

The Pillow Fight Over Sustainability - Case Finlayson x IKEA

TEACHING NOTES

The authors prepared this case solely as a basis for class discussion and not as an endorsement, a source of primary data, or an illustration of effective or ineffective management. Although based on real events and despite occasional references to actual companies, this case is fictitious and any resemblance to actual persons or entities is coincidental.

Case Synopsis

By the end of summer 2019, Finlayson had succeeded in the biggest packaging renewal in the history of the company. Traditionally bed linen has been packaged in plastic to keep the product clean and hygienic. Yet, this rule of thumb can easily be discredited as bed linen is always washed before first use. Now, with this new cardboard bed linen package, the company was able to save over 20 000 kilograms of plastic annually, equaling 1 000 000 half a liter plastic bottles. Simultaneously, Finlayson transitioned from using conventional cotton to using certified cotton in their bed linen.

The challenge of the company was to find a way to communicate these big sustainability improvements, in a meaningful way that would raise discussion about the defects of the textile industry. The thought raised during the brainstorming process was: “How beautiful would the world become if big textile industries such as IKEA were to take similar actions as Finlayson.”

Guided by this idea, Finlayson created a new bold campaign challenging the Swedish textile giant IKEA. And what is a better way to create discussion than publishing a full front page advert on the country’s prominent newspaper Helsingin Sanomat?

The rationale for being an evergreen case

It can be argued that this case is an evergreen case, suggesting that the case will be relevant in academic settings for years to come. Indeed, this case provides insight into corporate reputation management from the perspectives of two companies. Market leaders such as IKEA, with a high-ranked reputation, 45th on Global RepTrak100 in 2020, being challenged publicly outlines an academically stimulating setting for corporate communications management (Ranking the Brands, 2021). The multifaceted nature of this case further allows one to think beyond the business conditions for these companies, as sustainability concerns are highlighted to cause guilty conscience. Overall, although this case can be considered a friendly debate between two competitors, the management decisions made are crucial for the reputation management of both firms.

Learning objectives

Amid the investigation of Finlayson’s and IKEA’s dispute, it is essential to develop one’s understanding of corporate communication and reputation. Thus, in this section the key learning objectives for the reader as well as the audience are outlined in **Table 1**.

Table 1: Key Learning Objectives

<i>Remembering...</i>	...how companies can reply to a public challenge/ criticism towards the corporate operations.	Here: IKEA challenged by Finlayson
<i>Understanding...</i>	...how company's (possibly controversial) CSR objectives and corporate values can be defended in a public communication.	Here: Actions of IKEA's management team underlined in the teaching notes
<i>Applying...</i>	...theories from corporate brand management literature to factual scenarios in order to investigate probable impacts on corporate reputation.	Here: CSR communication, issue management, corporate brand reputation and identity
<i>Evaluating...</i>	...the results of management decisions made amid the case. Here: How IKEA responded to Finlayson's challenge	Here: How IKEA responded to Finlayson's challenge
<i>Creating...</i>	...successful communication strategies to uphold perceived corporate reputation.	Here: Plan to communicate aligned corporate values throughout the corporate operations

A small player versus the big one: the David and Goliath phenomenon

One can see a noticeable analogy between the presented case and the well-known biblical story of David and Goliath that has become a symbol of the victory of the minor in a fight with a much stronger rival. This parable is sometimes used in business too to describe a situation when an underdog brand or company uses smart moves to challenge its bigger competitor and to gain advantage. Just as David, despite being much smaller than the giant Goliath and despite having no special armor or weapons, managed to defeat the much stronger, well armored Goliath with just his courage, wits and a slingshot, so can a smaller business win a fight against a giant player if they employ creative strategies, originality and bring up a strong message.

Besides the presented case of Finlayson challenging IKEA, other examples of this phenomenon occurring in business settings can be found. One such example is the now classic case of Oatly, a small business who in 2015 ran a rather bold, attention grabbing campaign in Sweden to support the consumption of plant-based milk alternatives, which led to the Swedish dairy industry suing Oatly for disparaging cow's milk. Oatly had to pay a £100.000 fine and was forced to stop using the word "milk" to refer to their products (Elias, 2020). However, Oatly did not at all accept the loss and go quiet. On the contrary, after having paid the fine, Oatly took seven times the amount of the fine, £700.000, to launch the same campaign in the UK (Faull, 2018).

