Branding Africa in Denmark

The Case of Savannah

Master Thesis

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Supervisor: Michael Wendelboe Hansen

Sigrid Torp Eliasen
MSc in Service Management
Student Number: 92683

Linda Zandbergen Jakobsen
MA in Intercultural Marketing
Student Number: 92440

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Abstract

As consumers are becoming gradually more occupied with sustainability and CSR, the aim of the thesis is to investigate the origin of Savannah's strategic brand challenges. The incentive behind investigating this matter emanates from the fact that Savannah provides consumers with African produced products that are produced in a sustainable manner and growths development in Africa. Thus, as per much literature and consumer trends, the lack of success is thought-provoking. Further, the limited research on Danish brands providing African products while catering to CSR allowed the thesis to provide insights through analytical generalisations to literature and organisations with similar characteristics. Through the chosen theories and literature five propositions were derived. Based on numerous interviews conducted with experts, current/former employees and a questionnaire, the propositions were assessed and confirmed to various degrees. Several analytical findings were derived, including the fact that Savannah must ensure alignment of the brand internally to ensure a proper external reflection. Auxiliary, brands such as Savannah must increasingly focus on becoming model citizens to enhance their own brand value, seek to challenge external culture and add value to society. Moreover, a significant finding was that brands must consider a fourth perspective, as presented by the thesis, when employing the shared value concept. This involves communication of the shared value to consumers and is predominantly imperative for brands dealing with Africa, as the discourse is frequently characterised by compassion fatigue. Overall, the findings of the thesis can provide interesting insights, learnings and implications for brand initiatives characterised by CSR, Africa and supermarkets.

Keywords: Savannah, branding, CSR, shared value, brand identity, positioning, value proposition

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1. Introduction

“When the distance between farmers and buyers is reduced, everybody wins.”

- Savannah, 2019

1.1 Problem Area

In 2012, Coop introduced a new brand, Savannah. Its purpose was to reduce the distance between local producers in developing countries and the consumers whom buy the products. By removing several steps of the supply chain, Savannah could present consumers with products of a high quality, while ensuring that the farmers who produce the products are paid a fair price. Further, Savannah helps farmers enhance the efficiency of their production, protect the environment and increase sustainability (Savannah, 2019).

Savannah originally introduced 16 different products ranging from ice-cream with Tanzanian chocolate and Congolese vanilla to grapes from South Africa (Savannah, 2014). By 2015, Savannah estimated they would be able to present more than 60 different products with the Savannah stamp on the packaging. Industry experts praised the idea of raising awareness towards a sustainable production and supply chain and claimed it to be a natural progression in an ever-increasing demand for sustainable food and products, while also being able to improve the working conditions in developing countries (Winther, 2012).

Despite the praise, initial success, current customer interest and most suggestions regarding corporate social responsibility (CSR) trends from recent academic articles, Savannah as of today is almost non-existing (Roland, 2019). Today, consumers will only encounter various sorts of coffee from Eastern Africa, while ice-cream, juices, fruit, vegetables and so on are nowhere to be seen. The brand has been slowly slipping away from consumers, which is further emphasised by the empirical data of the thesis, which highlights that the Danish consumer has little knowledge of the brand Savannah. A moderate reaction from consumers to the brand in 2012 meant little return on investment, which in turn has made the purchasing department question the capability of Savannah to fulfil the sales KPIs. Adding to this, the brand identity, role and value of Savannah is somewhat vague and the consistency regarding brand management seems to be slightly lacking. For this reason, several strategic challenges such as lack of internal alignment in the organisation, uncertainty regarding Savannah's role as yet another generic brand as well as consumer perception regarding the brand, presents a strategic predicament.

This overall challenge, which Savannah faces, illustrates a tendency in which consumers are faced with vast amount of options for all products and services. As a result, companies face an ever-increasing number of obstacles, when they compete to reach customers. Today, reaching consumers and staying relevant is more important than ever before and implementing and maintaining a brand identity is a core criterion in which companies spend millions.

Branding and brand management is generally very broad, and can be an exhausting task to maintain, monitor, plan, implement, evaluate and develop (Heding, Knudtzen & Bjerre, 2016). Creating value for consumers in branding can be a challenge and companies must be creative in the way they brand and market products. With immense purchasing powers in the Western society, markets are favourable to conduct business in, especially as the disposable incomes are on average some of the highest in the world. Nevertheless, with a desirable market, comes great competition. For this reason, the need to differentiate one's company and stand out is continuously important. Furthermore, as the society is increasingly focused on perception and thus façade, organisations are unravelling the importance of activities related to branding.

The globalisation of the world means that MNCs and even national companies must have an international audience in mind. This has inexplicably heightened the importance of CSR on both national and international levels. The increased focus on the company's role in society provides an opportunity for companies to utilise this in their branding and create value for consumers through their positioning. The differentiation in positioning further allows companies to send communicative messages as a strategic competitive tool, which illustrates that the modern brand is more than "just" the product or service. As organisations operate with revenues that in many cases are larger than some countries' GDP, they inexplicably have a massive responsibility and can encourage change through this.

One of the areas in which organisations attempt to make a difference through CSR, is Africa, as is the case with Savannah. Despite the massive increase in CSR initiatives the branding of Africa and products/services from African countries is often still portrayed as a charity case and through a perspective of someone helping the benefiter of the value transferred (Roland, 2019; Martin, 2019). This is further illustrated as the narrative of brands that include Africa often has a discourse of humanitarian aid rather than demonstrating high quality products, a broad spectrum of offers and a massive expected workforce. This happens even though many consumers desire a brand or identifies with a brand, based on the value they get from the brand in focus.

Overall, this presents an interesting case, in which sustainable initiatives such as Savannah, which assumedly has all the right ideas, works with Africa, supports UN Sustainable Development Goals, assists farmers and provides products that are of a high quality and sustainable, is not quite resonating with consumers in Denmark and further is encountering a number of strategic challenges both internally and externally. The following section will present the purpose and approach of investigating the aforementioned problem area, which will be followed by the overall research question that creates the framework for the research.

1.2 Purpose and Approach

The aim of this study is to contribute in understanding branding projects that have elements of international business, CSR and brand identity, as is the case with Savannah. In order to obtain an understanding and critically reflect on Savannah, the paper uses a mix of the case study and pre-existing literature to generalise on an analytical level. Ultimately this combination can benefit and add in the discussion of value-adding brand activities as well as the limited knowledge of consumers' perception of adding African products and services to a brand. Finally, while the internationalisation of organisations becomes increasingly more regular and so do companies that are born global, the project adds to the debate of how organisations act in its home country but also any country it has activities within, to utilise an advantage through its branding and communication of such.

The circumstances that are present in the highly competitive supermarket industry combined with the initiative to set one apart through a well thought initiative, Savannah, which showcases a belief of an organisation's role in the society, are part of the reason why this case was chosen. Additionally, the uniqueness, and as this paper argues, the potential and initiative which Savannah provides through high quality products in contrast to the lack of success and strategic challenges is an interesting angle to the project. Combined with the promise of bettering the livelihood of the suppliers as well as a rise in the production from emerging markets, these are also main factors that played a role in the focus of this paper. Additional factors such as the supply chain as seen from a CSR perspective and value adding activities, the Savannah project and its overall brand Coop is highly relevant in a time where UN Sustainable Development Goals (UN, 2019) and the company's underlying values are becoming increasingly important in managing a brand.

The focus (and thus case) of this research is the Savannah project. The project was developed and run through Coop as a way of 1) increasing differentiation in the market 2) add a specific value to the company and 3) convey how brands in the 21st century must adapt, behave and act. As previously described the project began with a broad assortment of products and active brand and communication activities, however encountered several strategic challenges with the most apparent ones being consumer reaction, its role and lack of internal alignment in the organisation. Today, the only offerings are coffee and using the Savannah logo as a stamp of approval within Coop (Savannah, 2019). The project was initially seen as a success and shone the light on issues and a potential untapped market and brand opportunity. But rather than further increasing the profit something is not quite working as it could be (CARE, 2015).

Due to the strategic challenges Savannah faces/faced, the following thesis and accompanied investigation into the Savannah brand and potential repositioning, can be deemed as an interesting case and provide valuable insights. Through the use of several derived propositions, the thesis will assess the strategic challenges of such an initiative and present implications, which entail how a brand can overcome moderate consumer reactions, low ROI and an unaligned brand and organisation. It can further be added, that it provides intelligence in how CSR can be implemented, branded through an initiative like Savannah and lastly be embedded and aligned as “the” brand impression and image. Additionally, the project can potentially add to the existing literature regarding CSR and sustainability, by addressing a case and challenge that is somewhat unique. Organisations who wish to reposition or position themselves differently through differentiation to brand sustainable initiatives based on African products and services may thereby be able to obtain valuable insights from the paper as the case illustrates the vast amount of challenges an innovative project such as Savannah may encounter as well as the possible future solutions.

1.3 Research Question

Based on the above problem area and purpose of the project, we therefore wish to analyse, assess and discuss the process of branding the Savannah Project in Denmark and how consumers react to such initiatives. This includes looking at the past and present situation of Savannah. In continuation of this, the thesis aims to investigate the effect of brand narratives in an industry with high competitiveness and fierce competition for market share. Based on the initial assessment of how Savannah was set up as a brand, the forthcoming will attempt to assess how/if Savannah can brand itself differently in the future in order to increase the benefits of implementing such an initiative. This leads to the following research question:

How has Savannah experienced strategic brand challenges and how can they increase their brand value?

To answer the above research question, the thesis will make use of five propositions that have been derived from the chosen theory and literature. This may allow for analytical generalisations to be made, hence allowing the thesis to add to existing literature and provide theoretical insights based on the case findings. Further, the propositions will act as a structural guidance throughout the thesis.

