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Should Brands Join the Public Debate?
Defining critical elements for persuasive advertising in social marketing.

By:

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Should Brands Join the Public Debate?

Defining critical elements for persuasive advertising in social marketing.

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Abstract

Purpose: This study set out to determine the extent to which the brand identity is imperative when taking a moral stance in a public debate and to ascertain the further necessary fulfilment of ethos, pathos and logos in the message framing process in order to successfully persuade the audience to change their behaviour and/or change their perceived image of a brand.

Methodology: First, the theoretical dimensions of research are laid out to explain the surge of social marketing and the framework of a brand's identity which is important within this concept. Additionally, the role of the rhetorical elements ethos, pathos and logos are explored as a basis for a persuasive discourse. Second, advertisements of Campbell's Soup, Volvo and Dove are analysed and interviews are conducted to determine how their message fits their identity, how it relates to a social debate and how the communication of a moral stance impacts the brand-customer relationship.

Findings: The results of this study indicate that the brand identity needs to be taken into consideration when it wishes to take a moral stance in a public debate. Furthermore, it is imperative to fulfil all three elements of the rhetorical triad when it wishes to successfully persuade the audience to change their behaviour and/or change their perceived image of the brand.

Research limitations/ implications: This research merely analyses the phenomenon of taking part in the public debate but gives no implications on how to use media channels to communicate its stance. Moreover, it is beyond the scope of this study to examine the direct effect that social marketing has on brand equity and to specify precisely which companies and brands should include this communication strategy.

Practical implications: The presented study will give marketing practitioners an insight into elements necessary to successfully share a moral stance in a public debate.

Originality/ value: Although brands are showing an increase in CSR practises to build brand-consumer relationships, the communication of moral stances and relationship building has not yet widely been discussed.

Keywords: Brand Identity, Brand Core, Brand Image, Communication, Marketing Communication, Social Marketing, Social Debate

Paper Type: Research Paper

1. Introduction

In the history of economic development, the role and functions of companies have increasingly been discussed. To date, it is no longer acceptable for companies to merely fulfil their economic functions but are rather expected to act as a socially responsible citizen which entails "engaging in and demonstrating leadership in ethical behaviour"

(McEachern, 2014, p.430). In light of this, the role of brand management has been heightened. Brand management is an important player in the debate of whether companies should participate in the sphere of public debates. It emphasises the brand's identity and argues that the brand personality, a facet of the brand identity, can contribute to consumers' brand preferences (Rajagopal, 2010).

Although researchers agree upon the idea of a company being a metaphorical person, and therefore having a moral responsibility (Freeman et al., 2010), little attention has been paid to the controversial phenomenon of social marketing. This strategy involves the communication of a moral stance aimed at influencing consumer's voluntary behaviour and to improve their life or that of the wider community according to the company's subjective opinion (Andreasen, 1994).

There are two primary aims of this study. First, to determine the extent to which the brand identity is imperative when taking a moral stance in a public debate. Second, to ascertain the further necessary fulfilment of ethos, pathos and logos in the message framing process to successfully persuade the audience to change their behaviour and/or their image of the brand.

Data for this study were collected through multiple stages to provide analytical depth. First, the theoretical dimensions of research are laid out to explain the surge of social marketing and the framework of a brand's identity which is important within this concept. Additionally, the role of the rhetorical elements ethos, pathos and logos are explored as a basis for a persuasive discourse. Second, advertisements of Campbell's soup, Volvo and Dove are provided as case studies for practical depth. Finally, interviews are conducted for in-depth evaluation to disclose how consumers perceive the advertisement and its link to the brand's identity and image.

The study seeks to contribute to the growing area of social marketing research by exploring and analysing it from a brand management perspective. The cases in combination with in depth-interviews will provide marketing managers with a greater insight into the elements necessary to implement a successful social marketing strategy. However, it is beyond the scope of this study to examine the direct effect that social marketing has on brand equity and to specify precisely which companies and brands should include this communication strategy.

Literature Review

2. Social Marketing

Social marketing birthed from the principles of CSR, which is, quite simply, the encompassment of "legal, ethical, and discretionary expectations that society has of organisations at a given point in time" (Carroll, 1979, p.500). CSR is "an obligation that arises from the impact corporate decisions and actions has on the lives of people" (Griseri & Seppala, 2010, p.36). The said concept dates back to the 1950's (Carroll, 1979) but found new interest in the 1990's after increased demands from civil society groups developed (Griseri & Seppala, 2010). As the power of companies outweighed that of their respective governments, the role of companies changed to fulfil the deeper need of responding to their caused externalities rather than to depend on government intervention (Khanna, 2016). One could also argue that stakeholder management and CSR developed because traditional forms of business, that being stockholder management, left little room for brands to develop their own character or an ability to differentiate from competition as values were purely centred around its economic function (Post, Preston & Sauter-Sachs, 2002).

Later, the term 'corporate citizenship' was coined which entails a corporation to take responsibility for the impact that their activities have on customers, suppliers, employees, shareholders, communities and other stakeholders, as well as the environment (Freeman, 2010). This method of governance is based on the assumption that corporations should not only be driven by profits alone.

The emergence of CSR came too quickly for some, and negative by-products of the phenomenon occurred, such as greenwashing (Delmas & Burbano, 2011). This trend caused consumers to distrust companies who adopted CSR measures (Delmas & Burbano, 2011). In the wake of this, consumers drastically changed their expectations towards brands (Becker-Olsen, Cudmore & Hill, 2006). Consumers became more and more defensive

towards social issues that companies externalised (Hollenbeck & Zickhan, 2006) and, as a result, consumer activism emerged as a backlash against capitalism and distrusting CSR measures (Hollenbeck & Zickhan, 2006). This new phenomenon was referred to as the “opposition of global brands” and concerned the “expression of concerns about corporate practices related to environmental issues and human rights” (Hollenbeck & Zinkhan, 2006, p.479). It has also been named by Holt (2002) as an emerging social movement, more specifically an anti-brand movement. In defence, corporations reversed the negative backlash and brand activism emerged whereby brands took the stance of expressing concerns about social issues rather than the consumer themselves (Lickfett, 2015). Nowadays consumers expect brands to take a stand, be transparent about their impact and to be bold enough to express their vision and role for the future (Hollenbeck & Zinkhan, 2006).

Nowadays, brand activism has become imbedded in corporations’ identity and is communicated through the use of social marketing. Social marketing leads back to the early 1970s, yet the term remains rather vague and often misunderstood (Lee & Kotler, 2016). For this paper it is chosen to adapt Andreasen’s (1994, p.110) definition which defines social marketing as the “application of commercial marketing concepts and tools to influence the voluntary behaviour of target audiences to improve their lives or the society of which they are a part”. Of interest is that it implies that social marketing lies within the scope of the brand’s identity.

Social marketing is an adaptation of both CSR and commercial marketing (Dann, 2010). The thought behind this statement is that social marketing is a fusion of profit driven motives (commercial marketing) and non-profit driven

motives (CSR) (Dann, 2010). Therefore, social marketing aims to increase the production of sales, all the while influencing social behaviour. Social marketing, however, does not come without its ethical dilemmas. In fact, the very notion of achieving social good is ambiguous. Andreason (1994, p.113) states “the determination of what is social good is entirely in the hands of the would-be social marketer”. Meaning, good is subjective and may not be mirrored by the beliefs of general society. In that sense, social marketing is a rather dangerous strategy that could divide consumers and ultimately make or break sales (Bloom & Novelli, 1981).

3. Brand Identity

As mentioned above, social marketing is interlinked with the brand’s identity. As the brand is shaped in the consumers’ minds, the brand identity embodies the brands tangible and intangible assets which need to be communicated clearly by the brand to ensure a favourable positioning (Kapferer, 2012). Hence, the identity within the concept of communication is on the sender’s side. The facets of the brand identity contribute to relevant decisions with regards to the overall brand’s strategy. This can be applied when deciding whether a new product or certain advertisement is in line with what the brand stands for. According to Kapferer (2012), it is of high importance to first conduct what the brands stands for before communicating it to a target group.

3.1 Brand Identity Models

One popular way of defining the identity and boundaries of a brand is through the Brand Prism (Kapferer, 2012). As shown in figure 1, the six facets of the brand identity are related to each other.

