

I choose Swedish! Or do I?

– a case study at supermarkets concerning how managers market food produced in Sweden

Jag väljer svenskt! Eller gör jag?

- en fallstudie om affärers marknadsföring av svenskproducerad mat

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Abstract

In Sweden, the population is encouraged to choose food produced in Sweden. This is encouraged since food produced in Sweden includes many sustainable advantages like Sweden's good conditions for cultivation, the food is produced in a safe way with low antibiotic use and good animal welfare. Despite this, almost 50 percent of the food in Sweden is imported. A large amount of imported food competes directly with Swedish food production such as various meats, fruits and dairy products. Studies in Sweden show that even if consumers express that they purchase sustainable products, they are shown to choose the opposite at the time of purchasing.

It has been shown that there is relatively low awareness and knowledge concerning environmental labels and thereof could rather confuse the consumers than help. This could mean that consumers think they choose Swedish food but are actually not. The store managers have the power of influencing the consumers' buying decisions, whereby the aim is to *increase the understanding of how managers at large grocery stores work with marketing of food produced in Sweden*. The study is based on two research questions that have been implemented to answer the purpose;

How do the department managers at the ICA Maxi stores' meat, dairy, fruits and greens departments work with marketing to promote food produced in Sweden?

What are the drivers and barriers affecting ICA's marketing strategies of food produced in Sweden?

To answer the aim, a qualitative case study has been applied. To collect the empirical data, nine semi-structured interviews have been conducted with ICA Maxi's department managers for meat, dairy, fruit and greens at ICA Maxi, in the cities of Stockholm, Uppsala and Gothenburg. The study was based on the theoretical framework that forms the basis for analyzing the empirical data. The theories used in the study are the *sustainability marketing mix, labeling and nudging*.

The results of the study showed that all ICA's department managers apply many different marketing strategies, to varying degrees. Also, the study showed that there were many *drivers* to increase the marketing of Swedish-produced food shown in *table VI*, at the same time, there were *barriers* that affected the grocery stores' marketing of Swedish-produced food *table V*. The results of this study therefore imply there is a need to implement a clearer marketing strategy at all the ICA stores in order to increase sales of Swedish produced food that could contribute to a sustainable development.

Sammanfattning

I Sverige uppmuntras befolkningen att välja mat som produceras i Sverige då svensk mat produceras hållbart. Sveriges matproduktion har goda förutsättningarna för odling, mat produceras på ett säkert sätt med låg antibiotikaanvändning samt uppfyller god djurvälstånd. Trots detta importeras nästan 50 procent av maten i Sverige. En stor mängd av den importerade maten konkurrerar direkt med den svenska livsmedelsproduktionen såsom olika kött, frukt och mejeriprodukter. Studier visar även att om konsumenter uttrycker att de köper hållbara produkter väljer de det motsatta vid köptillfället.

Kunskapen om olika märken har visat sig vara relativt låg och kan förvirra, snarare än att hjälpa, konsumenterna. Detta kan innebära att konsumenterna handlar mat i tron om att den är svensk utan att den är det. Butikspersonal har möjlighet att påverka konsumenternas köpbeslut genom marknadsföring, varvid syftet av denna studie var att *öka förståelsen för hur chefer på stora livsmedelsbutiker jobbar med marknadsföringen av mat som är producerad i Sverige*. Studien bygger på två forskningsfrågor som implementerats för att besvara syftet;

Hur arbetar avdelningschefer i ICA Maxi-butiker på avdelningarna kött, mejeri, frukt och grönsaker med deras marknadsföring för att främja de svenska produkterna i Sverige.

Vilka är de drivkrafter och hinder som påverkar ICAs marknadsföringsstrategier av livsmedel som produceras i Sverige?

För att svara på syftet har en kvalitativ fallstudie tillämpats. För att samla den empiriska data har nio semistrukturerade intervjuer utförts med ICA Maxis avdelningsansvariga för *kött, mejeri, frukt och grönt* på ICA Maxi, i städerna Stockholm, Uppsala och Göteborg. Empirin har genom en innehållsanalys analyserats utifrån den teoretiska referensramen som utgjort grunden i studien. Teorierna som använts var *the sustainability marketing mix, labeling* och *nudging*.

Resultaten av studien visade att alla ICAs avdelningsansvariga tillämpar många olika marknadsföringsstrategier, i olika grad. Studien visade även att det fanns många *drivkrafter* till att öka marknadsföringen av svenskproducerad mat, samtidigt som det fanns en del *hinder* som påverkade matbutikernas marknadsföring av svenskproducerad mat. Studiens resultat visar att det finns ett behov av att implementera en tydligare marknadsföringsstrategi i alla ICA butiker för att öka försäljningen av svenska livsmedel, som bidrar till en hållbar utveckling.

Abbreviations and technical terms

COVID-19 - Corona Virus Disease 2019

ICA - Inköpscentralernas aktiebolag (the purchasing centers' limited companies)

ICA SM - ICA Stockholm Meat

ICA SD - ICA Stockholm Dairy

ICA SFG - ICA Stockholm Fruits and Greens

ICA UM - ICA Uppsala Meat

ICA UD - ICA Uppsala Dairy

ICA UFG - ICA Uppsala Fruits and Greens

ICA GM - ICA Gothenburg Meat

ICA GD - ICA Gothenburg Dairy

ICA GFG - ICA Gothenburg Fruits and Greens

SEK - Swedish Krona

SLU - Swedish University of Agricultural Sciences

Store Department Manager - A person that is responsible for their food department at ICA Maxi, for example the meat department

UN - United Nations

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1. Introduction

This chapter introduces the problem and gives a brief explanation of the topic of the study. The aim and research questions are then presented and in the end of the chapter the delimitations are given, together with the outline of the thesis.

1.1 Problem Background

The human population has increased tremendously during the last decades (UN, 2017) and is today closing up to being eight billion humans on earth (Worldometers, 2019). Still, the human population continues to grow fast, and according to Ammenberg (2012) the population is expected to increase with 50 percent between the years 2030 and 2050. The rapidly growing human population has increased the pressure on earth, where the limits of biophysical and ecological processes is close to being reached in order to support human welfare (Rockström & Moberg, 2014). The increased pressure has led to rising greenhouse gas emissions that raises the temperature on earth, which in turn has affected the climate and led to alarming environmental problems globally, such as a warmer atmosphere and ocean (IPCC, 2014; 2018). Thus, a challenge is to produce and obtain food for earth's growing population due to the climate changes (Franke et al. 2018).

Sustainability has lately been an important and highly discussed concept, which early as 1987 was defined in the Brundtland report as *"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs"* (WCED, 1987). This points out the importance of caring for future generations, and one example of the increased concerns is shown by Greta Thunberg, the Swedish climate activist, who at the age of fifteen became a leading and inspiring voice for millions of people around the world to fight the climate changes (BBC, 2020). Despite increasing concerns for the environment, household consumption is a major contributing factor to the environmental pressure, which according to Ivanova et al. (2015) give rise to more than 60 percent of the global greenhouse gas emissions. Also, a significant part of the emissions and use of resources can be linked to internationally traded commodities (ibid).

Last year, 2019, Sweden was ranked top 5 out of 180 countries concerning their index of environmental performance, where measurements have been made on each of the countries' environmental health and ecosystems vitality (EPI, 2019). In Sweden, the Federation of Swedish Farmers (Lantbrukarnas Riksförbund, LRF) encourages the population to choose food produced in Sweden due to its lower impact on the climate globally (LRF, 2018). Food produced in Sweden is among other things produced safely, with good animal welfare and little antibiotics used, with an average use of 12 mg/kg, compared to the EU with an average of 144 mg/kg (ibid). Meat and milk produced in Sweden, for example, have a lower climate impact compared to the same food production in other countries (ibid). The Swedish meat is also top ranked when it comes to animal breeding (Svenskt kött, 2020). The conditions for producing meat are advantageous due to the huge access to pasture and range of water, in contrast to many other countries (ibid). In the milk production the dairy cows are controlled to ensure the animals are healthy whereby the use of antibiotics is not necessary (Från Sverige, 2020). Fruits and greens from Sweden are, just as milk and meat, advantageous because of shorter transports that are beneficial for the environment (Från Sverige, 2020). The Swedish agriculture also has good conditions for cultivation pursuant to the cold winters that reduces stress of fungi and insects in the crops (LRF, 2018).

There is a huge potential in increasing the Swedish food production within many food categories due to new innovative techniques within agriculture (LRF, 2020). Sweden can increase the country's self-sufficiency with up to 80 percent, which would benefit the Swedish farmers and create a stronger position if there would break out a crisis (ibid). However, even though Sweden provides many sustainable advantages, around 50 percent of the food in Sweden is imported (LRF, 2018). According to Swedish Board of Agriculture (2018) a high amount of the imported food directly competes with various meat, fruits and dairy products in the Swedish food production. Hence, the high and increasing number of imported foods in Sweden are met by criticism (ibid).

Besides the environmental challenges, consumer express they want to make environmentally friendly choices but are unsure of what it really implies and how such choices can be made (Andersson & Ekelund, 2012). Belz and Peattie (2012) mean it is “extremely optimistic” to expect consumers to make sustainable choices without helping them to make them. LRF (2020) expresses that consumers should choose Swedish commodities in order to favor the Swedish agriculture and to ensure local food production is maintained. Maria Forshufvud, CEO at Svenskmärkning states “*The best way to ensure a long-term Swedish food production is to choose Swedish meat and victuals*” (Landshypotek, 2018). To reach this goal and minimize the confusion of consumers, companies should, according to Peattie (1998), take a greater responsibility for their marketing.

It is shown that products contributing to sustainable development offer a value to the society, animals and environment (Appleby, 2005). According to LRF (2018) food produced in Sweden is a sustainable development solution, thus 50 percent of food in Sweden is imported. An increased sale of food produced in Sweden, could contribute to future generations and to a sustainable development (ibid).

1.2 Problem Statement

The section problem statement presents the empirical and theoretical problem of this study.

1.2.1 Empirical Problem

Businesses can influence the consumers' decision making (Peattie, 1998). Therefore, large grocery stores may have an opportunity for increasing sales of food produced in Sweden. According to LRF (2020), there is a huge potential in increasing the food production within the food categories; meat, dairy, fruits and greens in Sweden. Yet consumers often make non-Swedish food purchases.

A study in Sweden showed that 7 out of 10 consumers in Sweden rather bought Swedish produced food than imported, even if the price were higher (ICA Gruppen, 2019a). Jarelin and Jacobson (2018) however mean even if consumers express, they purchase sustainable products in Sweden, they choose the opposite when purchasing food in the stores. This reasoning is expressed since food consumption in Sweden still contributes to a major environmental impact (ibid). Also, little is known about what food stores are doing to promote Swedish food purchases. According to Anderssen and Ekelund (2012), a problem is the relatively low awareness and knowledge concerning environmental labels, since all the environmental-, health-, and ethical labels rather confuse than help the consumers. Differ (2016) claims that brands fail to give simple and clear information about the environmentally friendly products. A

report from Jarelin and Jacobson (2018) indicates that there is a risk for consumers to get lost among all brands. Thus, consumers are often poorly informed and confused due to all information on the market and are therefore not acting rational in their decision process related to food consumption (Peattie, 1998). This could lead to consumers thinking they are purchasing Swedish food but are actually not.

Thus, as the marketers have the power of influencing the consumers' buying decisions with marketing strategies, this study is completed through the marketers' perspective. Also, according to the provided information, it can be seen as sustainable to consume Swedish food rather than imported. However, in order to help the consumers to choose food produced in Sweden, information about the high quality of the Swedish food production seems to be needed in the marketing strategies the stores provide. The empirical problem is therefore to understand what the store department managers do to promote the sales of food produced in Sweden.

1.2.2 Theoretical Problem

In order to make consumers choose sustainable products, it is relevant that the marketing is developed in a varied way (Belz & Peattie, 2012). This could be by providing transparent information that makes more consumers understand what choices are sustainable (ibid). The products that succeed on the market are the ones that the consumers decide to purchase (ibid). Following this logical reasoning the consumer behavior can be considered the core of marketing, and if the marketer learns to understand the consumer's behavior, they can influence consumers to make more sustainable buying decisions (ibid). Therefore, as Peattie (1998) advocates, businesses have to take a greater responsibility concerning consumer's decision making, since consumers have many opportunities and decisions to make when they are purchasing food. Thus, all the opportunities and decisions that have to be made, consumers are often irrational in their decisions and therefore businesses need to take a greater responsibility (Peattie, 1998).

The Swedish food has many sustainable advantages, where the quality can be seen as sustainable. This "sustainable quality", may be performed in a better way through marketing, since there according to LRF (2018) is a potential for increasing the production in Sweden. According to the prevailing confusion on the Swedish market at the moment of purchasing food, this study investigates what marketing strategies the store department managers are using to market the Swedish produced food. The theoretical problem is hence to understand what marketing strategies the store department managers are using to promote food produced in Sweden.

1.3 Aim

The aim of this study is to increase the understanding of how managers at large grocery stores work with marketing of food produced in Sweden.

Based on the purpose of the thesis, these following research questions have been formulated:

- *How do the department managers at the ICA Maxi stores' meat, dairy, fruits and greens departments work with marketing to promote food produced in Sweden?*
- *What are the drivers and barriers affecting ICA's marketing strategies of food produced in Sweden?*

1.4 Delimitations

This study is delimited to investigate the marketing of food produced in Sweden, in three different ICA Maxi stores placed in three of the largest cities in Sweden; Stockholm, Uppsala and Gothenburg. To get as comparable empirical data as possible, the chosen stores were all ICA Maxis, ICA's biggest store of their four different store profiles. The empirical data was gathered from the store department managers for the categories; *meat, dairy, fruits and greens*. There was no limitation that the store department managers had to work at the same ICA store in all cities. The study was delimited to enable a deeper understanding of the three departments meat, dairy, fruits and greens, and not any other department in the stores. Also, according to Strandberg and Persson (2019) all commodities of meat, dairy, fruits and greens are partly imported from other countries. Therefore, it was highly relevant to investigate what possibilities there was to market the commodities that were produced in Sweden within these categories.

The empirical data has only been gathered from the store department managers, and not from the consumers. The same interview guide (*see appendix I*) was used for all the interviews to enable comparable data, which could strengthen this study's result.

1.5 Outline

The thesis is divided into six chapters (see figure 1 below), where the *first* chapter introduces the reader to the topic through a description of the background, followed by the empirical and the theoretical problem. Further, the purpose and research questions are presented in relation to the problem. Chapter *two* presents the theory and the concepts that form the basis of the thesis. The *third* chapter presents the method, with a description of why the chosen method is suitable in order to answer the two research questions. In the *fourth* chapter, collected empirical data from the case study are presented, followed by chapter *fifth* that constitutes the analysis and discussion. Chapter *six* presents the conclusions of the study, followed by critical reflections and suggestions for further research.



Figure 1. The structure of the report, own processing.

2. Theory

This chapter presents the theoretical framework of this study. First, a literature review is presented, followed by a description of The Sustainability Marketing Mix, Labeling and Nudging. Finally, a presentation of the theoretical framework ends the chapter, which helps the reader to understand how the different theories are connected with each other and is used in this study.

2.1 Literature Review

A literature review contributes to create an understanding of pre-existing literature within the subject to prevent repetition of existing research within the field (Bryman & Bell, 2017). The literature review increases the credibility of the study's result and contribution to the field and can be used to strengthen arguments in the thesis (ibid). A narrative literature review has been conducted in order to identify the current knowledge about marketing of food produced in Sweden. The narrative literature review is considered to suit a qualitative study as it provides a broad understanding of the area and is more flexible than the systematic literature review (ibid). This since it is not as structured as a systematic literature review, which may result in a more extensive and unfocused review of the literature (ibid).