Later on, in 2018, one of Sweden's major dairy brands Arla even launched a campaign to get back at milk alternatives, and, undoubtedly, particularly on Oatly, with their "Milk is milk" campaign, in which they mocked plant-based milk alternatives (Goldberg, 2019). The "Milk Wars" attracted a considerable amount of media attention, which significantly helped spur the debate and draw the public's attention to the fight. And what was the outcome of these competitor attacks for the David-the-challenger Oatly? Some sources suggest that following the campaign and the lawsuit, Oatly's sales rose by 45% in Sweden (Elias, 2020).

What the Finlayson and Oatly cases have in common is that in both of them a great deal of creativity and fearlessness was involved, they both struck unexpectedly and delivered an important message to challenge the authority of the big player. However, they also both very smartly utilized what is called the "beef-as-marketing" strategy, which means that they chose to start a fight to get media attention for their campaign, boosting the reach of the campaign immensely (Elias, 2020). As Elias puts it in the very same article:

"Fights get shared online. Fights get press. Fights are what spreads."

This strategy combined with a truly meaningful campaign message that resonates with the current consumer trends, and with a creative, distinctive execution, is what had a significant impact on the success of the two campaigns, and what contributed heavily to the oat milk and the bed linen Davids to defeat their respective Goliaths. Therefore, when it comes to making business, it is not size that matters, but good ideas, faith in your product, hard work and courage to stand up to the Goliath of your industry. Then, as these two cases teach us, nothing is impossible.

Corporate Communication

The presented case is an interesting example of how corporate communications can be used and what effects corporate communications can have on the image, positioning and reputation of a company. In the following section, the actions taken by the companies from the case will be related to some of the theories concerning corporate communications to provide an illustration of these theories on examples from real life, and therefore to help students see the interconnectedness of theory and practice.

But first, we will present a brief deconstruction of the communications that we are dealing with in this case and their potential reputational and branding implications for the two companies.

Shortly, what happened from a communications perspective?

- Finlayson communicated their new sustainability activities towards their key stakeholders – particularly customers, since the communication medium was newspaper advertising
- At the same time, they wanted to communicate their superiority in certain aspects of their sustainability operations in comparison to IKEA, one of their biggest competitors
- This could emphasize not only their responsibility, but also their competence in the market
- IKEA found themselves challenged to defend their sustainability profiling as well as their position of the leader on the market as their strong authority got challenged by this move
- They decided to defend their sustainability stances and chose an amicable tone of cooperation in reaching these ultimate higher values together with their competitor, by which they showed that they truly honor these values
- Finlayson then fought back again, with more objections against IKEA's sustainability by which they communicated that they take sustainability very seriously – this again strengthened their stance and positioning in this matter
- After that, IKEA left Finlayson without response, presumably taking the silence strategy to deal with the objections raised against their sustainability claims

Defining the communication in the case

To start off, working with van Riel and Fombrun's (2007, in Roper and Fill, 2012) dimensions of corporate communication, this case is an example of one of the three dimensions, specifically organizational communications. It falls into the categories of corporate advertising and environmental and sustainability communications, which as stated in the book are both part of organizational communications. The focus of organizational communications is not on the product, but on the organizational issues and it seeks to build agreement and develop relationships (Roper and Fill, 2012).

Although the advertisement mentions a duvet cover, its central message is certainly different than trying to sell more products. To further define the communication presented in this case, teachers can also use the three types of corporate communication strategies as outlined by Sora & Radar (2010, in Roper and Fill, 2012). One of the types of the strategies presented by the authors are corporate social responsibility strategies, which are "used to create corporate associations regarding an organisation's social responsibility" (Roper and Fill, 2012, p. 226). This description fits our case fairly well and therefore the communication in the case can be presented as an example of the implementation of this kind of strategy.