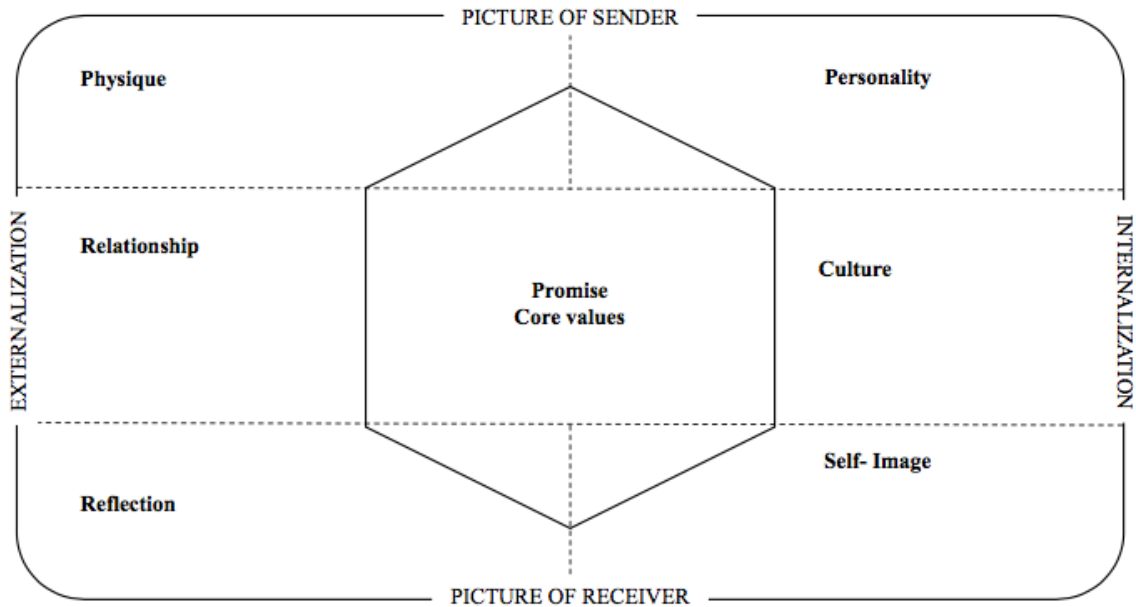


Figure 1. Adapted Brand Identity Prism

Of relevance to this particular research are the facets of personality, culture and relationship. The *Personality* facet represents the way a brand would speak if it were to be a human being. Accordingly, human characteristics are being chosen for defining this facet. The personality is the most relevant source of the style and tone of an advertisement (Kapferer, 2012). Respectively, *Culture* reflects what a brand stands for; its causes, ideas, ideals and values. This facet is the most important facet of the Brand Prism as it glues everything together long term but also helps customers connect to the brand (Kapferer, 2012). As can be viewed in Figure 1, the *Relationship* facet includes how the brand acts and relates to its customers and delivers services, based on its

culture. This facet within the identity is of utmost importance as a brand is built through and around strong relationships (Kapferer, 2012). Together with the facet culture, the *Relationship* facet factor bridges the gap between the recipient and the sender. However, a limitation of this model is the absence of the brand's core values. Therefore, an adaptation made for the purpose of this research is the insertion of the core values which will be the base for every facet, shown in Figure 1.

Kapferer's Brand Identity Prism is designed to analyse product brands. However, in this research, Urde's Corporate Brand Identity Matrix (2013), shown in Figure 2, is of equal relevance as it allows for the analysis of

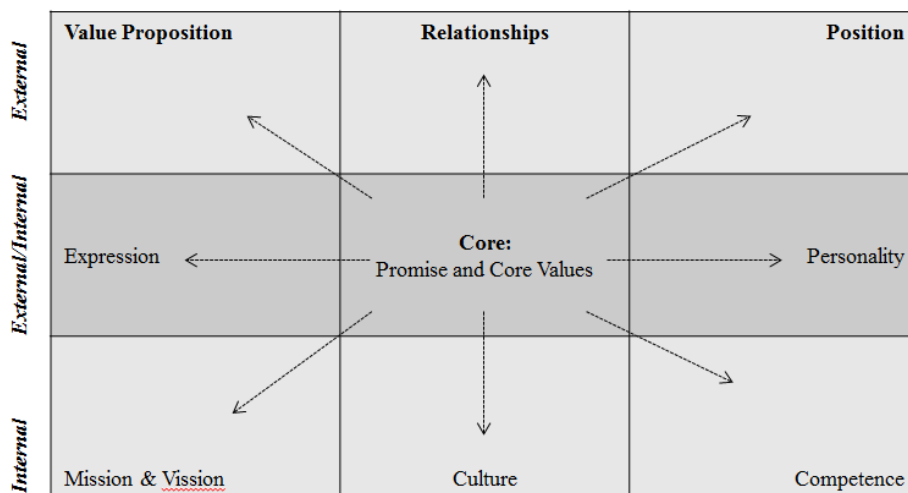


Figure 2. Corporate Brand Identity Matrix (Urde, 2013)

corporate brands. It includes the internal and external components of an identity and links them together, forming a 3x3 matrix.

Similar to the Brand Identity Prism, this Matrix emphasises how culture comes from the sender's side and forms a base for the relationship facet. The *Relationship* facet describes the behaviour which creates a relationship over time, including the way the organisation works and relates to their customer. It shows how the brand positions itself in the "hearts and minds" of the most relevant customers (Urde 2013, p.754). Additionally, the internal-external row includes the core values and promise of a brand which are significant for the formation of the personality, of which forms the basis to the way the corporation expresses itself to the customer.

3.2 The Brand Core and its Core Values

As presented in this study, both models involve a *Core Value and Promise* facet which are found to be most significant as they define the brand's core (Urde, 2016). Every established brand has this inner core. Furthermore, core values can be seen as the principle for external and internal processes of brand building (Urde 2001). It is of particular significance that the core values and the promise not only mean something for the organisation, but also for its customers and other external stakeholders (Urde, 2016). Additionally, core values need to be lived in an organization – they are only achieved through action. Hence, they can serve as a direction for communication processes (Urde, 2001). Despite the fact that core values are stable, they must undergo adaptations and enhancements (Urde, 2001). Kapferer (2012) defines these values as kernel values which are unconditional assets of a brand. On the other side, peripheral values exist which are conditional; they are further away from the core. They act as the "key long-term change agents within brands" (Kapferer, 2012, p. 243) and in the course of time they might become kernel traits.

This is underbuilt by Aaker's concept of core identity and extended identity (1996). The core identity is described as "the timeless" essence of the brand" (Aaker, 1996, p. 85) while the extended identity refers to elements

that "provides texture and completeness" (Aaker 1996, p. 87). Thus, the core identity is of relevance for the success and meaning of a brand. While the brand essence is timeless, the brand positioning strategy may change, allowing for changes of a brand while retaining its personality (Kapferer, 2012).

The latter is significant to underline as the brand personality plays a significant role in the relationship building process and plays in the formation of the brand image. The brand image is the perception customers have of the brand and its identity (Aaker, 1996; Kapferer, 2012).

4. Brand Communication

Communication is the transmission of knowledge from one person to another. This knowledge can be transmitted in verbal and nonverbal forms (Sezgin & Telingün, 2016). Brand communication, specifically, is the communication of the identity of the brand in a way that its uniqueness will be identified and recognised by its customer. Besides its role of enhancing brand recognition, communication can build a positive brand image when it influences the attitude of the public towards the brand in a positive way (Chinomona, 2016). This is confirmed by Lucas (2014) who states that brands are created through persuasive messages within marketing communication that help build customer relations.

4.1 Communication & Relationship Building

Relationship building between brands and consumers is only feasible when brands adopt personalities. This is due to the fact that human beings are wired to personify an intangible object to aid interaction and build a relationship with it (Luis & Lombart, 2010). From a brand's perspective, this is essential as a strong personification eases the process of constructing a brand personality in the

consumer's mind (Hazel & Mitchell, 2014). Once this personality is shaped, the consumer can grow possible affinities towards it and change the relationship into a commitment.

Gruen, Summer and Acito (2000) explain that these commitments can be grounded on three motives: continuance commitment, which is based on self-interest, normative commitment, which is derived from the consumer's feelings of moral obligation to the brand, and affective commitment, which makes the brand more favourable based on an emotional connection and shared values.

When a brand decides to join a public debate and take a moral stance, it projects a personality trait. This is important for the relationship building process as consumers are then able to relate to it on an emotional level. When values are shared it could even establish the desired affective commitment from a customer to the brand.

4.2 Message Framing

Leading from this, it is important to note that the communication of a moral stance needs to be persuasive in order for a consumer to change the image it has of the brand or to feel obliged to change their behaviour in the way the company desires. Advertising, a medium among many to build a relationship with consumers, could be named one of the most persuasive discourses in society (Burke, 2008). To effectively form a persuasive discourse Aristotle argued for three necessary elements (Braet, 1992): ethos, the character or personality of the speaker, logos, the facts and reason, the logic of the discourse and pathos, the emotional appeal to sway the audience. When all three elements are in place, the message has an impact on the audience's behaviour and attitude (Read, 2007). Urde (2016) explains that in brand communication, the ethos (the speaker) is the product or corporate brand, the pathos (the audience) are the stakeholders and the logos (the text) is what the brand is trying to sell.