Critics of narrative literature reviews are that the review is unstructured, and it is unclear which studies should be included or excluded (Bryman & Bell, 2017). The authors also point out that a study with an inductive process, which this study has, is more difficult to investigate. This is because the theory forms the basis of the study and defines the relevant study area before the actual data collection is done (ibid). Bryman and Bell (2017) mean this can lead to a discovery of a whole new area the researchers initially did not think were important, which in turn could lead to a completely new field of research.

In this study, data was primarily collected from scientific articles and empiricism from telephone interviews and e-mail interviews. Additional information has been gathered from literature, internet sites and reports. Appropriate scientific articles have been found through the database Primo from the library at the Swedish University of Agricultural Sciences (SLU) and Google Scholar where words like “Sustainability”, “Marketing food”, “Food produced in Sweden” and “Nudging”, have been used individually or in combination with each other. Some words have been translated into Swedish to obtain a wider range of materials. Also, the studied articles were peer reviewed and written by researchers, which means they have been reviewed by researchers before publication, which increases the credibility of the material.

Previous studies of how store department managers can affect and influence consumers to, at the place of purchasing, choose food produced in Sweden were very few or non-existing and often exclusively linked to consumption of organic food (Tureac et al. 2010; Magnusson et al. 2001). However, a similar scientific article, written by Tjárnemo and Södahl (2015), expresses how Swedish food retailers work to influence their consumers to choose more sustainable food that has less environmental impact. Thus, this study was focusing on reducing consumers' meat and dairy consumption. A similar bachelor thesis made by Wei and Xi (2014) was also performed, where the relationship between marketing strategy and consumer behavior and how the strategy can influence consumers' buying decision in Sweden was studied. Likewise, Wei and Xi (2014) interviewed a manager at ICA. However, they also interviewed managers at two other large supermarkets where they gathered information from 120 consumers that visited

these supermarkets. Wei and Xi (2014) concluded marketing strategies could influence the consumer behavior if the managers deeply understood the consumers and their needs, motivations and attitude. The authors also concluded that supermarkets should give more information to the consumers in order to influence their decisions (ibid).

2.2 The Sustainability Marketing Mix

The classical marketing mix, four P, inquires four P's; *Price, Place, Product* and *Promotion*. These are interrelated and the idea is, that to succeed on the market, an understanding for the market and the buying decisions is needed in order to be able to develop attractive offers (Parment, 2015). However, the marketing mix has been criticized, whereas Lauterborn (1990) means that the marketing mix did not consider the consumers wants and needs. Therefore, Lauterborn (1990) developed the classical marketing mix of the four P's into the marketing mix of the four C's; *Customer Cost, Customer Solution, Communication and Convenience*. The four Cs' is also considered, according to Belz and Peattie (2012), to better suit in contexts of sustainability than the classical marketing mix, for example when implementing sustainability marketing strategies (Belz and Peattie, 2012). A summarizing table of the four P's and the four C's can be found in *table II*.

2.2.1 Customer Cost

Price in the classical marketing mix can be seen as producer oriented since it is directly linked to the amount of money charged for a specific product (Belz & Peattie, 2012). The price is important and refers to what the consumers are able and willing to purchase (ibid).

Consumers choose their purchases when they have analyzed and understood the benefits versus the cost of the purchase (Belz & Peattie, 2012). The sustainable products, on the other hand, will only be purchased if the consumers experience a higher value of quality, compared to other products, which also means the sustainable products provide better net benefits than the conventional products (ibid). Therefore, it is important that the consumers understand what the total cost of various products means, for the companies to be able to sell sustainable products, which tend to be more expensive than others (ibid). Still, there are some challenges for the sustainable marketers, for example the rational behavior (the consumers consume sustainably based on their economy) of the consumers and that the conventional market is often able to sell products cheaper than the sustainable (ibid).

2.2.2 Customer Solution

The customer solution focuses on the consumer's viewpoint concerning the *product* in the marketing mix (Belz & Peattie, 2012). The solution is about offering customers the products and services that meet the customer's needs. At the same time, customer solution takes account of social and environmental aspects, and care for products that solve customer problems (ibid).

Belz and Peattie (2012) explain that there are many steps involved in the development phase of all products, meaning that many stakeholders are involved, and therefore need to take responsibility for their part and care for the environment. Also, according to Belz and Peattie (2012), the consumers require products to be safe, environmentally friendly and highly resource-efficient, but do not have a willingness to pay more for the products. It is therefore a challenge for the companies to retain competitive advantages against all other businesses.

2.2.3 Communication

Communication can be seen as a process where the sender encodes a message and sends it to the receiver, who decodes and interprets the message (Belz & Peattie, 2012). Unlike the conventional *promotion* communication (in the four P's) that explains the promotion of products through for example advertising, the evolved *marketing communication* instead reflects on the relationship with the consumers (ibid). One advantage with the built relationship is it can contribute with knowledge concerning the consumers, and in return marketers can market more effectively in order to reach the consumers (ibid).

The concept of communication also has been developed into sustainable communication, where the communication allows consumers to get more information about the company and their offerings (Belz & Peattie, 2012). To market sustainable communication the company's products, need to be carefully planned, managed and controlled by communication efforts (ibid). Belz and Peattie (2012) present eight communication efforts in their book, however, in this study we have chosen to focus on the ones that was considered the most relevant for this study, which are the following (Belz & Peattie, 2012:203-204):

- *Generating awareness* is important to spread the products and benefits of sustainable products among the consumers
- *Informing* consumers about the company's products and activities, informing about how their products are available and if there are any special offers. When the company works with sustainability communication, it usually also includes informing customers about sustainability issues that are connected with their choice of purchase
- *Persuading* consumers to change their behavior by, for example, trying new products or brands.
- *Motivating* the consumers to reflect before they chose to purchase. For example, motivate consumers to buy less because of the large consumption or to buy products that are sustainable, have quality and are highly recyclable
- *Connecting* with the consumers, for example through communication or activities, which can build their relationships stronger

Labeling

To make consumers' purchases sustainable, it is important the information concerning sustainability is given (Dangelico & Pujari, 2010). Labels has become a common technique in marketing when it comes to communicating sustainability, gaining competitive advantages and influencing consumers to purchase in a desired direction (Belz & Peattie, 2012). Labels as well, especially sustainable labels, provide consumers with trustworthy information about the product's social and environmental aspects (ibid).

Criticism of Labeling

According to Cho and Baskin (2018) does consumers interpret the different sustainable labels differently, which affects their own purchasing behavior. The purchasing behavior could also be affected by the product's lack of adequate information (ibid). This could mean asymmetric information has occurred, implying the buyer has been given less information than the seller has who holds on to more relevant information (Golan et al. 2001). To avoid asymmetric information, it is important to use labels on foods with the intention to give consumers greater access to information and to increase market efficiency (ibid).

2.2.4 Convenience

Place in the traditional marketing mix focuses on several issues concerning distribution in the retailing and has, according to Belz and Peattie (2012), three weaknesses from a sustainability point of view, concerning distribution, exchange and purchases at the market. The view of *convenience* unlike *place* advocates for products and services that are simple and convenient to use, and at the same time meet customers' wants (ibid).

Convenience can be settled through many aspects where the convenience through packaging is one that is relevant for this study. The packaging of a product has several roles that matters for both consumers and producers and are important for several reasons. The roles of packaging that are relevant for this study are the following (Belz & Peattie, 2012:262):

- *Helping* to attract the consumers by a 'shelf presence' to distinguish from all the other products
- *Providing information*, such as country of origin, ingredients and other information about the product

2.2.5 Criticism of The Sustainability Marketing Mix

The classical marketing mix of four P's has been criticized and extended to the four C's since it does not focus on the customers wants and needs Lauterborn (1990). Even though critics concerning the four C's were not found it was valuable to focus on the consumers and take the four C's in consideration for analyzing the marketing of products produced in Sweden.

2.3 Nudging

Nudge or *nudging* is a concept that first was presented by Richard H. Thaler, and Cass R. Sunstein and described as (Thaler & Sunstein, 2009:6):

"A nudge, as we will use the term, is any aspect of the choice architecture that alters people's behavior in a predictable way without forbidding any options or significantly changing their economic incentives. To count as a mere nudge, the intervention must be easy and cheap to avoid. Nudges are not mandating. Putting the fruits in eye level counts as a nudge. Banning junk food does not".

Nudging can thus be used to change the behavior of people in a desired way and have a major impact on people's behavior (Wilkinson, 2013). Instead of pushing people in desired directions, nudging can be used to carefully push people making healthier or better decisions (ibid). In fact, nudging allows people to make their own decisions and does not strictly force them to act in a certain way, but rather guides them in desirable paths (Mont et al. 2014). Therefore, nudging as a tool can be used to help the perfunctory actions made by the individual (ibid). According to Mont et al. (2014) easy tools such as using signs and changing the floor plan can make a huge difference in how consumers behave.

2.3.1 Criticism of Nudging

Critique against nudging is presented by Marteau et al. (2011) who point out that we are all different, and it is difficult to know how individuals actually may react to nudging. All individuals are constantly reflecting and tend to adapt their behaviors, making it hard to know what the actual effect of the nudging is (Marteau et al. 2011; Johnson et al. 2012). Olstad (2014) therefore claims it requires a high understanding of the individual's decision process to succeed with nudging.

A defense to nudging is expressed by Hausman (2018) who means that in the cases where information and education of people do not work, nudging can be used and considered as the best way to influence people's behavior. Hansen and Jespersen (2013) also mean people always have the right to make their own decisions where they can always reject the desired behavior of a nudge. Therefore, the researchers have chosen to include nudging in this study as a concept to understand what actions are made to influence the consumers to purchase food produced in Sweden, since the researchers assume that it is a helpful tool. Also, nudges are, as stated, naturally occurring in the stores.

2.4 Theoretical Framework

The theoretical framework in *figure 2* shows the link between the research questions and the presented theories and concepts in this chapter. The theoretical framework is intended to constitute a template for the study, where selected theories are presented. Also, the theoretical framework shows how the selected theories help to answer the aim and research questions of the study.

In order to answer the aim of the study, the marketing strategies used by the store department managers were examined. The store department managers actions of product pricing, the assortment including labeling, signs, placement and packaging was studied through the four C's and nudging, as a frame of reference.

The theory of the *four C's* is presented by Lauterborn (1990), who developed the marketing mix of the four P's to the four C', that cares for the consumers wants and needs. Therefore, this theory constitutes the base of this study, in order to answer the aim and research questions. The four C's were chosen to understand how companies, in this study ICA, used marketing strategies for the Swedish commodities in order to meet the consumers' wants and needs. The four C's are presented down below.

Consumer cost includes what the consumers are willing to purchase and was used to analyze how the prices of the products were attracting and enabling the consumers to purchase food produced in Sweden and if ICA used any price strategy for their Swedish commodities. According to Belz and Peattie (2012), consumer cost is producer oriented since it is linked to the amount of money that is charged for a product but was in this study analyzed from the store department managers' perspective since they add margins on each of their products.

Customer solution includes offering customers products and services that meet their needs (Belz & Peattie, 2012). This strategy of the four C's was used to analyze how the products or offers were developed in order to offer a solution. In this thesis, the store's assortment is positioned as a customer solution in the store department managers marketing strategy. The decision of what assortment the stores offer can be seen as a solution to increase the sales of Swedish commodities by meeting the customers' needs. Even if the ICA stores mean they have a large assortment of Swedish products, it might still not mean they sell a high amount of Swedish products, and therefore it is relevant to analyze the strategy of the assortment applied by the department managers.

Customer communication was used to understand how the added values and Swedish origin were communicated to the consumers. The communication reflects over the relationship with the consumers, and in the analysis, the following communication efforts were used to gather an understanding of how the store department managers were *generating awareness* of the Swedish commodities. Also, how they *informed* the consumers about their Swedish products

and how they were *persuading* the consumers to try out new products and *motivate* them to reflect before purchasing. Lastly, the analysis included how the store department managers *connected* and built stronger relationships with the consumers and how this could have affected the purchase of Swedish commodities.

Labeling was in this thesis seen as a part of *communication* in the four C's that has become a common technique in communicating sustainability, gaining competitive advantages and to influence consumers to purchase in a desired direction (Belz & Peattie, 2012). Therefore, analyzing the technique of labeling of the meat, dairy and fruits and greens was used as an extended view of the communication in the four C's. This contributed with a deepened understanding of the marketing strategies the store department managers were using, and what was communicated through labels.

Customer convenience was used in the analysis to understand how the store department managers *helped* to attract or convince the consumers to buy Swedish commodities for example by 'shelf presence'. Also, to understand how the managers *provided information*, such as country of origin, ingredients and other information about the product in their marketing.

Nudging can according to Wilkinson (2013) be used to change the behavior of people in a desired way, and have a major impact on people's behavior, and can be used to carefully push people to make healthier or better decisions. Analyzing the use of nudging generated an understanding for the marketing strategies used by the store department managers in order to help the consumers to choose Swedish products prior to imported products.

Nudging was in this thesis seen as a technique that can be used in all of the four C's, as the four C's considers the consumers wants and needs and the concept of nudging is a way to change the behavior of people in a desired way. Thus, the theory of nudging is considered as an own concept. Therefore, nudging is separately used to analyze and understand if the store department managers used nudging in terms of highlighting Swedish produced food as a part of their marketing strategy.



Figure 2: Theoretical framework for analyzing the empirical data, own processing.

3. Method

The method chapter presents the methodological approach used within this study. First, the research design is presented, including a presentation of the qualitative research design and case study approach. Further, the data collection, literature review, quality assurance and critical reflection are presented.

3.1 Research design

The research design section works as a framework for the study, where the chosen research design is discussed in order to fulfill the aim and to answer the research questions. According to Bryman and Bell (2017) the research design constitutes the structure that shows how to use a specific method and how to analyze the collected data. There are several possible research designs applicable to a study, and in this thesis a qualitative research design was used.

3.1.1 Qualitative Research Design

This study was based on a qualitative research design meaning data has been gathered in purpose to generate theory (Bryman & Bell, 2017). A qualitative research is perceived to have a research strategy that places emphasis on words during the collection of data, in addition to the quantitative research that rather focuses on numbers (ibid). A qualitative approach contributes by giving a deeper understanding of the participants and what they experience (ibid). According to Bryman and Bell (2017) the researcher's task is to interpret the participants' social reality, which should be seen as something constantly created and changed by individuals. Further, to analyze the gathered data, an inductive approach has been used, meaning the empirics were compared with existing theories in the existing study field (Bryman & Bell, 2017).

A qualitative research design has been chosen since understanding how the store department managers' work with marketing their assortment of food produced in Sweden was of interest. With a qualitative research design the participants of the study can explain their perspectives and experiences freely. For instance, the participants can with their own words describe what they experience are drivers and barriers affecting marketing strategies of food produced in Sweden. A quantitative research design, however, would not suit this study since the aim is not to measure any results but rather to generate an understanding of how Sweden works to market their assortment of food produced in Sweden.

In the beginning of a qualitative study, it is important to understand how the researchers are going to use the chosen method. A study with a qualitative approach, involves that the researcher tries to be reflexive, and criticizes if they somehow may influence the results (Bryman & Bell, 2017). For this study was the theories criticized from different perspectives. It was also important to take in consideration that the study was written as a master thesis at SLU, Sveriges Lantbruksuniversitet (the Swedish University of Agricultural studies), which may affect the participants' answers concerning food produced in Sweden, as they may want to satisfy the interviewer and contribute to the study.

A qualitative study is based on the perspective of interpretation, which means that the researcher needs to be able to create an understanding for the readers, interpret different contexts and reflect on what is unique to people and social science (Bryman & Bell, 2017). This means the researcher controls the focus of the study and what is being written, which leaves room for

misinterpretation by the researcher who draws conclusions from the empiricism and interprets the results (ibid). It is also important to know that qualitative studies are impressionistic and subjective. This means according to Bryman and Bell (2017) that the results of the study risk to be unsystematic since the researchers have their own thoughts of what is important and meaningful in the study.