1.4 Delimitation

The supermarket industry entails actors in multiple sizes and ones that act on both a domestic and international level. The actors of the industry are structured in significantly different ways, as some are owned by parent organisations while others are localised. For this reason and due to the vast definitions of the organisations, the thesis is delimited to a single specific supermarket within the industry, namely Coop and its Savannah initiative. This has further been decided as it will allow for a single case study, thus allow in-depth analysis rather than a comparative analysis. The choice of a single case study, which handles products and services from emerging markets, while the consumers and the organisation are Danish, narrows the scope of the project to a high degree and makes the research itself very specific. Hence, a different case, organisation or brand would have provided other findings, proposals and conclusions.

Throughout the analysis and discussion of the Savannah Project, the thesis will focus on and thereby limit the research to areas of branding, positioning, CSR and value proposition. This is an intended choice, which will allow the thesis to assess the problem area in question within the limitations of the research criteria. Additionally, only certain aspects of the theories that are utilised in the thesis will be applied in order to limit the scope of the research and focus it on the main problem area. The chosen aspects of the theories will be described in the theoretical section. Thereby, neither each potential challenge of Savannah nor all potential resolutions will be covered, but rather the ones relating to the chosen theories.

The findings of the thesis are consequently influenced by this, as they are limited to initiatives at the same scale and scope. This is specifically apparent in the proposal, as smaller organisations may not be able to enforce the strategic findings to overcome the challenges of Savannah due to lack of financial means, economies of scale etc. Furthermore, the findings bear evidence of Savannah originating from Denmark and local challenges. For this reason, organisations outside Denmark may not be able to utilise all findings nor apply them at the same effect.

2. Methodology

The forthcoming section will introduce the reader to the methodology, which will be applied in the thesis. This will be based on 'The Research Onion' by Saunders, Lewis & Thornhill (2009) portrayed in Figure 1. Hence, the following will begin with a short description of the structure. This will be followed by a description of the research philosophy that is applicable and the impact it has on the research. Further the upcoming sections will include a presentation of the research approach that will be applied, thus influencing the research process. Moreover, the following will attempt to depict the data that will be used, its classifications, usage and the collection of said data. This will be finished with a reflection upon the validity, reliability and generalisability of the data.

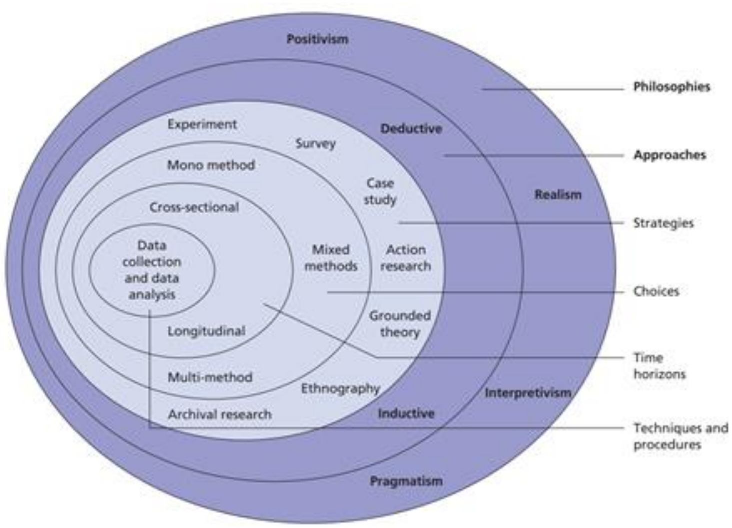

Figure 1: The Research Onion (Saunders, Lewis & Thornhill, 2009)

2.1 Research Structure

The thesis is structured into four main parts, namely Introduction, Theory, Empirical Data and Conclusion. Each part accounts for several sections, which will briefly be described in the next section. The four parts and their interdependency have been illustrated in the below figure (Figure 2).

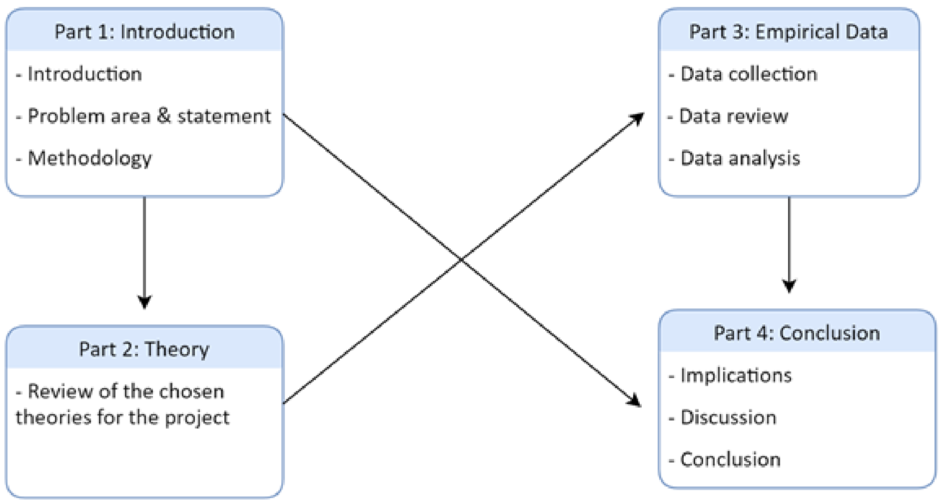

Figure 2: Structure of the Thesis (Self-Made)

I. *Introduction*: The part of the thesis in which important aspects of introducing the project to the reader is performed. Further, this phase describes the problem area thus concretising the aim of the project and developing the problem statement. To ensure a high degree of validity and reliability, the methodological choices will be explained along with the researchers' choice of paradigm.

II. *Theory*: The next part of the thesis will be based upon the chosen theories. The choice of theories is based on the single case study and their applicability. The section will account for the primary parts of the chosen theories, however, will be limited to the aspects that are relevant and create value for the analysis. Each theory will be evaluated and discussed in order to determine said applicability. This is based on the importance the theories will have in creating a theoretical framework for analysing the empirical data and attempting to answer the overall problem statement. This will be supplemented with an analytical framework in which the appliance of each theory is described in relation to the overall problem area and the accompanied research. Further, the theory will be used to derive five propositions, based on how the chosen theories propose organisations should act. This will moreover help structure the analysis.

III. *Empirical Data*: Following the theoretical section comes the empirical. This part will concern itself with the empirical data, which has been collected in relation to the thesis. The data has been collected in relation to the overall problem statement and the theoretical knowledge obtained in part 2. This phase of the thesis will attempt to describe the data collection and present valuable findings and results. In addition, the case of Savannah will be presented, to which the propositions will be applied. Said knowledge will along with the previous parts create the basis of the actual analysis, which is the main part of this phase. This will include an evaluation of the applicability of each proposition and their relation to each other.

IV. *Conclusion*: The last part of the thesis will cover several aspects related to uncover and answering the problem statement. This entails discussing the implications based on the propositions. Additionally, this section will provide insights for existing literature and organisations. This will provide the basis for the conclusion that attempts to answer the problem statement.

2.2 Research Philosophy

To fully appreciate the research question and the accompanied analysis, the following section will provide an overview of the research philosophy. This is all part of examining the research philosophy of the thesis, which attempts to investigate and explain how knowledge is developed and the nature of it. By assessing this, researchers can consciously make decisions regarding methods, strategy and so on, based on the way they view the world. Thus, this enables the thesis to reflect upon the philosophical choices and their effect on the findings (Saunders, Lewis & Thornhill, 2009; Bortolotti, 2008).

There are four general research philosophies, named pragmatism, positivism, realism and interpretivism. Each of these, have a different perception towards research, which can be assessed by looking at epistemology, ontology and axiology as well as the accompanied data collection technique (Saunders, Lewis & Thornhill, 2009). According to Bryman & Bell (2015), epistemological considerations "*concern the questions of what is (or should be) regarded as acceptable knowledge*" (Bryman & Bell, 2015, p.26). Ontology looks at the how research perceive social entities, namely as either objective or socially constructed. Lastly, axiology concerns itself with research values while data collection describes the most common techniques used (Saunders, Lewis & Thornhill, 2009).

Due to the nature of the research, the pragmatic research philosophy is most applicable. Pragmatism argues that choosing one over the other is somewhat unrealistic, but rather one should choose based on the research question. Further, pragmatism suggests that if one does not fit, variations of epistemology, axiology and ontology is acceptable and more sufficient than choosing a single. This is highly applicable, as the thesis makes use of mixed methods to analyse and propose solutions to Savannah's strategic brand challenge (Saunders, Lewis & Thornhill, 2009). The following will assess how the pragmatic view is showcased in the thesis.

2.2.1 Epistemology

Acceptable knowledge as a fact varies to a high degree depending on the research and the nature of the study. Social science is often characterised by positivism as the epistemology, entailing that only observable phenomena and hence knowledge, can be characterised as credible facts, data and so on. On the other hand, interpretivism contradicts this as it views acceptable knowledge as entailing subjective meanings, one which cannot necessarily be observed (Bryman & Bell, 2015; Nygaard, 2012; Thurén, 2008).

Throughout the thesis, acceptable knowledge is provided through different means of methods. First, when analysing the consumer attitude towards Savannah, a questionnaire was carried out online that will be described further below. The results from this include tangible observable data in the form of statistics, which indicate consumers' preferences. Thus, this part of the analysis draws upon a positivistic principle, in which most results are objective. On the other hand, the thesis also entails elements of interpretivism, as many findings from interviews are subjective meanings. Additionally, while objective data/facts have been gathered, they must be linked with other analytical elements and the environmental in which they have been sampled, hence the researcher's subjective understanding of this, their pre-determined knowledge and thereby reality can potentially influence the results differently (Nygaard, 2012).

2.2.2 Ontology

When assessing ontology, one must look at objectivism and constructivism, as how one considers natural entities and the nature of reality. Objectivism believes social entities exist independently of social actors whereas subjectivism/constructivism believes these are created based on perceptions of social actors (Saunders, Lewis & Thornhill, 2009; Nygaard, 2012).

