics. The guidelines can concern a special marketing method, for example the Swedish Direct Marketing Association, SWEDMA, has released guidelines for mobile marketing (SWEDMA; 2010). The guidelines can also be written for a certain type of companies or occupations, for example are have both Svenska Spel (Svenska Spel; 2008) and BAT (British American Tobacco; 2010) made their own guidelines which are harder than what the law requires. Another form of guidelines are those who are highlighting the ethical marketing toward special groups, for example children, which is included in the guidelines from for example SWEDMA, Svenska Spel and BAT. So the marketer should consider at least these three factors; the marketing method, the product and who the receiver is.

2.4.2 Information and persuasion

In generally are there two different types of advertising it is either informative or persuasive. Information is generally perceived to have a positive effect on the efficiency of the economy since it provides knowledge to the parties involved in a particular transaction. On the other hand, it is sometimes argued that the persuasive advertisements can be unethical since it is an attempt to sell something that the buyer might not need. It is a difficult task to determine if an advertisement is pure information or if it is trying to persuade a potential customer. One example of this is advertisements of tobacco that basically only show a package of cigarettes. At first glance, it could be classified as information communicating that the product exists and how it looks, and that might be perceived as making the market more efficient by providing knowledge. But considering how much resources are put into making a package look alluring to persuade people to purchase, it might be more correct to classify it as persuasive advertisement (Chapman; 1996).

There are other arguments why something that is initially perceived as information can be biased or contain persuasive elements. One argument is that it is impossible to provide all information about a certain product. Therefore, the company behind an advertisement can decide what information should be included and which parts of information that should not highlighted. It could be argued that this could be a tool for tobacco companies to bias the information they communicate and therefore criticize them. But since there always is a limit of how much space or time advertising can have, no company can provide complete information about their product. Therefore, by criticizing a tobacco company for bias their information, it is also to criticize the basic conditions of all advertisements (Chapman; 1996).

2.4.3 Should everything be advertised?

It can be discussed if all products and services should be able to be advertised under the same conditions, or if looking at the other extreme, only good products should be advertised. This also raises the questions of what a good or bad product is, who has the right to make this classification, and who should have the responsibility for consumption.

In Sweden, tobacco advertising is very restricted. The tobacco companies are not allowed to have commercial advertisements in TV and radio that is covered by the radio- and TV-law, or in any periodical scripts (Statens Folkhälsoinstitut; 2009). Tobacco related sponsorship of a public event is forbidden (Statens Folkhälsoinstitut; 2009). Some tobacco manufacturers have agreed to adjust their advertising to limit the exposure towards children (Chapman; 1996). For example, British American Tobacco works with marketing standards that prohibit them from be in any prints which have less than 75% adult readers (British American Tobacco; 2010). Even if these limits exist, there are always some children who see these advertisements (Chapman; 1996). There are also restrictions of how the package should be designed. The package must have a warning text in Swedish, informing where the product is made and - if it is cigarettes – what they contain (Länsstyrelsen; 2010). This was actually compulsory already in the 1970's, according to the law 1975:1154 (Sveriges Riksdag; 2009). Cigarettes are not allowed to be sold individually or in packages containing less than 19 cigarettes (Notisum; 2010).

The store is not allowed to have any tobacco advertisement outside the store. However, they are allowed to have it inside the store, as long as it is not encourage purchase or is assertive. Furthermore, there are strict regulations for stores selling tobacco. All stores that sell tobacco must report it to the municipality. The municipality inspects these stores and it is the stores who finance this by paying a yearly fee. The sellers are not allowed to sell tobacco to anyone younger than 18 years or if they suspect that the buyer is going to give the tobacco to someone younger than 18 years. All stores who sell tobacco must have a visible sign telling that they do not sell to people who are younger than 18 years old. The same rules as traditional over-the-counter selling are applicable if the tobacco is sold in a vending machine or mail order. If tobacco is sold to someone younger than 18 years or the products are sold with incorrect information, the seller can be sent to prison for highest 6 months or pay a fine. If the tobacco law is not followed, the products can be confiscated until the seller follows the law again (Länsstyrelsen; 2010). The law covers more areas than just retailing and advertising; it is also restrictions of where people are allowed to smoke. There are many places where smoking forbidden and it is the persons who owns or disposes these places that are responsible for that they are smoke-free. Some of the places where smoking is forbidden are schools, daycare and schoolyards hospitals, busses, train and other public

transportation, restaurants, cafeterias, bars There are some exceptions, for example it is possible to have a special room for smoking at a school, but only if the student does not have access to it (Molander Gregory; 2009). There is an interest to take further actions against smoking. Some events that have been smoke-free during the last years are the World Championship in Athletics in Gothenburg (Riksidrottsförbundet; 2010), and most events at Malmö Arena (they do offer a special room for smoking at a few events) (Malmö Arena; 2010).

Just like in Sweden, governments sometimes try to protect the citizens by making regulations on some products, for example tobacco. They do so if they, for example believe that the citizens do not possess enough knowledge about the product. It can be argued that it is a paradox that a government can allow advertisements of cigarettes if the government at the same time also is trying to reduce smoking, since a tobacco advertisement is not only promoting a particular brand but also promoting smoking. The opposite to this is those who argue that it is not the governments task to decide what people do but that it is the individual who should take responsibility for his or her own acts. Some even argue that marketing is free speech, and therefore should not advertisement of tobacco, alcohol or anything else be restricted by law (Chapman; 1996).

By implementing a law that is restricting a certain product does not automatically guarantee that the sales decrease. A good example of this is when a report about the health hazard of smoking was published in the mid 60's in USA. The result was that two laws were implemented; The Cigarette Warning Label Act and the Radio Cigarette Advertising Ban. However, the sales of cigarettes continued to increase and the profits increased for the companies within the industry. This phenomenon, which most likely was an unwanted effect, can be explained by the fact that it was not just the tobacco companies who were affected by the restrictions, but also the anti-smoking-organizations. They were not longer allowed to advertise as they used to, due to the restrictions and therefore could not communicate effectively enough (McGowan; 2008).

2.5 History

This section presents some important occasions in the history of tobacco marketing. The information is subordinated into categories which all present themes that are important and relevant for tobacco marketing, and to present how the communication is different nowadays. The first part contains a brief presentation of how tobacco became an industry, but more importantly, which methods were used to market the products. Another interesting aspect of how the communication has changed is presented in the section about how the companies used to market tobacco as something healthy. This is followed by some sections highlighting some methods; gender, icons, media and

sponsorship that have been used during the years and some are still used to some extent.

2.5.1 Early marketing methods for tobacco

Humans have been using tobacco for a very long time. When Christopher Columbus traveled to America in 1492, the Indians offered him dried leaves. Tobacco entered Europe a few decades later, and approximately 70 years after Columbus exposure to tobacco, there were tobacco plants growing in many European countries (Goodman; 1993). Tobacco was first mentioned in Sweden in 1601, and the monopoly of tobacco trade were launched 1641. To decrease the import of tobacco, it was ordered in 1724 that all the cities in Sweden should devote some land for growing tobacco. At that time, snus was very popular in both Sweden and other parts of Europe (Well at Work; 2008).

Tobacco did become increasingly popular after a tobacco rolling machine was invented in 1880 by James Bonsack. He began working with James Buchanan Duke (Cordry; 2010). The cigarettes they produced were called “Duke of Durham” and there were baseball cards in the packages (Cold Spring Harbor Laboratory; 2010). Many companies began to make cigarettes around this time, and one of the earliest motion picture commercials is actually about a tobacco brand, Admiral Cigarettes (Sanderson; 1977).

During the years, there have been a number of innovative methods of marketing tobacco. One of the early attempts of this kind of marketing was when the American Tobacco Company created advertising space by letting horse-drawn stages show advertisements for their products. This turned out to be an unsuccessful method, since the company was sued by New York (Petroni; 1996).

2.5.2 Communicating health

Nowadays the advertisements for tobacco show a text warning the consumer of how smoking can affect the health. This is practically the opposite of how the communication was for a long time in the 20th century. As mentioned previously in this section about history, Lucky Strike promoted their cigarettes as good for both the throat and preventing cough. This was not the only advertisement communicating a healthy message. The advertisements for the brand Old Golds referred to that the dentists could explain why their brand made products that were especially good for the teeth. Camel stated that their products would not harm the throat, and even that it was the most popular among doctors. L&M said that their products were what the doctor would recommend. Another example is that Philip Morris, 1939, marketed their products to be good for both the throat and nose (Tobacco Control; 1998). Today, over 70 years later, Philip Morris has a different message. On their homepage they states both that tobacco is addictive and it can be difficult to stop smoking and the dangers of secondhand smoke (Philip Morris International; 2011).