3.1.2 Case Study Approach

The research design is based on case studies of ICA Maxi stores. In a case study the researcher looks for details of interaction in a context, trying to understand the activity (Stake, 1995). Therefore, a case study design is appropriate for this study, since it helps to create a deeper understanding of the managers' tools for influencing and pushing consumers to choose food produced in Sweden. Thus, criticisms of case studies are the difficulties to generalize in other cases or populations, especially if there is only one case (Bryman & Bell, 2017). This is because it is questioned whether only one case can be generalizable and valid (ibid). However, this study focuses on gathering empirical data from different cases to compare and set the results against each other, making it possible to generalize more cases.

3.2. Data Collection

The data collection explains the process of how information has been collected in order to answer the study's aim. Data can for example be gathered through qualitative interviews or questionnaires (Bryman & Bell, 2017).

3.2.1 Choice of Case

For this study, ICA Maxi stores in Stockholm, Uppsala and Gothenburg were chosen. ICA is pursuant to Delfi (2019) the biggest supermarket in Sweden and can be found all over the country. This makes it possible to repeat the study in other cities like for example Malmo To Linköping.

The cases were determined by a target-controlled sampling. This means that the sampling was made based on the goal of the study where the respondents were chosen intentionally in order to answer the study's research questions (Bryman & Bell, 2017). This sampling was used for choosing the respondents, the store department managers, which contributed with proper information to this study's research questions and in turn generated knowledge to this study.

The cases were chosen since the larger supermarkets in the larger cities in Sweden might have more consumers that impact the food companies. Statistics in Sweden also showed that highly educated people (aged 25-64) usually live in metropolitan municipalities and residential cities, where Stockholm, Uppsala and Gothenburg were top ranked with their high level of education (SCB, 2018). This could affect the stores marketing strategies of Swedish food. It could be interesting to compare these supermarkets with supermarkets in cities that have a lower education level. However, that is not going to be investigated in this study, but by choosing these cities it is possible for other researchers to continue researching in this area.

For this study, the departments of meat, dairy, fruits and greens were included, since they have a lot of commodities from Sweden, but also imported products. This made these departments relevant to investigate, in order to answer the study's aim.

3.2.2 Interviews

To gather the empirical data, this study was based on a qualitative interview that is according to Bryman and Bell (2017) a general form of interviewing. Qualitative interviews are focused on the study's participants' own perceptions and beliefs, where it is desirable that the participant speaks freely (ibid). For this study ICA's manager therefore could speak from their own experience of how Swedish food was marketed in their stores. With qualitative interviews the researcher also has the possibility to ask new questions during the interview, which makes qualitative interviews more flexible than quantitative interviews (ibid). Thus, this could affect the study since new perspectives and unknown information could emerge and lead the researcher into areas that are not fulfilling the aim of the study (ibid).

There are two types of qualitative interviews, *semi-structured* and *unstructured* interviews (Rubin & Rubin, 1995), and for this study semi-structured interviews have been used. Unstructured interviews were not selected since this form of interviewing, pursuant to Bryman and Bell (2017), means that the researcher more freely asks questions to their respondents, where there is no limit of questions or what should be answered. For this study, it was relevant that some questions were answered and had the ability of being compared with other respondent's answers. Therefore, semi-structured interviews were chosen.

A semi-structured interview means that the researcher has prepared a guide of questions, that they thus do not have to follow strictly (Bryman & Bell, 2017). The interview guide is a helping tool for the researcher to gather relevant data from the field of the study, and prevent that similar questions are asked (ibid). The guide can as well be used as a template where the researcher can compare the participants' different answers to the specific questions (ibid).

The interview guide in this study was made in combination with the chosen theories in order to gather relevant empirics that made it possible to answer the aim. The questions were formulated as open questions, to avoid affecting the interviewees' possibility to answer the questions with their own thoughts. As the open questions were asked, the interviewed participant was given space to speak undisturbed. The interview guide can be found in *table I*, and a table of the scheduled interviews can be seen in *table III*.

Advantages with semi-structured interviews can, for instance, be that they help the researcher to get a better understanding of the participants' perspective since there is a low risk that the researcher affects the participants' perceptions with the researcher's own thoughts (Bryman & Bell, 2017). A disadvantage with semi-structured interviews on the other hand, can be that the answers of the participants become interpretive and spontaneous, which can be difficult to use in other data collections (ibid). Another source of error that can occur in personal interviews are the risk that the respondent answers the questions in a way to get the researcher satisfied, which is referred to as the "interviewer effect" leading to inaccurate empiricism (Wiklund, 2008).

To gather the empirics for this study, semi-structured interviews on telephone were conducted due to the circumstances of Corona Virus Disease (COVID-19). According to Bryman and Bell (2017), telephone interviews are considered to be as, or slightly more, representative than personal interviews. Also, a telephone interview can be more suitable than a personal interview when asking sensitive questions since the respondents often feel more comfortable answering these questions on the telephone (ibid). Other advantages can be the cost savings, as well as the fact that it is easier to get in touch with people and to find time to conduct the interview (ibid). In parallel to the positive aspects, there are some risks with telephone interviews, that according

to Bryman and Bell (2017), could be unexpected problems with the technology, or the need for longer interviews that are not suitable for telephone interviews. Another disadvantage is that the researcher cannot see the respondent's body language in a telephone interview (ibid).

During the interviews a voice-controlled tape recorder was used to be able to transcribe the material afterwards. A voice-controlled tape can according to Bryman and Bell (2017) be of advantage for the researcher since the researcher can afford to be concentrated on what the respondent is saying. Also, the researcher can be ready to follow the respondent's answer with comments without the pressure of doing notes of the whole conversation (ibid). To interpret the respondents' answers and the social complex correctly the researcher needs a theoretical reflexive approach and a theoretical understanding (Alvesson, 2003). Therefore, the theory was gathered first and thereby the interview question was made in combination with the theory and the aim of this study. Thereby a theoretical understanding created the opportunity to be reflexive before the data from the interview question was collected. The transcribed material was then sent to the participants after completion of the interview for approval of correct content.

In the study, nine store department managers participated, at the different departments of meat, dairy, fruits and greens in the cities Stockholm, Uppsala and Gothenburg. If a respondent could not participate, a department manager at another ICA Maxi in the same city was asked to participate. One of the goals for this study was to conclude personal interviews with the participants, but due to the circumstances of COVID-19 and the infection risk, the store department managers prevented personal interviews with the participants. Three of the department managers were interviewed by phone, and the other six participants answered the interview guide by email. This could have affected the data collection since there is no one to help the respondent to answer their own thoughts in an email (Bryman & Bell, 2017). There is as well no ability for the researcher to ask developing questions and to have an open dialogue with the respondents (ibid). This could however also be seen as an advantage as Bryman and Bell (2017) mean that the respondent may find it easier to answer closed questions. Answering questions through emails could as well be of advantage since the respondent has the ability to answer the questions freely without being influenced by the researcher (ibid). To make it easier for the respondent to answer the questions by email, the questions were created to be as understandable as possible. The same interview guide was used during the telephone interviews.

3.2.3 Data Analysis

Data used in the study was collected from relevant sources like new or recently updated scientific articles. Data was also collected from older scientific articles since the authors of these articles had developed theories that were still used today. According to Bryman and Bell (2017), one of the greater challenges with a qualitative study is to analyze the data, since it can be hard to know where to start. Therefore, the data analysis has been made through a qualitative content analysis, which is one of the most common methods used to analyze qualitative data (Bryman & Bell, 2017). A content analysis includes searching for underlying themes in the material that is being analyzed (ibid). According to Zhang and Wildemuth (2009), a content analysis makes it possible for the researchers to find themes and different patterns within the topic of the study. Further, the analysis is objective and systematic in order to prevent the researchers from influencing the content (ibid). According to Berelson (1952) the content is concretized, meaning a content analysis focuses on creating a picture of the field of interest. According to Bryman and Bell (2017) the content analysis focuses on interpretations through verbal expressions and were used in this paper to create an understanding for how the store department managers are marketing food produced in Sweden.

Hsieh and Shannon (2005) presents three approaches of a content analysis, which is the conventional-, the directed-, and the summative content analysis, that applies different methods for coding the result. Coding is according to Potter and Levine-Donnerstein (1999) a way of using existing theory or prior research as a way to identify variables or different key concepts.

In this study, the direct approach was used as a method to code data through the chosen theories. Babbie (2011, p. 304), presents the following description of a content analysis: “The *study of recorded human communications*”, which made it suitable for the interviews with the store department managers in this study. The content analysis emphasizes the elements crucial for the ICA store’s department managers in order to succeed with their marketing of food produced in Sweden.

3.3 Quality Assurance

The three most important criteria for assessing the quality of studies in business administration are *reliability*, *validity* and *replicability* (Bryman & Bell, 2017). These ensure the trustworthiness of the study, and if accurate measurements are used and whether the quality of the measurements provides the information that the researcher is looking for (ibid).

3.3.1 Reliability & Validity

Reliability refers to how credible a study is by reflecting on how equivalent the results of the study would be if the same study were to be conducted again, or if the study is affected by any random or temporary conditions (Bryman & Bell, 2017). The concept can be used in all kinds of studies but are often used when testing or evaluating quantitative studies (Golafshani, 2003). In order for a qualitative study to be reliable, the study must contain qualitative information, which in other words means information that helps to understand the study and its reliability (ibid).

Validity ensures whether a measure of a concept really measures what it claims to measure (Bryman & Bell, 2017). Bryman and Bell (2017) also discuss the concepts of *internal* and *external validity*. Internal validity measures if there are any causality relationships between two or several variables, or if they are independent of each other. External validity measures if the results of the study can be generalized in a similar context (ibid). To question how the respondents have been chosen can be crucial in order to generalize the study (ibid).

To increase the *reliability* in this study, a voice-controlled tape recorder was used during the interviews to transcript material. The tapes made it possible to re-listen to the recordings and reinforce the perception of the respondents' given information. Transcribed material was then sent to the participants after completion of the interview for approval of correct content to strengthen the reliability and for this study to have data that is valid.

To guarantee good *intern validity*, a theoretical basis was early made to be able to create an interview guide for the further collection of empiricism to this study. The collected empiricism has also been compared with the theory to ensure the two sections dealt with the same main topic and are causal with each other. To ensure good external validity we have chosen popular scientific articles that have been reviewed by other researchers. The respondents that have been chosen are only marketing managers at the supermarkets in order to make it simpler to generalize the study in other supermarkets.

3.3.2 Replicability

In a research context, *replicability* is similar to the concept of *reliability* (Bryman & Bell, 2017). Hence, *replicability* concerns how scientists are trying to replicate or, with other words, repeat a study and the results to see if something changes when the study is repeated. Therefore, to be able to do a replication, the study must be possible to repeat again. If it is possible to repeat the study, it is also possible to see if the study is reliable or not. Therefore, it is important to describe how the study has been conducted and show which approaches that have been used in order to be able to replicate the study. In order to fulfill this, the study has a clear description where the respondents have been carefully selected, and where the interviews have been structured and the obtained data carefully analyzed to make it possible to replicate this study.

3.3.3 Ethical Considerations

In qualitative research, ethics describe how the researcher has to behave and how they should treat the study's participants in an ethical way (Webster et al. 2014). Ethics also concerns how to put the participants' interest in focus and how to, as a researcher, work in a thoughtful and reflective way (ibid). According to Bryman and Bell (2017) the researcher should follow guidelines to protect the participants and what is being studied. It is important that the researcher should not be accused of having acted unethically in the study (ibid).

Webster et al. (2014:78) state five important guidelines concerning what should be involved in an ethical qualitative research-process:

- *Researcher should be worthwhile and should not make unreasonable demands on participants*
- *Participation in research should be based on informed consent*
- *Participation should be voluntary and free from coercion or pressure*
- *Adverse consequences of participation should be avoided, and risks of harm known*
- *Confidentiality and anonymity should be respected*

According to Kvale and Brinkman (2009) it is also important to inform the participants about the general purpose of the study, how the study is organized, and whether there are any risks involved with participating in the study. By doing an informed consent, the researcher informs the participants which advantages the study has and what it includes to be a participant in the study (ibid). In the consent, the researcher should tell the participants that the study is entirely voluntary and that the participants can choose to stop participating in the study at any time through the process (ibid). In this study, the participants were informed about the purpose of the study, and that the information obtained is used only in this study, which is published electronically at SLU's database, and presented vocally at a final seminar.

To reduce the risk of any harm to the participants, the participant gave an approval that this study had captured the accurate information and that the study was permitted to publish the gathered information on the sources informed. To know that this study has gathered relevant information, the related empirical material was sent back to the participant, whereof they could give an approval that the collected material was correct. Prior to the interviews, the participants had the interview guide sent to them, enabling them to read all the questions and to prepare. Also, in the beginning of this study it was decided that the participants and the store should be anonymous since the aim for this study is to investigate how the store department managers for the three departments; *meat, dairy, fruits and greens* at supermarkets in Sweden works to market their assortment of food produced in Sweden, and not who said what in which supermarket. Advantages of anonymous participants are that their privacy can be protected.

Therefore, the participants have been given fictitious names as for example ICA SM, where *S* stands for *Stockholm* and *M* for the *meat* department.

3.4 Critical Reflections

To collect data, primary sources of data collection have been studied to avoid possible angling due to the differing views and perceptions of other researchers. However, secondary sources have been studied to facilitate empirical data collection. The researchers have also considered if their own thoughts influence this study's result.

A common argument against qualitative research methods is that it is influenced by subjectivism, which according to Bryman and Bell (2017) can lead to difficulties in replicating the research. It can also lead to difficulties in generalizing the research in other environments and therefore the reliability is reduced (ibid). ICA is a well-known supermarket in Sweden which strengthens the ability to generalize this study. By writing proper information of which approach the researchers have been using through the study and how the results have been concluded, the study's transparency could be strengthened (Bryman & Bell, 2017). To increase the reliability of the study, the design of the interview questions has been done through a process of creating a fair image with respect to ethical considerations.

To ensure the theoretical frame of reference is proper, theories in this essay have been gathered from peer reviewed literature written by well-established authors. For this study, literature of the chosen theories primarily came from the authors Belz and Peattie (2012), since they have more than 40 years of research experience in the area of sustainable marketing. Also, Bryman and Bell (2017) is primarily used in the method section, which affects this study by their perspectives and understands. However, they are considered to be valid for this study because of their knowledge in business economics research methods where they are well known in the academic world.

4. Empirical Data

In this chapter, first the empirical background is presented, followed by the empirics of the study that is collected from the interviews. The empirical result from each department in the cities Stockholm, Uppsala and Gothenburg is presented section by section.

4.1 Empirical background

ICA Gruppen (The ICA Group, called ICA) has become a leading retail company in Sweden with focus on food and health (ICA Gruppen, 2019b). Their vision is to do every day a little easier (ibid) and their operation goal is to be climate neutral by 2020 (ICA, n.d.a). To become climate neutral, ICA is offering environmental choices for their consumers like more organic, eco labeled and locally produced goods (ibid). ICA also claims they must do everything they can to reduce their own and as well as the suppliers' environmental impact (ibid).

ICA also takes responsibility for the origin of their commodities, since they are doing business all over the world, and works to ensure their products are produced under safe working conditions (ICA, n.d.b). ICA as well supports Sweden's self-sufficiency by actively mediating advantages of choosing food produced in Sweden (ICA, n.d.c). They indicate advantages like guaranteed quality and care for how the food is produced, like animal welfare, and shows different video clips on their website about Swedish farming (ibid).

4.2 ICA Maxi Stockholm

In this section the participants from Stockholm are presented for the departments; *meat, dairy, fruits and greens*. Further the department manager will be referred to as ICA SM (department manager of meat in Stockholm), ICA SD (department manager of dairy in Stockholm) and ICA SFG (department manager of fruits and greens in Stockholm).