However, in this research, the focus is not on what the brand is trying to offer to its

audience. The focus is put, rather, on its participation in the public debate and whether or not it was successful in persuading the audience to change behaviour or, better yet, grow more affinity towards the brand. For this reason, the analysis follows the revised rhetorical triad proposed by Kinneavy as mentioned in Killingsworth (2005). This triad sets forth the following:

- Ethos: The author and the appeal or authority it inspires.
- Pathos: The emotion of the audience.
- Logos: The reference to the world known to both the author and the audience.

At the centre of the triad is *text* which engages all elements (see Figure 3).

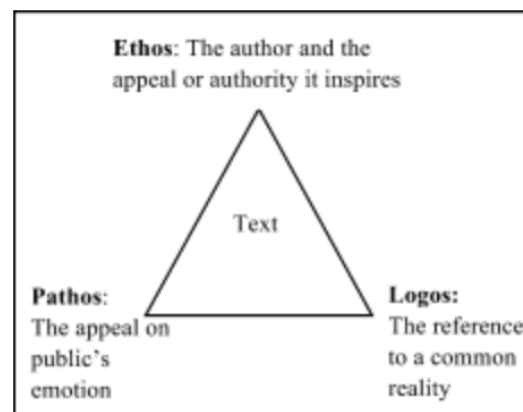


Figure 3. Rhetorical Triad

As the advertisements explored in this study are TV commercials, the text exists out of both verbal and visual cues. Moreover, it is argued that the emphasis on an element decides on the type of discourse: emphasis on ethos is expressive, on pathos is persuasive, on Logos is objective and on Text is artistic (Killingsworth, 2005).

Thus, it is important for the brand to seem authoritative; the identity must be linked to the public debate and portray a personality with which the consumer can connect. Furthermore, the ad needs to occur when the public debate is present in society. However, most significant will be the emphasis on the emotional appeal to move the audience into changing its behaviour or growing affinity towards the brand.

5. Methodology

This empirical study uses three case studies, Campbell's Soup, Volvo and Dove in the analysis of brands who have adopted social marketing campaigns. These cases are interesting to analyse in order to highlight important elements of the social marketing strategy in correspondence to their identity and communication of a moral stance in a public debate. The use of case studies was motivated by the ability to combine several qualitative methods which reduces the reliance on one single approach (Knights & McCabe, 1997). Additionally, it is important to note that a distinction was made between the types of cases chosen. Based on Yin's (2003) framework, the type of case study within this paper derives from the 'critical case', whereby the choice of choosing the case was based on the ability to obtain a better understanding of the phenomenon discussed. Complementarily, a multi-case study design is used as a comparison tool (Bryman & Bell, 2013), enabling for findings to be derived off each case in a comparative manner.

A literature review set the stage for the discussions, whereby it was found that past literature of social marketing contributes little knowledge of how to implement it effectively. From additional research, it was observed that there was a need for a clearer framework when it came to communicating opinions on social issues as a company. Our framework will be developed based on the notion that social marketing relates closely to certain facets of the brand identity and on the theory of persuasive message framing through the implementation of ethos, pathos and Logos.

The discussion was supported by the use of primary research, in the form of interviews. The choice of in-depth semi-structured interviews was motivated by the ability to derive deeper insights of the phenomenon (Bryman & Bell, 2013). Traditionally, the effectiveness of previous marketing campaigns has been assessed by measuring quantitative observations (Bryman & Bell, 2013). However, this research paper has taken a different approach as it aims to understand

the principle elements of how such a marketing campaign can prove to be successful, and how consumers perceive such marketing campaigns in today's times.

Interviews were split into three groups, one for each case study. Four interviewees were questioned for each case, making a total of 12 participants (see interview transcripts in Appendix 1-3). The interviews followed an interview guide (see Appendix 1) that was open for modification - following a typical semi-structured approach (Bryman & Bell, 2013). Such data collection enabled for open-ended questions and deeper, informal conversations (Yin, 2003).

In order to receive a broad range of opinions, criteria of the interview participants were that they must be diversified. A second criterion was for participants to be educated and analytical in order to receive critical responses. Most of the sample population were chosen at random (after considering the criteria), in and around the University campus, while others were sought out, such as a short in-depth interview conducted with the Marketing Director of Volvo. Participants were stimulated by first showing the relevant campaign advertisements, whereby the interview questions stemmed from.

6. Results

6.1 Campbell's and the "Real, Real Life" Campaign

Campbell's introduced its first can of soup in 1895 (Forbes, 2016). Since then, the company has been growing not only in Campbell's soup products but also through building a brand portfolio based on their purpose of "real food that matters for life's moments" (Campbell's, 2016). In 2015, Campbell's launched the "Real, Real Life Campaign". This campaign was the first after 5 years that integrated their full soup portfolio. Interestingly, the campaign did not focus on the nutritional benefits of the soups but rather the circumstances in which they were consumed. The words "real, real life" in this case refer to the American

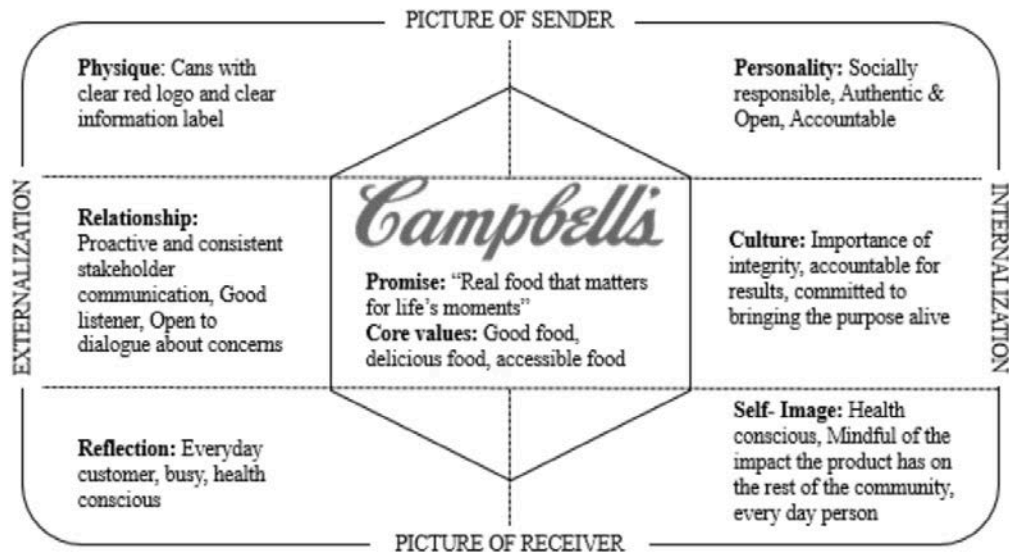


Figure 5: Campbell's Brand Identity Prism (Source: Campbell's Soup, 2016ab; Campbell's, 2016)

households. According to Yin Woon Rani, vice president marketing activation:

“The American family is changing faster than at any time in recent history and it is now a true mosaic of shapes and sizes, all bonded through love, and love of good food” (Campbell team, 2015).

The advertisement that got significant attention online features a gay couple feeding their son while quoting the famous “I am your father” phrase (Waxman, 2015).

The ad denotes Campbell's stance in the public debate about homosexuality which has been present in America over recent years. Although this has been praised by some (Merriman, 2015), it has been widely criticised as well (Halkon, 2015).

The Results

Link to identity and image

Throughout the interviews, it became clear that none of the interviewees saw a direct link between the advertisement and the brand's identity. As the advertisement comes from a food company, the majority of the interviewees did not see the connection between gay parents and soup. However, 3/4 also indicated that if there was a link it would be a distant one to the core value of it being accessible and part of life. One interviewee stated: “I guess the ‘life's moments’ thing is

the only connection - so every moment of your life for every type of person but there is no direct link to the identity itself”.

Furthermore, all interviewees were of the opinion that the message of the advertisement did not fit the brand image. However, one participant highlighted the possibility of this campaign being used to widen their audience and to change the image: “I have never thought of them as a progressive company, per se. But I can also understand it if they are trying... I mean, they are a company that is trying to sell accessible and cheap food - so if they are trying to appeal to a wider audience than I can understand that.”

Leverage the relationship – did they like the ad? Would they buy the product?

The reactions to the advertisement varied widely. 50% found it interesting and different to what they expected, which was deemed positive and enhanced their brand image. However, the other half had a more negative response, stating that it was surprising rather than humorous, and emphasised the lack of link between the company's products and the advertisement. However, it was also mentioned by one of the interviewees who negatively responded to the advertisement that, “it is a good advertisement if it is to tell the consumer about how open-minded they are as a company”.

Although the attitudes of the interviewees differ, none would consider buying Campbell's soups over others due to this opinion.