2.5.3 Target by gender

Most smokers in the beginning of the 1900's were men, but cigarettes soon became a symbol of freedom for many women. The tobacco companies soon understood that women could be an unexploited market and made huge efforts to target this group. One example of how the companies tried to promote that trend was to have women on the Easter Parade in New York 1929 carrying signs that stated that cigarettes were a torch of freedom. Furthermore, by making advertisements especially targeting women, the companies could speed up the process of making female smoking acceptable in the society of that time (Goldman, Hatch; 2000).

The marketers of cigarettes worked heavily on the image of the products by positioning them as either for women or for men. The products declared both freedom and success for the women who smoked (Goldman, Hatch; 2000). Since being slender and healthy was important issues for women at that time, some brands communicated that their products was a better alternative to candy. One advertisement for Lucky Strike, featuring a slender woman riding a horse stated that the cigarettes could help against cough and even be good for the throat. An interesting parallel is that the brand had an ad with a similar written message targeting the male consumers. The difference is that this advertisement it featured a captain with a ship in the background, communicating heroism, instead of the sporty woman from their other advertisement who promoted slenderness (Marchand; 1985).

2.5.4 Icons created by the brands

The Marlboro Man, first appeared in the mid-50's, is not only another example of how the marketers used gender in their communication, he is also an example of a successful way of marketing by promoting icons. Even if the Marlboro Man initially, with his brand new clothes without any sign of wear, was not very authentic as a cowboy, he became one of the big advertising icons of the last century. It was not by coincidence that the company chose to use a cowboy as an icon for their brand; cowboys had been popular for a very long time in both books and movies. Therefore, every time someone saw a western movie or read a book about cowboys, that person could be reminded of the Marlboro Man (Blaszczyk; 2008). A few decades after the creation of the Marlboro Man, the company making Camel cigarettes tried to create their own icon. Their icon from 1987 was called Joe Camel, who was created to attract young smokers, since most of their recent customers were relatively old. He was successful in that sense that he managed to attract the youth, however, the brand got many enemies among anti-smoking groups. When Joe Camel was withdrawn after ten years, former President Clinton said that advertising like that should not be exposed to children (Viscusi; 2002). At that time, Joe Camel was so popular that a website was dedicated to the saving of the icon (Jennings; 2009).

2.5.5 Tobacco in media

During the years, tobacco has appeared in movies and movie titles, on album-covers, and together with celebrities. In the 50's, celebrities like James Dean were smoking (Rabinoff; 2006) and a few decades later, the many fans of Beatles could see their idols smoking cigarettes (Lange; 2007). Furthermore, many music albums have covers showing cigarettes, for example the iconic Van Halen album 1984 that features a baby holding a cigarette in his hand (Christe; 2008). A number of movies have tobacco related titles; "Thank You For Smoking", "200 Cigarettes" and "Coffee and Cigarettes". The latter is a movie where the viewer can see a number of celebrities, such as Iggy Pop, Steve Buscemi and Tom Waits, in scenes where they talk, drink coffee and smoke (Ebert; 2006).

Product placement means that the filmmaker is paid by a company to feature a product in the movie. There are often some conditions that the filmmaker agrees to follow, for example if it is a tobacco company who pays for the product placement they might want their products to appear for a certain time length, be used by a popular actor or shown from a special angle (Kozlowski, Henningfield & Brigham; 2001). In 1990, the companies promised to not do that anymore and 1998 it was illegal for them to pay for product placement. However, after that, billions of viewers have seen tobacco brands featured in over 100 movies. Many of the successful movies after 1998 feature cigarettes, for example The Ninth Gate, Mona Lisa Smile and A Beautiful Mind. Even if some brands say that these appearances has been without their permission, they do gain large sums of money when their products appear in movies as an effect of the publicity (Rabinoff; 2006). One recent case of when tobacco appears in television is the popular show Mad Men (Deaner; 2009).

2.5.6 Sponsorship

Many tobacco companies have used different types of sponsorship to promote their brand. One early example of this is when the tobacco brand; Winston sponsored the cartoon The Flintstones (Creech; 2007). Most of the big tobacco companies have been working with sponsoring F1 racing (Amis & Cornwell; 2006). Another way of using sponsorship is for the tobacco company to pay a celebrity to use their products. The company Brown and Williamson paid Sylvester Stallone to use their cigarettes in a number of movies (Rabinoff; 2006).

The information above has showed theoretical perspectives from different angles relevant the subject of communication of restricted products, such as tobacco. However, to better understand the subject, especially from a Swedish perspective, there was a need to research about how the communication works in reality in the Swedish market. How this research was made is presented in the next chapter.

3. Methodology

The purpose of this chapter is to present how the work with the thesis has been conducted and why some methods have been preferred over others. This chapter will also explain how these methods have contributed and how the choice of methods has affected the reliability of the thesis.

Before writing this thesis, we were aware that there was previous research of tobacco from the different perspectives that we have chosen. However, we could not find anything that took all these perspectives into consideration. We believed that both ethics and law played an important role of how tobacco could be marketed, which is the reason for choosing those perspectives. We also believed that tobacco marketing has changed over the years. The reason why the history perspective was chosen was to study which methods that have been used previously and their effect on the communication. The aim is that the variety of these different angles and perspectives will give the thesis the breadth and thickness that is needed for this research.

3.1. Grounded theory

The chosen framework for this thesis is grounded theory. This means that instead of having a hypothesis as a starting point and then finding theories, this thesis contains of themes that have been retrieved from the relevant theories that have been found during the research. There are several reasons for why this framework was decided to be most appropriate. The information from the interviews is qualitative. That is one reason why grounded theory (Bryman & Bell; 2003) were decided to be the framework. This means that the thesis has been made in a systematic way, but grounded theory also allows flexibility (Charmaz; 2006). Another reason for the decision is that the working process that is used for grounded theory was suitable for this kind of research. As mentioned above, for this thesis it was more appropriate to find certain themes among the collected data, rather than having a hypothesis that needed to be proven right or wrong. Communicating tobacco products is a complex task and many factors need to be taken into consideration. Grounded theory can be a successful method of explaining complex fields (Bryman & Bell; 2003).

Since the topic is very complex, it was needed to use a framework that allows flexibility and freedom for the research. By examining information that is relevant for the communication of tobacco, a number of themes have been identified. Both written sources and interviews have been used for the data collection in this thesis. By studying the written information about the topic, it was possible to understand within which areas that there has already been thoroughly investigated, and those areas are in need for future research. The written sources were a very important basis when writing the interview questions. By studying the information that already was available, it was possible to better prepare for the interviews. It was not only possible to prepare better

questions for the interview, but also possible to come up with new and important questions during the interview. The theory chapter in this thesis contains information gathered from a number of different sources. Some information has been retrieved from literature and articles, and other from companies' web pages and sometimes even from authority web pages.

The information presented in the chapter about the case study has been retrieved from interviews. However, other methods can be used to collect data for the case study. Initially were a focus group of customers considered, but when it was decided to focus more on how the communication is done, rather than how it is perceived by customers, this were no longer a useful method for the thesis. Instead, qualitative interviews were the chosen method to collect the information.

3.1.1 Interviews

The first decision made regarding the interviews was whether they should be qualitative or quantitative. The former method was chosen since it would provide more detailed answers than a quantitative method (Bryman & Bell; 2003). The purpose of the interviews was to understand how tobacco marketing communication is conducted in reality.

The interviews had a semi-structured approach. This approach was chosen because there are questions that need to be answered and it might be difficult to get answers if the interview is unstructured. Therefore, a semi-structured interview would provide answers to the questions asked and there is still room for discussion (Bryman & Bell; 2003). The questions that were prepared were mostly open questions. The reason for this choice is that this kind of questions gives the respondent more freedom, and therefore can lead to both unexpected answers (Bryman & Bell; 2003).