4.2.1 Meat

Over 90 percent of the offered meat at ICA Maxi in Stockholm, were from Sweden (pers. com., ICA SM, 2020). About eight years ago, though, a high amount of ICA's supply of meat was from Denmark, among other countries. Today, their focus has changed to prioritize Swedish meat, not least when it comes to their marketing at social media like Facebook and Instagram. However, they did not have any special strategies concerning the marketing of their Swedish meat and therefore, they were not focusing on highlighting the Swedish origin. According to the store department manager, they did not either work with nudging to get the consumers to buy Swedish meat. This was because the Swedish meat was sold in high quantities anyway, according to the manager. The store department manager also said the consumers must choose what they wanted to consume and thereby the focus lied on rather offering good quality products and fair prices. However, if the store had a marketing campaign, the meat was almost always from Sweden (ibid).

Some years ago, ICA SM (pers. com., 2020) offered Danish pork in their meat department. Today though, the store offered pork from Finland instead, since the quality was better than the Danish, and the price lower than the Swedish pork. According to the store department manager there were no different marketing strategies depending on the origin of the meat. Also, the store offered imported food as an option for the consumers that preferred high quality meat. This was since it was not always possible for the meat department to offer all kinds of Swedish meat

quantities big enough to meet the consumers' demands. An example of the limitation in Sweden was the duck fillet, which was not even available to offer from Sweden. Another example was the demand for Swedish beef increased in summertime, which made it necessary to work with several different suppliers to be able to meet the increased demand. Also, high quality meat was not always possible to offer from the Swedish farmers. Therefore, to further broaden the Swedish assortment of meat, a problem was the limited supply from Swedish farmers.

Today, ICA SM (pers. com., 2020) worked with many producers they refer to as local. These are "Smak av Gotland", "Gudruns", "Skärgården" and "Bjursunds", which all were marketed as local producers, even though they were not located very close to Stockholm. The store expressed that it was hard to find local corporations in the area of Stockholm, whereby the mentioned were marketed as their local suppliers.

To inform the consumers about the locally produced meat, the department manager meant that their ICA store provided information about the animal farming, but they were restricted in how much marketing materials they used in the store to not confuse the consumers (pers. com., ICA SM, 2020). The store department manager meant people tend to have knowledge and understanding of the increased value of consuming Swedish produced meat. An example of this, was that almost no one asked for the Danish pork anymore, as a result of the debate concerning the poor animal welfare and high use of antibiotics (ibid).

In the meat counter, the price signs were labeled with logos like "Svensk Fågel" (Swedish bird) and "Från Sverige" (From Sweden) to clearly show the Swedish produced meat (pers. com., ICA SM, 2020). Though, according to the department manager, the most important part of labeling the origin was shown at the price signs. However, the Swedish logo was not obligatory to show at the price signs, even though the store department manager promotes it. Also, the larger packaging of meat was labeled only with the origin, in contrast to the smaller packaging's where all kinds of information was provided, like the breed of the animal, where the meat came from, the date of slaughter and date of packaging (ibid).

Even though the store department manager meant the price was crucial at the time of consumers' purchasing, the crucial part in their store was the supply of high-quality meat (pers. com., ICA SM, 2020). Though, they experience the consumer value meat from Sweden rather than imported meat with a higher quality (ibid).

4.2.2 Dairy

At the dairy department at ICA in Stockholm, it was important to market their products at different social media platforms, since they wanted to show their consumers that they were offering food produced in Sweden (pers. com., ICA SD, 2020). Nudging was used to motivate their consumers to purchase products from Sweden. This was done by the opportunity for the consumers to purchase Swedish products and by putting up for example signs urging them to choose "Swedish", "Locally" and "Ecologically" produced products (ibid).

The local food comes from many suppliers located in the area of Stockholm and Gotland (pers. com., ICA SD, 2020). The collaborations worked well, which was important for the store department manager. Also, they had an interest in expanding their assortment of food produced in Sweden. However, they were adapting to what the consumers wanted and constantly met their consumers' demands. The consumers affected how well the local collaborations worked, depending on whether they choose to consume local products or not. Regardless, they offered

products from a large number of local suppliers, where they also referred to the Swedish products (ibid).

To show that the Swedish food was from Sweden, ICA SD (pers. com., 2020) meant they used the Swedish flag as a label next to the Swedish products. The marketing of their Swedish products could either be a sign or as a small rocker, which usually could be seen very clearly on the packaging of the Swedish product. Also, the store department manager thought it was of advantage that consumers bought Swedish or local food and were thereby highlighting locally produced food a little extra. Locally produced food was something they liked to show the consumer and sees the preservation of the local foods as a way of getting consumers to choose these Swedish goods. The store department manager also thought it was important the consumers knew they could purchase local foods in their store (ibid).

The store department manager indicated all ICA stores had concerns for the environment and were doing what they could to protect it, and therefore, they were highlighting Swedish food with Swedish signs since it was according to the ICA store a good choice to consume Swedish food (pers. com., ICA SD, 2020). However, the respondent claimed that it differs between different departments at ICA. In the dairy department though, they cared for the environment, however, the majority of their assortment of dairy products already consisted of Swedish products. Thereby they had no goal to increase the sales of the Swedish produced dairy products (ibid).

4.2.3 Fruits & Greens

At the department of fruits and greens in Stockholm, the manager expressed their appreciation of selling Swedish products (pers. com., ICA SFG, 2020). They always wanted to be able to offer the consumers a Swedish alternative and thought it was of value when the consumers choose Swedish products for the environmental benefits and our society. The department manager explained they work with marketing of their products at social media platforms, which showed to be appreciated by their consumers that thought that the store became more inviting. Also, their Swedish products were marketed at occasions with discounts prices or when they got new products in their assortment. This was made to inspire people to choose Swedish products that were highlighted with the Swedish flag. Also, the store worked hard with broadening their assortment with local products. Thus, nudging regarding the Swedish products were not used at their store, were personal reminders used to inform the consumers that Swedish products were available. However, they let the consumers fully make their own decision of what they wanted to consume. The department manager explained they did normally not place the Swedish products at more beneficial places than other products in the fruits and greens department, since they had other aspects like prince campaigns or organic food to take in consideration. Thus, from time to time when it was the season for Swedish fruits and greens, they marketed the Swedish products more with Swedish flags and signs. This was supposed to show the consumer that there were a lot of fruits and greens that came from Sweden, plus the aspect that it makes it easier for the customers to find these products (ibid).

The assortment of fruits and greens varied during the year, and when it was season for the Swedish products, they made sure to as soon as possible make them available in their store (pers. com., ICA SFG, 2020). Difficulties with the Swedish products were that often only small volumes were accessible, leading to a higher price that did not attract the consumers. This led to higher waste as a result. Despite this, they were always trying to sell Swedish fruits and greens, but at the same time listen to what the consumers asked for (ibid)

ICA SFG (pers. com., 2020) worked a lot with local producers, and their biggest focus in the store was local products. These products were marketed as local and not Swedish. Together with local farmers, they have tried to market the importance of sustainable and energy efficient cultivation and the positive effects due to the shorter transports. This was done with extensive signs in the store, plus marketing at social media. Today, they have some collaborations with local farmers in both Stockholm and Uppsala that work well. Previously they have had similar collaborations, direct contact with farmers, and wholesalers to find as many Swedish and local options as possible (ibid).

ICA SFG (pers. com., 2020) does not have any price strategy concerning their Swedish products at the moment and claims that they rather strive for offering attractive prices, regardless of origin of their fruits and greens. They do not either follow up sales statistics of the Swedish products even if it was possible to do so, since they experience relatively good sales. However, what they could do to get more consumers to choose Swedish products was to place them at convenient places, with good exposure. Also, they could have price campaigns, inspiring signage with recipes, and handing out samples of the fruits and greens so the consumers could taste the products (ibid).

4.3 ICA Maxi Uppsala

In this section the participants from Uppsala are presented for the departments; *meat, dairy, fruits and greens*. Further these managers will be referred to ICA UM (department manager for meat in Uppsala), ICA UD (department manager for dairy in Uppsala) and ICA UFG (department manager for fruits and greens in Uppsala).

4.3.1 Meat

At the meat department in Uppsala, over 90 percent of the assortment of meat were from Sweden, which means the majority of their meat counter contains of Swedish products (pers. com., ICA UM, 2020). However, they offered meat from for example South America, Ireland and Denmark. Thus, the store department manager wanted their consumers to choose the Swedish meat they marketed through social media such as for example Instagram and Facebook. Other ways of marketing their Swedish products was through flyers in the store. However, the flyers were quite small and therefore more information could be read on their website (ibid)

The store department manager believed they did not need more meat in their counter, and therefore they did not have interest in expanding their Swedish assortment (pers. com., ICA UM, 2020). Also, they did not have any goal to sell as much Swedish meat as possible. Instead they only tried to sell what was in the store. However, they pushed to sell the Swedish meat by signs or small campaigns. The signs could for example promote to “care for the local” and the campaigns were a way to motivate their consumers to buy Swedish meat. Nudging was also used as they had an open meat counter where they placed the meat they primarily wanted to sell. Thus, there was no statement that ICA’s staff should promote the Swedish meat, if a consumer asked which piece of meat they should buy (ibid).

They also marketed their Swedish products with a flag, unlike their Finnish meat that only had a little sign that informed that it was “Finnish pork fillet”. For a period, the store removed the Danish meat, as it did not meet ICA UM’s criteria. However, they did bring the Danish meat back, but only in small quantities since it was cheap, compared to the Swedish that cost double.

They meant that the consumers still had the opportunity to choose between the Swedish, Danish and Finnish products that had different price ranges (ibid)

The meat department of ICA UM (pers. com., 2020), only had one local farm that they had cooperation with, which was “Lövssta kött”. Lövssta kött’s meat was highlighted in ICA’s stores by signs or price signs that for instance informed the meat was “locally produced”. All the other Swedish meat products have, what the respondent believed, the Swedish flag on their packaging. Anyway, the store department manager experienced there was a lack of Swedish meat on the market (ibid).

ICA UM (pers. com., 2020) claimed they did not have any price strategies regarding their meat, they only had periods with special offers that often were on their Swedish meat. The meat on campaign prices was depending on if the store had good quantity to be able to implement a campaign. For example, in order to be able to offer a discount on pork cutlets, the store needed to ensure that there were quantities big enough to meet the consumers demand. Even if the majority of the products on discount were Swedish meats, it happened that they had a campaign on for example fillet of beef that came from South America, when the Swedish assortment was not enough. The store department manager explained they did not have any goals to sell as much of their Swedish meat as possible. Instead they followed statistics for the sales of the whole meat department. A monitoring group also followed up on sales of all their local products in their store (ibid).

If the import of food would decrease, the store department manager meant more people would choose food produced in Sweden (pers. com., ICA UM, 2020). However, it was still the price that mattered, since everyone may not be able to afford to buy the fillet of beef for 599 SEK when an imported alternative cost 199 SEK. The import share had decreased in sales tremendously compared to a number of years back when there were a lot of imports. For example, back in time there were extra prices of Danish pork fillets each and every week, for about 49 SEK to 59 SEK per kilogram.

The respondent believed the debate concerning the benefits of local products versus the disadvantages of imported meat had influenced the consumers (pers. com., ICA UM, 2020). Also, the respondent expressed that people thereby choose not to purchase from Denmark, for example, due to the poor animal welfare. However, the respondent meant people probably still will choose the Danish pork fillet as long as it is cheaper, even though some consumers will refuse to buy it. However, even though imports and the meat consumption have decreased dramatically in recent years, the supply of Swedish meat was still not enough to stop import meat (ibid).

4.3.2 Dairy

ICA UD (pers. com., 2020) marketed their dairy products at Instagram and Facebook every week, where their local products were specially highlighted. Also, the store was working a lot with marketing of their Swedish products, like highlighting the Swedish products in their “ICA-magazine”. Thus, the store was not interested in expanding their Swedish assortment at the dairy department per se, but rather expanding their assortment of local products. However, they were not either interested in expanding their assortment of imported products. An example of this was that the store dismissed expanding their assortment with dairy products from Greece, and instead focused on making their Swedish products as the natural choice for their consumers. However, the majority of the dairy products were from Sweden, complemented by Finnish products. To promote their Swedish products, for example butter, they placed the Swedish

butter on the gable at an ordinary price. This was something they never did with the Finnish butter from Valio, except when there were discount prices on Valio's butter.

The stores full time visual merchandising manager did the planning of the exponent of their dairy products, then the manager placed the products that were desired. Also, the visual Merchandising Manager planned ICA's way of nudging in order to help the consumers to choose the Swedish products. Other marketing strategies to make people buy, for example the Swedish products, were by personal offers. These offers were sent by mail and based on what products the consumers normally bought and could for instance include a free product or some sort of discount (ibid).

The pricing of the dairy products was the same at all ICA's and thus nothing the manager at the dairy department could control or adjust in order to sell more of the Swedish products (pers. com., ICA UD, 2020). To increase the sale of their Swedish products, all the staff at the dairy department were instead working with promotion and to help, like by recommending the consumers to choose the Swedish dairy products, instead of the Finnish products. They explained for example what butter on the shelves that was from Sweden and that the brand Valio came from Finland, and why the consumers should choose the Swedish butter (ibid).

The manager of the dairy department was in charge of the marketing of their local products, as for example their eggs that came from local farmers (pers. com., ICA UD, 2020). This was shown to be a successful collaboration between ICA and the farmers. On the shelf, these local eggs were highlighted with special signs that informed the consumers they came from local farmers, to influence the consumers to choose them. Other local products were also highlighted with extra signs to stand out among other products. These signs were bigger compared to signs on other products in order to catch the consumers' attention. On the signs, there was a text describing the dairy products that came from local farmers, but there were no Swedish flags on the signs (ibid).

A crucial part to sell more Swedish dairy products was the sellers that helped the consumers to choose for example the Swedish products (pers. com., ICA UD, 2020). These sellers were often proud of their products so they could adjust the prices in line with what the consumers were willing to pay. The department manager also thought that the price played an important role, especially for the ICA Maxi stores since consumers had expectations of a lower price at big supermarkets (ibid).

4.3.3 Fruits & Greens

ICA UFG (pers. com., 2020) marketed their local suppliers of fruits and greens at social media such as Facebook and Instagram, instead of using direct marketing in the store. Other marketing strategies were for example theme days in the store, marketing through television commercials and flyers to push for their offers.

At the fruits and greens department, they clearly stated what fruits and greens came from Sweden by signs, but they did not use nudging as a tool to get consumers to choose the Swedish fruits and greens. Thus, they placed the fruits and greens in product categories to make it easier for the consumer to find what was desired (ibid).

To get more consumers to choose Swedish fruits and greens, they worked just as much with the Swedish products as they did with the locally produced products (pers. com., ICA UFG, 2020). At the moment of interviewing, the goal was to benefit their local suppliers and to increase the

sales of their products, thus they followed up all sales statistics on all of their commodities. The store department manager wanted the consumers to choose Swedish, and preferably locally food, so they made sure to offer as much as they could from Sweden. However, they were not encouraging the value of Swedish products, but they worked hard to get consumers to choose local products and wanted to highlight both Swedish and local products (ibid).

ICA UFG (pers. com., 2020) continuously worked with pricing strategies to increase sales within priority product groups as for example locally produced food. They noticed many consumers expressed they wanted to buy Swedish and local food, but the price was decisive. The store department manager therefore thought a crucial factor when it came to increase the consumption of Swedish food therefore was the price. Thus, more advertising from the Swedish farmers could be a factor contributing to increased sales of Swedish products (ibid).

4.4 ICA Maxi Gothenburg

In this section the participants from Gothenburg are presented for the departments; *meat, dairy, fruits and greens*. Further these managers will be referred to ICA GM (department manager of meat in Gothenburg), ICA GD (department manager of dairy in Gothenburg) and ICA GFG (department manager of fruits and greens in Gothenburg).