Overall, both are apparent in the thesis. Branding is a social construction according to many, and much of the thesis and research question is based on this. For this reason, the thesis acknowledges that several elements of the findings will be based upon socially constructed realities in relation to Savannah and its brand effect, as well as the overall effect of value-adding activities. This is further exemplified through the section on value proposition, as value is highly dependent on the social actor and their subjective view on what defines value. Opposite to this, there are several aspects of the thesis in which findings from e.g. the questionnaire, positioning and theoretical, which have been presented independently of the social actors (Bryman & Bell, 2015).

2.2.3 Axiology

Axiology concerns itself with the role the researcher's values play in the process of the research and the credibility of the research choices (Saunders, Lewis & Thornhill, 2009).

The thesis is heavily influenced by the researchers own values and the parties that are involved in the research, namely interviewees and respondents of the questionnaire. Therefore, these values play and have played a role in the research choices and in choosing one topic over another and so on. Beyond that, interpreting the results from interviewees is also likely to be influenced by researcher values. On the other hand, one can diminish the extent of values when analysing the results of the questionnaire, as they are thought to be objective data. However, it should be noted that some questions were open, hence prohibiting the possibility of objectivity. Conclusively, awareness of this fact and potential bias can increase the validity of the findings – as will triangulation of data.

2.2.4 Data Collection

The data used in the thesis consists of a mixture of methods, namely quantitative and qualitative. This entails a questionnaire, which allows a structured way of measuring consumers' attitudes towards Savannah and value-adding activities, thus providing the thesis a way of obtaining large samples of quantitative data. Oppositely, in-depth interviews with multiple interviewees have also been performed. This type of data collection allows for small samples, however at a deeper level of scrutiny (Saunders, Lewis & Thornhill, 2009).

2.3 Research Approach

Before reviewing the theory, which will be used throughout the thesis, the following section will describe the research approach that will be applied in the thesis. This entails discussing how the research will be designed in relation to the usage of theory throughout the thesis.

Using deduction as a research approach involves the design of theories and propositions. Researchers develop a hypothesis or proposition from a theory, which is then subjected to tests. The research approach is often seen in natural science because "*laws present the basis of explanation, allow the anticipation of phenomena, predict their occurrence and therefore permit them to be controlled*" (Saunders, Lewis & Thornhill, 2009, p. 124). Throughout the thesis the deduction approach will be utilised to establish five propositions, which are derived from the chosen theory and existing literature.

The inductive approach attempts to understand the case at hand in order to formulate a theory by collecting empirical data and detect patterns, thus ultimately propose a theory (Bryman & Bell, 2015). As opposed to deduction, induction attempts to understand how individuals interpret the social context in which they live. During the thesis, interviews and questionnaires will be performed in order to collect samples of assumptions, feelings, thoughts etc., in relation to the topic. The analysis will allow the thesis to inductively analyse the propositions and provide implications, while also feeding "*back into the stock of the theory*" (Bryman & Bell, 2015, p.23). Overall, the usage of induction will allow the thesis to understand the thoughts of people in relation to the Savannah Project (Saunders, Lewis & Thornhill, 2009).

It is however when combined, that these approaches allow for levitating the research. Deduction allows the thesis to investigate the available literature and form propositions, whereas the inductive approach allows the research to generate data and observe patterns into the described problem area (Savannah) and analyse said propositions and present implications. According to Yin (1994), the appliance of previous research can be used "*to develop sharper and more insightful questions about the topic*" (Yin, 1994, p. 9). For this reason, combining the two can prove to be advantageous and will be utilised throughout the thesis when applying theoretical knowledge to the empirical data and vice versa (Saunders, Lewis & Thornhill, 2009).

2.3.1 Case Study

The choice of the Savannah Project is based on the fact that the thesis will be structured around propositions, thus analysing a single case can help asses these by providing a deep understanding. By structuring the thesis around a case study, both qualitative and quantitative research methods are applicable (Bryman, 2012). The case study research is defined by Yin in 1994 as "*...an empirical inquiry that investigates a contemporary phenomenon within its real life context, especially when the boundaries between phenomenon and context are not clearly evident*" (Woodside, 2016, p.1). The selection of a single-case study rather than a multiple-case study is based on the fact, that it represents a critical case, namely Savannah, in which the research attempts to understand the circumstances of its challenges (Yin, 1994).

According to Flyvbjerg, a case study allows for a detailed empirical investigation and a "*detailed examination of a single example*", namely the Savannah Project (Flyvbjerg, 2006, p.220). While some researchers are hesitant in applying the case study, Flyvbjerg argues that by using case studies, researchers can generalise through single cases and further obtain a higher degree of practical context knowledge, which is valuable. The context-dependent knowledge is obtained through interviews with case relevant individuals and industry experts. Additionally, the case study provides researchers with just as viable of a possibility of verifying the research questions, with a "*greater bias toward falsification*" rather than bias towards verification (Flyvbjerg, 2006, p. 237).

As opposed to an experimental strategy, the case design is very much concerned with context, as said context of the phenomenon investigated is unclear. This entails obtaining an in-depth understanding of the Savannah Project. This relates to the research approaches applied and the research philosophy, as a case study allows for explanatory and exploratory research (Saunders, Lewis & Thornhill, 2009).

To ensure a high degree of validity in relation to the case study, the thesis will include several sources of data known as triangulation. The usage of questionnaires and e.g. interviews, will allow us to increase the reliability of the findings through the reliance of many evidence sources (Yin, 1994).

Overall, the case study strategy presents a framework for answering 'why', 'what' and 'how' questions, by assessing a real-life case, the Savannah Project, within its real-life context i.e. consumers (Saunders, Lewis & Thornhill, 2009). According to Yin this type of research question favours the use of a case study (Yin, 1994).

Moreover, by using the case study structure, a theoretical framework can be constructed, which allows the analysis of the case itself through an analytical framework. Thus, theory will be used to 'open' the case of Savannah and the strategic challenges the brand managers are facing. The concluding remarks of the thesis may in return provide new theoretical insights based on the case study and the findings of the analysis.

2.3.2 Propositions

In order to investigate the overall research question, five propositions were derived from the literature. Each proposition will be presented in the analytical framework as to guide the research. The choice of employing propositions in the thesis rather than e.g. a hypothesis, are done due to the explorative nature of the research as well as the wish to investigate to what extent the propositions are true in relation to the case of Savannah. Further, propositions' main purpose is to suggest a relation between concepts, and hence differs from hypothesis, as they cannot be verified. The propositions and its effect on the research are not to be understood as the only truth, however in order to determine the causality between the brand of Savannah and the five chosen variables the extent of the confirmation is concluded on at the end. Deriving propositions based on existing literature increase the quality of the research as it is based on something that is already reviewed, tested or reflected upon (Yin, 1994). Lastly, reflections on which propositions are most important or how they interact with each other are made in relation to the brand of Savannah.

The propositions are also stated and investigated in an explorative way due to causality between the dependent variable Savannah and the different propositions. The process of the analysis is consequently characterised by a descriptive, explorative and reflective approach in the uncovering and understanding of the research question. The propositions and the understanding of the independent variables can help in determining context-dependent knowledge, which is applicable in the choice of doing a case study (Flyvbjerg, 2006). The propositions also helped guide the questions that needed answering from the semi-structured interviews conducted.

2.4 Data Collection

The following section will describe the research process regarding the collection of data and the methods chosen. The thesis made use of both primary and secondary data in order to analyse and answer the proposed research question and obtain a triangulation.

2.4.1 Primary Data

The main data which will be applied in the analysis is primary data. Primary data entails that the researcher or researchers are the ones who are responsible for collecting the data. Additionally, said research or researchers are also the ones carrying out the analysis based on their own collected data (Bryman, 2012).

The reason for including primary data in the thesis is that the dataset will be completely fitted to the scope of the project. Thereby, we as researchers can reduce the amount of time which is normally spent having to familiarise with other people's data. Further, the quality of the data and its collection process is completely decided by us as researchers. This entails that the data quality can be accounted for and the collection itself is based upon the problem area. For this reason, the usage of primary data limits the use of data which is only somewhat applicable to the problem area (Bryman, 2012).

2.4.1.1 In-Depth Interviews

One of the main parts of the empirical data is based on primary data received from in-depth interviews. A total of four in-depth interviews were performed, all structured as qualitative interviews, in order to ensure the interviewee's point of view. Moreover, two unstructured interviews were conducted. In contrast to quantitative interviews, there is a higher focus on allowing the interviewee to ‘ramble’, obtain detailed answers and a higher degree of flexibility such as being able to ask follow-up questions on behalf of the interviewers (Bryman & Bell, 2015).

The in-depth interviews were structured as semi-structured interviews, meaning there is a sequence of themes which were to be covered and questions, however changes and the possibility to speak freely were a possibility for all parties (Kvale, 1996). This was done to obtain flexibility yet begin with a clear focus and ensure answers that related to the propositions. If the interviews had been completely unstructured, the answers and direction would likely be more affected by the interviewee rather than the focus of the thesis, which was also the case in interview 5 and 6 (Bryman & Bell, 2015). For this reason, an interview guide was provided before each in-depth interview to the interviewee, which entailed a description of the purpose, possibility of anonymity, interviewers and questions.

The interview guide was built upon the same template for each interviewee but with slightly differentiating content. The template used the Copenhagen Business School (CBS) logo to establish the guide as professional and trustworthy. The first item in the guide is a section which describes the basis of the interview. This includes a brief description of where the empirical data will be used and how, as well as the overall thesis being a part of a master’s degree at CBS. The next item on the guide is a section which highlights that the interview will be recorded, and relevant quotes will be used throughout the thesis. It is important to note that this section further provides the interviewee the possibility of presenting all answers in an anonymous form or the option of not answering certain questions.