Brands joining the public debate

The opinion on whether brands should voice their view on social issues was divided. 50% agreed that companies should, as it could help the consumer relate to a brand especially if the brand is built on "ideas and ideals". However, it was also signalled that it might be better to hold back when the stance will be perceived rather negatively. The other half found that it only makes sense when it boosts the sales of the company as they found that business is about making profit rather than being a corporate citizen.

Nonetheless, all agreed that it would make sense for a company to do so when their stance is directly related to their ideas, ideals, values and actions. It was considered insufficient for a brand to just say something; their stance must be related to their business model and actions.

6.2 Volvo and the "Made by People" Campaign

In 2014, Volvo Car Group launched the advertising theme *Made by Sweden*. The campaign shows typical Swedish assets such as Zlatan which affiliates his strength to the strength of the Swedish car brand Volvo. One year later, the *Vintersaga* campaign was launched, showing scenes of a typical Swedish winter while explaining the advantages of all wheel drive cars. The emphasis in this advertising theme lies on the connotations of "Sweden" as the country of origin (Urde, 2016).

In the beginning of 2016, another advertisement campaign was launched with

the slogan *Made by People* (Youtube, 2016). Per Carleö (Interview, October 7, 2016) explained that several on- and offline media channels were used to distribute the said message. However, this study will focus on the 4-minute viral spot that shows a typical day in the life of people with different nationalities who work for Volvo. The website explains (translated from Swedish to English):

"Who builds the best cars? The Germans? Italians? The Swedes? Koreans? Or the Americans? The truth is that it is not one of them. It's all of them. Together. (...) Diversity stimulates creativity. It drives innovation (...)" (Volvo, 2016).

An internal video created by the advertising agency of Volvo explains that the company and the brand wanted to take a stand and show everyone that Volvo celebrates diversity and follows the belief: "Together, we are better". They linked this message to the current immigration crisis to emphasise this clearly. Per Carleö stated that this was heavily debated internally, though, their opinion remains that brands should join these kinds of debates and hold their own opinions (Carleö, 2016).

The timing of the campaign was essential as the Syrian War caused a noticeable stream of immigrants to arrive in Sweden, and Europe for that matter, throughout the second half of 2015 (Migrationsverket 2016). Sweden is one of the most welcoming nations in Europe when it comes to immigrants from outside the EU. 62% of the Swedish population state that they have positive feelings about immigrants; however the negative feelings increased by 9 percentage points up to 36% in comparison to the previous Standard Eurobarometer (Standard Eurobarometer 85, 2016).

Value proposition Celebrating people	Relationship Volvo cars are designed around you - for people who care for other people	Position A desirable and safe car
Expression 21st century premium look and feel, high-end material and Scandinavian Design Quality	Core Values and Promise The Volvo Way. Quality, Safety, Environment	Personality Caring and human-centric
Mission: To make people's life easier, safer and better Vision: To be the world's most progressive and desired premium car brand	Culture We live up to "Ormtanke" - we respect each other, show contribution and embrace diversity.	Competences We are proud on our innovations which are created by our people, creating safety every day

Figure 6: CBIM Volvo Car Group (Sources: Carleö & Elvefors, 2016; Volvo Car Group, 2015; Volvo Car Group, 2016)

In Scandinavia, the campaign is known as one of the most important diversity campaigns to date (Carleö & Elvefors, 2016).

The Results

Link to identity and image

The link of the advertisement to Volvo's identity was understood when it comes to the actual story of the ad: the quality which was shown within the production sides and the safety aspect embodied in the shown crash-test. When referring to the social debate, interviewees agreed there was no link between the message and the brand's identity.

However, 3/4 did agree that the message and the advertisement match their image of Volvo as a Swedish company. One of the interviewees argued that Volvo is "the Swedish family car" and since Sweden is largely welcoming towards immigrants they "kick in open-doors" with this advertisement. Another participant stated that Volvo is known for being diverse, so it goes hand in hand with their image. An Austrian participant stated "many people in Europe have a bad image of refugees, although many of them are highly qualified". They went further to state that it has a good influence on the brand in that it shows open-mindedness to incorporate people, no matter where they are from.

Leverage the relationship – did they like the ad? Would they buy the product?

75% of the participants thought that the overall message of the ad was very authentic. Additionally, 50% identified the ad as emotionally engaging. However, all interviewees shared the opinion that this would not affect their buying behaviour. One of the participants argued, that buying a car is too complex of a topic to actually be influenced by the political stance of a company.

Brands joining the public debate

75% of the participants believed that brands should take a moral stance and participate in a public debate. One interviewee argued that it does not need to fit the brand identity as long as it is "well-incorporated within the organization". This was supported by the opinion of other interviewees who stated that the stance should be part of their culture and business strategy. Though, one interviewee held the opinion that organisations should separate political aspects from business aspects, and should only voice their opinion when the current political situation influences the work of that organisation.

Nonetheless, all interviewees agreed that participation in a public debate should not be used with the hidden agenda to increase profits. 75% uniformly agreed that only raising a stance is not sufficient, with one stating "actions speaks louder than words". One participant highlighted it might be easier

for brands to communicate their social stance when it is linked to the identity. However, it was also found that consumers should not feel that the brand is “only jumping on the bandwagon”. This was highlighted with an example of McDonald's: “now they start to care about fat and what it does to people, and are now saying *we are offering the healthy alternatives* - this is not genuine at all”.

6.3 Dove and the Real Beauty Campaign

Dove started out as a modest yet profound soap company in the late 1950's (Unilever, 2016). The brand has since grown to an estimated \$5,5 billion dollars (Statista, 2016) and now holds a notable position in the consumer goods market. Its success was driven in part by its innovative marketing strategy in 2004 that took a stance against unattainable beauty standards. The stance was based on a study that found only 2 percent of women considered themselves beautiful (Etcoff et al., 2004).

Moving away from conventional beauty advertisements, its campaigns no longer focused on selling a product but rather an idea, or, an opinion. Now, Dove's social mission is “to make women feel comfortable in the skin they are in, to create a world where beauty is a source of confidence and not anxiety” (Unilever, 2016). Part of the campaign was an advertisement that showed women behind a

curtain explaining their facial features to a forensic sketch artist. Correspondingly, strangers who met the women once were asked to describe them as well. The advertisement put forward the lack of confidence instilled in the average woman, taking the moral stance that natural beauty should be a source of confidence. The advertisement was received both positively and negatively as it formerly played a role in the portraying of unattainable beauty standards. Regardless, the campaign was labelled the first of its kind to go ‘viral’, with over 35 million views in under two weeks (Singh & Sonnenburg, 2012).

The Results

Link to identity and image

Most respondents concluded that Dove's identity matched that of the advertisement, “it is authentic. I think Dove stands for exactly what the advertisement promotes”. Although, an interesting observation was that most respondents did not consider the identity of the brand before the implementation of the campaign. One participant considered the idea, but concluded that due to the endurance of the campaign, those values were now successfully embedded into the core values of the brand. All interviewees, however, demonstrated a hesitance towards the credibility of the campaign, and thus authenticity, “it's a

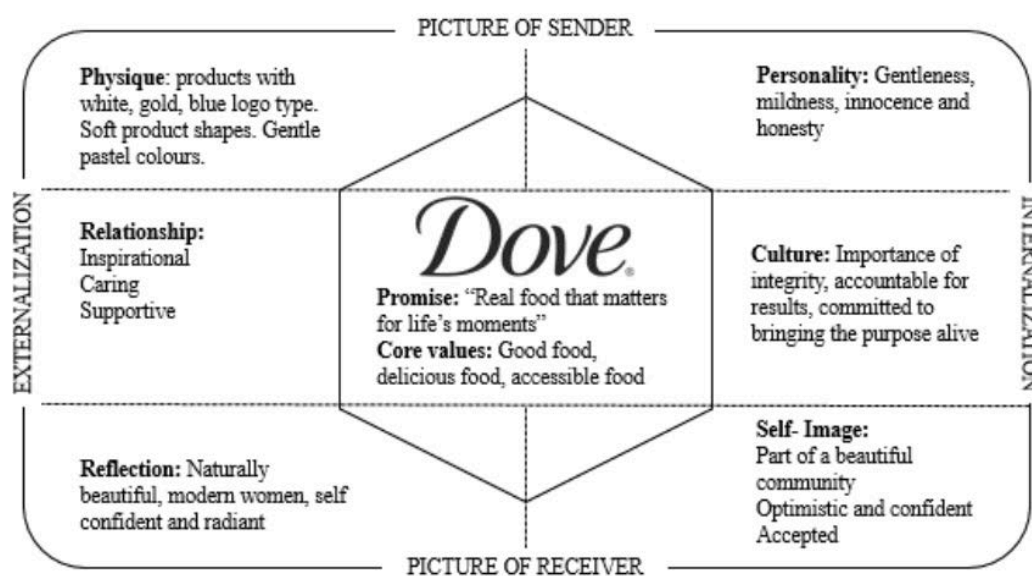


Figure 7: Brand Identity Prism Dove (Source: Dove, 2016)

campaign for one of the biggest beauty brands in the world - so it's a little contradicting". Therefore, the findings suggest that the message was authentic to the company's identity, but perhaps lacked credibility in regards to their motives behind such a campaign.