The interviews were conducted face-to-face. There are advantages and disadvantages with this method compared to conducting interviews via email, which was considered in the beginning. A face-to-face interview is often more spontaneous, while the answers from an online personal interviews tend to be more deliberate (Bryman & Bell; 2003). The reason for why the interviews were face-to-face is that we wanted a semi-structured approach and by meeting the person in reality is it easier to have a discussion about the subject.

The following sections will present the companies and people responsible which were interviewed and why they were chosen to be a part of this thesis.

3.1.1.1 British American Tobacco

The company chosen for providing information from the tobacco companies' point of view is British American Tobacco (BAT). The reason why BAT was chosen is because

they are one of the largest tobacco producers in the world and they have some of the most well-known brands in their portfolio. They have provided this data by both interviews and valid written information. This section will explain the company, their products, structure and why they were chosen to provide data for the case study.

British American Tobacco is the second largest company producing tobacco in the world. They have a portfolio of 250 brands and they are active in 180 markets. The company was founded in 1902 and it started as a joint venture between The American Tobacco Company and the UK's Imperial Tobacco. The American Tobacco Company was founded by James `Buck` Duke. Like the joint venture the two companies decided to sell their products both outside United Kingdom and outside the USA. The now jointed company grew fast and by 1912 BAT was one of the world's dozen biggest companies and their markets not only Europe and North America but they also grew across Africa, Asia and Latin America.

Today they are the biggest international company that produces tobacco. The company has always had a strategy involving getting into new markets and being an international company. They are striving for being the biggest tobacco group which sells the best brands. According to their webpage there are one billion smokers and one out of eight of them choose BAT's brands. We chose BAT because of that they are the largest company on the market of Scandinavia and Europe. The data is qualitative and cooperation with the Head Office of Brand Management in Copenhagen would provide us with the accurate facts and present how they operate.

Before the interview some research about the company and topic was made and questions were made based on this. During the interview much important information were presented so it was necessary to ask some more questions than those who were prepared. This was possible since the interview were semi-structured.

3.1.1.2 Henrik Norinder

Henrik Norinder is a lecturer at Lund's University, where he lectures a number of different courses about business law. He also works at a law office. (Lund's University; 2010) The reason why Henrik Norinder was interviewed was that he has both theoretical and practical experience of the law. This became relevant since the purpose of this interview was to understand how the law works in reality. The answers from this interview are presented in the section about social media in the chapter about the case study.

A number of questions were prepared for the interview, and sent to Henrik Norinder before the interview so he could prepare answers. However, during the interview some new questions emerged, and were possible to ask due to the semi-structured approach used.

3.1.1.3 Retailer interviews

Since the theory chapter contain theories about both point-of-purchase and the relationship between the tobacco companies and their retailers, it was relevant to investigate this. We conducted a number of interviews with personnel working in stores that sell tobacco. The interviews were made in the store, which also provided an opportunity to see how the marketing is made in the stores. The stores where we conducted our interviews were Pressbyrån, 7-Eleven, Göran Ols Tobak, Bookmaker'n and Malmö Tobaksaffär

Pressbyrån is a franchise which provides customers with products that they can buy and consume immediately. The company sells magazines, tobacco, candy, fast-food and tickets. There are over 300 stores in Sweden (Pressbyrån; 2011). 7-Eleven is also a franchise and helps the store owners with both marketing and purchasing. Another similarity with Pressbyrån is that 7-Eleven is also a convenience store (7-Eleven; 2011). Göran Ols Tobak, located in central Malmö, sells tobacco, candy and soft drinks. Bookmaker'n is located in an arcade in central Malmö. This store sells mostly tobacco, gambling services and magazines. The fifth store where we conducted an interview was Malmö Tobaksaffär. This store has another target market than the other stores which were interviewed. Even if they do sell ordinary cigarette packages, they are more focused on the luxury segment of tobacco products.

3.2. Validity and Reliability

By examining the internal and external validity, the validity of the thesis can be determined. Internal validity can be estimated by investigate whether the thesis really provides the answers that it claims to give (Knight; 2002). The questions mentioned in the section "Discussion of the problem" have been considered when the research and writing were made. When writing the analysis, we have been attentive to that all findings provide information that is valuable and useful for the analysis. The external validity questions if the findings in the thesis can be generalized (Gates & McDaniel; 1998). Since the thesis is focusing on tobacco, there it is likely that not all findings all are applicable for all products. However, some of the findings might be able to be used for communicating other restricted or controversial products.

The reliability of the thesis depends on if a similar research would give a relatively similar result. As mentioned previously, this thesis is written in an impartial way; it does not aim to determine if tobacco should be advertised or not. For that reason is it possible that other research could result in different findings, if they are biased in some direction. Furthermore, this thesis is slightly focused on the Swedish market and the result of other research might be different if it is focusing on other geographical areas. However, if some researcher would have the same starting point and conditions, he or she would probably get a similar result.

3.3. Objectivity

As mentioned in the section “research ethics”, the thesis has no objective at taking a standpoint in the favor for or against tobacco marketing. Furthermore, even if some of the information in the chapter presenting the case study came from the interview of a tobacco company, the thesis is not written on commission for any company, which has made it easier to have an impartial view as possible.

By using the methods mentioned previously, the interviews have been conducted. The information retrieved from these interviews is presented in the next chapter; case study of tobacco communication.

4 Case study of tobacco communication

In this section we wish to bring out the result from our methodology that presents the case study. The role of British American Tobacco's will be presented and include the operations that is ongoing between the manufacturers and the retailers in order to finally reach the end-consumer.

4.1 British American Tobacco

British American Tobacco (BAT) is the second largest actor on the market. Their biggest competitor is Philip Morris that is originated from the USA. The choice of wanting BAT included in the research was to achieve proper empirical results. Both the company and how it operates in Sweden will be presented.

4.1.1 British American Tobacco Brands

BAT has 250 brands but they have four Global Drive Brands, which are Dunhill, Lucky Strike, Kent and Pall Mall. They have different segments for all the brands. The segments separate the brands and also make the customer know in which segment they should look for, it is so called "consumer segments". The segments are: international, premium, lights and adult smokers aged under the age of 30.

On their webpage, BAT present that their brands should be of high quality for all types of smokers. They have prices in the premium, mid-price and the low-price- class. Their strategy is to mostly develop these Global Drive Brands by innovation in both looks, packages, filters and taste. This is why they have the consumer segments, so that the retailers should know when an end consumer asks for something light there should be brands which the retailer should point out for the consumer and there should be a certain knowledge of which brands in BAT's portfolio are those in that particular segment. This is what BAT explains as their most important strategic goals:

"The four building blocks of our strategy are Growth, Productivity, Responsibility and developing a Winning Organization. Each is interdependent and essential for delivering profit growth and long term business sustainability".

4.1.2 Marketing towards end consumers

The company states that their marketing is not about encouraging people to become smokers, but to deliver the best quality brands to those that already smoke. Like stated before there are approximately one billion adult smokers over the world and BAT wishes that those chose their products.

BAT also points out that it is well-known what impact tobacco can have for the consumers' health and that they have international marketing standards where they state the regulations that they follow. Their products are not restricted nor the industry just the location of how to market their products and locations on where the product can

be used. They think that the main reason why there can be a decrease on the sales is not the restriction of marketing but the restriction on where people are allowed to smoke. Since this is a regulation, the tobacco industry is unable to control it, but they must adjust to it. However, on the webpage they provide information on growth rather than decline of sales. This indicates that the marketing is not mostly focused on the end consumer but rather on the retailers.

4.1.3 BAT's business-to-business communication

Because of the high restrictions towards the end consumers, BAT is committed to have a strong and firm relationship to its suppliers and retailers. The retailers vary in size but according to the webpage and comments made during the interview, BAT tries to make a relationship with the small cigarette shops as well as big food chain stores and gas stations. They also use the retailers to make a stand against under-age smoking. They work with the retailers and involve them in project that secure that only adult can buy cigarettes. The government is usually helpful with this and BAT can take help from existing regulations and laws.

BAT wishes to be a high quality supplier to their retailers. They want to create a relationship that will offer the retailers good products and that BAT will be both effective and efficient towards them.

4.2 The Swedish market

The following section will present the Swedish market and how BAT operates there regarding the marketing restrictions in Sweden. The main focus will be on the Swedish market; however, it will be compared it to the Danish and the Norwegian market. All data is from the Brand Management Head Office in Copenhagen.