Returning to corporate advertising again, Helgesen (1994, in Roper and Fill, 2012) maintains that successful corporate advertising campaigns include two dimensions: professionalism and creativity. Looking more closely at how these dimensions are defined in the book, we can see that Finlayson's advertisement checks both of these boxes. A professional campaign should, among others, be distinctive, unique, credible and it should offer a clear promise, while creativity in campaigns is manifested in the campaign being striking, authentic, original and surprising (Roper and Fill, 2012). Comparing these adjectives to the characteristics of Finlayson's initial communication in the printed ad, we can see a major intersection in these qualities. Therefore, this advertisement can also be used to exemplify to students how a good corporate advertisement might look like.

Roles of corporate communication

We could see the presented case as an example of what roles corporate communication can take up in an organization. From the perspective of Dowling (2006, p. 83) as cited in Roper and Fill (2012, p. 219), one of the roles, or tasks, of corporate communication is defined as “externally directed communication which is designed to raise awareness and generate understanding and appreciation of the organization among key stakeholder groups.” When we consider the message communicated by Finlayson in the first newspaper advertisement, this task was fulfilled when the ad was published. It raised a lot of awareness due to its controversiality and uniqueness, and given its environmental message, it can be presumed that understanding and appreciation were generated among stakeholders. IKEA, on the other hand, in their reaction used corporate communication to fulfill another task described by Dowling (2006), which was “to defend or explain a company’s (potentially controversial) actions.” Even though the word “controversial” might be a bit of a strong expression in this case, IKEA certainly had to face a challenge to defend their sustainability operations as being sufficient.

Corporate communication mix

Finlayson’s corporate advertisement can also be used to demonstrate to students some of the elements of the corporate communication mix by Balmer and Gray (1999) as presented in Roper and Fill (2012). The mix consists of primary communications (a consumers’ personal experience with the company and its product), secondary communications (planned communications) and tertiary communications (communication through word-of-mouth, media commentaries etc.). The advertisement on the front page of Helsingin Sanomat is a great example of the latter two, it is a planned communication in the form of corporate advertisement, but moreover, it spurred conversation among consumer stakeholders through WOM, on the social media, and in the public media that paid much attention to this interesting verbal match between the two companies.

Plenty of headlines in many Finnish media outlets are proof that this event was covered by the media to a great extent. Everything from the Finnish Public Service Media Company and tabloids to individual bloggers scrutinized the case and presented their views on the situation. Some supported Finlayson, whereas some considered the campaign distasteful and against best marketing practices.

Tasks of corporate communication

Roper and Fill (2012) maintain that the tasks of corporate communication can be considered at two levels: the functional and the transitional level. On the functional level, in the context of this case, the initial communication of Finlayson fulfilled the role of positioning. By communicating sustainability Finlayson was strengthening their positioning of a responsible company that was already established in their previous communication, e.g. the cause-related marketing campaign that aimed to draw stakeholders' attention to the income disparities between men and women. This illustrates to students how consistent corporate communication can help build image and reputation of a company.

On the transitional level, the campaign is a well-fitting demonstration of the informing task of corporate communications. It informs stakeholders about an important update in the company's operations and forms their perceptions of the company (Roper and Fill, 2012). Also, given its format of a printed advertisement, it is considered a rather linear type communication that leaves stakeholders in a relatively passive role of receivers of information, which is also one of the characteristics of the informing task, according to the authors.

Corporate social responsibility in an organization's communication

The rise in the importance of corporate social responsibility is at this point undoubted. Many organizations have started to pursue the triple bottom line, taking into consideration their social and environmental performance besides their financial performance (Roper and Fill, 2012). Both Finlayson and IKEA are companies that hold dear the values of sustainability and social well-being. However, just as importantly, organizations must also find an effective way to communicate their CSR activities to their audiences so that the accompanying benefits for the organizations in the form of enhanced reputation and brand perception can be reaped. Anselmsson & Johansson (2007, in Roper and Fill, 2012) found that corporate responsibility can be used by brands for differentiation and positioning. These two effects can be expected to come as a result of Finlayson's initial advertisement published. Not only it worked towards the strengthening of the Finlayson's positioning as a sustainable company, but also by pointing to IKEA's inferiority in this aspect and to the fact that they are the only company in the industry who employed these particular sustainability measures, they moved closer towards differentiation from the rest of their competitors.