Leverage the relationship – did they like the ad? Would they buy the product?

The overall response to the ad was positive. One respondent saw the advertisement purely through critical eyes, "it is a good differentiation strategy". This idea was supported by some respondents suggesting that the ad was in fact more fascinating than others and did conceive some competitive advantage, "I'm actually watching the ad because I'm interested in what it's showing", as opposed to other ads.

It is apparent from the findings that most respondents agreed on the notion that their consumption patterns are self-controllable. Regardless of whether this opinion is correct, most respondents said that it would take much more to convince them to buy a certain product than the company's moral stance. However, one respondent stated that they would buy the product purely because of the shared opinion they have of beauty: "I would buy [Dove] because of how I connect with how they portray beauty".

Regardless of whether the interviewees felt compelled to buy the product based on the brand, the advertisement did seem to strengthen the consumer-brand relationship. "The campaign targets emotion. It uncovers a real social issue. It's a beautiful campaign". Another stated that, "my consumption patterns haven't changed but now I am proud to be associated with the brand."

Brands joining the public debate

Through the interviews it was found that social marketing acts as a powerful tool to overcome social issues that would otherwise be difficult to budge. Most interviewees had the response that voicing opinions as brands is respected. A derivation of interviews found

that it acted as a relationship builder to the brand, by making consumers connect to a particular value. However, a general consensus was that brands should be strategic when voicing opinions, "brands should participate in debates when it is not such a sensitive topic. Dove takes a comfortable stance, where they are not at risk of being controversial because they hold an opinion that is followed by many". However, one interviewee highlighted the role a company can play in shaping a public debate: "even though social marketing is sometimes only a strategy to increase sales, I think it still has an important role, because by voicing an opinion, it starts a discussion". Altogether, an important insight is that all participants agreed upon the notion that if companies do implement such a strategy, it should be related to the industry causing the campaign to embody credibility.

7. Discussion

This research was aimed at gaining a better understanding as to whether it is deemed favourable for a company to actively communicate a moral stance in a public debate and which facets need to be in place to make the social marketing strategy successful. Respectively, the objective of our case studies was to identify the opinion of the consumers on social marketing advertisements and to analyse the success of persuasion based on the rhetorical triad.

The most obvious finding to emerge from the analysis is that for consumers to understand the moral stance a company takes and to engage with it, there needs to be a direct link between the message and the brand image based on the brand identity. It was found that Campbell's soup was the least successful in engaging with the consumer as interviewees did not see a link between the identity and the moral stance. Additionally, the message was found to be more progressive than the image the interviewees had of the company. In Volvo's case, interviewees did not see the direct link between the moral stance on

refugees and the production and safety of their cars but it was argued that the message fits the image of Volvo as a Swedish brand. This was stated as Sweden was seen as open-minded and welcoming in this context. In the third case study however, interviewees saw a direct link between Dove's moral stance and the brand identity. It is interesting to note that for both Campbell's soup and Dove the advertisements can be argued as part of a campaign aimed at changing the brand image. Overall it was argued by the interviewees that there needs to be a link between the moral stand taken and the company's actions. It was also stated that the stand cannot be too controversial but rather shared by many if it wishes to add to the brand's image. These results support the idea that the moral stance a company seeks to communicate needs to be linked to the brand identity and the perceived brand image.

Another important finding was that all three facets of the rhetorical triad need to be in place in order to persuade the consumer's opinion on the topic as well as to enhance the brand-consumer relationship. Out of the three facets, Logos was successfully fulfilled in all three cases, meaning that the moral stances were directly linked to the current public debate. However, it can be stated that the absence or presence of ethos was a deciding factor in the persuasion of the message. The interviews found that Campbell's soup lacked the authority on the matter of gay marriage or parenting. According to interviewees there was no link between a food company and the social debate. It was argued to be more favourable when it would discuss matters related to the food industry as it can be perceived as authoritative on this topic. Volvo and Dove, however, were deemed authoritative in their appeal as it was within their identity and position in the industry. Additionally, both Dove and Volvo were successful in their emotional appeal and engaged the consumers. Interviewees of both cases indicated the advertisement increased their liking of the brand and enhanced the perceived image. Contrastingly, the reactions to Campbell's soup advertisement were varied

and showed the image was only enhanced for half of the interviewees whereas the other half deemed it surprising and the moral stance had no impact on their affinity towards the brand. These results confirm the association between the necessary presence of ethos, pathos and logos in order to successfully persuade the consumer's opinion towards the brand and the topic of the public debate.

8. Conclusion

This study set out to determine the extent to which the brand identity is imperative when taking a moral stance in a public debate and to ascertain the further necessary fulfilment of ethos, pathos and logos in the message framing process, with an emphasis on pathos, in order to successfully persuade the audience to change their behaviour and/or change their perceived image of the brand.

The study identified social marketing as a strategy that encompasses the communication of a moral stance which seeks to influence consumer's behaviour. As social marketing centres around the opinion communicated by the personality of the brand, the study suggested that it should align with the scope of the brand's core identity. Respectively, it was disclosed that the brand identity, a concept on the sender's side of the communication channel, plays an important role in the shaping of the brand image in the mind of the consumer (Kapferer, 2012). However, for a brand to successfully take a moral stance and persuade the audience it is imperative that the consumer understands the message. This persuasion is achieved through the fulfilment of ethos, pathos and Logos, with an emphasis on pathos, in the persuasive discourse (Killingsworth, 2005).

The case studies and interviews conducted were in agreeance with the above mentioned finding that there needs to be a link between the brand identity and the topic of the debate in order for the brand to be perceived authoritative. The perceived authority would then fulfil the rhetorical element of ethos. Moreover, Logos should be fulfilled by

communicating the moral stance when the public debate topic is both relevant and known by both the author and the audience. Lastly, pathos determines the emotional engagement of the public and seeks to move them. In the interviews, it was found that this element needs to be emphasised to persuade and encourage consumers to change their opinion and image of the brand.

Thus, the results of this study indicate that the brand identity needs to be taken into consideration when it wishes to take a moral stance in a public debate. Furthermore, it is crucial to fulfil all three elements of the rhetorical triad when it wishes to successfully persuade the audience to change their behaviour and/or change their perceived image of the brand.

Theoretical Implications

The contribution of this study has been to confirm the importance of brand identity in marketing communication. Furthermore, this research extends the theory of social marketing through providing a further insight into the necessary elements of the communicational aspect of the strategy. Whilst this study did not confirm whether taking a moral stance will enhance the brand equity, it did partially substantiate that it could do so when it successfully persuades the audience into growing affinity towards the brand.

Managerial Implications

The purpose of this article is to provide a framework for marketing management seeking to implement a social marketing strategy. Accordingly, two implications are now suggested.

First, when wishing to implement a social marketing strategy it is of utter importance that the moral stance is linked to the identity and can be supported through the company's position in the industry and the company's business model.

Second, the message should be linked to a current debate to ensure the public will

understand the stance taken and deem it timely.

Third, the message should seek to persuade the audience to change their opinion on the topic or to change their opinion of the brand image in a favourable way. This persuasion should be done by ensuring the presence of ethos, pathos and Logos as interpreted by Killingsworth (2015). Though a specific emphasise should then be put on pathos, the emotional appeal.

Drawing from our findings, we propose the Social Marketing Message Framing Model that highlights the important elements involved when a brand wishes to join the public debate.

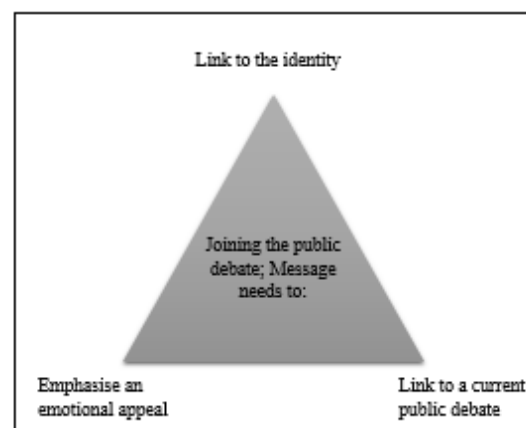


Figure 8. Social Marketing Message Framing Model

Limitations

The main weakness of this study was the paucity of the interviewees as it could only present a small insight. Additionally, Bryman and Bell (2013) argued that qualitative studies are subjective which may denote that the findings of this report are formed based on the writers' beliefs. Another weakness is that the opinion of interviewees can change rapidly, meaning that findings are time-dependent. The report is also limited in that the findings led to a surprising lack of consensus between case studies, meaning that each case study had its own conclusions. However, this provided its own advantages in a way, because it produced a wider perspective.