4.2.1 The level of restrictions

The Swedish market is considered to be the most liberal when it is compared to the Norwegian and the Danish markets. This actually means that among these three markets is it most marketing possibilities in Sweden. BAT considers Sweden to be the "light market" which means in comparison to Denmark and Norway, Sweden is the market with least restrictions towards marketing. Norway is the "black market" according to BAT which means they are the ones that have most restrictions. Denmark is found to be in the middle of the Swedish and the Norwegian market.

The restrictions that are similar to the other countries are that there cannot be any marketing or communication through the most common channels, like TV-commercials, advertisements on billboards or in magazines and product placements. It also usually forbidden for them to sponsor different events and organizations, for example: student organizations. BAT can attend in work fairs in Sweden but cannot show their products

but just show the BAT-brand itself. The following sections about BAT will define the restrictions within different areas.

During the interview it was explained that it is sometimes difficult to determine whether an action is acceptable by the law or not. When there is any doubt of whether something is legal, the company decides to take the safer alternative.

4.2.2 Hotels, Restaurants, Cafés

This area is important for the tobacco industry. Hotels, restaurant and cafés are businesses for social gatherings and also important for the tobacco industry. This area has suffered a big restriction in that it is forbidden to smoke inside these places!

In Sweden targeting this area it is allowed to do direct sales of tobacco at events; however it is not allowed to host the event. The brand markets are more forbidden than the actual corporate brand: BAT. Displays and dispensers are allowed and it is acceptable for the customers to see the product openly. Fridges are also allowed where the whole pack can be viewed and the packages in the displays and the fridges can actually be real live packs of cigarettes instead of just for the window view. In hotels, restaurants and cafés it is also allowed to have special smoking rooms and vending machines. However this is also dependent on how big the area is and if there is space to separate in order to have a smoking room.

Companies are allowed to give away gifts like ashtrays and matches if they are not branded, but it is not allowed to give a gift with the purchase of cigarettes or Swedish snus. This is considered to be hard marketing to luring consumers with certain product if the by cigarettes is considered to be influencing people to start smoke. Usually cigarettes and tobacco brand cannot be associated with other brands or product though it would be encouragement for smoking.

There are special regulations that are restricted for the consumers but which are acceptable for the staff in this area to be part of. For an example training and awareness events are allowed for the staff. It is also allowed with one-to-one marketing with the staff meaning that if they are selling cigarettes in their businesses they can get training for it. BAT can also have direct mail contact with staff and also internet communication, sampling as well as SMS communication. With the staff the restrictions are not that fierce since staff is considered to be retailers through some perspectives. Telecommunication and self-engagement programs are also allowed for the communication with the staff.

4.2.3 Packaging

As mentioned in the theory chapter, there must be a warning label on each package of cigarettes. This label usually covers half the package and the warning text is big and

noticeable. However the brand is visible and it can be shown in different displays and fridges over the country. Like stated before, gift along with the purchase is not allowed and the association the package has cannot be used by other brands or products. For an example; using the font or name of a brand 's package in BAT's portfolio is not allowed.

There has been discussion revolving around if all cigarette packages should be white without showing any brand name at all. This will not be an issue in Europe because it depends on whether it prevents trade or not, and as long as this will prevent trade, the EU will not allow it. Today the tobacco industry and the retailers that sell them are dependent on that there can be free competition amongst them.

4.2.4 Retail

Retailers are those who actually meet the end consumer, the smokers. This area is highly important to BAT and to the rest of the tobacco industry. Retailers can be small cigarette shops to large food stores like ICA. Many of the convenient stores in Sweden have a special area where their customers can gamble, bet on sports, horses etc. and that is the place where the consumer can get there cigarettes or snus.

In Sweden it is allowed to show the products in dispensers, displays and fridges. It is also allowed with advertisements on the actual fridge. However, legally the advertisement cannot be anything else but just the package on it and the text can only be factual and not storytelling. For an example the advertisement can state there are some new tastes to some specific brand, but they cannot tell how that taste can make the consumer feel. In Norway, however, the cigarettes are held behind a curtain or a separate wall. Having the products but not showing them implies that the customer must know which brand it wants and hardly tries any other brand. The marketing that BAT gets through having different packaging cannot be used in Norway though they are not shown. This matter of action is again why the Norwegian market is, according to BAT, considered to be the "black market".

It is allowed to draw attention through separate signs on the shelf where the products are displayed, however, in the area of hotels, restaurants and cafés real advertisement or gifts with purchase of the product is not allowed. Direct mail and SMS communication is allowed toward the retailers. Marketing can be done in colors and it is allowed to be one-to-one marketing with the retailers. Most marketing from BAT is business-to-business marketing though the least restricted area is the retailers. Those are the ones that can still be exposed to the products without any legal restrictions.

4.3 Social media and the tobacco industry

Social media is becoming a new marketing channel. Shown to be very powerful and the speed of reaction that the companies can receive has worked in their advantage. Restrictions regarding promotion through social media are not as many when discussing

traditional marketing tools. However, the marketing laws still imply depending in which country the webpage or user- account for communities is created.

Many companies can argue that they created a webpage or are marketing through social media in another country where the restrictions are lower (Norinder; 2011). The companies can state that their aim is to target consumers in that specific area and that they have no intention of affecting other market groups. However, the web does not have country borders and people can still be affected by the promotion, but by law the tobacco companies are not breaking any law if their intentions are truthful (Norinder; 2011).

BAT does exist on Facebook, however, only showing the BAT-logotype and short information on the company. They are not active on Facebook, or Twitter. The comment about social media that BAT says is that they cannot control it so they choose not to use it actively since they wish no to be involved in legal procedures. BAT cannot control the users that may visit them or find them through social media. This type of media is also a new media shown to be used by young people and therefore, they choose other marketing channels.

4.4 Empirical result from interviews regarding marketing communication with the retailers

This research was conducted in order to get more information on how marketing communication travels from the tobacco manufacturers to the retailers and then what part do the manufacturers play in the way how retailer then market the products to the end consumer. We have stated earlier in the research that because of the legal and ethical restrictions the tobacco industry does not have much access to influent the end consumer but rather goes through the retailers. The main goal of conducting these interviews is to get practical contribution to how the communication is handled in the tobacco selling industry. The questions asked were concerning; the display in the stores, the relationship with the manufactures, the knowledge of the legal restrictions, and the communication coming from the manufacturers

In the area of Malmö/Lund, Sweden there has been interviews conducted on different types of business selling tobacco products. We have interviewed Pressbyrån, 7-Eleven, Bookmaker'n, Göran Ols Tobak, Malmös Tobaksaffär, ICA and Willys. The difference between these are that some are only focusing on tobacco and might sell candy, snacks and beverages too but still having in the company name clearly stated that the focus is on tobacco and the others are just kiosks or convenient stores which are selling tobacco. Some of the interviewed stores are not at all focused on tobacco but sell food and/or magazines and work more as a bigger kiosk. The third type of stores which were interviewed is large and well-known supermarkets and convenient stores.

4.4.1 Small tobacco shops

Göran Ols Tobak and Malmö's Tobaksaffär are both small tobacco shops where the corporate name indicates that the stores sell tobacco. Their display of the products is very visible and the products are right at eye level for the consumers. All shops selling tobacco need a license from the town council in the city where they wish to operate. The retailers explained that there is an annual fee of 1500 SEK per year and annual controls are conducted in order to control that they run the business according to the laws and restrictions that exist in the community. Both Göran Ols and Malmö's Tobaksaffär sell other products than tobacco but these products do not take the focus of from what the shop is selling mostly of. Both of the shops have agreements with certain tobacco manufacturers that are providing them with the display fridges, screens, commercial tools and posters. However, this agreement implies that the brand that the sponsoring company is producing needs to be right in the middle of the display so that the customer see it right at eye level when they step into the store.

The relationships vary between the shops. Malmö's Tobaksaffär is segmented towards luxury tobacco products and is also selling expensive cigars and therefore has a good relationship with the manufactures since they are very selective in which product the display in their shop. At Göran Ols they do not have a business relationship which they put value into but they get visits from the manufacturers who come there to promote to them what the new-comings are. In Göran Ols Tobak's case Prince is the brand they have an agreement with. This means that they; Prince, visits the store and manage the displays and the window-dressing. They decide where their products should be and then the manager of the shop can decide where to put the remaining cigarette brands. The same goes with snus; the non-smoke tobacco that the consumer puts under the lip, they have an agreement with General which provides the shop with their fridges or screens and decide where their products should be aligned.