On top of the anonymity part, the next item on the interview guide is a section that describes how the interviewees will be cited and that interview will be done in their native language to institute as well-argued a discussion as possible. The above-mentioned sections are then summarised in a brief section, which also includes an estimation of the duration of the interview. Lastly, the guide presents the questions as well as notes to guide the interviewee, avoid ambiguity and increase internal validity.

The questions that were prepared for each interviewee were all prepared thoroughly by using Bryman & Bell's (2015) description on formulating questions for an interview (Figure 3). First, this includes asking ourselves before each interviewee's question were prepared, what our problem area and research questions were. Based on this and the interviewees at hand, various interview topics were formulated, such as Savannah and CSR in the interview Thomas Roland (Appendix 5). An important point which was considered before each question, was whether they would help answer the overall research question and the accompanied propositions. This meant trying to anticipate what may be answered and seen as important in relation to the way the question is formulated, thus the questions were written in a way which covered the perspective of the various interviewees. Further, it was important that the questions were written in a way that created a natural flow during the conversation, hence reducing the chance of an unstructured conversation and improving the easiness of the interview. It is however important to note, that the guide was not meant as a complete script for questions, but rather as a guideline for both parties. Being able to pick up on what was said and relating it to questions was an important point and foregoing the written questions at times was an important part in creating a relaxed environment (Bryman & Bell, 2015).

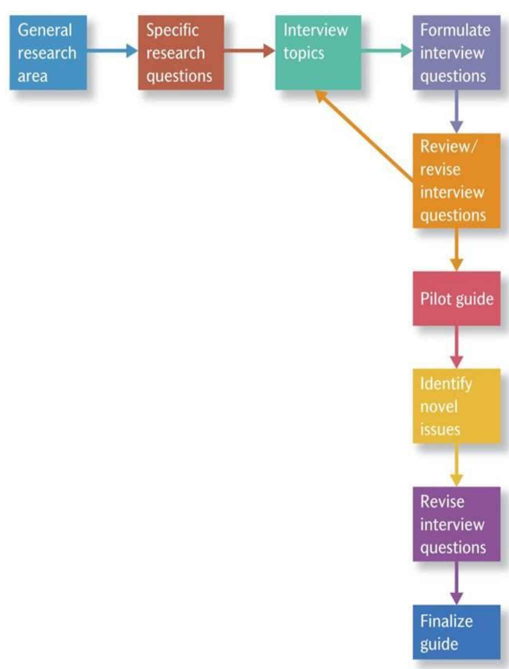

Figure 3: Formulating Questions for an Interview Guide (Bryman & Bell, 2015)

As per Kvale (1996), the questions used throughout the interviews can be categorised in nine different categories. All interviews began with *introducing questions*, in which the interviewee was asked to introduce themselves and what they do. The semi-structure of the interviews allowed for *follow-up, probing and specifying questions*, which all relate to what has been said by the interviewee. Without those types of questions, the answers would have been less applicable to the case at point, as some answers were not always completely clear, nor did they always answer what was being asked. For this reason, *structuring questions* was also a big part, as they allowed us to refer to the interview guide whenever the interviewee would lose their train of thought or go in a completely different direction than what was intended. The interviews also made use of *interpreting questions*, however to less of a degree as they can easily be somewhat leading and influence the thoughts of the interviewee as with *direct questions*. Lastly, *indirect questions and silence* was also used, but to less of an extent than the previous ones (Kvale, 1996).

Generally, each interviewee had received the interview guide a week prior to the interview, thus allowing them to familiarise themselves with the questions and potentially allow a higher degree of quality and detail in the answers. It was however noted, that the questions at hand could be changed somewhat and so could the order of the questions. During the interviews, the approach at hand, namely the semi-structured one, was very much apparent as it allowed for the researchers to ask for further details or follow-up questions.

After each interview, the recordings were transcribed in the language of the interview (see appendices). This was done to allow repeated examinations of the answers, be able to quote and devoid losses of memory. Furthermore, the act of transcribing the interviews allow a more thorough examination and the possibility of engaging fully in the interview, as one can concentrate on the exact words of interviewee afterwards (Bryman & Bell, 2015). In the case of interviewee 5 and 6, the interviews were conducted as unstructured interviews with neither a prepared interview guide nor recorded as anonymity was requested upon from interviewee 5, while interviewee 6 is labelled as branding consultant providing background information rather than an interviewee. For this reason, they have not been transcribed. Interviewee 3 and 4 were interviewed together, hence the same duration, location and date in Table 1.

All interviewees have a relation to the overall problem area of the thesis, being either that they are or have worked with Savannah or have expertise within branding, communication, CSR and value creation. Each of the interviewees was contacted through email or by telephone, in which they were informed why they were relevant to the research and what the research entailed. The below showcases each interview conducted (Table 1).

	Interviewee	**Occupation**	**Date**	**Location**	**Length**
1	Henrik Køhler Simonsen	External lecturer and researcher	March 27, 2019	CPH Business, Copenhagen	40 minutes
2	Thomas Roland	Head of CSR, Coop	April 5, 2019	Coop, Albertslund	61 minutes
3	Layanna Martin	*Former* Brand Manager & Communication Consultant, Coop	April 14, 2019	Havneholmen, Copenhagen	141 minutes
4	Brian Sundstrup	*Former* Senior CSR Advisor, Coop	April 14, 2019	Havneholmen, Copenhagen	141 minutes
5	Richard Jones	Professor in Branding	February 6, 2019	CBS, Frederiksberg	34 minutes

6	Anonymous	Co-owner of Uganic	April 11, 2019	Torvehallerne, Copenhagen	12 minutes

Table 1: List of Interviewees

In the below is a thorough description of each interview, which were conducted in order to obtain empirical data regarding the project. This includes describing how each interviewee was contacted, their relevance to the project and reliability/objectivity of their answers and so on.

Interview 1: Henrik Køhler Simonsen, External Lecturer and Researcher

The interview with Henrik was performed due to his occupancy, namely research and his area of expertise. For the last ten years he has investigated the interdependence between business models and communication, especially in relation to digital marketing and value creation. As parts of the thesis aims to investigate how one can increase the value of a brand, namely Savannah, through e.g. digital channels and communication, Henrik was thought to be an interesting expert within the topic. Henrik has a PHD and MBA and is currently employed as an external lecturer at Copenhagen Business School, as well as a Senior Consultant and Project Director at SmartLearning, at which he consults businesses on digital business models, strategies and value creation.

Henrik was contacted through email to assess whether he would be interested in speaking with us. This was done by initially presenting the overall problem area and how we could benefit from him helping us. As he agreed to do so, he was later presented with the interview guide containing the specific questions at hand as well as information regarding the Savannah Project. The interview was conducted at his office in Nansensgade per his request. The interview was face to face, as a result allowing us to read off his body language in relation to our questioning and use visual prompts throughout the interview, which a phone interview would not have permitted.

The reliability of the interview is deemed to be high, as Henrik is not involved with Coop, Savannah nor the thesis. Further, it was not the first meeting between the interviewee and interviewers, thus increasing the familiarity. For this reason, the environment in which the interview was conducted likely encouraged a higher degree of non-biased answers. It can however be argued that his lack of involvement in the specific case limits his knowledge to some extent, which is also why he at times in the interview assumes, rather than knows. Taking this into consideration, the reliability may be affected somewhat, however his overall general comments regarding branding, consumer behaviour, communication and so on, are assumed to be of high reliability and little bias (Appendix 4).

Interview 2: Thomas Roland, Head of CSR at Coop

Due to the nature of the problem area, the brand Savannah and the overall relevance to CSR, it was thought that Coop had to be involved to some extent. It was decided that contacting Coop in relation to Savannah, would be a perfect opportunity to gain in-depth knowledge regarding their strategic thoughts behind the initiative and so on.

Coop was contacted early on by telephone, as we were unsure who to contact directly. The initial phone call resulted in direct contact information to an employee. Due to the status of the interviewee at hand, it was however somewhat challenging to get in contact. Several weeks later, through email, we were able to schedule an interview with Thomas Roland, who is the head of the CSR department at Coop in Denmark. He has first-hand information regarding the Savannah Project as he was a part of the group who gave birth to the project. Furthermore, he has a vast amount of knowledge regarding CSR initiatives, consumer behaviour and so on. The interview was conducted face to face in a meeting room at Coop's headquarters in Albertslund, Denmark.

The reliability of the answers from Thomas differs somewhat depending on the questions that were being answered. In relation to how the Savannah project was established and the underlying thoughts in doing, the answers are most likely highly reliable as he was heavily involved in the entire process and he has no interest in telling anything less but the truth. In regards to other questions such as the future of Savannah and other CSR initiatives, there is a chance that the information we received are somewhat biased as he could be contractually obliged to not disclose any information regarding future work, just as he was clearly biased when he discussed Coop versus competitors. Moreover, he represents Coop's CSR department and any negative comments might reflect on the entire organisation. Due to his lack of involvement in the following thesis, it was however apparent, that he felt he could speak freely and without potentially offending any partners and so on. For this reason, the overall reliability of the interview is regarded as moderately high (Appendix 5).

Interview 3: Layanna Martin, Former Brand Manager at Coop

In addition to speaking with Thomas Roland, it was decided upon to conduct an in-depth interview with Layanna who had also been involved in Savannah. This was done to obtain a possibly different perspective, especially as she no longer works at Coop. For this reason, she was contacted early on to set up an interview.

Layanna was hired during the initial phase of Savannah as a brand and communications manager. For this reason, her employment consisted of representing Savannah by branding it the best possible way. According to Brian Sundstrup (Interviewee 4), Layanna was one out of the three main people who 'drove' Savannah, hence making her an important asset and highly relevant as a source to the thesis. Her relevance is supplemented by her overall brand knowledge and expertise within communication strategies.