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Appendix

Appendix 1. Interviews Campbell's Soup

Interviewee 1.

Introductory Questions:

1. What do you think about this advertisement?

Divisive and will possibly hinder their sales and will make their older market, conservative feel like outsiders. You don't expect it to be 2 dads, it's a bit shocking almost or surprising. If they are trying to be funny, it's more of a surprise than humorous.

2. What is its message?

That real people in this day and age accept having same sex parents and if you don't except it you are not real. They are really excluding a fair few people

3. Is it just an ad or are they trying to say something more about it? Is there a wider perspective to this ad?

Saying so much they are getting involved in this same sex debate or equality between gay and straight people.

Specific Questions:

4. How do you think this ad links to the brand identity? It's less about the food in this case more about the political discussion they want to get involved in. It is not that relevant but it is somewhat because they want to be related to warm memories and this is about father son which is supposed to be sentimental and warm.

It kind of fails to identify how their food is beneficial, neglects the nutritional aspect and it links their idea about real food to real people. Far-fetched link-> don't see it shine through effectively

5. Is the message authentic to the company's values?

No, their values are more personality based, this is more politically based.

6. Does this ad make sense in regards to the image you have of them?

No, because my image of them was a really basic soup company. old school looking tins and stuff, this makes them look so much more modern and hip

7. Did this brand's opinion change your image of the brand? how?

Yeah, like I said before. I thought it was just about soup and now they seem more modern and socially aware

8. Would you buy their product based on their positioning in this debate?

No, it doesn't make me want to buy their product more than I would have before.

General Questions:

9. Should brands have opinions and voice them? Why?

They should if it will boost their sales, it is a smart thing to do. If it has no impact on sales or I don't feel like there is a real point to it then it seems pointless... business is about making profit, if you are going to spend money on an add that is not going boost profit it's just dumb.

10. Which companies do you think should adopt social marketing? Is there a specific industry more relevant?

If you are going to join a debate, make sure it is relevant. Campbell's soup related to more animal cruelty free and sustainability it would make sense as opposed to something so not related to soup.

Extra question asked: Other companies like dove?

That was relevant because they are about beauty. It would also make more sense for humanitarian companies to get involved in public debate. I think it would make sense because their profit is more directly linked to an emotional thing. The red cross eg are helping people so they need to seem really aware and really nice.

Interviewee 2.

Introductory Questions:

1. What do you think about this advertisement?

I think it's interesting because it's a little bit different and my personal view is always like if it makes you think it's a good thing and that advertisement definitely makes you think because there not a direct link between the message and the product so for me, I always then start thinking about and I think it's a positive advertisement

2. What is its message?

If you link it to the product of the brand than it would be that Campbell's soup are for all types of families. Doesn't matter if they are single mum, big family and in this case it also doesn't matter if it's a gay couple it's a product that is made for everyone.

3. Is it just an ad or are they trying to say something more about it? Is there a wider perspective to this ad?

I think it's not only an advertisement it probably had another goal with it as well to maybe also market Campbell's soup as something that is accessible to different people also that they kind of promote this thought of being so open to gay marriage in general but also gay couples o they are trying to put a social aspect into their branding even though it is not connected to their actual product.

Specific Questions:

4. How do you think this ad links to the brand identity?

It's a difficult link because it's not very straight forward but as I said their brand promise is soup for "real food that matters for life's moments". There is definitely not a direct link but [slogan] so basically just real food that is for... I guess the 'life's moments' thing is the only connection so every moment of your life for every type of person but there is no direct link to the identity itself.

5. Is the message authentic to the company's values?

Doesn't really represent the values of the company directly... no.

6. Does this ad make sense in regards to the image you have of them? (left unanswered as it was answered through the other questions)

7. Did this brand's opinion change your image of the brand? how?

Maybe a little bit but I mean I don't know the brand that well but it's package finished soup, to me that is really... I am not the target for this type of soup. Just to say that so maybe I am also not the right person to judge but uhm... yeah ready-made food is kind of not so healthy and maybe not so, I don't know, maybe also not produced in the best ways. I don't know so much about Campbell so I cannot say if they promote actually good resources [Amber: "They are very sustainable very CSR"]. Okay I didn't know about that but the fact that they are using a social aspect in their advertisement is positive to me and it gives me a positive image of the brand.

8. Would you buy their product based on their positioning in this debate?

Not based on that. Not based on that it is not a factor that would determine my choice

General Questions:

9. Should brands have opinions and voice them? Why?

Yes, I do. I mean it always depends there are quite strong negative opinions, or like opinions that can be interpreted as not so positive but I think it's important for also the identity of the brand to voice an opinion and by also voicing an opinion it becomes easy for consumers to relate to a brand especially if they have the same opinion or similar opinions.

10. Which companies do you think should adopt social marketing? Is there a specific industry more relevant?

Do you mean like companies that I have in my mind specific? I think it's mainly important for industries that maybe have a bad reputation in social questions or so. I can think of the fashion industry where it is really linked to the way they produce and the factories and so on. And if those brands can show, that even though they are about fast fashion, that they are also acting in a social responsible way at the same time then I think it would really benefit the brand and you can see some brands doing it already. For example I think H&M is going a little bit in that direction. Not a 100% but they are in different ways. In one way how they produce but also what body image they would like to promote, they have this new add I know now that is also about different types of women and how a person wearing H&M can be herself, doesn't matter if she is a little bit chubby or long and skinny, black white yellow whatever.

Interviewee 3.

Introductory Questions:

1. What do you think about this advertisement?

I think it's interesting that they consider gay to be real as supposed to anything else. That seems kind of funny to me that it has to be pointed out as something that is real. That is kind of the implication they are making that the world doesn't consider gay to be real. So they want to show you that this is real. [Amber: "Need to point out that the campaign is made to point out what the real American modern families are"] Yeah, well in that sense I... it's a .. I like it. That is doesn't show the old-fashion nuclear family around the dinner table.

2. What is its message?

That most people, I guess it's supposed to be, that most people don't live that way. That many people in the world don't live that old stale style of life that has been shown to us in a long time in advertisements. I suppose that it is that their food is part of the modern life. That Campbell is modern

3. Is it just an ad or are they trying to say something more about it? Is there a wider perspective to this ad?

I think they are trying to use a wider perspective to sell a product.

Specific Questions:

4. How do you think this ad links to the brand identity?

Not as far as I am concerned, I never thought of Campbell as a very progressive company. Maybe they are becoming that now and I am just not aware of it but that is not how I.. When I think of Campbell I don't think of that I just think of cheap food and Andy Warhol.

5. Is the message authentic to the company's values?

Other than accessible, maybe but I don't think this has anything to do with their values.

6. Does this ad make sense in regards to the image you have of them?

No and yes. I say no because what I said about that I have never thought of them as a progressive company per se. But also I can understand it if they are trying... I mean they are a company that is trying to sell accessible and cheap food so if they are trying to appeals to a wider audience than I can understand that.

7. Did this brand's opinion change your image of the brand? How?

No. Not really.

8. Would you buy their product based on their positioning in this debate?

No.

General Questions:

9. Should brands have opinions and voice them? Why?

Yeah they should. If they are built on certain ideas and ideals then sure.

10. Which companies do you think should adopt social marketing? Is there a specific industry more relevant?

I suppose it depends on their goals. If their goals are simply to, which most companies I suppose are, to maximise profit then... if it's advantageous then yes they should. If those are the goals of the company, then yes, they should. But if they include social betterment in one way or the other than they absolutely should stand on social issues. In most cases yes. If it's their values as a company.

Interviewee 4.

Introductory Questions:

1. What do you think about this advertisement?

It doesn't make me want to buy the soup. It's more about raising the child than what the soup entails. It kind of misses the point, it doesn't tell me if it is a good soup or nutritional or anything. A food advertisement can only be good when a consumer thinks "That looks good, that should be on my grocery list". However, it is a good advertisement if it is to tell the consumer about how open-minded they are as a company.

2. What is its message?

That “real, real life” also include a gay couple and their ability to raise a child.

3. Is it just an ad or are they trying to say something more about it? Is there a wider perspective to this ad?

I think it is meant to say something more. It wouldn't surprise me if it comes from a very progressive democratic point of view. The company will definitely not have a conservative board.

Specific Questions:

4. How do you think this ad links to the brand identity?

It might make a link to the value of being accessible but other than that I don't think there is much of a link.

5. Is the message authentic to the company's values?

Maybe to their value of accessibility as I said before.

6. Does this ad make sense in regards to the image you have of them?

My image is largely based on them being a very sustainable and green company. This has nothing to do with them being green. With that it's an old company making soup cans... It's new information. It's an opinion I didn't know they had.

7. Did this brand's opinion change your image of the brand? How?

I guess I view them as less conservative, more progressive and open minded.