When asked if the manufacturers give any education on what is allowed by the law regarding the displays the answer from the smaller tobacco shops was; no, they do not get any education from the manufacturers. However, they do get industry magazines which are focused on tobacco and in those the new rules are stated. Some of them read in the national newspaper while others just get a list of what is allowed which is portraying a list of rules to consider while putting up the displays. Both Malmö's Tobaksaffär and Göran Ols Tobak have received gifts from the manufacturers. Examples of gifts are T-shirts, lighters, ashtrays, mouse pads etc., all branded. It is mentioned before in this thesis that gift with purchase is not allowed. This implies that all gifts that the retailers receive cannot be forwarded to the consumers. The smaller tobacco shops can market themselves better in the sense that they can market that they do have tobacco in the shops and can have excessive amount of commercial material in the shops.

4.4.2 Well-known chains of large kiosks

Pressbyrån and 7-Eleven are well-known larger kiosks/convenient stores in Sweden where the customers can buy the basic provisions that one may need and they are usually located where there is a high flow of people passing on a daily basis. Locations like this are usually near train/bus-stations and in middle of the main street. They also sell a high variety of tobacco but in difference from the smaller tobacco shops the tobacco in these larger shops is not as visible. The cigarettes and snus are behind the counter and the customer does not have access to it without asking the clerk about it. 7-Eleven has an agreement with the brand; Camel. They have sponsored 7-Eleven with all the fridges and displays and the Camel-cigarettes are the ones mostly visible. Camel has also recently provided the store with a small TV-screen that is displaying the Camel-brand and the price. These screens are located in the middle of the fridge and surrounded by Camel-cigarettes. The personnel do not get any education on how to market the products but they are aware that there cannot be any commercial tools put far away from the counter. It is demanded that no visible marketing should be placed too far from the counter in order not to be associated with other products. However, this is a rule that the local community has stated in the law but that is not always possible since it can be put close to the cashier counter and there can be candy, chocolate bars or beverages at that location too. In kiosks and smaller shops there are usually filled up shelves and the shop gives the impression of offering everything a customer may need. Pressbyrån is working as a top competitor to 7-Eleven. They are in the same business segment fighting over the best location and trying to provide the best prices. However, Pressbyrån does not have an agreement with any manufacturer and can display their tobacco products as they want, considering they need to be behind the counter. The rules of how the marketing is displayed in the shop applies to all shops selling tobacco but is more monitored by the town council in the smaller tobacco shops since they are promoting that their focus is selling tobacco.

The Bookmaker'n is also in this category; however, this store is focusing on gambling and betting games. Therefore, this store is focusing on another controversial service while also providing a large variety of tobacco products. During the interview it was mentioned that the conditions for communicating tobacco products has become more difficult compared to a few decades ago. The company does not have any agreement with any specific manufacturer and therefore chooses which brands to display in the fridge. The Bookmaker'n is also the only tobacco selling store that was interviewed that did not get their fridges provided but was bought by the retailer itself. Bookmaker'n mentions that since they are providing gambling services and selling cigarettes, they are giving a clear sign that their store is mostly targeting consumers aged over 18 years.

None of Pressbyrån, 7-Eleven or Bookmaker'n is receiving education from the tobacco producers in regards how to market and display the products. They all receive personal

visits and are sometimes offered new products. According to the manager at Bookmaker'n the visits from the tobacco manufacturers also imply talking about which actions to do against illegal import of cigarettes. They are still being sold and this is also another matter of why the government avoids putting even more pressure on the prices of tobacco products.

All mentioned stores get free samples of tobacco products; they can use this in order to market a new upcoming brand. However, they need to charge the customers even for the samples since it is not legal to give them away for free. Bookmaker'n had an example of these selling samples of snus for 5 SEK in order to market the brand of that specific snus. It was previously allowed to give away gifts with purchase and this allowed the retailers to give away the samples they received from the manufacturers. However, this is not allowed anymore and the shops have also noted that the manufactures do not send them branded items as much as they used to.

The personnel in the shops say that they do not have any knowledge about the marketing laws; therefore they follow the steps of their co-workers and learn along the way of what is the proper way to display the marketing of tobacco in the shops.

4.4.3 Large food- and convenient stores

Willys and ICA are well-known large food chain stores that exist all over Sweden. However, they also sell tobacco products. Usually the cigarettes are above the cashier and the customer must ask for the product and for the brand of preference. They also have smaller stores located after the cashier counters who only sell tobacco products and offer gambling services. In the actual food store no marketing can be displayed regarding tobacco products. In the so called pre-store which only sell tobacco and gambling services is where all the marketing is displayed. They have fridges and poster all displaying the newest products. Still, like with the smaller stores; they also have an agreement with a certain brand. In Willys' case, they have an agreement with Prince. All marketing decisions are made on a higher level, which implies that the decisions are made in the headquarters. It is the same for ICA who has to follow the directions from the headquarters.

Personnel from Prince come and visit Willys and change the posters, signs and organize the display, and of course making sure that their brand has the best position. ICA has in many stores removed the displays over the cashier counter but has instead put cards showing the cigarette brand and the customer needs to pick up that card, pay for it and then use it in the automatic machine near the pre-store. They need to put the card in the machine which will then take it and after a couple of seconds the cigarette package will drop down from the machine available for the customer to take. This is put to avoid that the whole responsibilities lay on the pre-store. This also decreases the chances of robbery.

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Similar with the smaller shops the tobacco manufacturers do come and visit and sell through personal meetings. Nevertheless, the personnel still does not feel that the relationship with manufacturers is stable or that it is any different from other relationships that they have. The personnel working in Willys and ICA and in the pre-stores are not committed either to have a certain relationship with the manufacturers since all decision making is done on a higher level. The headquarters decide who they want to have an agreement with and which brand are to be sold in the store. Therefore, the marketing and display is a bit more restricted than in smaller shops since there is no focus on the tobacco products regarding the brands Willys and ICA. However, the pre-stores have the same regulations like smaller shops; the marketing can only be near the cashier counter.

Some of the answers from the interviews were consistent with the theories in the theory chapter and some were not. This will be analyzed next.

5 Analysis

This chapter will discuss the findings in the theoretical and chapter about the case study on the basis of the questions asked in the beginning of the thesis. Each the three sections are answering the questions in the same order as they were presented in the beginning of the thesis. In the end of each answer is a short summary of the answer.

5.1 How are products with restrictions marketed?

The choice of orientation is an important decision for companies who are selling their products in more than the domestic market since it affects how much adaptation will be made to the other markets. As presented in the theoretical chapter, the orientation is dependent on both the nature of the product and how similar the domestic market is to the other markets. The chapter also mentions that there are three different stages of orientation. During the interview at BAT, it was revealed that they used different strategies for the different markets. This is because they were aware of for example that the restrictions in the Swedish market was different than in the Norwegian market, and therefore was a need for adaption. This is consistent with the multi-domestic orientation. This orientation takes into account that the conditions differ on the different markets, which was relevant for BAT when they communicated cigarettes in the different countries. The other two orientations do not consider these differences to that degree. A tobacco company cannot see all their markets as one united market, since the conditions differ so widely. This can be illustrated by how BAT manages to sell cigarettes in the Nordic countries, which was explained in the chapter about the case study. The company has different strategies for the Swedish, Norwegian and Danish markets. Even if these markets are close to each other geographically, they have different conditions for marketing of tobacco products. Since the Swedish market is considered to be an easier market for communicating cigarettes, BAT is able to use more methods for their communication compared to Denmark and Norway.

The orientation is an important aspect since it determines how much adaptation will be made to the different markets. According to Mr. A, most Norwegian stores must hide the cigarette packages so they are not visible for the customers. This is different in Sweden, since the packages can be visible for the visitors in the store. This gives the company tools that can be used in the Swedish stores, but not in the Norwegian. One of these tools, which is mentioned in the section about POP-communication, is the placement on the shelf. This is used by some of the retailers who were interviewed. They had strategies for which packages that should have the best places and which should be in the less visible places on the shelf.