During the interview, Layanna represented her former view on the Savannah brand, its characterisation and the purpose. Due to her position as a former employee and main character in establishing Savannah, it was clear that she was in a reliable position to describe how Savannah was branded, positioned and on what basis. Further, she is an expert in the field of communication and branding and has worked on several branding projects before and after Savannah. All her former work has a focus on unifying commercial interest with social ones, hence positioning her as highly relevant to the thesis' problem area. Despite this, it has been accounted for that she is close friends with employees at Coop and as a consequence the interview may still be slightly biased as she has no interest in speaking ill of friends or their place of work. The lack of bias is however also positive, as it may suggest that there are no hard feelings between former employee and employer, thus limiting the possibility of Layanna's answers being negatively biased. The interview was conducted with Brian Sundstrup, per their request, which likely affected some of the answers, as the interviewees would encourage each other in one direction at times. For this reason, the reliability can be affected to some degree, but is still regarded as fairly high (Appendix 6).

Interview 4: Brian Sundstrup, Former Senior CSR Advisor at Coop

In addition to interviewing Layanna Martin, it was suggested by her, that Brian Sundstrup joined, to provide a perspective on Savannah, which she could not. Brian was a senior CSR advisor at FDB & Coop and was the one who came up with the idea of Savannah. He and Layanna, were the main employees working with Savannah at a day to day basis, hence he could provide a highly relevant perspective. Additionally, he is currently an independent CSR advisor to several large organisations in Denmark, in which he has accumulated an extensive knowledge on CSR, branding and deriving value from Africa. Thereby, he was able to not only present his perspective on Savannah, but also on CSR in a relevant and reliable manner.

It could be argued, that since he was the founder of the brand idea and initiative that his answers and perceptions of e.g. success/failure, could be biased to some degree. Further, as with Interviewee 3, he keeps in contact with employees from Coop, thus increasing the chance of him refraining from being too negative. Furthermore, as with Layanna, the fact that the interviews were done two-fold might have influenced the credibility of the answers. On the other hand, it has been a couple of years since he departed and one could argue that emotional ties toward employers and Savannah as a brand are less strong, hence making him a moderately to highly reliable source (Appendix 6).

Interview 5: Richard Jones, Professor in Branding at Copenhagen Business School

Richard was contacted early in the thesis, as to ensure his relevant expertise. Due to the nature of his assistance, a consultation rather than an interview was preferred, as it could provide relevant insights into branding and literature on the topic. For this reason, the findings associated to this meeting are highly reliable, as they are in no way bound upon Savannah nor does he have any bias towards the organisation, employees or interviewers. The findings are highly reliable, as he is a professor within co-creation and branding and has an extensive knowledge of branding, brand management and communications.

Interview 6: Anonymous, Co-owner of Uganic

Interviewing Uganic was highly interesting, as they are running a business with many of the same principles as Savannah however at a much smaller scale. At this point in time, there is a mere one shop, which brands and sells organic Ugandan sourced products. Speaking with the co-owner, was deemed interesting as there are many parallels to Savannah, however it was considered that Uganic does so at a severely smaller scale, with fewer resources and are currently unable to benefit from economies of scale. Comparison is therefore somewhat difficult, yet the main ideas and beliefs are highly relevant to investigate, especially in relation to consumer perception and reception to the brand.

The interview does however suffer from a low reliability, as it was unstructured and without an interview guide. This resulted in a lack of structure, which was stressed when customers would enter the shop and interrupt. Further, the interviewee declined recording and wished upon anonymity, which reduces the reliability of the findings. As transcribing was impossible, the findings rely on small parts of what the interviewees were able to note down after the interview, which decreases the reliability to a large extent.

2.4.1.2 Questionnaire

To obtain a vast amount of data in a relatively short time period, using questionnaires is favourable as respondents can self-complete said questionnaire. Rather than having to mail them as with a postal questionnaire, it was chosen to use self-completion questionnaires. Through the questionnaire, the thesis is provided the opportunity of collecting consumer perceptions on the independent variables affecting the brand value of Savannah. This method is categorised as a quantitative research method, as it allows the researchers to acquire, process and visualise hundreds of data inputs. By using this, the thesis can attempt to depict patterns and relevant findings amongst respondents regarding Savannah and its challenges.

There are several advantages and disadvantages to using self-completion questionnaires, which is compiled below, and have been taken into consideration. The below showcases a selection of the pros and cons according to researchers (Bryman & Bell, 2015; Wright, 2006; Andrews, Nonnecke & Preece, 2003).

Advantages

- Low or no costs to administer, set up and monitor
- Reduces the amount of time used for reaching many respondents
- Reduces interviewer effects

Disadvantages

- No possibility of assisting respondents to whom some questions are unclear
- No possibility of probing for an elaborated answer
- No possibility of salient questions, but rather they should be easy to answer
- No possibility of administering the respondents and who answers

Despite some of the challenges a self-completion questionnaire brings along, especially ones that are not present in conventional research, the advantages were thought to outweigh the disadvantages (Andrews, Nonnecke & Preece, 2003). This is particularly due to the fact, that part of the aim of the thesis is to investigate consumer's attitude towards African branded products as well as Savannah. Being able to assess said attitudes in the same scale is somewhat difficult through existing data, hence the need for a questionnaire, which could do so. The design of the questionnaire was done according to OECD's checklist for surveys (OECD, 2012).

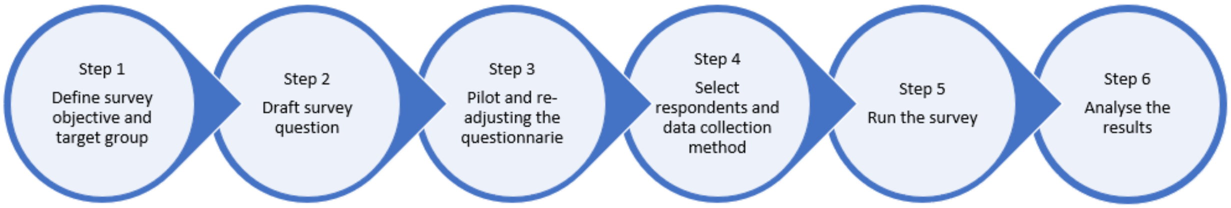

Figure 4: Checklist to Commission, Design and Run a Perception Survey (OECD, 2012)

The authors of this paper know interpretivism does not support using questionnaires as it assumes people have a static point of view of a given subject of research. However, as this paper also draws on the positivist stance, and wishes to investigate consumer's perception at a given moment in time, it is still valuable insight on value and perceptions of the Savannah brand and products from Africa.

The initial process of the questionnaire was to establish the specific objectives and information needed in investigating the problem area. The main objective with the questionnaire was to understand consumers' perception of Savannah and the potential value-adding activities it presents. Further, the questionnaire also seeks to generalise on consumer's perception of companies that have activities in Africa, initiates CSR and have an overall narrative that symbolises trade and development.

When the initial stage of the questionnaire was in motion, the challenge of determining the questions that would be in the questionnaire arose. Here great considerations were emphasised through the content of the questions, deciding the format of the sequence of questions, determining the wording in a way that would decrease the likelihood of biasing the answers and lastly the layout. A more detailed outline of how the actual questionnaire was formed will later be presented and reflected upon, as well as the findings of the questionnaire in chapter 6 about empirical data.

2.4.2 Secondary Data

To support the primary data, the thesis will also make use of secondary data. Secondary data arises when the researcher or researchers are analysing data, which they themselves did not collect. This eliminates the time-consuming process of collecting primary data and is often seen in the form of books, reports, journal/academic articles, websites and so on. Further, secondary data could be qualitative, quantitative, numeric or non-numeric values (Smith, 2008).

The usage of secondary data is a conscious choice, as it will allow the project to increase the amount of comparable data and enhance the amount of available data, which can be analysed and interpreted in the thesis. Moreover, secondary datasets collected by experts have a higher number of samples and at a nation-wide level, thus increasing the representativeness of the results and the overall quality (Bryman, 2012; Smith, 2008). According to Smith (2008) one should however note the origin of secondary data and especially in what capacity it was collected. Secondary data could have a different objective than the thesis, thereby rendering the data less valid. For this reason, all secondary data have been carefully selected (Bryman & Bell, 2015).

One major contributor to the thesis includes information from 'Brand Management' (2016), in which Heding, Knutzen & Bjerre present various brand approaches, which have been selected, altered and applied to the context of Savannah. This is further the case with Porter (1980), Porter & Kramer (2011) and Osterwalder et al. (2014) whom all provide the means for the deriving several propositions. Throughout the research, the combination of primary and secondary data allows a well-founded analysis and discussion of the propositions, which will be described below.

2.5 Data Reflections

In the following, a reflection upon the approaches used throughout the thesis will be conducted to assess the qualitative and quantitative research approaches, which constitute the thesis, hence the credibility of the findings. Therefore, the forthcoming will critically assess to which extent the approaches are suitable and to what degree they enhance the quality of the thesis, by paying attention to the reliability and validity of the research design. By scrutinising the research design researchers such as Raimond (1993) argue that one can reduce the wrongfulness of one's conclusions (Saunders, Lewis & Thornhill, 2009).

2.5.1 Reliability

“*Reliability refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings*” (Saunders, Lewis & Thornhill, 2009, p. 156). There are three important factors to consider, namely whether other researchers would yield the same findings, whether similar observations would be found and the transparency of conclusions from raw data.

According to Madsen (2016) a common source of error in questionnaires origins from the wording of the questions. To avoid this, one must be acutely aware of the wording (Madsen, 2016). This was consciously implemented when designing the questionnaire, however it can be argued that some wordings might have been confusing, particularly for Danish residents not fluent in English. Thus, this could potentially reduce the reliability of the data from the questionnaire. Overall however, the questionnaire was designed to be simple and unambiguous, which was also the feedback that was received. If one were to increase the reliability in future work, one could have test-retested, hence eventually obtaining test-results, which show temporal stability and thereby questions that are stable and unambiguous (Bolarinwa, 2015).