4.4.1 Meat

ICA's meat department in Gothenburg explained their store was not working with marketing at social media (pers. com., ICA GM, 2020). The manager at the department meant that smaller stores often were more focused on marketing on social media, while larger (like their store) were more cautious concerning their marketing. This was because they had experienced judgmental comments and therefore, they were more careful about what they posted. Thus, when they decreased their marketing, the manager explained that the consumers were less motivated to buy food produced in Sweden. However, they wanted their consumers to choose meat from their Swedish assortment. Therefore, to market their Swedish products, they were pushing for e-commerce and their own paper "Maxibladet" together with flyers (consistently of Swedish products) to inform their consumers about their Swedish assortment. The manager indicates as well, that it was not often they marketed the imported meat, like Danish fillet of pork (ibid).

Pursuant to the store department manager they experienced that their consumers found the Swedish meat in the meat counter among the imported meat (pers. com., ICA GM, 2020). Also, the department manager meant that the amount of imported meat was about 5-7 percent less than it was before. The imported meat, as for example the Danish pork fillet, was often placed together with the different categories and origins of meat in their store. Thus, in the past, they wanted to expose Danish pork fillet, but have today stopped to work like that. They had an interest in expanding their Swedish assortment, and to cooperate with small business owners and suppliers. Thus, they had to think about the food waste and therefore what products they should offer in their store (ibid).

They were trying to convey the value of their Swedish products, but at the same time they meant they were not responsible for the advertising, like on television for example (pers. com., ICA GM, 2020). The manager meant the advertisement was the same for all ICA stores. The local products were thus more marketed than other meat products, where the store actively worked to find the best contracts with local farmers. Their strategy when it came to price their Swedish products was to have the "best" contracts with local farmers in order to be able to offer attractive

prices. The store department manager meant they could explain the advantages and the better quality of their Swedish meat, but the consumers were focused on the price. Thereby they needed to meet the consumers' requirements in order to make them want to buy their meat. The store department manager felt consumers had double standards, since they tended to buy the Danish pork fillet when it was offered with a low price. On each packaging of meat that was produced in Sweden, there was a Swedish flag. They also had a Swedish flag on their own branded products. The store department manager experienced the consumers almost took for granted their meat products were from Sweden and therefore, they were not clarifying this with a Swedish flag on the price signs. However, the store department manager believed it was quite clear which products came from Sweden in the meat counter (ibid).

Also, ICA GM (pers. com., 2020) was never promoting or exposing meat that was not produced in Sweden. They also worked a lot with their sales pitches and to be selective of what they placed at the gables. The store department manager explained they were "hiding" the imported meat in the counter however, a crucial factor was the price at the time of purchase (ibid).

4.4.2 Dairy

At present, ICA in Gothenburg had no goal to increase their sales of Swedish products, and therefore the store had no strategy to motivate its consumers to buy these (pers. com., ICA GD, 2020). However, they were working with marketing new products on social media, as for example Instagram. Like the other dairy departments in this study, they focused on the locally produced food, since almost all dairy products in their store already were from Sweden. Anyway, their staff especially worked to push their ICA store to receive more local foods. In their case, they chose to expand their local products by starting cooperation with a dairy producer in Wapnö. To make the local products more attractive, the store provided discounts or multiplies of these products. Also, they tried to offer multi-prices on their new local products to increase the sales. Other products that were highlighted were the freshly squeezed juice that was produced in Sweden, instead of the imported pre-mixed juice (ibid).

The store department manager experienced people are getting more conscious of what they are eating, and if the food is locally produced or not (pers. com., ICA GD, 2020). The manager also saw a need for better marketing of the commodities that came from Sweden, in order to get more people to choose Swedish products. The store department manager, for example, thought many packages more clearly should show the Swedish origin. Today, there may be a risk that the consumers think that they are buying Swedish products but instead they buy for example imported products (ibid).

4.4.3 Fruits & Greens

At the department for fruits and greens at ICA in Gothenburg, they marketed their fruits and greens through their own paper "Maxibladet", that were sent to their consumers by post, and could be found on their webpage (pers. com., ICA GFG, 2020). Other ways they marketed their different products were by social media, as for example Facebook. The Swedish fruits and greens were marketed when it was season and they were available in volumes large enough. They used nudging as a way to get their consumers to buy Swedish apples, by placing them in the front of the department when it was season, whereby the consumers could more easily see them. Other ways to help the consumers to find and choose Swedish fruits and greens was by a Swedish flag placed in the corner of the price signs. Also, they always wrote the origin on the signs, so the consumers easily could get an understanding for where the products came from. Some suppliers sent information about the products, something the tomato farmers used to be extra good at. The store department manager wanted the consumers to choose Swedish fruits

and greens, since it favored the Swedish farmers and countryside. Thus, they ordered the products from ICA's stock, which meant that they ordered big volumes, leading to that not all of the fruits and greens came from Sweden. In the beginning of the season they often experienced a lack of products, and they did not even get all their orders, since they were "competing" with many other ICA stores and their orders (ibid).

To get more consumers to choose Swedish products ICA GFG (pers. com., 2020) wished for better significance and marketing material. They offered extra prices, as for example on imported cucumber, even when it was season for the Swedish cucumbers. Also, sometimes, they bought temporary parties of a fruit or green, which they then offered on extra price. Otherwise, extra prices were determined to be the same for all ICA Maxi stores. Another way to increase the sales of Swedish products, could according to the store department manager be by handing out samples of the fruits and greens, to make it possible for the consumers to taste the difference between the Swedish versus the imported products. Also, better marketing materials could be important, such as a picture and information about the farmer and the product itself (ibid).

5. Analysis and Discussion

In this chapter the collected empirics is analyzed and discussed in line with the theoretical framework, where the target is to answer this study's research questions in order to fulfill the study's aim. The analysis and discussion are summarized in table IV.

The aim of this study is to increase the understanding of how managers at large grocery stores work with marketing of food produced in Sweden.

Based on the purpose of the thesis, these following research questions have been formulated:

- *How do the department managers at the ICA Maxi stores' meat, dairy, fruits and greens departments work with marketing to promote food produced in Sweden?*
- *What are the drivers and barriers affecting ICA's marketing strategies of food produced in Sweden?*

By interacting with managers who have knowledge of how Swedish food is marketed, how they work with marketing and experience what drivers and barriers the marketing has, this study has created an understanding of how marketing can increase the sustainable food production in Sweden.

5.1 The four C's

Lauterborn (1990) has developed the classical marketing mix of the four P's into the marketing mix of the four C's; *Customer Cost, Customer solution, Communication and Convenience, which are analyzed and discussed below.*

5.1.1 Customer cost

The product's price is important since it refers to what the consumers were able and willing to purchase with their money (Belz & Peattie, 2012). Consumers choose to purchase when they have analyzed and understood the benefits versus the cost of the purchase (ibid). The sustainable products can on the other hand only be purchased if the consumers experience a higher value of quality or net benefits than other products (ibid).

Meat

All the meat department managers explained that today, over 90 percent of their meat was from Sweden and they experienced the consumers rather purchasing Swedish meat prior to imported meat, even if the imported meat were cheaper (pers. com., ICA SM, 2020; pers. com., ICA UM, 2020; pers. com., ICA GM, 2020). Despite this, ICA GM (pers. com., 2020) claimed consumers were focused on the price rather than the quality. ICA UM (pers. com., 2020) also implied the price determined what the consumers purchased. ICA UM meant in some cases, the consumers do not afford the Swedish meat, like when the Swedish fillet of beef cost 599 SEK and the imported 199 SEK (ibid). However, they also experienced consumers tend to buy less of the imported meat from Denmark due to the poor animal welfare, even though the prices were about half or less in contrast to the Swedish (ibid). ICA SM (pers. com., 2020) meant people tend to have knowledge and understanding of the increased value of Swedish produced meat, where the manager as well experienced the demand of the Danish meat had decreased, due to criticism of the meat production. In this case they chose to offer more pork from Finland instead

(ibid). Still, they made it possible for their consumers to buy the cheaper Danish meat, as the Finnish was more expensive but still cheaper than the Swedish meat (ibid). ICA UM (pers. com., 2020) also experienced the criticism of the Danish meat and expressed they tried to stop selling the Danish meat, but brought it back, thus in smaller quantities. ICA GM (pers. com., 2020) also explained they have decreased the sales of Danish meat significantly compared to some years ago, but even though they experienced that the consumers wanted to buy Swedish meat they also experienced their consumers acted with double standard and bought the cheaper Danish meat. Sometimes though ICA SM (pers. com., 2020) meant it was not always possible for the meat department to offer all kinds of Swedish meat in quantities big enough to meet the consumers' demands. For example, the duck fillet and the beef, was not possible to offer with a Swedish origin, therefore their ICA store had to buy these from other suppliers than the Swedish in order to meet the consumers' demand (ibid).

As mentioned, the ICA stores already have over 90 percent Swedish meat in their assortment, which could imply there are difficulties to increase the Swedish assortment further. However, one manager meant they sometimes struggled to get hold of Swedish meat to sell in their store. The stores also experienced the consumers said they were willing to pay a high price for the Swedish meat, but at the time of purchasing, they were shown to choose the cheaper meat. According to the store department manager, the consumers therefore acted with double standards, and thereby it could, according to Jarelin and Jacobson (2018), be unrealistic to rely on the consumers to change their consumption patterns. The consumers' actions could also imply the consumers did not afford the Swedish meat or had the willingness to buy it, as Belz and Peattie (2012) states sustainable products only were purchased when they provide better net benefits than other products. This could also imply that the knowledge of the sustainable way of producing meat in Sweden has not reached the consumers. However, ICA had the power to control what they were selling and could decrease the sale of meat that was not as sustainable as the Swedish meat.

Dairy

At all the dairy departments, the managers explained the majority of their products were from Sweden (pers. com., ICA SD, 2020; pers. com., ICA UD, 2020; pers. com., ICA GD, 2020). The dairy products prices were according to ICA UD (pers. com., 2020) determined by the ICA Group, and therefore, the manager at the dairy department could not adjust these, in order to sell more of their Swedish products. To increase the sale of their Swedish products, their staff instead worked with promotion or did recommend the consumers to choose the Swedish dairy products rather than the Finnish (ibid). However, they claimed they did not have any goal to increase the Swedish assortment, thus they did not either mention that they planned to expand their assortment with more imported products, as they for example dismissed a seller in Greece to rather focus on selling Swedish products (ibid). Also, the manager at ICA UD (pers. com., 2020) expressed they wanted the Swedish products to be a natural choice for their consumers. However, when Finnish products like Valio were offered with discount prices, ICA UD (pers. com., 2020) placed them on a gable for better exposure. Otherwise ICA was exposing their Swedish products on the gables even though the products were on ordinary prices (ibid). ICA SD (pers. com., 2020) though, wanted to expand their assortment of Swedish products, but at the same time they claimed they wanted to adapt to what the consumers wanted.

Pursuant to ICA UD (pers. com., 2020) they were trying to adjust the prices the consumers had the willingness to pay, by for example providing personal offers commonly based on what they usually purchased. The manager of ICA in Uppsala meant the price was an important factor

when it came to what their consumers were willing to buy (ibid). ICA GD (pers. com., 2020) also mentioned that they were using multi-prices to increase the sales for their new local products. However, Andersson and Ekelund (2012) mean that consumers express that they want to make environmentally friendly choices but are unsure of what it really implies and how such choices can be made.

All three ICA stores were shown to offer a large supply of Swedish dairy products. Therefore, expanding the Swedish supply maybe would not be the priority since the consumers still wanted or only afforded to buy the cheaper imported dairy products. However, the ICA stores were working with getting consumers to rather buy their Swedish products, through better placement in the shelves. By using price strategies ICA could, according to Belz and Peattie (2012) get an understanding of what the consumers have willingness to purchase. However, to make consumers willing to buy the more expensive Swedish products, the consumers needed to understand the products from Sweden were sustainable with a higher net benefit. In this case, the consumers might not have experienced any differences when choosing the Swedish dairy products compared to imported dairy products and understood the benefits of the Swedish food production. By exposing other imported products, like the Finnish dairy products, ICA may also prevent the Swedish products to be sold and therefore disfavor an increased production of more sustainable dairy products in Sweden.

Fruits & Greens

At the fruits and greens department at ICA UGF (pers. com., 2020) the manager experienced that many consumers expressed they wanted to buy Swedish, local or ecologically produced products. However, ICA UFG (pers. com., 2020) also experienced the price was a crucial part for the marketing of Swedish dairy products and especially at ICA Maxi stores since consumers had expectations of lower prices at big supermarkets. ICA SFG (pers. com., 2020) experienced the price was something they worked with, like trying to offer the best price as possible regardless of the origin of their fruits and greens. Though a better price, a goal on the fruits and greens, ICA SFG (pers. com., 2020) experienced a relatively good sale of their Swedish products. However, the manager (pers. com., ICA SFG, 2020) also stated they could help the consumers to choose more Swedish products by using price campaigns and ICA UGF (pers. com., 2020) implied more consumers choose to buy Swedish products when they work actively with advertising.

To increase sales of the Swedish products, ICA GFG (pers. com., 2020) provided extra prices, like for their cucumber, that they as much as always offered multi prices even when it was not season for the Swedish cucumbers. Also, sometimes, they bought temporary parties, which they offered for discount prices (ibid). Otherwise, according to ICA GFG (pers. com., 2020), the discounts were decided by the ICA Group and were the same for all ICA Maxi stores. ICA SFG (pers. com., 2020), on the other hand, indicated that they did not have any price strategy concerning their Swedish fruits and greens and were rather offering the best price for all their products.

The price was experienced to be a crucial factor when it came to what the consumers were purchasing at the departments in Uppsala. The fruits and greens departments in Stockholm and Gothenburg, though, did not mention the price was crucial at the consumer's purchase decision. However, according to the different departments, many consumers wanted to choose Swedish products. In order to make the consumers willing to buy Swedish products and to promote Sweden's good opportunities to produce sustainable food, marketing strategies could be a way of increasing the sales of Swedish products. The stores could in other terms bring to light that

Sweden, according to LRF (2018), has a good and sustainable agriculture in terms of good conditions for cultivation, safe production and that they support Sweden's farmers. Also, there was an opportunity to increase their sales of Swedish products through for example more advertisements or campaigns. These sort of marketing strategies could increase consumers' willingness to buy Swedish food.

5.1.2 Customer Solution

Customer solution includes offering customers the products and services that meet the customer's needs (Belz & Peattie, 2012). In this thesis the customer solution focuses on how the assortment of Swedish produced food is marketed in the stores.

Meat

At the meat department at ICA SM (pers. com., 2020) and ICA UM (pers. com., 2020) the assortment of different meat products consisted of over 90 percent of meat from Sweden. Beyond the Swedish meat in the counters, ICA UM (pers. com., 2020) mentioned that their assortment consisted of meat products from for example South America, Ireland and Denmark. At ICA GM (pers. com., 2020), the assortment of imported meat was about 5-7 percent less now, compared to before, where they still had an interest in expanding their Swedish assortment further. They wanted their consumers to choose meat from the Swedish assortment, and therefore they pushed for it and worked to inform their consumers about their Swedish assortment (ibid). ICA UM (pers. com., 2020) on the other hand, meant that they had no interest in expanding their Swedish assortment. ICA SM (pers. com., 2020) also implied that they did not always have the possibility to offer all kinds of high-quality meat products from Sweden, and therefore they offered imported meats.

According to Belz and Peattie (2012), customer solution includes offering customers the products and services that meet their needs, and at the same time take account of social and environmental aspects. This can be seen at the three ICA stores as they intend to offer Swedish products in their assortment of meats, and to care for the local farmers.

According to the ICA stores, the majority of the assortment of meat already contained of Swedish products. Thus, there is a limited opportunity to increase Swedish food sales by increasing the share of Swedish foods offered. The offered assortment was a part of the store's marketing strategy, as it affects the consumers' opportunities to consume Swedish produced food.