Roper and Fill (2012) postulate that organisations share information about their responsibility activities in order to receive legitimization from their stakeholders. There are several legitimacy strategies listed by the authors that can be employed in an organization's communication, based on the work of Lindblom (1994). We can spot instances of these strategies being used in our case, which can again help teachers show real examples of these strategies to students. One of them is announcing, which consists of simply declaring the organizational activities with confidence that stakeholders' approval will be granted (Roper and Fill, 2012). This strategy can be illustrated by the communication of Finlayson in our case, when they confidently and clearly stated their sustainability operations update. IKEA, on the other hand, in their attempt to defend themselves, used a combination of distraction and manipulation strategies. Although what they stated was technically true, there is a misleading gap in their statement, which was disclosed later in Finlayson's reply to IKEA in turn.

Moreover, IKEA did not at all address the issue of plastic packaging being used, and instead tried to divert stakeholders' attention solely to the organic cotton aspect of the argument. This verbal maneuver by IKEA can also be considered as a framed message. Framing is explained by Roper & Fill (2012) as an act of drawing the audience's attention to positive aspects of an issue rather than to the negative, either by focusing a recipient's attention on the positive things or by diverting it from the negative. IKEA's response can be seen as trying to divert stakeholders' attention from the fact that their responsibility operations are not on par with Finlayson's in this particular instance, by focusing the reader's attention to some of the positives of their operations and omitting the ones where they fall behind.

Management of a potential issue

Although the first challenge posed on IKEA by Finlayson could be considered as a rather harmless teasing far from having possible serious consequences for IKEA's reputation or credibility in their sustainability communication, the latter response of Finlayson to IKEA's message could constitute a potential threat to IKEA's sustainability profiling. The problem was that this time Finlayson disproved IKEA's statement, or more precisely, showed that IKEA's sustainability actions that they used to defend themselves in response to Finlayson do not fully guarantee the sustainability of their products. What's more, Finlayson implicitly went as far as to suggest that IKEA's core value proposition of offering cheaper products for masses is in its very essence not in line with a sustainable lifestyle. The content of the Finlayson's response was therefore subtly, but noticeably pointing to a bigger issue underlying IKEA's business, which could become the seed of a future issue for IKEA.

Therefore, it would be appropriate to consider some strategies of issues management here, to show students what are the options for reacting to uncertain and potentially problematic situations that could threaten an organization's reputation or positioning. The strategies listed by Roper and Fill (2012) are the silence strategy, accommodation strategy, reasoning strategy and advocacy strategy. Out of these strategies, IKEA decided to employ the silence strategy that is often used when the

issue is not perceived as a big threat and when it is not likely to invoke a lot of public attention, or when the organization is not sure how to react (Roper and Fill, 2012).

This gives the organization the possibility to buy time, or wait how the situation unfolds; by staying quiet, the organization aims to restrict the development of the issue (Roper and Fill, 2012). With some time having passed since this incident happened, we can see that leaving Finlayson without response and waiting for the debate to fade away was probably a good idea, given that eventually no trouble emerged from this event.

Corporate brand reputation

In general, corporate reputation is a concept formed from corporate personality, corporate identity or brand and corporate image, all linked together with corporate communication (Roper & Fill, 2012). Corporate personality is the nature of the organisation, corporate identity outlines how the organisation prefers to be perceived, while corporate image refers to how it actually is seen. Corporate reputation includes all stakeholders' impressions of the organisation. A good corporate reputation can bring competitive advantage to the organisation, meanwhile negative associations with the brand can create harm. According to Roper and Fill, the three levels of information processing helping consumers form impressions about a company are based upon firstly personal experience, secondly associates' experiences and thirdly mass media information (2012).

Considering this case, the most important levels are the second and the third level. Initially, consumers have had their personal experiences with both companies, yet with the advertisement campaign of Finlayson and the communication through social media posts, the initial impression of the companies have been affected. For instance, a consumer might have considered IKEA to be an environmentally friendly company before seeing the advert on Helsingin Sanomat suggesting the organisation's practices are not that sustainable after all. This might have changed the consumer's association about IKEA. On the other hand, this same consumer might have later on discussed with their colleague about the case, with them claiming Finlayson to be a disreputable company, attacking a competitor publicly. This, again, would perhaps change the consumers' associations of Finlayson on the tertiary level. However, Roper and Fill argue that a poor experience or association with a company is oftentimes overlooked by the customer, if they initially had a good impression of the company (2012). Thus, if our example consumer has had wonderful customer service at Finlayson and considers their bed linen beautiful and of high quality, it is unlikely that this one occasion will negatively influence their overall opinion.