In relation to the qualitative approach, the primary data consists of perspectives from different sources. This includes current and former employees as well as experts. The mixture of interviewees that are, have been and never have been a part of the Savannah Project, increases the reliability of the findings, as they even out each other’s viewpoints. Hence, the thesis refrains from relying on a single subjective interpretation. It can however be argued, that having a high reliability in qualitative approaches is somewhat more complex than quantitative approaches, due to the subject and participant bias, which is more likely to occur in e.g. semi-structured interviews (Saunders, Lewis & Thornhill, 2009). Furthermore, the qualitative approach was used to analyse, observe and interpret perspectives of organisations, employees and experts, whom all are ever-changing and could be influenced in a particular moment. Consequently, being able to successfully obtain the exact same findings can be argued to be slightly difficult (Bryman & Bell, 2015). The usage of interview guides and clear protocol when contacting, interviewing and questioning the interviewees, does however present a structure, which heightens the reliability of the findings and the accompanied trustworthiness.

2.5.2 Validity

When discussing validity, one must assess if the findings actually measure what they should or if they gauge something different, thus decreasing the quality of the research (Bryman & Bell, 2015). According to Kvale (1995), one should however understand validity in a broader context to ensure qualitative research does not become invalid, as it does not present numbers. Rather, validity investigates whether observations reflect the phenomena, which is interesting to the researchers and research (Kvale, 1995).

Taking the above into consideration and to heighten the validity of the qualitative methods, the primary data was obtained through semi-structured interviews that all followed an interview guide. As described earlier, each guide was sent to the interviewee beforehand and followed throughout the interview. Thus, the overall problem areas of the thesis, theory and analytical framework created the framework for the interview guide. This way of structuring the interview, ensured a higher degree of validity to the findings, as the chance of interviewees answering within the scope of the research area and phenomena is increased. The semi-structure allowed for follow-up questions and the possibility of ensuring that the interviewee answered the intended question properly. Transcribing the interviews after hand also increases the rightfulness of the data (Saunders, Lewis & Thornhill, 2009). As per Kvale (1995) it is however somewhat difficult to validate the qualitative findings and exact knowledge, but measures were put in place to ensure the validity.

In relation to the questionnaire, the validity was ensured by yet again creating unambiguous questions and permitting a limited amount of responses. Moreover, to ensure a high validity and applicability, a link between the problem area and questionnaire questions was established by using the same key terms. For this reason, a brief description describing some of this was presented to the respondents. Doing so increases the validity, however it is somewhat difficult to determine.

Respondents are nowhere near the researchers when answering as well as anonymous, thus hindering clarification regarding certain questions as well as knowing if respondents understand them. Further, while the limited response possibilities are mostly positive as they only allow certain answers that are intended for the question, it does limit respondents who wish to elaborate or have different perceptions. To reduce the possibility of limiting the validity of the results, a small group of individuals tested the questions, to see if any confusion arose regarding phrasing, content and so on. In retrospect, it can however be argued that the pilot study should have been done in larger scale to ensure a more detailed and precise feedback on adjustments and modifications (Kelley, Clark, Brown & Sitzia, 2003). For example, a high percentage of respondents choose "Other/I do not know" to one question, which might indicate that the question was not properly operationalised nor unambiguous. More extensive cognitive interviewing (pilot study) could have helped determine how respondents processed questions and likely reduced respondent error.

2.5.3 Generalisability

Generalisability refers to the act of being able to generalise the findings from the research and to which extent they are applicable to other research or organisational settings. According to Saunders, Lewis & Thornhill (2009), it can therefore also be referred to as *external validity*.

Due to the nature of the research, in which the thesis investigates a single brand through a case study research, Saunders, Lewis & Thornhill (2009) claim generalisability is not the core of the research, which hinders the possibility of statistical generalisability. Rather qualitative research has been applied to assess the phenomena in relation to the chosen theories. The limited number of interviewees compared to the number of people involved at Savannah and Coop, does not enable the thesis to provide a generalizable conclusion. It can however be argued, that thorough interviewing and the questionnaire are able to provide richer details into a strategic challenge, than one which is not a case study and less complex. Therefore, this type of research does allow for analytical generalisability, and can potentially provide strategic insights into projects with similar characteristics in the future. Further, much of the primary data and its findings are accompanied by existing literature to enhance the research. A spill over effect of this research strategy is that the secondary data is not case bound, therefore enabling it to apply to a general environment (Saunders, Lewis & Thornhill 2009).

Through the questionnaire and thus quantitative research, generalisability is more apparent. The high number of respondents enables us to provide a somewhat general picture of consumer perceptions, behaviour and thoughts. If one were to increase the level of generalisability, a higher number of respondents are valuable. The more people answer compared to the population, the lower the margin of error will become. This would also increase the validity and representativeness of the results, hence, the overall quality (Bryman, 2012).

Conclusively, it should be noted that the case study will be utilised in order to propose strategic changes at Savannah rather than a general change for all industry participants. Thereby, the overall purpose of the thesis is not to generalise on a formal or statistical level, however some findings may be generalised despite this, as they provide analytical insights to branding of CSR initiatives and value-adding activities. Accordingly, the main takeaway is that the thesis should not be considered a statistical generalisation, but rather a way of expanding the literature on the topic.

3. Theory and Literature Review

The forthcoming part will describe the theoretical aspects that will be utilised throughout the thesis. The chosen literature will provide the basis for the analytical framework and further be used to derive five propositions that structure the analysis.

The theoretical considerations will be described to showcase their relevance to the problem area, thus shaping the value of Savannah. The choice of the selected theories was based on researching existing literature on the topic and research area. Consequently, the selected theories were implemented due to their value and relevance in determining the dependent variable of the Savannah brand. To analyse, evaluate and be able to propose suggestions and inputs in the limited literature regarding branding of African products in Denmark, the following theories and concepts were chosen.

To assess the competitive environment and how brands can compete through different strategies, Porter's Five Forces and more specifically Generic Strategies are highly valuable. Five Forces has been chosen to briefly assess the competitiveness of the supermarket industry. Due to Savannah being owned and managed by Coop and its status as a CSR initiative, the industry analysis will be based on supermarkets. Thus, the chosen theory can provide an understanding of the macro environment and conditions, which will consequently be used to determine which strategy is most suitable to overcome Savannah's low ROI and consumer reaction. Further, the choice of analysing the supermarket industry provides the opportunity of assessing how and why such CSR initiatives can help the organisation, while the Generic Strategies can help determine how this should be applied to obtain the most value. While Five Forces is not the focus of the research, the brief usage of it provides strategic considerations, for having a CSR initiative such as Savannah. The two theories have been chosen as opposed to e.g. SWOT (Hooley et al., 2017) or PEST (Henry, 2011), as e.g. Five Forces provide valuable input when making strategic decisions. On opposite, SWOT was assessed to be too firm-specific while PEST is too macro environmental. As a result, they provide the opportunity of tapping into markets that are favourable or alter the already existing strategies in a more competitive direction to strengthen the brand value, which is essential to the problem area of the thesis.

The choices of the CSR theories are based on the fact that shared value is a main factor in what the thesis aims to investigate related to branding challenges. The choice of shared value is elicited from the fact that the concept is focused on the organisation and implementing it throughout the entire value chain. Other potential theories that were considered were triple bottom line (Wit & Meyer, 2014) and CSR pyramid (Carroll, 1991) that also investigate CSR at an organisational level, however according to Porter & Kramer (2011), they do so at a superficial level and do not place the same emphasis on integrating CSR in an authentic manner. The shared value concept is accordingly more than 'greenwashing' a business and focuses on creating mutual value for all stakeholders involved in the value chain (Porter & Kramer, 2011). The supposed authenticity of the shared value concept also corresponds with consumer behaviour as of today, which makes it ideal for the thesis. For this reason, the shared value concept was deemed to be the most applicable in the case of Savannah, as per Brian Sundstrup (2019) creating mutual value was also a core criterion for Savannah. Overall, this is valuable to the findings of the thesis as it matches the below chosen branding theories and provides a framework for how to create authentic responsible business. Thus, this can play a part in positively shaping the overall brand value of Savannah and hence the problem area.

As the branding logic and discourse have changed massively over the years and is becoming continuously important for companies in staying relevant and competitive, the specific approaches towards brand management were chosen with this in mind. The chosen approaches are the identity approach and the cultural approach. These specific theories and approaches towards brand management were chosen due to the relevancy of forming and keeping up an identity, such as Savannah that also taps into the current trends and almost "compulsory" CSR of brands being consumed. Consumed refers to the fact that consumers might be more inclined to put the value of the brand higher, if they identify and share the attitude of that specific brand. A point that is essential in the cultural approach. This is highly relevant due the challenges of moderate consumer reactions and assessing how this can be heightened. Moreover, in determining what to play on brand wise and strategically, a thorough and well-defined identity alignment in the company must be in place, hence the choice of the identity approach towards brand management. In selecting the chosen theories, rather than choosing e.g. brand equity as a brand management method (also presented in the seven approaches towards brand management), the thesis consciously investigates the perception of a brand, while the brand equity model focuses more on how psychology influences brand choice.

Because brand value and how it is perceived can differ and organisations need to stay relevant, the value proposition map as a concept for building strong brands was chosen. This concept is exceedingly usable as to determine if there is a match between the market and what is being supplied as the value in exchange/use by the organisation. Thus, the theory was chosen to assess if the origin of e.g. lack of consumer reaction and consequently low ROI comes from a lack of fit in the value proposition. Further, by deeming if there is a fit between customer and organisational brand and value, it is possible to alter and develop one's brand and positioning in the industry, which also stresses the choice of utilising Porter's Five forces and Generic Strategies.

3.1 Porter's Five Forces

To formulate a competitive strategy, positioning and relating it to the environment is of utter importance. In relation to organisations, one of the key environments is the industry in which it operates. To analyse and assess these factors, Michael Porter's Five Forces is widely used. According to Porter (1980) there are five factors (Figure 5), namely entry, substitution, bargaining power of buyers and suppliers and rivalry among competitors. They are reflected in the structure of the industry and essentially determine the competitive game and possible strategies of the organisations. By assessing the structural factors that shape the industry, organisations can accumulate strategies that allow them to compete, adapt or adopt strategies, thus allowing them to position themselves in the best way. To analyse the structural determinants of competition for organisations of industries, in which many competitors produce close substitutes, is of utter importance in order to assess ROI on invested capital. The five competitive forces all influence this.