Dairy

At the dairy department in Stockholm, they had an interest in expanding their assortment of food produced in Sweden, even though the majority of their assortment of dairy products already consisted of Swedish products (pers. com., ICA SD, 2020). Still ICA SD meant that they have no goal yet to increase the Swedish food sales (ibid). ICA GD (pers. com., 2020) on the other hand, focused on the local produced food since almost all dairy products in their store already had a Swedish origin. ICA UD (pers. com., 2020) was interested in expanding their assortment of local products, but was not interested in expanding their Swedish assortment per se. However, they were not either interested in expanding their assortment of imported products, as for example dairy from Greece (ibid).

The assortment of dairy products was similar to the meat assortment, as the majority at the dairy departments was Swedish produced products. Therefore, here as well as for the meat departments, the focus may not be to expand the assortment, but rather to focus on expanding

the sales of the existing assortment. This was clearly in focus at the department in Uppsala and Gothenburg as the manager meant they wanted to increase the sales of their Swedish products. However, the ICA store in Stockholm had no goal to sell more Swedish products, which indicates that their marketing strategy may be inadequate. Thus, their marketing strategy in terms of a broad assortment was strong since the majority of their assortment was Swedish products.

The ICA stores may choose to have a larger assortment of Swedish products since according to ICA Gruppen (2019a) a study indicates that consumers in Sweden express that they want to purchase Swedish products. However, Jarelin and Jacobson (2018) mean that consumers purchase differently in the store. This could depend on how the marketing strategy used in the store, for example, Differ (2016) claims there is a failing in giving clear information about products.

Fruits & Greens

The store department manager at ICA SFG (pers. com., 2020) expressed they worked with broadening their assortment of local products. At ICA UFG (pers. com., 2020) on the other hand, they worked with both the local produced products, as well as the Swedish products. This was to influence the consumers to choose Swedish, however, they were not encouraging the value of Swedish products (ibid). ICA GFG (pers. com., 2020) also expressed they wanted their consumers to choose Swedish produced food, since according to the store department manager, they wanted to, among other things, favor the Swedish farmers and countryside. ICA GFG (pers. com., 2020) however, said there was a limitation in what they could offer since the fruits and greens from Sweden were not always available in quantities big enough. Also according to ICA SFG (pers. com., 2020) the assortment of fruits and greens varied during the year and ICA GFG (pers. com., 2020) meant that, in the beginning of the season, there was often a lack of products since they were “competing” with many other ICA stores and their orders.

ICA in Stockholm and Uppsala worked hard with highlighting their locally produced products in their assortment, while ICA in Gothenburg wanted to highlight the locally produced products as well as the Swedish products. However, a barrier to market the Swedish and local assortment could be to order Swedish fruits and greens due to the farmers’ limited supply. The variation in season also affects the assortment. The limited assortment therefore could be a barrier to offering the products and services the consumer’s need, which also is an important aspect to reach in order to succeed with the marketing strategy pursuant to the theory customer solution according to Belz and Peattie (2012).

5.1.3 Communication

The communication efforts used in this study are to *generate awareness* and to spread the benefits of sustainable products, to *inform* the consumers about the company’s products, *persuading* consumers to try out new products, *motivate* the consumers to reflect before purchasing and to *connect* and build stronger relationships with the consumers (Belz & Peattie, 2012).

Meat

The ICA stores in Stockholm and Uppsala were marketing their food on social media, like Facebook and Instagram. ICA SM (pers. com., 2020) stated that they were trying to focus on social media since they already had much information in their store for the consumers to take in. However, in Gothenburg, they were not using social media to inform their consumers about

their products (ICA GM, pers. com., 2020). The manager meant that they had experienced judgmental comments, but on the other hand, they had also realized that their consumers got less motivated to purchase food produced in Sweden when they quitted using social media (ibid).

ICA UM (pers. com., 2020) had no statement that their staff should promote the Swedish meat if a consumer asked for advice. However, the managers worked to inform their consumers about what meat came from Sweden by using Swedish flags or signs (ibid). Local food was marketed with large signs that for instance urged to “care for the local” (ibid). Another way of providing information was by flyers, where the manager at ICA UM (pers. com., 2020) mentioned that more information could be found at their webpage. ICA GM (pers. com., 2020) also used flyers and mentioned they were as well using television commercials, e-commerce and “Maxibladet” as marketing strategies. Also, campaigns were used as marketing tools (pers. com., ICA UM, 2020). However, sometimes the Swedish assortment was not big enough to be able to have a campaign, which had resulted in for example that they had a campaign on their fillet of beef from South America instead (ibid). ICA SM (pers. com., 2020) also mentioned they had marketing campaigns that almost always were on meat from Sweden. However, ICA SM (pers. com., 2020) and ICA UM (pers. com., 2020) experienced they could not always meet their consumers’ demands at the meat department. ICA SM (pers. com., 2020) gave an example of their duck fillet, which they could not offer from Sweden. However, they were working with informing their consumers about the Swedish animal farming, but in the end, they meant the consumers decide what they want to buy (ibid).

The communication between ICA and their consumers could be seen as ICA were *informing* their consumers through for example social media, flyers, television commercials, e-commerce and “Maxibladet”. One store did however not use social media to market their products, which had led to decreased sales of Swedish products. This could show the importance of *connecting* to the consumers as ICA discovered that the consumer got less motivated to purchase Swedish food when they stopped interacting with them. Maybe, when the marketing decreased on the social media, the consumers felt a less strong relationship to ICA and their products. A strong relationship to the consumers can make the marketer understand the consumers’ needs and in turn be able to use marketing more effectively and thereby reach the consumers in a higher level (Belz & Peattie, 2012).

To *generate awareness* concerning the Swedish products, the staff at ICA could inform them about the origin of the products. Belz and Peattie (2012) mean it is important to spread awareness about the benefits of sustainable products among the consumers. The ICA stores were working to generate awareness, like informing about the Swedish animal farming or using signs that urged the consumers to buy local. However, in one case, they implied it was up to the consumers to decide what they wanted to buy. Peattie (1998) means the consumers were irrational due to all the decisions that have to be made at the time of purchasing food. Peattie (1998) therefore states companies need to take a greater responsibility concerning consumer’s decision making. Even if ICA generates awareness about the origin of their products, they also stated that, in some cases, there was a difficulty to meet the consumers’ demand as they sometimes struggled to provide Swedish meat in their store.

Using signs could be seen as a way of *motivating* their consumers to purchase locally. Motivating the consumers to purchase Swedish products could be seen at the meat department, since they were using campaigns and that, together with labeling could as well be seen as a way of *persuading* the consumers to buy new products and try new brands.

Dairy

ICA UD (pers. com., 2020) expressed they provided personal offers, sent to their e-mails or home address. Also, their staff helped the consumers to choose Swedish products, for example by explaining which butter came from Sweden, and by exposing the Swedish products on the gables, something they never did with the Finnish butter from Valio (ibid). Social media was another way of providing information about the commodities, which ICA SD (pers. com., 2020) used to inform their consumers they were offering Swedish products. ICA SD (pers. com., 2020) and ICA UD (pers. com., 2020) mentioned they as well used Swedish flags on the price signs to show the Swedish products. Also, ICA SD (pers. com., 2020) promoted their “ICA magazine” where they provided information. ICA GD (pers. com., 2020), however, expressed they did not have a strategy to motivate their consumers to choose food produced in Sweden. Thus, they offered discounts or multi prices on their new locally produced products (ibid).

ICA GD (pers. com., 2020) experienced people were getting more conscious of what they were eating, and if the food is locally produced or not. ICA SD (pers. com., 2020) for example, implied it was very important for them to show their consumers they were collaborating with their local suppliers in Stockholm and Gotland and used special signs to feature local food. Otherwise, they were highlighting their food with signs that for example showed it was “Swedish”, “Locally” or “Ecologically” (ibid). ICA UD (pers. com., 2020) as well used bigger signs for their local products. ICA SD (pers. com., 2020) expressed it was important that their consumers knew they could purchase local produced food in their store. ICA UD (pers. com., 2020) and ICA GD (pers. com., 2020) especially informed about their locally produced products at their social media, and ICA UD (pers. com., 2020) were interested in expanding their local assortment. ICA GD (pers. com., 2020) had already increased their sales of local products since less than a year back, where it was their increased marketing which had duplicated their sales of local products. However, since the assortment of food produced in Sweden already constituted the majority of their products at their department, the stores did not have any goal to increase their Swedish assortment any further (ibid).

Two stores mentioned they used the social media platform Facebook to *inform* the consumers about the store's products and activities. Other ways of informing the consumer was through the “ICA magazine”, together with signs in the store and Swedish flags on the price signs.

Pursuant to one ICA store manager, the consumers were more *aware* of what they were consuming, and therefore the stores thought that it was important to show their consumers that they were offering local products and collaborating with local farmers. Also, the store could generate awareness when they were using signs to show which commodities were Swedish or local. This could be seen as *generating awareness* as the signs could be a way of showing the origin more clearly, and as a way to *motivate* the consumers to buy these products. Other ways to motivate the consumers to choose Swedish products could be seen as they offered for example discounts or multi prices on their locally produced products. This could motivate the consumers to choose these products instead of others at the dairy department. The discounts could also be a way of motivating consumers to purchase a specific product, which could be a Swedish product.

When the store department manager for example tried to get their consumers to choose butter from Sweden instead of Finnish butter from Valio, they could be *persuading* their consumers to purchase in a desired way. Beyond this, as a way to *connect* to the consumers, the manager expressed they provided their consumers with personal offers. This could lead to a stronger

relationship with the specific store, since the consumers may feel they were special due to the personal offers. A stronger connection could also be generated when the staff at the store helped the consumers to choose Swedish products instead of Finnish.

Fruits & Greens

The manager at ICA SFG (pers. com., 2020) experienced their consumers appreciated their use of social media as they thought that the store got more inviting. ICA UFG (pers. com., 2020) meant social media gave them the possibility to provide information about their local and Swedish produced food. ICA GFG (pers. com., 2020) also marketed their products on social media, like Facebook, and as well in their own paper “Maxibladet” that could be found on their webpage and were sent by mail to their consumers.

The ICA departments wanted their consumers to choose Swedish products. ICA GFG (pers. com., 2020) meant they favored the Swedish farmers and countryside and marketed their Swedish fruits and greens when it was seasoning and enough products available. To make consumers aware of the Swedish commodities, ICA in Gothenburg was handing out samples of the fruits and greens, in order for the consumer to taste the difference between the imported and the Swedish fruits and greens (pers. com., ICA GFG, 2020). They were also, for instance, placing their Swedish apples in the front of their department, where the consumers easily could see them, and thereby influence the consumers to try these (ibid). Other ways to *generate awareness*, according to ICA GFG (pers. com., 2020) could be through pictures and information about the farmer and the product itself. However, ICA GFG (pers. com., 2020) wished for better significance and marketing material. In Stockholm the manager mentioned they were using signs and had Swedish flags on Swedish products to motivate the consumers to choose these products (pers. com., ICA SFG, 2020). ICA SFG (pers. com., 2020) were also working with special offers, discount prices and personal reminders. The special offers could be price campaigns or inspirational signs with recipes (ibid). They also wanted to inspire people to try Swedish products and to increase their collaborations with local producers (ibid). Together with local farmers, they also tried to market the importance of sustainable and energy efficient cultivation and the positive effects due to the shorter transports, which was done by signs in the store and marketing at social media (ibid). Another way to motivate consumers to purchase Swedish products was according to ICA UFG (pers. com., 2020) to show the value of Swedish products and by working to get consumers to choose local products. They also had marketing strategies like theme days in the store, marketing at television commercials and flyers (pers. com., ICA UFG, 2020). ICA also meant their goal was to benefit local suppliers and increase the sales of their products, which they did by highlighting their products in store with for example signs (ibid).

Connecting with the consumers, as for example building stronger relationships with their consumers, could be seen as the ICA stores arranged theme days. To *inform* the consumers about the store's different products and store activities, they were working with marketing on the social media platforms Facebook and Instagram, and by television commercials, flyers, “Maxibladet” and their webpage. Also, one ICA store thought one efficient way to make the consumers receive information about the benefits with Swedish products could be by marketing materials from the farmers. Another way to inform the consumers was to make it possible to communicate what it means to purchase food produced in Sweden, and what the consumer's purchases promote, for example the Swedish agriculture.

To *persuade* the consumers to change their purchasing behavior and to try new products or brands, for example Swedish, the stores could adjust the placement of the products. Persuading could as well be performed through the information about the product or through discount prices.

Some ICA stores were using signs and Swedish flags on their Swedish products to *motivate* their consumers to choose Swedish products. Also, they provided special offers, discount prices, and personal reminders of new products in their assortment. The special offers could be price campaigns or inspiring signs with recipes, which could be a way to motivate the consumers to purchase food produced in Sweden. To *generate awareness* could, according to one ICA store, be to provide the consumers with pictures and information about the farmers and the product itself. Another way to generate awareness could be to hand out samples of the fruits and greens, in order for the consumers to taste the difference between the imported and the Swedish fruits and greens. Together with local farmers, they have also tried to market the importance of sustainable and energy efficient cultivation and the positive effects due to the shorter transports, which was done by signs in the store and marketing at social media. This could be seen as generating awareness as ICA was taking sustainable aspects into account when they were promoting local producers in Sweden.

Labeling

Labels, a sub-part of communication in the theory of the four C's, are a common technique to communicate sustainability, gain competitive advantages and influence consumers in a desired direction (Belz & Peattie, 2012). To make consumers purchase sustainable products it is important that information concerning sustainability is given (Dangelico & Pujari, 2010). Still, Belz and Peattie (2012) mean it is challenging for consumers to recognize and understand all different labels on the products.

Meat

All the Swedish meat at the meat departments was labeled with Swedish flags. ICA SM (pers. com., 2020) mentioned, for example, their price signs had the logos of "Svensk Fågel" (Swedish bird) and "Från Sverige" (From Sweden) to show which meat that came from Sweden. The manager also implied their larger packaging of meat were only labeled with their origin, in contrast to the smaller packaging where all kinds of information was provided (ibid). At ICA UM (pers. com., 2020) the manager explained their Swedish meat had information on their packaging like it was labeled with Swedish flags in addition to the Finnish meat that only had small signs showing the origin. ICA GM (pers. com., 2020) also mentioned their Swedish meat needed Swedish logos, which informed the consumers about the meat and the Swedish agriculture. Further, the Swedish flag was labeled on ICA's EMV brands (Egna märkesvaror, Own branded products) (ibid).

The manager at ICA GM (pers. com., 2020), experienced the consumers almost took for granted that their meat was from Sweden and therefore, they did not use the label of the Swedish flag on the price signs. ICA SM (pers. com., 2020) however, meant the most important part of labeling was that the origin was shown at the signs, however, the Swedish logo was not obligatory to print at the price signs. Thus, to have labels showing the origin could help the consumers to more easily find the Swedish products (ibid). Peattie's (1998) also raises the concern of poorly informed and confused consumers due to all the information. However, ICA SM (pers. com., 2020) indicated they were restricted in how much marketing materials they

placed in the store to not confuse the consumers. They also believed people had knowledge and understanding of the increased values of consuming Swedish produced meat (ibid).

Information about the origin was provided on many meat products in the ICA stores, where they for example used Swedish flags on the Swedish meat packages. Also, some ICA stores added a Swedish flag on the price signs to show the consumers, as clear as possible, where the meat came from. Though, there were some differences between the information given on the bigger versus the smaller packages. If the larger packaging only presented information about the origin, it might lack some information the consumers wanted. It could also be the other way around, that the smaller packages provided too much information that confused the consumers. According to Peattie (1998), studies show that consumers tend to get lost due to all information on the market, which could occur in these cases. One solution to prevent confusion could be to provide information, for example with a flag on the foreign products as well (if these products do not have their origins flags) and on all the price signs in the ICA stores, in order to make the consumers more aware about the origin of the products.