8. Would you buy their product based on their positioning in this debate?

No. I don't have anything against homosexuality but I buy food based on their quality and the way it looks not based on their opinion.

General Questions:

9. Should brands have opinions and voice them? Why?

To be really honest, if a company wants to spend money to give their opinion than go for it. Some companies have a great amount of power and could definitely make a move in the society. For example, if coca cola would take such a standpoint I think it would make people think. In saying that they could also lose people. I don't know... I feel like the society and politicians are already throwing with too many opinions, I don't need companies to tell me what they think as well.

10. Which companies do you think should adopt social marketing? Is there a specific industry more relevant?

Energy companies could have an opinion in regards to renewable energy and that could make me want to switch to that brand. . I feel that if companies are going to give an opinion it should be one that gives them a competitive advantage or at least make me think about joining them because of it.

Appendix 2. Interviews Volvo Car Group

Interviewee 1.

Introductory Questions:

What do you think about this advertisement?

It is a bit of a cliché – I feel that a big company needs to show diversity in a company, this is nowadays a matter of course. But I don't think it is bad to communicate this to the public so people are aware of that. It is a standard, but nothing that has a big impact on me personally.

2. What is its message?

A company, which operates in the Swedish market and is known to be "Swedish" can be manufactured by many different nationalities, it shows that it is not only a Swedish brand but that there are a scope of different nationalities, which was said in the spot with the slogan „Made by Sweden”.

3. Is it just an ad or are they trying to say something more about it? Is there a wider perspective to this ad?

It is not a campaign which actually shows their cars, there is definitely a deeper meaning. It is more about branding. And I think they want to position themselves away from "being a Swedish brand only”.

Specific Questions:

4. How do you think this ad links to the brand identity?

They embrace their quality by showing their processes and the way how they work on their security (e.g. Crash test). The environmental care value is harder to recognize...

5. Is the message authentic to the company's values?

I think it was authentic, although as I stated I see this a bit skeptical.

6. Does this ad make sense in regards to the image you have of them?

I wouldn't have linked it to the refugee crisis straightaway actually, but I think a brand should separate political aspects from business aspects. I don't think that they wanted to show this in this marketing campaign: what was their goal behind this? Do they want to be shown in a positive way? I don't think there is a need of Volvo as such a strong brand to do this. So no, it does not make sense in regards to the image.

7. Did this brand's opinion change your image of the brand? how?

I don't know, but I think it would not affect it in a positive way. As I said, you should not link advertisement with politics, especially this advertisement, when they actually wanted to link it to the refugee crisis, does not fit! Of course, if Volvo wants to do something for the refugees I think this is great, but using this to strengthen the brand by communication is not recommendable.

8. Would you buy their product based on their positioning in this debate?

No answer

General Questions:

9. Should brands have opinions and voice them? Why?

If a political situation has an influence on the business, then of course a company should have an opinion and voice it, but not with the hidden agenda to strengthen the brand to receive more profits.

10. Which companies do you think should adopt social marketing? Is there a specific industry more relevant?

All the companies which rob the resources of the planet, automotive industry and oil, transport and logistic, due to climate change, I think there is a need for political requirements, that companies are forced to act in a certain way and get aims.

Interviewee 2.

Introductory Questions:

1. What do you think about this advertisement?

It is very emotional and very authentic. The brand definitely stands in the foreground. It shows that it is a brand which is putting emphasis on community building, it also show family-friendliness, security and the very high standard of quality

2. What is its message?

In my opinion they want to show that everyone is important, that it is a brand for everyone because Volvo embraces different heritages and cultures.

3. Is it just an ad or are they trying to say something more about it? Is there a wider perspective to this ad?

I actually can't see it ...

Specific Questions: (interviewee was introduced to actual message of spot)

4. How do you think this ad links to the brand identity?

It links to the core values but I wouldn't have linked it to the refugee crisis. If we would link it to the refugee crisis, I don't think that this topic actually links directly to their identity.

5. Is the message authentic to the company's values?

I don't really see how it should link to the company's values.

6. Does this ad make sense in regards to the image you have of them?

Actually, yes. it shows the "swedishness" of the company. I can for example totally connect it to the "high quality" aspect.

7. Did this brand's opinion change your image of the brand? how?

I think many people in Europe have a bad image of refugees, although many of them are highly qualified, so if Volvo starts actions to involve them in their network, then I think it might have a very good influence on their brand. But I see this ambiguous – they might also just want to use this "open-minded" side, they shouldn't use it for communicative purposes to show "look at us, we are doing good stuff!"

8. Would you buy their product based on their positioning in this debate?

No, that would not affect my purchase decisions when it comes to buying a car.

General Questions:

9. Should brands have opinions and voice them? Why?

I think a brand should show that they are e.g. not discriminating – if a brand does this, I think that they will lose many customers. So if a brand communicates that different cultures and nationalities are working together, it shows that they are open-minded and they are not discriminating. That's what makes the brand unique.

10. Which companies do you think should adopt social marketing? Is there a specific industry more relevant?

I think for some brands it is easier to communicate their social stance since it is more linked to their identity. Brands should become more transparent, customers should see how a company treats its customer and the environment.

Interviewee 3.

Introductory Questions:

1. What do you think about this advertisement?

I really liked the spot – it was very emotional, they put a strong emphasis on the family in showing like 4-5 different families and they also showed the quality of producing the Volvo,

2. What is its message?

The car is made by real people that have a real life. They mention a lot of countries where the people come from.

3. Is it just an ad or are they trying to say something more about it? Is there a wider perspective to this ad?

No, basically I think that they embrace diversity, but that's it.

Specific Questions:

4. How do you think this ad links to the brand identity?

I think a lot of people will be like "That's nice that they also care for that as well", I think this will work on many people.

5. Is the message authentic to the company's values?

If it comes to security they definitely emphasize the families and how they put the children into the car, and I can see the quality aspect within their production sides and how they test the car.

6. Does this ad make sense in regards to the image you have of them?

Yes, the ad makes sense, I know that it's very diverse so Volvo can actually do this. For me it fits pretty good.

7. Did this brand's opinion change your image of the brand? how?

No not really, we have a very clear picture of Volvo anyway. The message is not strong enough, I would not even have linked it to the fact that Volvo wanted to become part of this debate!

8. Would you buy their product based on their positioning in this debate?

No, not really, but I think the overall message really contributes to their image.

General Questions:

9. Should brands have opinions and voice them? Why?

Yeah, I really think that! Companies should be sincere and care of the society, they should use some of their profits to actually “do something”. You get a good feeling about it and maybe are more likely to purchase the product.

10. Which companies do you think should adopt social marketing? Is there a specific industry more relevant?

It should be in their business plan from the beginning – they should not just jump on the bandwagon. Only when it is somewhat rooted in your business the company can really rise trust.

One example which I think is really weak is for example McDonalds:

now they start to care about fat and what it does to people, and are now saying *we are offering the healthy alternatives* or redesigned everything in green, but this is not genuine at all.

Interviewee 4.

1. What do you think about this advertisement?

I was thinking about why they changed it from “Made by Sweden” to “Made by people”, maybe it is hard for them to legitimate that the brand is still made by Sweden due to the recent changes in Management.

2. What is its message?

That Volvo wants to show how diverse they are.

3. Is it just an ad or are they trying to say something more about it? Is there a wider perspective to this ad?

I don't know. But I think so, otherwise they wouldn't spend so much money on it

Specific Questions: (interviewee was introduced to actual message of spot)

4. How do you think this ad links to the brand identity?

I don't think I saw so much which was linked to Volvo. It does not fit with their identity when I am thinking about what they actually wanted to say.

5. Is the message authentic to the company's values?

I am cynical – so I am going to say no: It is very easy for them to take that stance to show that you are a good “person”, but then the question is what they do more: action speaks louder than words, so now they made a video – if they wanted to take a stand than they should also do something to show that that is what they stand for.

6. Does this ad make sense in regards to the image you have of them?

My image is that of a “Volvo Family Car”, so sure. They kicking in “open-doors” as Sweden is open-minded anyway. It fits very well with Volvo, since it is the Swedish Family car. So many people will agree on this.

7. Did this brand's opinion change your image of the brand? how?

No, not really.

8. Would you buy their product based on their positioning in this debate?

Buying a car is such a complex topic – so no. Maybe, if the company actually does something for it.

General Questions:

9. Should brands have opinions and voice them? Why?

Yes, they should! If they do it in a way that I feel that it's actually part of their opinion and not only within their marketing strategy. If a brand actually believes in it and works towards that goal, or if it's part of their reason to exist. It does not have specifically fit with the brand, but it needs to be well incorporated within the organization.

10. Which companies do you think should adopt social marketing? Is there a specific industry more relevant?

One example is Barista here in Sweden: by purchasing coffee, using their card, one meal is being donated to Africa. And it's within their identity – so they do it ALL THE time, not on a short-term base. It should be within their strategy.