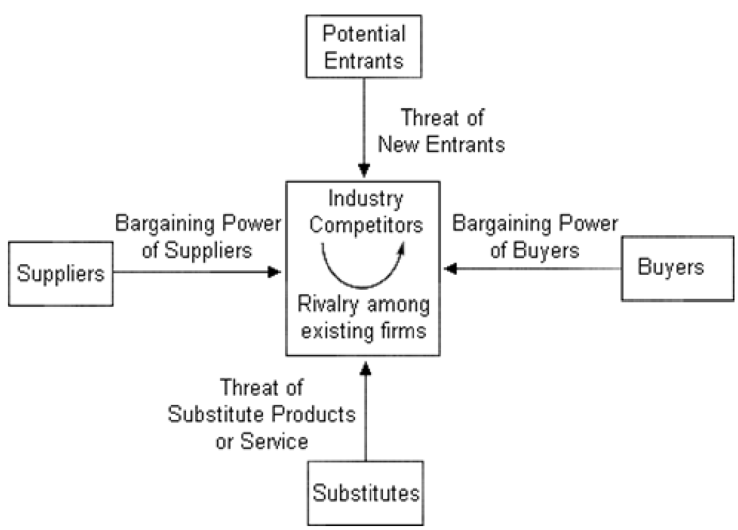

Figure 5: Porter's Five Forces Framework of Industry Competition (Porter, 1980, p.4)

3.1.1 The Threat of New Entrants

The first important force in assessing the competition of an industry is the threat of new entry. According to Porter, new entrants bring along considerable resources, a wish to capture market share and new capacity. Thus, new entrants in a given industry likely affect the current prices as they attempt to attract customers, thereby reducing the current profitability of the industry. Assessing the number of new entrants in an industry can therefore be critical in terms of positioning. There are two main factors, which shape the threat of new entry, namely *barriers to entry* and the *reaction* from current competitors (Porter, 1980).

The barriers to entry are decided by several variables. One is *economies of scale*. If an industry is characterised as or entail organisations that are operating on a large scale in all aspects of business and with organisations that are likely to react strongly to new entrants, the entry barrier is deterred as new entrants are likely to have a cost disadvantage. Another barrier is *product differentiation*. If organisations within an industry have product differentiation, chances are that they have created brand identity and customer loyalty through multiple products and thus with multiple customer segments. A third barrier is *capital requirements*. Depending on the industry in which the organisation operates or wishes to operate, financial resources are needed to obtain inventory, machinery etc. Therefore, the number of new entrants is also influenced by this entry barrier (Porter, 1980).

As well as the barriers to entry, *switching costs* is important for organisations to consider. For buyers to switch to their products, the benefits of using their product or service must outweigh said costs. If they do not, the industry could be impossible to penetrate. Further, an entry barrier is obtaining *access to distribution channels*, which can prove to be somewhat difficult. New entrants must negotiate logistics and distribution channels for their product or service. Another important barrier is *cost disadvantages independent of scale*. No matter the financial resources, some cost, location, raw material, learning curves and so on are not replicable, thus hindering new entrants in obtaining the same cost advantages as the established ones. Lastly, requirements of licences, limited access to raw materials or certain areas and industries due to *government policy* can reduce the possibility of new entrants as they are unable to obtain the necessities for running their business (Porter, 1980).

On top of entry barriers, *reaction* is also important to consider when assessing the threat of new entrants. The reaction of existing players within the industry can vary from retaliation to ignoring. If organisations are assumed to react by retaliating and fight new entrants on price, capacity, distribution channels and customers, the entry can become very unpleasant. Industries with slow growth, firms highly committed to their industry and firms with substantial resources are most likely to deter new entrants (Porter, 1980).

3.1.2 The Threat of Substitute Products of Services

The attractiveness of an industry is also based on pressure from substitute products according to Porter (1980). An industry could potentially have high entry barriers and low exit barriers making it very attractive, however if substitute products or services are readily available, this makes little difference. This factor affects all actors within the industry and essentially creates a limit to the price that can be charged before consumers substitute to products or services from other industries. The better and more attractive possible substitutions are, the lower the price limit consequently becomes. Porter defines the substitute products or services as ones that can perform the same function, but origin from a different industry (Porter, 1980).

Accordingly, industries have somewhat limited responses to this threat. It is however suggested that industries can position themselves against substitute products or services by performing *collective* industry actions. This includes advertising from the entire industry, thus increasing awareness of the products or services and leveraging the collective position of the industry (Porter, 1980).

3.1.3 The Bargaining Power of Buyers

An essential part of industries are buyers, however they ultimately have the opposite goal of sellers when buying, namely, to force prices down, while industries wishes for the highest profit. To argue their case, buyers have several tactics to help them bargain lower prices.

First, the power of buyers increases if *they buy large volumes relative to seller sales or if it represents a significant fraction of the buyer's costs*. Thereby, if a customer buys a large share of the total product available, their importance to the seller heightens, increasing their power for future sales negotiations. Further, if the purchase is a large part of the buyer's purchases, they are likely to be more price-sensitive and careful as to where they buy. Potentially they could argue for higher quality, lower prices, customisation and better service or they will take their business elsewhere. Another factor that increases the buyer power is *undifferentiated products and low switching costs*. If these factors are present within an industry, it allows the buyer to easily locate alternative suppliers and make them compete on price. Low switching costs means that the buyer suffers little to none 'damage' when switching to other sellers (Porter, 1980).

Porter also argues that buyers can increase their bargaining power if they can *incorporate backward integration*, thus threatening to simply manufacture the product or service themselves rather than buying it. This is however only credible for major organisations whom have the financial and organisational capability doing so and could easily backlash if the seller counter-threatens with forward integration. Lastly, the level of *information* also plays a substantial part in determining how powerful the buyer is. In relation to price negotiations, having information regarding actual prices, market shares, production and supplier costs can tip the negotiation in one way or another. Buyers who have some or full information are likely to leverage this and thereby obtain better price deals as a reflection of their bargaining power (Porter, 1980).

Overall, determining this factor is a critical factor, as buyers could potentially have the power to play competitors within an industry against each other for selfish purposes. Knowing whether buyers have the potential to do so and thereby limit the profitability is imperative. This is especially important in cases where the buyer is a retailer (e.g. supermarkets) who can subsequently influence the consumers' purchasing decisions either negatively or positively. Ultimately, Porter suggests that organisations should find buyer groups with the least power to increase their positioning in the industry (Porter, 1980).

3.1.4 The Bargaining Power of Suppliers

At the other end of the production process, suppliers can potentially have a large impact on the attractiveness of an industry or not. Powerful suppliers can raise prices or reduce quality as a way of showcasing their power, thus limiting the hand of the industry.

There are several conditions that can potentially increase the power of a supplier. The first is that the industry is *dominated by few suppliers and more concentrated than the industry it sells to*. If this is the case, actors within the industry must likely accept price, quality and terms in which they have little bargaining power. The power can be further supplemented if *there are few to none substitute products and the product is essential to the buyer's business*. If this is the case, suppliers have an even larger amount of power as the industry has nowhere else to obtain their supplies, yet obtaining the product is a necessity in order to run the business (Porter, 1980).

Porter further describes that when the industry *is not an important customer of the supplier*, the bargaining power of suppliers becomes even more evident. Industries which are somewhat of a side-business are likely to experience that suppliers have less interest in salvaging and protecting the relationship than with ones that are important to them. For this reason, R&D, pricing and quality is likely to differ in accordance with this factor.

3.1.5 The Intensity of Rivalry among Competitors in an Industry

The last of the five factors is the rivalry among the competitors that already operate in the industry. Depending on the rivalry, price competition may be of an occurrence when new entrants appear, or competitors feel pressured. Moreover, in most industries competitive actions such as price competition affect all actors within the industry as they are mutually dependent. Assessing whether price competition is a regular occurrence in the industry can be critical, as the likely outcome is lower profitability for all parties. On the opposite, advertising battles as a form of rivalry is likely to expand the awareness of the products or services offered from the industry, thus potentially increasing profitability for all organisations (Porter, 1980).

There are several factors that indicate the extent and type of rivalry within an industry. Firstly, whether the industry consists of *numerous or equally balanced competitors*. This entails that when there are numerous amounts of actors within an industry, the likelihood of organisations attempting to maverick is higher than when there are only few actors. However, this is still a probability when there are fewer but balanced actors, as they have the resources to match each other. The ideal combination is a few dominating firms that can lead the way. *Slow industry growth* is also an important factor to consider. The slower the growth, the more intense competition is for market share. On the opposite, industries with fast growth allow organisations to thrive without having to fight for market share but rather by simply following the rest of the industry. *High fixed costs and lack of differentiation/switching costs* are also critical factors when considering the rivalry. High fixed costs pressure organisations to fill capacity and cut prices, which essentially heightens the rivalry. Further, when products or services are commodities and there are little switching costs for consumers, price and service become the primary competition variables (Porter, 1980).

If there are many *diverse competitors* in the industry, agreeing on the rules of the game can also be quite challenging. This is especially apparent when foreign competitors enter the industry, as there are numerous different approaches to strategy. This can increase the rivalry. Lastly, *high strategic stakes and exit barriers* are also factors to consider. Organisations that have high stakes in success are more likely to be focused on obtaining said success, no matter the obstacles or potential setbacks to their profitability. Furthermore, when leaving the industry is difficult due to specialised assets or fixed costs of exiting, volatile tactics might be employed in order to hang in, despite losses (Porter, 1980).