In the theoretical framework and in the case study it was that presented the success social media has had with engaging business to their customers and reaching them easier. However BAT says that they do not use it since they cannot control it and

especially not control who they are reaching by using it. Communication through social media is shown to be effective. Will this affect the future usage of social media? The marketing communication has changed over the last two decades because of the restrictions that are current. Social media does not have the same restrictions and could be a solution to reach the end-consumers directly. The tobacco manufacturers can measure their popularity and reach complaints earlier in order to being able to change it faster.

Now BAT has high standards and does not wish to get into legal conflicts because of not following the rules. However, if the restrictions get fiercer the tobacco industry will also need to come up with ideas of how to communicate easier without only depending on their retailers to reach their end-consumers.

5.2 How does the tobacco industry market their product in business-to-business-to-consumer marketing?

One of the questions raised in this thesis was regarding the marketing communication that exists in the tobacco industry including both the B2B and the B2C market. The results from the case study showed that the tobacco producers do not focus as much communication towards the consumers as they do towards the retailers. The retailers are expected to handle the main promotion towards the end-consumers.

5.2.1 Communication in the B2B market

The research that was made showed that the most common way which the tobacco manufacturers communicate with their retailers is by visiting them or simply just sending lists of the available products. Most retailers who were interviewed do not feel that they have a stable relationship with the manufacturers or that they gain benefits by getting involved in one. There are numerous ways of meeting with retailers and creating a relationship; fares for the industry, offers of education etc. However they do not do this for the consumers.

5.2.2 Is relationship marketing present in the tobacco industry?

Malmös Tobaksaffär is selling cigars, cigarillos and pipes which is the premium segment in the tobacco industry. They were the only retailer which was interviewed that said that they do have a more stable and “closer” relationship with some of the manufacturers for the premium segment in the tobacco industry. However, when it is regarding regular cigarettes the retailers did not found that the producers were making any specific effort to make any special deal and including more benefits for them.

According to BAT; because of the restrictions they are no longer in much power of influence regarding the end-consumers. The retailers are those who BAT feel they can reach best. BAT has high standards regarding their communication and they state clearly that they are targeting only those who already smoke and those over 18 years

old. They also present cooperation with retailers regarding strong control of that the consumers must be over 18 years.

Relationship marketing seems to have been easier before these current restrictions. It was easier for the tobacco manufacturers to give away branded gifts, which benefitted the retailers who could use them by giving gift with purchase. Today the gifts have decreased in numbers, almost nothing can be branded, it is not allowed to give away gifts with purchase and the store must sell even the samples even if the price is low.

Relationship marketing does exist in the tobacco industry but after our research has shown that there has been a notable decrease of it during the last two decades. The presence of relationship marketing in the tobacco industry is definitely higher in the B2B market because it is almost non-existing in the B2C market. The producers count on the retailers to do the work and promotion. However, since the restrictions are forbidding the manufacturers to show and expose clients to all their products and campaigns the relationship is hard to maintain and secure.

The most shared communication that the manufacturers, the retailers and the government agree upon is; that there should be more restrictions towards illegal cigarette sales.

Finally, the restrictions have forced the tobacco industry to become even more B2B-oriented since they cannot influence the end-consumers like they used to. This has brought a bigger importance to the B2B- business and the communication has changed between the retailers and the manufacturers.

5.3 How has the market been effected by the restrictions?

As mentioned in the section about ethics and law, some companies apply their own guidelines which are harder than what the law demand. Based on our research, there are at least two reasons for why the companies does limit themselves more than what they have to. One reason can be that the company is considering the ethical aspects, for example the findings in the “ethical marketing” section. The fact that tobacco is classified as a controversial product will probably make the company aware that they should be extra careful when marketing the products. The so called silver rule suggests that the marketing should not do any harm. This should be a dilemma for the tobacco company, they are aware that their products can cause harm to the consumers, but on the other hand, they have to market their products in order to continue to exist. The company might try to solve this problem by continue to do marketing, but at the same time try to take responsibility and reduce the harm by making guidelines that limit their scope. This can be done by for example by doing what BAT does; avoiding doing advertisements in magazines that has a certain share of under-age readers. This is actually an example of how the communication is affected by moth law and ethics, just as the model in the

analysis section suggests. The second reason of why companies make harder guidelines than what is necessary according to the law is that they sometimes are uncertain if a certain action would be acceptable from a legal point of view. If the law says that the tobacco companies should not target their communication towards under-age persons, it might sometimes be difficult to know if for example advertisements in a certain magazine can be considered to be targeting under-age readers. Therefore does the company set their own guidelines a bit harder than what is necessary, just to be sure that they are on the right side of the law.

Both the theory and case study explain that the law has made it more difficult to market and sell tobacco. It has become more restrictions on where the communication can take place and what it is allowed to communicate. As one of the interviewed person at “Bookmaker’n” mentioned, the conditions has changed much during the last decades. However, this limitation of exposure also challenges the tobacco marketers to make the most out of their limited resources. The section in the theory chapter about information and persuasion states that in practice, it is impossible to provide all available information about a product. That also implies that the less space the marketer can disposition, the more information cannot be included. Since a marketer of tobacco products has less space than marketers in many other industries, they must leave out most of the information and ration the space for the communication that is most important. This results in two things. Firstly that there is a lot of selling arguments that they cannot mention. Secondly that by limiting the exposure, the company can no longer communicate so many of the hazards of the product.

Even if there are restrictions, there are still those who bypass these obstacles. When interviewing the retailers, one of them mentioned that they were not allowed to hand out free samples. However, on the counter they sold small trial packages of snus at a price of 5Sek. This is not necessarily applicable on cigarettes since they must be sold in packages containing at least 19 cigarettes, but it illustrates how the regulations can be bypassed.

The model in the theory chapter describing how a customer makes a choice begins by explaining the customer needs to be exposed to the product in order to develop a need and motive and finally buy the product. Tobacco products have a very limited space of exposure in a shop. There are no advertisements for cigarettes in other parts in a shop than in the specific area dedicated for tobacco products. This means that the customer is exposed for these products when they are in this area. Since POP is becoming increasingly important and many purchase decisions are made in the store, this must be a major disadvantage for the tobacco companies. Another argument for this is that the perception process, in which a person receives a stimuli which he processes. If the customer is only exposed to very little stimuli about the product they do not have so

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much new material to process. There are however some methods that the tobacco companies are able to use to get the customers attention. If the customer looks at the shelf which holds cigarette packages from a number of different brands, some of these packages will receive more attention than other. One way to get a little bit more attention is to have the package in a certain place on the shelf. As mentioned in the case study, Bookmaker'n placed their more expensive brands in the more attractive places than the cheaper brands. Other methods to draw attention that the tobacco companies use are for example to work with color.

Even if the companies cannot use product placement in movies as they did before, it is still possible that the sales of tobacco can be affected when an actor or actress smokes in a movie. This statement is also based on how customer makes their purchase decisions. Every time someone smokes in a movie, the audience is exposed to cigarettes. Then it is possible that this action can lead to that some persons become motivated to buy cigarettes and feels a need for the product. As mentioned previously, this can result in that the customer actually buys a package of cigarettes. There are differences between exposure in a store and exposure in a movie. The former can be more controlled by the tobacco companies. They can control how their packages are designed, what promotion material that is provided to the stores, etc. Even if the tobacco companies not can have total control of how their products and brand is displayed in the stores, they have methods that can increase their control. One tool they can use is to help the stores by sending out their own personnel who puts up the advertisements, etc. This was done at 7-Eleven; the only thing the employees in that shop had to do was to refill the shelves when it was needed. This gives the tobacco company an opportunity to show their products in a manner that they believe are best. Most of the stores can have a very similar exposure of the material, which might result in synergy effects. Furthermore it is a way to make sure that the stores does not break any law when putting up the promotion material. Compared to this, it is more difficult to control how tobacco products are exposed in movies. From a legal perspective should it be difficult to persuade the film makers to use a certain cigarette brand in the movies and therefore difficult to increase the sales based on products in movies. However, if the actors or actresses smoke in the movie but does not show a certain brand, they are more likely to promote smoking rather than a certain brand.

To conclude the answers on this question, it can be stated that the restriction has had a big impact on how the tobacco companies are able to market themselves. The rules have hardened during time and some actors have chosen to be on the safe side and set their own internal guidelines that are harder than what is needed regarding the law. Some other chooses to bypass these restrictions by using various methods. Independent on which they chose to accept or challenge these restrictions, they are aware of the problems that come with the restrictions. One of these problems that the tobacco

companies face is that they only have a very limited exposure. Sometimes it is even difficult to control the message, for example how the retailers choose to expose the advertisements and products, but some companies have developed methods for this problem as well. One thing that has become clear during the making of this thesis is that the tobacco companies are quite good at finding new ways of managing the problems that the restrictions give them.