Dairy

ICA SD (pers. com., 2020) was using a Swedish flag on their products produced in Sweden, which could either be a sign or a rocker. They believed the flag could be seen clearly on their packaging (ibid). The department manager at the store in Gothenburg believed there was a need to clearer show that products came from Sweden (pers. com., ICA GD, 2020). This was because the manager found that many packages were confusing the consumers, which could result in them thinking they were buying Swedish products but were actually buying foods with another origin (ibid). To show what the ICA stores offered, ICA UD (pers. com., 2020) for example highlighted their local eggs with special signs that informed the consumers the eggs were from a local farmer, to make the consumers choose them. Also, other locally produced products had special signs to stand out among other products showing the dairy product was local and came from local farmers (ibid). However, the signs were not labeled with a Swedish flag (ibid).

Likewise, as for the department of meat, it could be an advantage to label all dairy products from Sweden with Swedish flags and give information about the farmers on the local products. However, since the majority of the dairy products already came from Sweden, ICA could also clarify which products that were imported, like Valium from Finland, in order to increase the sales of the Swedish products. Cho and Baskin (2018) mean that consumers purchasing behavior can be affected by the product's lack of adequate information. Golan et al. (2001) states the lack of information could be prevented if the products have labels that were giving the consumers a greater access to information. However, ICA focused a lot on marketing their local food with signs to catch the consumers' attention. Thus, the rest of the Swedish products were not marketed with Swedish signs.

Fruits & Greens

ICA SFG (pers. com., 2020) was focusing on marketing strategies concerning the values of the local fruits and greens rather than the Swedish, for example through marketing driving together with their local farmers. Also, beyond the local fruits and greens, the store department manager meant they did rather focus on labeling and highlighting the Swedish fruits and greens when it was season for these products (ibid). ICA GFG (pers. com., 2020), on the other hand, thought a strategy to make more consumers choose Swedish or locally cultivated fruits and greens would be through providing information and pictures of the single farmer. ICA GFG (ibid) also mentioned they wrote the origin on their products' signs, to clarify what fruits and greens came from Sweden.

All three departments for fruits and greens were communicating through labels, for instance with signs showing the Swedish flag. This could make it easier for the consumers to see what fruits and greens came from Sweden and help the consumers find what they were looking for. Also, to clarify where the products came from could help the consumers to easily find the Swedish products on the shelf. Through labeling, a greater demand could be created which could be beneficial for the Swedish farmers. However, the supply of Swedish fruits and greens differ depending on the season, which could impact their marketing of Swedish products.

5.1.4 Convenience

Convenience can be settled through many aspects, as for example helping to attract the consumers, by having a ‘shelf presence’ or for example by *providing information*, such as country of origin (Belz & Peattie, 2012).

Meat

The packages of the Swedish meat products were marked with a Swedish flag and on the larger packages they also showed the origin (pers. com., ICA SM, 2020). However, at the smaller packages there was more information given, as for example what country the meat came from, the origin and the breed. Thus, the manager at ICA SM (pers. com., 2020) meant they were restricted in how much marketing material they placed in the store to not confuse the consumers.

At ICA UM (pers. com., 2020), they mentioned that they had a meat counter where they placed the meat they primarily wanted to sell. ICA GM (pers. com., 2020) also indicated they used a meat counter where they believed it was simple for their consumers to find Swedish foods. ICA GM (pers. com., 2020) was as well working a lot with their sales pitches and to be selective of what they placed at their gables and shelves in their large store. The store department manager said they were “hiding” imported food on their shelves (ibid).

Convenience could be seen as the stores were providing information on their meat packaging. This could, according to Belz and Peattie (2012), make people purchase these products since the information on the packaging could meet the consumers’ wants. Convenience could also be seen as the stores used a meat counter, or different sales pitches, that could distinguish the Swedish meat from all other meats in the store in order to attract the consumers to purchase that specific meat. Also, their strategy of placement in the shelves could be seen as a marketing strategy used to attract the consumers to buy a specific product.

Dairy

At the dairy departments, Swedish dairy products had Swedish flags on their packages. Pursuant to ICA SD (pers. com., 2020), they believed it was clearly shown on the packaging that the dairy products came from Sweden. Contrariwise, the department manager at ICA GD (pers. com., 2020) thought many packages should clearly show what food that came from Sweden. This was because ICA GD (pers. com., 2020) experienced there could be a risk that the consumers thought they were purchasing Swedish products but were actually not.

At ICA UD (pers. com., 2020), they had a full-time visual merchandising manager that planned the exposure of their dairy products in the shelves, for instance to help the consumers to find the Swedish products. Also, ICA UD (pers. com., 2020) worked with placing their Swedish dairy products on the gables, to succeed a better exposure, which they never did to encourage

the sale of their Finnish products. However, if the Finnish products were on discount, they were as well placed on the gable to attract the consumers (ibid).

There was a risk consumers could purchase products they did not plan to buy because of poor information on the product's packaging. To prevent this, the 'shelf presence' and placements on the gables, could be a way of helping them to find and choose the Swedish products.

Fruits & Greens

ICA UFG (pers. com., 2020) placed their fruits and greens in categories to make it easier for the consumers to find what was desired. Also, ICA GFG (pers. com., 2020) placed their Swedish apples in convenient places when it was season, exposing them to the consumers. However, the manager at ICA SFG (pers. com., 2020) explained they normally did not place Swedish products at more beneficial places. At the same time, they meant in order to get consumers choose Swedish products, they needed to place them with good exposure (ibid).

According to one store department manager, inform about, and show pictures of the farmers could be a method to gain competitive advantages of Swedish products. Providing information on the packaging could be an important factor to sell more Swedish products. The department of fruits and greens could also develop a strategy of placing Swedish products more strategically in the department to help consumers to find these products.

5.2 Nudging

Nudging can be used to change the behavior of people in a desired way and has a major impact on people's behavior (Wilkinson, 2013). Instead of pushing people in desired directions, nudging can be used to carefully push people making healthier or better decisions without forcing them (Mont et al., 2014). Nudging will be used to analyze the empirics as an own concept, separately from the theory of the four C's.

Meat, Dairy, Fruits & Greens

Nudging at the meat department was according to ICA GM (pers. com., 2020) and ICA UM (pers. com., 2020) used as they had an open meat counter where they placed the meat they primarily wanted to sell. ICA GM (pers. com., 2020) for example, implied that they were "hiding" imported food in the meat counter, and explained they never promoted meat that did not come from Sweden. ICA SM (pers. com., 2020) on the other hand, explained they did not use nudging, since according to them, their Swedish produced meat was sold in high quantities anyway. Also, the manager said they wanted their consumers to be able to make their own decisions (ibid).

At the dairy department, ICA UD (pers. com., 2020) explained they had a visual merchandiser that planned how to use nudging to push consumers to purchase desired products. ICA SD (pers. com., 2020) also used nudging to motivate their consumers to purchase products from Sweden. ICA GD (pers. com., 2020) on the other hand, were not using nudging.

ICA GFG (pers. com., 2020) used nudging to influence consumers to choose Swedish apples by placing them in the beginning of the section for apples (ibid). The two other departments in Stockholm and Uppsala of fruits and greens expressed they did not use nudging to sell more of their Swedish products (pers. com., ICA UFG, 2020; pers. com., ICA GFG, 2020).

To summarize, not all the ICA stores used, or mentioned that they were using nudging as a marketing tool. Some store department managers meant they did not work with nudging but at the same time they marketed their Swedish products in ways that could be recognized as nudging. Mont et al. (2014) for example mean that signs could impact the consumers’ decisions. Nudging could therefore be seen in all stores as they highlighted some Swedish products by signs or labels. Nudging could also be seen as one ICA store was “hiding” the imported products in order to make their consumers choose the Swedish products.

5.3 Summary Discussion

Below, the marketing strategies, drivers and barriers that have emerged through the analysis and discussion are presented and compared with previous studies. The results are concluded in table IV, V and VI.

5.3.1 Marketing

It was clearly shown that all the ICA stores were using many marketing strategies regarding their Swedish products. This could be seen as they were using social media, e-commerce, advertisement, marketing materials, labels, nudging, store activities, campaigns and promotion in the stores. The specific marketing strategies in each department are summarized in *table IV* below.

| Research Question | Meat | Dairy | Fruits & Greens |
|---|--|--|---|
| How do the department managers at the ICA Maxi stores meat, dairy, fruits and greens departments work with marketing to promote food produced in Sweden? | <ul style="list-style-type: none"> - Social media - Nudging - Labels, logos, flyers, signs - Campaigns - E-commerce - “Maxibladet” - Assortment | <ul style="list-style-type: none"> - Social media - Nudging - Signs, flags, small rockers - ICA-magazine - Place products at the gables for exposure - Placement in the shelves - Sellers promotes - Discounts, multi prices - Assortment | <ul style="list-style-type: none"> - Social media - Nudging - Flags, signs, flyers, flag - Personal reminders - Campaigns - Recipes - Samples - Theme days - Placement in product categories - E-commerce - “Maxibladet” - Assortment |

Table IV: A summary of the marketing strategies used in the departments

5.3.2 Barriers of Marketing strategies

All ICA stores in this study were working a lot with selling Swedish food and both the meat and dairy department had an assortment where the majority already was food produced in Sweden. This could prevent the stores from further expanding their Swedish assortment. However, at the meat department, they did not always have enough supply of Swedish meat, which could be a barrier to meet the demand of Swedish produced products. At the fruits and greens department, marketing strategies were more difficult to follow, as the supply was limited depending on the season and when Swedish farmers could harvest more fruits and greens. Though, there is a limited opportunity to increase Swedish food sales by increasing the share of Swedish food offered. This, however, shows there still is a possibility of increasing the sales of the existing assortment of Swedish produced food. An important barrier though was that some stores did not have any interest or goal to increase their sales of Swedish products.

Some ICA stores stated that the price played a crucial role if the consumers were going to purchase or not. In some cases, the store department managers implied they offered imported food, since it sometimes was cheaper than Swedish food. The cheaper, imported food did attract many consumers. However, some managers experienced consumers mostly wanted to buy Swedish food. One store department manager thought their consumers were acting with double standards, as the price was clearly a crucial factor when it came to what they consumed. Another department manager also implied it was up to the consumers to decide what they wanted to buy. At the same time, this could be seen as a barrier since according to Peattie (1998), the consumers are irrational due to all the decisions that have to be made at the time of purchasing food, which means companies need to take a greater responsibility concerning consumer's decision making.

Judgmental comments on social media were also experienced as a barrier to marketing the Swedish food, which also could prevent stronger relationships with the consumers, and a potential platform for sharing information. The judgmental comments were seen as a barrier as the store stopped using social media, which led to decreased sales of food produced in Sweden.

A barrier for larger stores like ICA Maxi was according to one manager that consumers had expectations of lower prices, which could affect the marketing strategies in these stores. Also, one barrier was some managers' thought there was a lack of marketing materials and wished to use more. According to Kalnikaitė et al. (2013) the amount of information plays a major role for the individual's decisions in the supermarkets. This shows the importance of providing relevant information when marketing products, like using signs or handing out flyers with information. Based on this study's analysis, there was a risk the consumers could purchase wrong products due to poor information on the product's packaging. The larger packages only provided additional information about the origin while the smaller provided more detailed information. However, one manager implied too much marketing materials could confuse the consumers and experienced it did not always contribute to more sustainable choices at the time of consumers' purchasing. Peattie (1998) means consumers tend to get lost due to all information on the market.

According to Belz and Peattie (2012), sustainable products are purchased when they provide better net benefits than other products. The knowledge of the sustainable way of producing food in Sweden might therefore not have reached the consumers, or they might not be willing to buy the more expensive Swedish products since they might not experience any net benefit of buying Swedish products. Another barrier could be that consumers did not have the understanding for the differences of choosing Swedish products compared to imported products, where a barrier could be that ICA was unclear when marketing the Swedish products. If the imported food does

not have a flag or another way of informing about the origin of the products, the consumers may be confused and mix it with the Swedish food.

Another barrier could be that the stores not always determine what products should be on campaign, since the ICA Group regulates this for all the ICA Maxi stores. The fruits and greens department also implied that they sometimes had campaigns of the imported food, which could motivate the consumers to purchase that instead of the Swedish food. The fruits and greens department, ecological products were as well prioritized rather than the Swedish, which could be another barrier for the Swedish products to be sold. One manager explained they did not place their Swedish products at more beneficial than other products, which could be a barrier of selling more Swedish products. Lastly, not all the ICA stores used, or mentioned that they were using nudging as a marketing tool to get the consumers to choose Swedish products. A summarized table of the barriers is presented in *table V* below.

| Research Question | Meat | Dairy | Fruits & Greens |
|---|--|--|---|
| What are the barriers affecting their marketing strategies of food produced in Sweden? | <ul style="list-style-type: none"> - Judgmental comments on social media - Confusing with all marketing materials - No requirements from ICA to promote Swedish meat - Size of the store - Limited supply - Campaigns of imported meat - Consumers has double standard - Ove 90 percent of Swedish foods - Price - Amount of information on the packaging's - Consumers knowledge of the benefits of Swedish products - Limited use of nudging - No goal to increase the sale of Swedish products | <ul style="list-style-type: none"> - Visual merchandising manager who decides the placement, and not the store department manager - Not interested in expanding the assortment of local products - Consisted of over 90 percent of food produced in Sweden - Price played a crucial role - How informed the consumers are concerning the benefits of Swedish products - Limited use of nudging - No goal to increase the sale of Swedish products | <ul style="list-style-type: none"> - Ecological fruits and greens on campaign - Too small volumes of Swedish fruits and greens - Delimitation in marketing material - Assortment varies during the year - Higher waste of the Swedish products due to the higher price - Competes with other ICA's orders - Discount prices are determined of ICA Group and are the same for all ICA Maxis - Seasonal dependence - Consumers knowledge of the benefits of Swedish products - Limited use of nudging - No goal to increase the sale of Swedish products |

Table V: A summary of the barriers affecting the marketing strategies of food produced in Sweden

5.3.3 Drivers of Marketing strategies

A large part of ICA's dairy and meat assortment already consisted of Swedish food. Even though the majority was from Sweden, some stores in this study implied that they wanted to increase the sale of Swedish food, which could be seen as a driver to use more marketing strategies to achieve this. In another perspective, the marketing strategy could be interpreted as already being strong since the majority of their assortment was Swedish products.

All the department managers in this study had a positive view of Swedish commodities and actively worked with marketing of these products. They provide information about their Swedish commodities through social media, like Facebook and Instagram, their website, the "ICA magazine", flyers, television commercials, e-commerce, theme days, signs and Swedish flags in the store. Also, one ICA thought a way to get the consumers to receive information about the benefits with Swedish products, in an efficient way, could be by marketing materials from the farmers.

The stores also mentioned they used special offers, discount prices and personal reminders of new products in their assortment. The special offers could be price campaigns or inspiring signage with recipes, to show the value of Swedish products and to inspire the consumers. This could be seen as a way of working to get consumers to choose local products, which could motivate them, but also generate awareness of the values of Swedish products. Another driver to sell food produced in Sweden could be the sustainable advantages like for example shorter transports and energy efficient cultivation. All stores focused a lot on highlighting local produced food, which is produced close to the ICA stores, resulting in for example shorter transports and supporting the Sweden's farmers.

Another driver of marketing strategy was ICA's consumers showed to be motivated by ICA's marketing, pursuant to one manager. The manager implied that their store got more inviting according to the consumers, which could be seen as a motivating factor to improve their marketing. Another driver was to market the food in a way that minimized the risk of confusing people at the time of purchasing. The manager meant people sometimes chose the wrong product due to confusing information, which also could be seen as a barrier. At one store they had a visual merchandising manager that decided the placement of the products. This could be seen as a possibility to have a strategic plan to improve the market of Swedish food.

It was shown the ICA stores, in many cases, had the power to control what they were selling, had the possibility to affect the Swedish assortment and could decrease the sales of for example imported meat. This could be seen as a driver of marketing strategies, since the stores thereby had the power to increase the consumption of Swedish food.