Values are a crucial part of corporate reputation, making the link between stakeholders. With strong values aligned with the employee behaviour and customer expectations, a company is able to unify the brand and cause satisfaction within all stakeholder groups (Roper & Fill, 2012). The reason Finlayson's campaign did not severely damage the reputations of either of the organisations, is because both stayed committed to their own values throughout the process.

Finlayson itself was driven by its mission to make the world a slightly better place to live in, by highlighting defects in the textile industry. Meanwhile, IKEA stayed true to its sustainability focus, simultaneously standing behind their low prices. This all relates back to the company's core identity, which is further examined in the next section.

Corporate brand identity

A strong brand reduces customer risk and a positive reputation helps the stakeholders to trust the brand. The corporate brand consists of different kinds of elements, for example, culture, value proposition, and the brands' core. (Roper & Fill, 2012). According to Greyser & Urde (2019) Corporate Brand Identity- matrix can be used to illustrate and define corporate identity and its elements. The article states that a definite brand identity for example gives guidance and helps to protect the company's reputation in crisis situations. The matrix consists of three layers: internal, external/internal, and external. As can be seen from Figure 1, internal elements consist of mission and vision, culture, and competencies. External/internal elements consist of expression, brand core, and personality. External elements are value proposition, relationships, and position.

EXTERNAL	VALUE PROPOSITION <i>What are our key offerings, and how do we want them to appeal to customers and other stakeholders?</i>	RELATIONSHIPS <i>What should be the nature of our relationships with key customers and other stakeholders?</i>	POSITION <i>What is our intended position in the market and in the hearts and minds of key customers and other stakeholders?</i>
EXTERNAL/ INTERNAL	EXPRESSION <i>What is distinctive about the way we communicate and express ourselves and makes it possible to recognize us at a distance?</i>	BRAND CORE <i>What do we promise, and what are the core values that sum up what our brand stands for?</i>	PERSONALITY <i>What combination of human characteristics or qualities forms our corporate character?</i>
INTERNAL	MISSION AND VISION <i>What engages us (mission)? What is our direction and inspiration (vision)?</i>	CULTURE <i>What are our attitudes, and how do we work and behave?</i>	COMPETENCES <i>What are we particularly good at, and what makes us better than the competition?</i>

Table 2: Brand Identity Matrix (Greyser & Urde, 2019)

Since in this case there are two main companies, both of the brand identity matrices are addressed. Starting with Finlayson; the core values of Finlayson (2021) are being tolerant, courageous, and interested in the world, things, and phenomena. Finlayson also values highly living up to these values, not only listing those on the website. The relationship between this core identity and the surrounding elements can be seen in Figure 2. The corporate identity of Finlayson seems very well defined and branded. It can be seen that the advertisement of this campaign was well-considered to strengthen its positioning as a more sustainable alternative and it is also at the brand's core to be courageous and speak up.

EXTERNAL	VALUE PROPOSITION "Designed with love, made with responsibility", Finlayson also promises that all its actions are visible	RELATIONSHIPS E.g. customers, responsible suppliers, competitors... Open relationships!	POSITION Finlayson wants to position itself as a sustainable alternative for other brands – one of the key points in this case
INTERNAL/ EXTERNAL	EXPRESSION Very bold communications, takes stand on societal phenomena and wants to simulate conversation	BRAND CORE Tolerance, courageous and interested in the world, things and phenomena	PERSONALITY Honest, environmentally and socially conscious
INTERNAL	MISSION AND VISION Vision: to be one of the most open companies in the textile industry Mission: to be a company that acts in accordance with its values and evokes emotions	CULTURE bold, responsible and inspiring	COMPETENCES Being responsible and "a game changer" in textile industry