In the theoretical framework we presented what is considered to be a controversial product. The result showed that tobacco products are considered to be public but controversial because it is harmful. Public; indicates that the product itself is not shameful to discuss openly. However, like previous statement; it is a known product that causes health problems. The indication is that why tobacco is considered to be a controversial product is because it is harmful and should therefore not be promoted through all channels.

According to BAT and several tobacco-selling shops the restriction that has affected them the most is the fact that it is prohibited to smoke in most indoor public places. In our introduction we present numerous of famous people and media that have shown the easiness of smoking “everywhere”. It was not as controversial then to portrait somebody smoking like it is today in the society. When people idolize somebody it is easily to fall for it and start doing whatever that person’s actions are. This is why there are stronger restrictions towards putting smokers in media and in the entertainment business. Today in Sweden it is prohibited to smoke in all indoor public places (unless there can be an extra room just for smokers) and the discussion of prohibiting it on outdoor restaurants too has been raised. Those who argue that there should be further restrictions on which places are allowed to smoke in come back to the fact of health. It is argued that non-smokers should not be affected by other people’s choice.

The controversial part is hard to remove since the argument is that is not good for the health and that is not something that can be changed. This is not controversial because the society is conservative but rather because science has proven the facts clearly.

There is a change in the deception of what is controversial. But is it related to social factors? Smokers say that the cigarette is a pleasure product. Therefore, people tend to smoke in groups and the research that is mostly done in the field of marketing, tobacco and the correlation in between; is how to the marketing is affecting the young people under the age of 18. The social aspect has changed along with the restrictions on where to smoke.

BAT along with the interviewed retailers; state that tobacco was not a controversial subject like it is today. It was considered more as a pleasure product and even if the health danger was current even then, there was not as much discussion.

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Snus is well-known in Sweden, yet not so known in the rest of the world. The manufacturers are aware of that cigarettes are dangerous to the health so they started to promote snus which is still a health danger but not affecting others around though it is tobacco in small filter bags that the consumer put under the lip. Snus does not create smoke and is therefore considered not to be as controversial as cigarettes. It is easier to handle snus for the reason that it does not affect other than the actual user.

Finally, this presents that the meaning of what is considered to be controversial has changed over the last two decades. The fact that it has changed does not mean that the manufactures can do anything to change that detail except becoming more creative in their solutions about how to communicate it while bypassing the restrictions.

From this analysis some conclusions can be drawn. These are discussed in the next chapter along with suggestions for future research and the contributions.

6 Conclusion and recommendations for future research

This chapter begins with a short conclusion of what the thesis has resulted in followed by a discussion. The contributions that the thesis has made are also presented in this chapter along with recommendations on further research.

6.1 Conclusion

With this thesis we wanted to research the correlation between marketing communication and controversial products with a case study of the tobacco industry and with facts from British American Tobacco. We wished to explore these questions; 1. How are products with restrictions marketed? 2. How does the tobacco industry market their product in business-to-business-to-consumer marketing? 3. How has the market been effected by the restrictions?

The results gave answer to these question by the case study made through interviews. Marketing communication with controversial products is harder though it has restrictions. Therefore the marketing is mostly done by the retailers. The manufacturers, like BAT, are targeting the retailers since they feel that the end-consumers are hard to reach. Marketing with controversial products has changed and it is a possibility that the effect of social media will be a solution for the companies to market themselves. The tobacco industry needs to be more creative when communicating because of the restrictions.

The tobacco industry is now using mostly marketing in the B2B business though, like stated before, it is hard to manage the connection with the end-consumer. The producers cannot follow the customers' behavior nor make advertisements or promotion campaigns which can touch their emotions or include storytelling.

The tobacco market is growing. This implies that the restrictions have not affected the market or it implicates that the tobacco industry has managed to be creative in order to remain their customers. The biggest change that has been made because of the restrictions is that the manufacturers target most of their marketing communication towards the retailer and depend on them to reach the end-consumers.

The market where the tobacco industry is operating will need to be even more creative and even start with new channels of communication since there is no sign that the restrictions will be less.

6.2 Discussion

Our conclusion states that the biggest founding of this research is that the tobacco industry has changes their strategy regarding how they conduct marketing communication. They are today very focused on the B2B market since the restrictions have made it difficult to reach end-consumers. How will that affect the market? The

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market is growing but the relationships and the responsibilities are not the same. In the future the manufacturers will need to come up with new strategies to keep being popular with the retailers since they are right now depending a lot on them to reach out to the consumers.

Creativity; is a word common within marketing terms. Nevertheless, this word is even more important when regarding the tobacco industry since they cannot use regular marketing channels, which was stated before. The “boom” of social media could be a solution for the tobacco companies if they find a solution of using while remaining their high moral standards that were presented in the case study. They can also make creative solutions to target only smokers who do not feel that cigarettes are a controversial product.

We have developed the model 6.2 based on the findings in the theoretical chapter and from the results of the case study. Since the thesis is mainly focusing on tobacco, the model is also focusing on how tobacco companies communicate their products. There are other products that face a similar challenge as the tobacco products. For that reason is it possible that this model, eventually after some adjustments, can be applicable for those products as well.

As mentioned earlier in the thesis, there is a wish to not only providing a tool for the tobacco industry, but also to the anti-smoking organizations and everyone else who are interested in tobacco marketing communication. This model is designed to be a tool for evaluating this type of communication.



Model 6.2, A Framework for Analyzing Tobacco Marketing Communication

The four sections in each rectangle are related with each other and therefore is there a need to consider all four of them. For example, the marketing communication today is most likely affected by current laws. Furthermore, the stakeholders might not think that

it is enough to only follow the law and based on that, the company need to consider the ethical aspects as well. The marketing communication should also note which methods has been used previously. The marketer can ask himself if those methods were successful, if they would work nowadays and if there is any other learning from those earlier attempts.

6.3 Theoretical contribution

During the research and writing of this thesis no other information has been found that combines the ethical, legal, historical and marketing communication aspects. Furthermore, the thesis has a slightly focusing on the Swedish market and conditions, which most other available information does not do. For these reasons, the thesis will give a contribution to the marketing communication area.

6.4 Practical contribution

Since the thesis is not a consultant work for any company or organization, we believe that the practical contribution can be useful within many areas. It is not only tobacco companies who can be interested in how marketing communication of cigarettes can be analyzed. It is likely that anti-smoking organizations will be interested in knowing which of the tools and methods the tobacco companies use which are more effective than other. Furthermore, marketers within other industries who need to communicate products that can be classified as controversial might be interested in how this is done in the tobacco industry since that also is a controversial industry.

6.5 Recommendations for future research

As mentioned in many parts of the thesis, marketing of controversial products such as cigarettes is a very complex field of research since it can be discussed from many angles and there are many opinions about the subject. Since this thesis is looking closer at only a few of these aspects, there is still much research that can be done within this area.

The thesis covers communication towards retailers and towards customers, but it is not presenting anything about how the communication towards current and potential employees. From a marketer's perspective would it be interesting to know how companies who produce controversial products are able to attract new personnel.

Another research area is the marketing of other products that are classified as controversial. This can be for example those products that were described in the section about controversial products.

There are many parties interested in products such as cigarettes, and this might also be an area of future research, especially if it is focusing on the Swedish market. It could cover how the consumers and anti-smoking-organizations have an impact on the companies.

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The fact that people continue to use products even if they know that the products might harm them is an interesting phenomenon. When doing research for this thesis, most findings of customer motivation research were very general in their approach, for example the Maslow hierarchy of needs. Therefore, more research about why people still buy harmful products, for example cigarettes, would be needed, especially from a marketer's perspective. This might not just be valuable for the tobacco companies, but also for anti-smoking organizations, and naturally, for other marketers.

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7.4 Interviews

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Malmö's Tobaksaffär, (2011), Malmö. Date of interview: 2011-04-11

Mr. A¹, (2011). Head of Brand Management Nordics, *BAT*, Copenhagen. Date of interview: 2011-03-08

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Pressbyrån, (2011), Malmö. Date of interview: 2011-04-11.

Willys, (2011), Lund. Date of interview: 2011-04-28.