A bad example is ICA and their breast cancer campaign: this campaign only lasts for a short period of time, they advertise it like crazy, but I feel like it is not very genuine, they only do it to raise publicity and awareness for their own business. But it is hard to draw the line – I think it is all about making it feel genuine. They have to do it sincere, not only jumping on the bandwagon.

Appendix 3. Interviews Dove

Interviewee 1.

Introductory Questions:

1. What do you think about this advertisement?

The campaign is unique. It targets emotion, as in, it's very emotional. It makes me feel kind of sad that this is what we think of ourselves. It uncovers a real social issue. It's a beautiful campaign.

2. What is its message?

Beauty is natural, it is a given. You don't have to strive for it. Every woman has it to begin with. Dove tries to open the eyes of women to accept themselves for the way they are.

3. Is it just an ad or are they trying to say something more about it? Is there a wider perspective to this ad?

It's definitely not just an ad. They aren't really selling a product at all. Or if they were, I didn't notice. What I took from the ad was their opinion of the current beauty standards.

Specific Questions:

4. How do you think this ad links to the brand identity?

Well, I think it is very related. Dove has a major stake in the beauty industry. So I think their mission is to make women feel beautiful. Although this is a unique position to take, it is still in a way part of their identity.

5. Is the message authentic to the company's values?

It's a campaign for one of the biggest beauty brands in the world -- so it's a little contradicting.

6. Does this ad make sense in regards to the image you have of them?

When I think of Dove, I think of it redefining beauty standards and that is authentic to the campaign.

7. Did this brand's opinion change your image of the brand? how?

Yes - that they care about their customers. The campaign is quite revolutionary in the way that it conveys a controversial standard of beauty that not all people agree with. But revolutionary is today's times is considered quite respected because it means that change is happening for the better.

8. Would you buy their product based on their positioning in this debate?

The brand has positioned itself in my mind, that is for sure. I may not consciously choose their product but I think it would definitely influence my behaviour. But I'm not sure if I would consciously go out and buy Dove just because it tells me that I'm beautiful.

General Questions:

9. Should brands have opinions and voice them? Why?

Corporate citizenship should come second to financial stability. So, to answer your question — it depends. With an issue such as beauty standards, it is quite respected to stand for these universally "good" moral stances. Brands should participate in debates when it is not such a sensitive topic. I think Dove takes a comfortable stance, reducing most of the risk.

10. Which companies do you think should adopt social marketing? Is there a specific industry more relevant?

I definitely think social marketing is a strategic move. So it should be based on a topic of which the company directly affects. Since Dove, and the cosmetic industry, directly affects people's opinions of beauty, it rightfully takes a stance.

Interviewee 2.

Introductory Questions:

1. What do you think about this advertisement?

I think it's great! I like these kinds of advertisements much better than the boring type. This way, I'm actually watching the ad because I'm interested in what it's showing.

2. What is its message?

It changes the way we think of beauty. It creates better awareness and suggests that any appearance is beautiful.

3. Is it just an ad or are they trying to say something more about it? Is there a wider perspective to this ad?

It's not like other ads. Usually they focus on making the customer buy a product or creating demand. This one is different because it is more like a video. I think it has better intentions.

Specific Questions:

4. How do you think this ad links to the brand identity?

I think it matches very well. This is Dove and what it stands for. That is clear.

5. Is the message authentic to the company's values?

The message is authentic to the brand's identity - Natural beauty is what the brand essentially stands for.

6. Does this ad make sense in regards to the image you have of them?

Definitely. The campaign has been around for a long time. I think that because of that, it makes the ads and image of the company more authentic.

7. Did this brand's opinion change your image of the brand? how?

No not really. My opinion of the brand didn't change because I feel like this is expected of Dove now. I guess that is because the campaign has been around for a while and it's not new.

8. Would you buy their product based on their positioning in this debate?

By using real people in their campaign, it makes me connect with the brand. I wouldn't exactly go out and buy the product just because of their opinion of beauty but I would buy it because of how I connect with how they portray beauty.

General Questions:

9. Should brands have opinions and voice them? Why?

Brands should have opinions because it is part of the brand's core values. It increases customer loyalty, something that attracts consumers. It's part of the relationship, creating a deeper connection.

10. Which companies do you think should adopt social marketing? Is there a specific industry more relevant?

I'm not too sure. I would probably say any company could get away with it since social responsibility is so big right now.

Interviewee 3.

Introductory Questions:

1. What do you think about this advertisement?

It's quite deep. Not a typical ad, I'm not even sure what product they are trying to sell.

2. What is its message?

The message has something to do with how people see themselves. Its trying to say that you may have a distorted view of yourself or you're too harsh on yourself. People see you more beautifully than you see yourself.

3. Is it just an ad or are they trying to say something more about it? Is there a wider perspective to this ad?

Like I said, it's not a typical ad because a product isn't in the forefront. I think this is a very creative way to make consumers buy something without focusing on the activity. But I still think that the goal of the ad is to sell *something*.

Specific Questions:

4. How do you think this ad links to the brand identity?

It's definitely not out of place. But it is still a little bit surprising. In a way it's not really expected that a brand takes this form of advertising because it's not really clear if it pays off, I think. I think it works in this case.

5. Is the message authentic to the company's values?

Yes the message is authentic. But I'm very hesitating with these kinds of campaigns. Because I know what drives profit and this is one of the things that does. The goal of the campaign is to sell you a product.

6. Did this brand's opinion change your image of the brand? How?

The ad had a positive influence on my opinion of the brand. But it does make you question their motive.

7. Would you buy their product based on their positioning in this debate?

To be honest, I would probably buy their product just because the position that the product now has in my mind. But I still hold the belief that companies don't have the ability to really care about social issues. Profit is always most important to them. They will do anything to make profit. Everyone knows that.

General Questions:

8. Should brands have opinions and voice them? Why?

Even though social marketing is sometimes only a strategy to increase sales, I think it still has an important role. Because by voicing an opinion, it starts a discussion. And discussions about beauty are important to have because of the unbelievably high expectations of beauty that are so unobtainable. By starting that discussion, especially from a company within the beauty industry, it starts an important change.

Interviewee 4.

Introductory Questions:

1. What do you think about this advertisement?

It has a good value - It is a good differentiation strategy.

2. What is its message?

The message is we need to start thinking of ourselves as more beautiful.

Specific Questions:

3. How do you think this ad links to the brand identity?

I think Dove has a different opinion of beauty than the rest of the industry. Most companies tell you to buy this so you look this way. But Dove doesn't really do that. So I think that's sort of their identity.

4. Is the message authentic to the company's values?

It is authentic. I think Dove stands for exactly what the advertisement promotes. Although I'm not sure what their values were before the campaign. I guess the campaign has been around for quite a while. So the campaign is what I judge the brand's values off of.

5. Does this ad make sense in regards to the image you have of them?

Yes, I know the brand well. I think everyone does. Dove is known to take this sort of opinion.

6. Would you buy their product based on their positioning in this debate?

The campaign is quite revolutionary in the way that it conveys a controversial standard of beauty that not all people will agree with. But revolutionary in today's times is considered quite respected especially when the change is for the better. I bought the products before the campaign. I have a neutral opinion on the campaign. My consumption patterns haven't changed but now I am proud to be associated with the brand.

General Questions:

7. Should brands have opinions and voice them? Why?

It's actually very exciting when brands decide to do something good for the community. I like to see companies take an ethical approach to marketing, and I guess that this is a form of that. I think it's a large corporation's duty to use their power for something like this.

8. Which companies do you think should adopt social marketing? Is there a specific industry more relevant?

If they do, it should be related to the industry. It makes the campaign more credible and authentic.

Appendix 4. Short interview with Per Carleö, Marketing Director Volvo

What did you brief the advertising agency when creating the spot?

We said: we want to be relevant at that time and use this for our communication. So of course, the most relevant topic was about the quality. So that was really the brief: we want to celebrate our success, we want to lift up the most sold car as such. And then the diversity question came up. And we talked about it internally, and we thought this whole situation was being relevant for us too. Volvo is connected to Sweden, and Sweden shows open-mindedness and embraces diversity.

Were there a lot of discussions internally?

Yes, of course, there were many discussions about this topic. Should brands take a stance? We decided: yes, they should. Brands should use their power in a good way.

How is the “Made by People” campaign rooted within the identity of Volvo?

I think it goes all way back to the founder of Volvo: he said that it is all about people, people drive the cars, so it is so rooted. And also, us Swedes being Swedes, we are all about the people, and people take pride and they contribute and they want to contribute, and we don't have these kind of stable organizations. have these organizations, people are creativity

How is it rooted within the very core values?

It shows how people are the driving force behind creating quality and security.

Which media channels have been used?

We have basically used all the channels in Sweden which you can “buy”, it was a really loud campaign.