Table 3: Brand Identity Matrix (Greyser & Urde, 2019) applied to Finlayson

EXTERNAL	VALUE PROPOSITION "To offer a wide range of well-designed, functional home furnishing products at prices so low, that as many people as possible will be able to afford them."	RELATIONSHIPS IKEA is affordable for everyone	POSITION Most affordable furniture company with lots of different styles, designs and options
INTERNAL/ EXTERNAL	EXPRESSION Tries not to exclude anyone so very versatile, reflects the values	BRAND CORE togetherness, caring for people and planet, cost-consciousness, simplicity, renew and improve, different with a meaning, give and take responsibility and lead by example	PERSONALITY Simple, friendly, cheap, fits everyone
INTERNAL	MISSION AND VISION Vision: "to create a better everyday life for many people" Mission: "to offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them"	CULTURE Swedish Culture – "hard-working, down-to-earth, help each other and live in a close contact with nature around"	COMPETENCES Being innovative and cost-efficient

Table 4: Brand Identity Matrix (Greyser & Urde, 2019) applied to IKEA

IKEA's key values consist of 8 different values: togetherness, caring for people and the planet, cost-consciousness, simplicity, renew and improve, different with meaning, give and take responsibility, and lead by example (IKEA, 2021). IKEA's brand identity has been illustrated in Figure 3. However, as you can see by comparing these two - the biggest contradiction is that whereas Finlayson's biggest theme is being sustainable, IKEA's biggest theme is to be affordable to everyone. Therefore, the challenge that Finlayson gave IKEA is well thought in this world situation. However, IKEA partakes in a lot of sustainability work, and caring for the planet has been mentioned in its values (IKEA, 2021).

On the contrary, the amount of packaging IKEA uses yearly must be enormous and the number of textiles sold - Finlayson is right that it would be amazing if IKEA could do this kind of change to their supply chain.

Discussion Questions

In order to achieve the learning objectives and to stimulate discussion it is recommended that the presenters start the conversation with the main question. We have also prepared some assisting questions to keep the discussion going.

Main question:

If you were in IKEA's management team, how would you react to this campaign? Should there be a response and if yes, what kind of response?

Assisting questions:

What could happen if IKEA would not react?

Do you think that this kind of advertising is good in some situations? If so, what situations?

Do you think that it was good that Finlayson posted this ad?

Do you think it was good that Finlayson contacted IKEA in advance?

Could this campaign harm IKEA's reputation? What about Finlayson's?

How do you think that this campaign affected their reputations afterwards?

Teaching Suggestions

This section provides suggestions on how this case should be taught. Case-based learning is a useful tool that can be used in engaging students and giving variation to academic learning. Case-based learning also helps with applying and testing the previously learned theories to real-life situations. Furthermore, it is similar to the decisions that the students will have to deal with when they are working for real-life companies.

However, it is important that the case is presented in an appropriate way. Here you can find suggestions for teaching and a time and board plan. We suggest that visual tools should be used to make the case more interesting, for example a visually appealing Microsoft PowerPoint presentation. It is also beneficial to guide the students to write down notes and thoughts while going through the presentation - that will engage them more and add value to the learning process.

The case presentation consists of three main phases. Firstly, it is highly important that the time plan is followed because the case should not be presented in a hurry. If it is presented in a hurry, the audience will not have time to process all the information and important insights about the material might not come up.

The first phase is pre-presentation and introduction. One suggestion for this phase is to have the first slide of the presentation ready so that it creates the right atmosphere and makes the student think about the information they already have about the brands. Brand logos are suggested to be on the cover to evoke memories of the brands. In addition, the first part should offer basic information about the companies and cover all relevant topics needed for the discussion that follows this section.

As said, the second phase is the discussion phase. The presenter leads the conversation in this phase and starts with asking the main question, which is "If you were in IKEA's management team, how would you react to this campaign? Should there be a response and if yes, what kind of response?". The question should be shown on the board throughout the conversation. The main point for the presenter in this phase is to keep the conversation going and to watch that it stays in the subject. The question should be answered during the conversation and we recommend that at the

end the conversation is summarized. One suggestion could be to write down the main points to a slide or to a whiteboard to help keep in mind what has already been discussed.

The last phase, concluding phase, is for concluding the conversation. The presenter will reveal what was the actual decision IKEA decided to make in 2019. The presenter and students should summarize the whole case and what should be learned about it. One interesting extra, if the presenter still has time, could be voting whether the IKEA decision was good or not in the opinions of the students.