¹ The person wished to be anonymous therefore he is called the pseudonym "Mr. A".

8. Attachments

We will present our interview questions here. It should be noted that we had a partly structured interview which implies that we asked the questions that are stated in this section, however, we also let the people who were interviewed talk freely much of the time during the interviews in order to get as much valid information as possible. At the end we present an article debating the definition of controversial.

8.1 Henrik Norinder

Henrik Norinder, professor of Business Law, Lund University on the date of 16th February 2011.

Suggestions of questions:

- *Which kind of legal restrictions are there in the EU regarding marketing?*
- *Which type of marketing tobacco is illegal?*
- *In which other industries are also strongly related to marketing restrictions?*
- *Is there any difference between the marketing laws towards tobacco versus for an example alcohol (which is also considered to be a controversial product)?*
- *What is the penalty for those who break the law of marketing?*
- *Can the companies market themselves in other ways than their products? For an example, working with CSR?*
- *Referring to the last question; marketing the company for something else than their products can create a positive image of the company, is it allowed to market the company brand as long as there are no marketing of the products?*
- *How are the limitations on the Internet for industries which have restrictions on traditional media?*
- *Are there rules and restrictions on how these companies can market themselves on Facebook, Twitter and other social media tools?*
- *Which kind of restrictions do they have on their webpages?*

8.2 Mr. A²

Mr. A., Head of Brand Management Nordics at BAT on the date of 8th of March 2011.

Suggestions of questions:

- *How do you market your products and your cooperate brand?*

² The person wished to be anonymous therefore he is called the pseudonym "Mr. A".

- *When marketing yourself; do you focus on the BAT-brand or on the individual cigarette brands?*
- *How do you use social media?*
- *Do you have restrictions that limit you on the content that is put on your webpage?*
- *It says on your webpage that you have stopped sponsoring different types of contests, but that you on the other hand are focusing on packaging. Please tell us how you work with that!*
- *You work with one-to-one- or permission marketing. Please explain how you work with that.*
- *What are your core values regarding marketing here at BAT?*
- *How have the restrictions on marketing tobacco affected BAT?*
- *Have you noticed any change in sales because of the restrictions?*
- *Do you have any statistics on how the sales have been affected since the restrictions got stronger?*
- *Since you are an international company, there must be different restrictions in different countries; how do you handle that and what is your strategy?*
- *Do you have a standardized strategy for marketing tobacco despite the difference in the countries regarding restrictions?*
- *Do you use other methods, like e.g. CSR to market the company?*
- *You state that you only target people who already smoke; how do you do marketing which guarantees that fact?*
- *How do you work in order to separate your company from the competitors?*
- *How are you affected by product placements in TV-shows and movies?*

8.3 Retailers

Pressbyrån, 7-Eleven, Bookmaker'n, Göran Ols Tobak and Malmö's Tobaksaffärin Malmö on the date 11th of April 2011. ICA and Willys on the date 28th of April 2011.

Suggestion of question:

- *Who handles your marketing in the store?*
- *Do you have an agreement with any manufacturers and if so, which one?*
- *What do the tobacco manufacturers provide you with?*

- *Do they give away gifts to you as a retailer?*
- *How do they communicate with you?*
- *How would you describe your relationship with the manufacturers?*
- *Do you get any education regarding the marketing laws and how they need to be followed?*

8.4 Article

8.4.1 Kontroversiell, men inte nödvändigtvis farlig

Enligt Nationalencyklopedin betyder kontroversiell att något som det finns olika åsikter om, men att de oftast är kritiska. Det finns forskning om vad som är kontroversiellt och hur något kan anses vara kontroversiellt. Trots detta finns det inte en knivskarp linje mellan vad som är kontroversiellt eller inte, utan snarare en mer eller mindre bred gråzon. Det finns ganska många produkter som kan anses vara kontroversiella, men av olika anledningar. Eftersom termen kontroversiell i nuläget kan vara ganska otydlig ibland, så hade det behövts en debatt om hur det kan bli tydligare och hur man kan klassificera det som finns i gråzonen. Detta kan behövas för att ändra restriktionerna för marknadsföring av vissa produkter.

En produkt kan anses vara kontroversiell om den kan leda till någon form av skada. Av denna anledning anses ofta produkter som tobak och alkohol vara kontroversiella. En risk för att det ska uppstå skada hos konsumenten är dock inte det enda som kan känneteckna en kontroversiell produkt. Exempelvis kan en del produkter avsedda för personlig hygien anses vara kontroversiella. Anledningen till detta är att detta är en typ av produkt som kan klassas som privat, det vill säga en produkt som konsumenterna helst inte diskuterar med vem som helst.

Tyvärr är verkligheten inte alltid så enkel att något kan förklaras utifrån endast två variabler, i detta fall hur pass privat eller skadligt något är. Vid en första anblick kanske man kan tänka att t.ex. alkohol är en kontroversiell produkt eftersom det kan skada kroppen hos den som konsumerar det och till och med vara anledningen till olyckor där andra kan skadas. Vid närmare eftertanke kan man däremot inse att det finns andra faktorer som spelar roll, exempelvis hur konsumtionen sker och i vilken mängd. Årgångsvinet som dricks för att fira en jämn födelsedag konsumeras troligen inte för att någon vill bli redlost berusad. Detta är bara en av många anledningar till varför det behövs en debatt om hur kontroversiellt kan definieras. Kanske är det inte alltid mest lämpligt att klassificera utifrån produktgrupp, kanske behöver man se till hur produkterna används istället? Kanske borde de produkter som konsumeras på grund av ett beroende, t.ex. cigaretter och starköl räknas som mer kontroversiella än så kallade

njutningsprodukter som cigarrer och årgångsvin då dessa konsumeras i en mindre mängd?

En debatt om ämnet skulle kunna leda till att allmänheten omvärderar sina åsikter. Det innebär givetvis inte att lagarna skulle skrivas om så att det plötsligt inte fanns några restriktioner för reklam om cigarrer. Däremot skulle det kunna innebära att det skulle efterfrågas mer anpassade lagar och normer, istället för som idag, att dra allt inom en viss produktgrupp över samma kam. Dessutom skulle det kunna debatteras om andra produkter som i nuläget kanske inte alltid anses vara kontroversiella, t.ex. läsk och kaffe. Dessa produkter kan ju också leda till skador och beroende, men får fortfarande marknadsföras utan större problem.

I USA har man problemet att allt fler människor lider av fetma. Det har blivit en av landets största sjukdomar som lätt leder till dödsfall. Många tror att det beror på exponeringen av mat, tillgången till den samt förpackningarna som görs i XL-format (extra-large). Att cigaretter dödar är bevisat, men nu är en stor dödsorsak beroende på mängden mat. Om alla rökte en lyxig cigarr vid högtider, skulle dödsantalet på grund av tobak vara lika högt? Om alla åt normala mängder skulle fetma orsaka dödsfall?

Definition av vad som anses kontroversiellt är diffust. Men man borde inte kategorisera grupper eller produkter utan hur de används. En pizza, hamburgare, läsk, glass osv. är inte heller livsfarliga produkter vid en mängd som passar sig. Fetman som diskuteras var inte uppe på tapeten för två decennier sedan. Detta beror på överkonsumtion. Vad beror överkonsumtionen på? Som nämnt innan så kan det bero på att exponeringen ökat och att förpackningarna blivit större dvs. ren marknadsföring.

Slutligen så kan man diskutera vad som klassas som kontroversiellt om nästan allt. Men debatten bidrar med att man lär sig att dessa saker, så som cigaretter, alkohol, läsk osv. kommer inte försvinna. Därför undrar man om inte det skulle vara bättre att bara bidra med kunskapen om *hur* man använder dessa saker. Vi ska inte gå in på andra länder, religion eller kultur för då kommer man aldrig enas om vad som är kontroversiellt. Men, man kan däremot bidra med kunskapen gällande produkten det gäller. Kunskap kommer leda till att många backar när de inser vad en viss mängd kan göra åt ens hälsa.

Till slut ska det förtydligas att dels finns det farligare och mer kontroversiella produkter bland de redan exponerade produkterna och dels att man inte alltid ska döma efter en produkt utan mängden och konsumtionen av den.

Marketing Communication on Controversial Products

A case study on the tobacco industry

Authors: Soraja Hadzalic, Anna Åkervall