The marketing strategies could be used to clarify the sustainable advantages of Swedish commodities and therefore make it easier for the consumers to find the commodities and to make the decision to purchase. Thus, by marketing, the stores could bring to light that Sweden, according to LRF (2018), has sustainable agriculture. Another driver was to meet the consumers' wants and needs and to work with pricing strategies, as for example extra prices of some Swedish commodities and personal offers as a way to connect to their consumers. This could lead to a stronger relationship between the consumers and the specific store, since the consumers may feel they are special due to the personal offers. By using price strategies, ICA could, according to Belz and Peattie (2012), create an understanding of what the consumers have the willingness to purchase. Also, the ICA stores were working with making consumers rather buy their Swedish commodities, for instance through different placement in the shelves. Wei and Xi (2014) has concluded marketing strategies can influence consumer behavior if the

managers deeply understand the consumers' needs, motivation and attitudes. This shows the importance of understanding the consumers' preferences, in order to succeed with the marketing strategies.

It was shown that it was important to connect with the consumers and to build relationships to keep the consumers motivated to purchase food produced in Sweden. One manager mentioned that they had theme days in their store, which could be a way to build relationships with their consumers. Handing out samples could also be a way to interact with the consumers, which in turn could increase the sales. One department manager meant this made it possible for their consumers to taste the difference between the imported and the Swedish fruits and greens. Thus, communication could be a strong and effective tool to influence the consumers and increase the sales of desired products. Many consumers wanted to choose Swedish products, and the fruits and greens department was shown to be an opportunity to increase the sale of Swedish products, for instance through advertisements or campaigns. Another driver could also be the fact that increased sales of Swedish products was crucial in order to increase the supply of Swedish products, which some stores expressed. This could, pursuant to one store department manager, be done through labeling complemented by information and pictures of the farmers to gain competitive advantages against other products and increase the engagement from the consumers. Labeling was however a marketing strategy that was used very well in the ICA stores, where they for example used labels on their price signs. The ICA stores were working a lot with Swedish flags on the Swedish meat products to, as clear as possible, show the consumers where the meat came from. Also, by clarifying the origin of the products, the consumers could faster and easier find the Swedish products on the shelves. Providing information on the meat packaging could, according to Belz and Peattie (2012) make consumers purchase these products since the packaging provides information that could meet the consumers' wants. Golan et al. (2001) means the lack of information could be prevented if the products have labels that are providing the consumers a greater access to information. Therefore, the marketing strategy of labeling could be confirmed to be important to accomplish a purchase.

Lastly, a driver could be the use of nudging as a tool to increase the knowledge and consumers' willingness to consume Swedish products, which in turn could lead to better sales of the Swedish assortment. In this study however, only some ICA stores used nudging as a marketing strategy while the other stores used marketing strategies that reminded of nudging but did not mention they used the strategy concept itself. A summarized table of the drivers is presented in *table VI* below.

| Research Question | Meat | Dairy | Fruits & Greens |
|--|--|---|---|
| What are the drivers affecting their marketing strategies of food produced in Sweden? | <ul style="list-style-type: none"> - Sell Swedish meats - Motivate consumers - Mediate sustainable advantages of Swedish meat - Support local farmers - Positive view of Swedish commodities - Create a more inviting store - The store has the power to control the supply - Connect with the consumers - Using Swedish flags - Labeling - Nudging - Affecting assortment | <ul style="list-style-type: none"> - Support the local farmers - Primary sell locally produced food - Eliminate the risk that people think they purchase Swedish food, but are not - Need for better marketing of the Swedish commodities - Positive view of Swedish commodities - Help by a visual merchandising manager - Connect with the consumers - Using Swedish flags - Labeling - Nudging - Affecting assortment | <ul style="list-style-type: none"> - Consumers thinks the store gets more inviting - Support local producers, increase their sales - Expose Swedish products - Wants to highlight both the Swedish and local products - Marketing materials from the farmers - Shorter transports and energy efficient - Handing out samples - Connect with the consumers - Using Swedish flags - Theme days - Labeling - Nudging - Affecting assortment |

Table VI: A summary of the drivers affecting their marketing strategies of food produced in Sweden

6. Conclusions

This chapter presents the conclusions of the study. Here, a critical reflection is raised and, in the end, suggestions for future research are given.

In Sweden, people are encouraged to choose food produced in Sweden, due to the many sustainable advantages the country has. For example, Sweden has good conditions for cultivation, safety produced food with a low use of antibiotics and with a good animal welfare. Despite this, almost 50 percent of the food sold in Sweden is imported. Therefore, this study intends to contribute to increasing the knowledge of marketing strategies concerning food produced in Sweden through the following aim and research questions:

The aim of this study was to increase understanding of how managers at large grocery stores work with marketing of food produced in Sweden.

In order to fulfill this aim, the following research questions has been answered:

- *How do the department managers at the ICA Maxi stores' meat, dairy, fruits and greens departments work with marketing to promote food produced in Sweden?*
- *What are the drivers and barriers affecting ICA's marketing strategies of food produced in Sweden?*

The findings of this study showed that many *marketing strategies* concerning food produced in Sweden, in all of the ICA stores, were similar among the respondents. However, the results showed not all stores used the exact same marketing strategies, nor to the same extent, and therefore potential to develop the ICA stores marketing strategy can be concluded.

Given the drivers, the studied cases consistency reported a marketing strategy that focused on *communication* from the four C's. Yet, this strategy was largely implemented through the labeling of Swedish foods, with little reported effort to communicate the origin of non-Swedish foods.

Given the barriers, the marketing strategies of *consumers cost*, *consumer solution* and *convenience* however appeared to be less used in a structured way, by the store department managers. These strategies appeared to be less fruitful since the managers did not have a clear plan to increase the sale of Swedish food, like by having discount prices, interests or goals that favor the sales of Swedish food. This, however, does not necessarily imply that the ICA stores do not want to sell their Swedish assortment, only not to expand the sales. Also, not all department managers at all ICA stores did structurally inform the consumers about the country of origin, or consistent work with the shelf presence of the Swedish food. The department managers at the ICA stores also meant that the prices were crucial but did not mention any way to tackle this barrier to increase the sales of Swedish produced food any further.

The results also showed that *nudging*, as a concept, was not used as a marketing strategy at all ICA stores, meaning that the concept was not used to the fullest potential in ICA's current efforts. Thus, nudging can be used as a marketing tool to increase the sale of Swedish food if it is communicated with proper information that changes the consumers' behavior in ICA's desired direction.

The results also showed that the managers at the ICA stores did not address a common marketing strategy, instead all the departments, even at the same ICA Maxi store, had their own approach to highlight Swedish foods. This did probably not help to minimize the existing confusion among the consumers, since they may be confused due to the different marketing approaches the store has.

In order to meet the environmental challenges, there is a need to make more sustainable choices. An important factor could be to increase the consumption of Swedish produced food in Sweden, which could contribute to Sweden's sustainable advantages of producing.

Summing up all conclusions, the results show there is a need for a clearer and more structured marketing strategy addressed by all the departments in this study. The "sustainable quality" of Swedish produced food, may be performed in a better way through using the marketing strategies of all the four C's including labeling, together with nudging, as today the stores only apply parts of them in their current marketing strategy. Since consumers are confused and often make non-Swedish food purchases, an increased sales Swedish produced food could contribute to a sustainable development. Therefore, a well-structured marketing strategy is needed to be implemented at all ICA stores.

Lastly, the results of this thesis contribute to an understanding for how ICA stores can develop a marketing strategy in order to increase the sales of Swedish foods and improve the field of marketing theory within business studies.

6.1 Critical Reflections of the Findings

This study has focused on how marketing strategies, concerning food produced in Sweden, are used by ICA Maxi stores in Stockholm, Uppsala and Gothenburg at the departments of meat, dairy and fruits and greens. Thus, a central question was, what would happen if the Swedish food production increased? Probably, this could result in less foreign imports, which in turn could lead to less collaborations with other countries. If Sweden on the other hand continued to import food from other countries, Sweden thereby might have the opportunity to affect the foreign food production by creating demands of sustainable produced food that could improve the sustainability in these countries. At the same time, in difficult times like in the outbreak of wars or climate changes, it might be important that Sweden or other countries provide high self-sufficiency. Also, if larger volumes of food produced in Sweden were purchased, the Swedish farmers and the sustainable food production in Sweden could be supported. This might lead to Sweden inspiring other countries to develop a more sustainable production. At the same time, it could be of advantage if ICA in Sweden imported food from other less wealthy countries to support them. This would not be due to their way of producing food in a more sustainable way than Sweden, but rather because the supermarkets in Sweden have an opportunity to contribute to the foreign farmers welfare and working conditions and perhaps to their long-term sustainability.

At last, a critical reflection is the results are based on only the empirics of this study, therefore on what the participants for this study said at the moment of the interview. This may have resulted in a lack of information of all ICA's marketing strategies concerning Swedish produced commodities.

6.2 Further Research

This study has investigated ICA Maxi's store department managers' ability to influence consumers to purchase food produced in Sweden, by different marketing strategies. In further research, a repetition of this study could be done, but from the consumers' perspective. By doing this, an understanding of the consumers' experiences of the marketing in the stores could be gathered in order to succeed within the marketing. Suggestively, customers of the departments; meat, dairy and fruits and greens could be interviewed. The focus, in this case, could lie on generating an understanding of the consumers' experiences and understanding if they consider that they know which commodities that come from Sweden. Also, if they know and understand the advantages of foods produced in Sweden and are willing to pay more for the benefits and added values. Another further research could be the exact same study as this one, but performed on other food chains in Sweden, for example COOP or Willys in order to see if there are any differences in their marketing strategies.

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ICA UM, manager at the department meat, ICA Maxi in Uppsala, telephone interview, 2020-05-05

ICA UD, manager at the department dairy, ICA Maxi in Uppsala, telephone interview, 2020-04-16

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Appendix

Table I: Interview guide

Intervjufrågor / Interview questions:

Nedan följer några frågor om marknadsföringen av era svenska varor / *The following questions down below are about the marketing of your Swedish goods*

- Jobbar ni något med att marknadsföra era svenska varor på sociala medier/hemsida? Hur gör ni då? / *Do you promote your Swedish goods on social media / website? How do you market them?*
- Hur placerar ni era svenska varor i butiken? Tankar kring hur ni placerar dem? Tror ni kunder hittar era svenska varor? Hur introducerar ni kunderna till dem? Hur gör ni att nya kunder kan hitta dem?
-Hur skulle ni kunna göra för att era kunder ska hitta de svenska varorna lättare? / *How do you place your Swedish goods in the store? Thoughts on how to place them? Do you think customers will find your Swedish goods? How do you introduce customers to them? How do you enable new customers to find them?*
-*How could you make your customers find the Swedish goods easier?*
- Vill ni att kunden väljer svenskt? Försöker ni på något sätt att få kunder att välja svenska varor?
-Om ja, hur gör ni för att kunden ska välja svenskt? Hur tydliggör ni att era varor kommer från Sverige?
- Om nej, vad beror detta på?
/ *Do you want the customer to choose food produced in Sweden? Are you in any way trying to get customers to choose Swedish goods?*
- *If yes, how do you make the customer choose Swedish? How do you make it clear that your goods come from Sweden?*
- *If no, what is the reason for this?*
- Har ni intresse av att utöka ert svenska sortiment? Om ja, vad är det som hindrar er?
-Om nej, varför inte? /*Are you interested in expanding your Swedish assortment? If so, what is stopping you?*
- *If no, why not?*
- Försöker ni förmedla värdet för kunder att välja svenska varor, t ex gynna den svenska landsbygden, bidra till djurvälstånd, öka självförsörjningsgraden?
-Om ja, hur?
-Om nej, varför jobbar ni inte med det? /*Are you trying to convey the value for customers to choose Swedish goods, such as favoring the Swedish countryside, contributing to animal welfare, increasing the degree of self-sufficiency?*
- *If yes, how?*
- *If no, why don't you work with it?*
- Har ni/ eller funderar ni på att ha något samarbete med några lantbrukare/gårdar i närheten?
- Om ja, hur fungerar det? Smidigt?

- Om nej, varför inte, är det något ni har tänkt på? / *Do you, or are you thinking of having any cooperation with farmers / local farms?*
- *If so, how does it work? Smooth?*
- *If no, why not, is that something you've been thinking about?*

- Har ni någon strategi kring prissättning och kampanjer av svenska varor? Extrapris / två för XX? Mer/mindre marginal? / *Do you have any strategy regarding pricing and promotions of Swedish goods? Extra price / two for XX? More / less margin?*

- Vill ni visa att ni säljer så mycket svenskt som möjligt? Hur gör ni det? Märker ni att svenska produkter säljs allt mer än andra produkter? / *Do you want to show that you sell as much Swedish products as possible? How do you do that? Do you notice that Swedish products are sold more and more than other products?*

- Motiverar ni kunderna till att köpa svenska produkter?
 -Om ja, hur motiverar ni dem?
 -Om nej, finns det någon anledning till att ni inte gör det idag? / *Do you motivate customers to buy Swedish products?*
-If yes, how do you motivate them?
-If no, is there any reason why you are not doing it today?

- Har ni använt er av nudging för att vägleda konsumenterna till att köpa svenskt?
 -Om ja, på vilket sätt? och har ni sett någon effekt av det?
 -Om nej, är det något ni har tänkt på att göra? / *Have you used nudging to guide consumers to buy food produced in Sweden?*
- If so, in what way? Have you seen any effect from that?
-If no, is that something you've been thinking of doing?

- Hur skulle ni som butik kunna göra för att fler svenska varor blir sålda? Har ni något mål med de svenska varorna? Vilka är målen? Följer ni upp säljstatistik? / *What can your ICA Maxi do so that more Swedish goods are sold? Do you have any goals with the Swedish goods? What are the goals? Do you follow up sales statistics?*

Slutligen / *Finally*

- Är det något mer i marknadsföringsväg som ni gör, som vi inte har frågat er om? / *Is there anything more concerning the marketing you do that we haven't asked you about?*

- Hur tror du att man skulle kunna få fler att välja svensk mat? Vilka faktorer tror du är avgörande för konsumenterna vid köptillfället? / *How do you think you can influence more people to choose food produced in Sweden? What factors do you think are crucial for consumers at the time of purchase?*

Table II: Table of the classical & sustainable marketing mix adapted from Belz and Peattie (2012)

| The four P's of classical marketing mix | Explanation of the P's | The four C's of sustainable marketing mix | Explanation of the C's |
|---|--|---|---|
| Price | The price will impact the value of the product and includes a price strategy | Customer cost | The price that the buyer pays for the product or service where the price also includes the psychological, social and environmental costs of obtaining, using and disposing a product |
| Product | The product is meeting a specific customer want or need | Customer solution | Being able to offer customers products and services that meet the customer's needs, taking into account social and environmental aspects, and being a product that solves customer problems |
| Promotion | Marketing communication strategies | Communication | The interactive dialogue between the seller and the buyer, where the dialogue can be seen as a process of building trust and credibility |
| Place | Direct or indirect channels of the product | Convenience | Products and services that are simple and convenient to use, and meets customer needs |

Table III: Table of Interviews

| Respondent | Supermarket | Date of interview/sent interview guide | Type of interview | Transcribed material sent to respondent |
|-------------------|-------------------------------------|---|--------------------------|--|
| 1 | ICA Maxi Stockholm Meat | 14th of April | Telephone interview | 19th of May |
| 2 | ICA Maxi Stockholm Dairy | 16th of April | Email | Not needed |
| 3 | ICA Maxi Stockholm Fruits & Greens | 14th of April | Email | Not needed |
| 4 | ICA Maxi Uppsala Meat | 5th of May | Telephone interview | 19th of May |
| 3 | ICA Maxi Uppsala Dairy | 16th of April | Telephone interview | 8th of May |
| 4 | ICA Maxi Uppsala Fruits & Greens | 14th of April | Email | Not needed |
| 5 | ICA Maxi Gothenburg Meat | 22nd of April | Email | Not needed |
| 6 | ICA Maxi Gothenburg Dairy | 21th of April | Email | Not needed |
| 7 | ICA Maxi Gothenburg Fruits & Greens | 15th of April | Email | Not needed |