Board Plan

As suggested in the previous section, the teacher can utilize the white board or slides to make notes about the conversation. The note writer does not specifically need to be the teacher, it might even be more engaging to have the students or one of the students writing. Table 2. shows an example of how the board could look like, however, it should contain three elements: reaction, the pros and cons of the decision.

Reaction	Pros	Cons
IKEA should not react	Doesn't need much from IKEA, the storm might pass	What if being silent is seen as ignorance for sustainability
IKEA should answer with similar ad at Helsingin Sanomat	A lot of people will see the ad	Expensive, is IKEA's sustainability good enough to show to this kind of big audience
An answer on Facebook	Cheaper and it is an answer maybe it will be posted on the news for free	Might not get enough attention

Table 5: Board Plan

Time Plan

The aim of this time plan is to outline the required time for the presenter to go through the whole case, including presenting as well as the discussion with the audience. The proposed amount given for this case is 40 minutes, which is further broken down to sections as illustrated in Figure 4. The time allocated for Finlayson’s background information is slightly longer than for IKEA, assuming the audience is more familiar with the latter company. Furthermore, Finlayson’s distinct corporate values require thorough explanation, as they are salient in the discussed case. Only essential aspects of IKEA were included, yet it is important to highlight that this case has been specifically planned for a Swedish audience. Therefore, time allocated for each company should be assessed based on the audience’s assumed previous knowledge. Furthermore, it should be noted that Finland-based audiences may already be highly familiar with the case at hand.

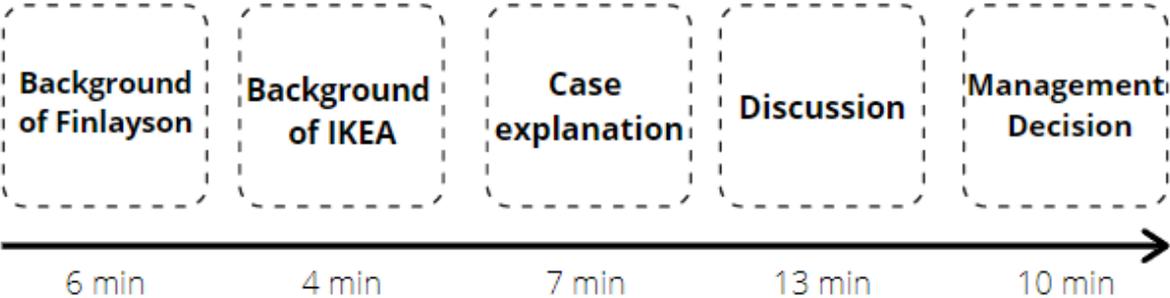


Table 6: Time Plan

Subsequently, the presenter continues by summarizing the incident, leading to the invite to discuss the management decision question. Preferably in groups, the audience will then discuss their personal views to generate an answer, followed by a time for general discussion led by the presenter.

After the discussion, the presenter continues to explain what management decision was taken by the company. Further, the aftermath of the incident will be presented, followed by voluntary 5 minutes open discussion for the audience to reflect on the case and their individual learning.

Reflection

The key learning goals for this BUSN35 Master Class in Corporate Brand Management and Reputation has been the creation of a management decision case, with supporting teaching notes and an actual presentation. In groups of three students, brainstorming took place to create One-pager recommendations of three separate cases to be used in this project. Under the supervision of Mats Urde, the course

responsible, one of these cases was chosen for further examination. The Finlayson vs. IKEA's case was chosen for not only its evergreen nature but also because it is slightly different from the usual crisis cases. Furthermore, it was stimulating due to the confrontation between the small and big player on the market. Based on factual occurrences, a description of the Finlayson vs. IKEA business situation was formulated. The goal of this case was to be used in class presentations, where the attendees are able to analyze the dilemma and consider alternative approaches to the issue at hand.

Bridging theory and practice, this management decision case aims to relate academic frameworks to a real-life phenomenon. Amid the process, a number of applicable theories were found and examined. The playful but thought-provoking nature of the case evoked stimulating group discussions throughout the case writing journey. Despite the time pressure on individuals' course work, the team was able to manage the meetings as well as allocated work required. Overall, it can be concluded that this task of case forming has highly contributed to each team member's personal development in strategic thinking in problematic situations relating to corporate communication. These new skills are beneficial in not only case writing processes but additionally in real-life business situations.

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