3.2 Generic Competitive Strategies

In continuation of assessing the position an organisation will or should have in an industry, organisations must decide, how to act through a competitive strategy and thereby cope with the five forces in the industry. According to Porter (1980) this will ultimately be grounded on the organisation itself, however based on three generic strategies that can be combined, stand alone or altered to the needs of organisation. The three generic strategies are overall cost leadership, differentiation and focus (Figure 6) (Porter, 1980).

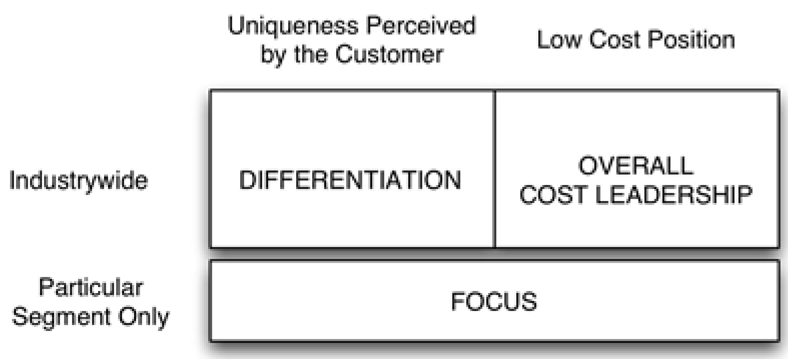

Figure 6: Three Generic Strategies (Porter, 1980, p.39)

If a company is unable to implement any of the three generic strategies, they risk becoming stuck in the middle. This is a viable possibility for organisations with a lack of capital investment and market share precluding them from becoming low cost leaders, while neither having the necessary capabilities to reach industry wide differentiation nor focus. This most likely results in poor profitability, loss of customers and eventually loss of business. For this reason, choosing either one of the following generic strategies is vital (Porter, 1980).

3.2.1 Overall Cost Leadership

The first generic strategy is to be the overall cost leader within an industry. An organisation that decides upon this strategy must incorporate low cost in all aspects of the organisation, while remaining at a constant high level of quality and service. According to Porter this requires "*efficient-scale facilities, vigorous pursuit of cost reductions from experience, tight cost and overhead control avoidance of marginal customer accounts, and cost minimization in areas like R&D, service, sales force, advertising, and so on*" (Porter, 1980, p.35). Doing so will likely require for an organisation to have a high market share, be of a certain size in term of the organisation or have other favourable advantages such as access to raw materials, volume as it requires a large capital investment (Porter, 1980). As this strategy contradicts the overall vision of the Savannah initiative, cost leadership will not be elaborated further.

3.2.2 Differentiation

The second strategy proposed by Porter is one in which the organisation differentiates their product or service from other offerings in the industry, thus providing buyers with an industrywide unique purchase. There are several ways in which the organisation can do so including differentiating through design, branding and image, technology, features, service, quality and so on. The more features a product or service is differentiated, the more unique and profitable it can become. By focusing on differentiation, an organisation allows for the possibility of above-average returns and focuses less on costs. It should be noted however, that costs cannot be ignored, but are simply less of a priority than when using the cost leadership strategy (Porter, 1980).

Applying a differentiation strategy as the primary competitive strategy also allows a company to cope with the five competitive forces. Through e.g. creating differentiation through brand and image, organisations may be able to cope with a large degree of rivalry, due to brand loyalty. Brand loyalty also creates higher entry barriers for new entrants, and they would have to provide something radically cheaper or better for customers to switch products or services. Overall, this type of strategy allows through positioning to overcome the competitive forces, by limiting the lack of alternatives, yet it also means that the products or service become more exclusive. This entails that a differentiation strategy often results in lower market share than e.g. cost leadership. To remain successful with a differentiation strategy it is vital that the organisation does not surpass the differential between competitors' products and the differentiated one. If the difference becomes too great, brand loyalty may suffer, and customers are willing to lose the benefits of the differentiated product. Further, the perceived differentiation could become commonplace, reducing the option of a mark-up (Porter, 1980).

3.2.3 Focus

The last generic competitive strategy is to focus on a specific segment, market, customer group and so on. As opposed to the first two strategies, *focus* strategy is not industrywide. Rather the organisation should preferably pick a target market in which the organisational strategy, structure and functions are built around. By running an organisation with a specific target in mind and optimising all operations to that, it is said that this specific organisation will be able to serve the customers more effectively and with better products and/or services. Additionally, this entails that an organisation either differentiates their product with a target in mind or lowers their costs also with specific focus in mind, thus achieving either focused differentiation or focused cost leadership in a narrow market. As explained above, differentiating or becoming the cost leader can provide effective protection from the five competitive forces, which is also the case when an organisation chooses the focus strategy. It does however provide limitations to the realisable overall market share and a trade-off between sales volume and earnings. Companies must keep in mind that the cost differential should not exceed a certain limit in which the advantages of serving a narrow target are no longer viable (Porter, 1980).

3.3 CSR and the Organisation

With the immense demand for responsible and ethical business from customers, CSR can be a massive part of communicating a brand's values, norms, beliefs and underlying assumption (Schein & Schein, 2017). It is a way to differentiate the brand and hence create a value adding process. Thereby, this part looks at the chosen literature regarding sustainability and how it theoretically affects consumers' likelihood to perceive a brand as more valuable. Further, it also links the motivation for engaging in CSR or shared value and the link between a company and its responsibility.

The notion of CSR has been around for a long time in the business world, but particularly ever since companies started to outsource to less developed countries for a fraction of production costs (Heding, Knudtzen & Bjerre, 2016). The attention to and of CSR has evolved along with the level of globalisation and even more so with the easy access to pulling information on companies' activities and brand identity and value. The increasing and complex pressure from stakeholders both internal and external to a brand also raises the importance of brands responsibility as some companies have the revenue and power as small sovereign countries (Myers, 2016). Henceforth, global arena and agendas of businesses focus increasingly and vastly on communicating CSR as consumers hold them accountable for rights and wrongs and ultimately can hinder business activity and revenue (Crane & Matten, 2010).

Despite CSR being a well discussed topic and on the agenda of most companies, it is difficult to pinpoint one exact definition. However, the construct of CSR in communication often entails social responsibility, business ethics and a specific set of standards universal to business. With the formulation and integrations of UN's sustainable development goals (UN, 2019), a guideline for citizens as well as corporate organisations has been presented. However, if and how companies adhere to these or other unified guidelines are different in terms of strategy, vision and interpretation. As the stakeholders (any party that influence the brand perception) engage in an organisation's brand have different motives, it is imperative that the organisation have focus on revenue and profit when dealing with CSR (Wit & Meyer, 2014). As CSR is delicate and must be communicated in the right manner, it is of essence when, why and how it is used in branding, thus stressing the need for creating a shared value as presented by Porter & Kramer (2011). Likewise, if used in branding and brand management, it is unequivocally important that the CSR issues being branded and strategized upon, fit with the organisational culture and overall identity of the company, as presented in the corporate brand toolkit (Heding, Knudtzen & Bjerre, 2016). ”*The values of the* *brand can serve as an effective touchstone for all corporate behaviour and all stakeholders (Maio, 2003), and if CSR is to have meaning, brands and branding must have significance not only for customers but for all other stakeholders as well"* (Kujala, 2015, p. 267). Literature investigating the links between consumers, CSR and brand value/quality stresses that CSR helps in attracting new and maintaining consumers (Tingchi Liu, Anthony Wong, Shi, Chu & L. Brock, 2014).

CSR is an abbreviation for corporate social responsibility and can involve different forms as argued by Tingchi Liu, Anthony Wong, Shi, Chu & L. Brock, (2014). They add that the notion CSR is easy to understand for the consumer and could add value in terms of brand value and identity. Furthermore, Tingchi Liu, Anthony Wong, Shi, Chu & L. Brock (2014) argue, that the increased focus from consumers in demanding a socially/CSR responsible business behaviour from companies, might damage or reflect negatively on brand identity if they fail to implement or stress this. Aspects or factors that influence customers' perception of a brand's value are vastly being evaluated from the CSR angle, as well as parameters such as price or assortment (Wanat & Stefańska, 2015). Creating brand value and identity through communicating and creating a specific discourse regardless of the type of CSR issue being discussed, has a positive impact on the intended perception according to Wanat & Stefański (2015). Doing business in emerging markets and thus reaping benefits brand-wise through CSR communication, might positively influence the organisation, however it also creates more brand awareness both negatively and positively (Kujala, 2015). She stresses that brands with a responsible identity, which attain value and competition, are more expected to show integrity in their business values and characteristics. Hence integrating and aligning the responsibility with that of the core of the company (Kujala, 2015).

The above-mentioned approaches to CSR and branding will be combined with that of the renowned Porter & Kramer (2011), which is the essential theory used in this paper. This approach to CSR is not the most up to date, however it is very relevant in this paper and especially regarding CSR in today's organisations that deal with business in developing countries.

Porter & Kramer (2011) underline the link between a company's responsibility (CSR) and value creation in terms of competitive advantage and the success of a brand/company. They emphasise that a connection and unification between business strategies, the commercial goals and CSR must be essential as to provide success for all value creating parties involved. With the definition of all value created, it refers to that of consumers' value creation and also the value chain and hence is two-fold.

Their argument behind their concept of shared value or CSR is that it is rarely two sides of a coin, but rather that corporate success and responsibility often create mutual benefits and joint value externally (Porter & Kramer, 2011). Porter & Kramer challenge the discourse regarding CSR and strategy in today's organisation as they argue that most organisations fail to adhere to the value creation of CSR in business when taking on an outdated approach. Consequently, they present the view: "*The solution lies in the principle of shared value, which involves creating economic value in a way that also creates value for society by addressing its needs and challenges" (*Porter & Kramer, 2011, p. 64). They define shared value as: "*The concept of shared value can be defined as policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates*" (Porter & Kramer, 2011, p.66). As CSR and companies' responsibility has previously originated from external stakeholders and increasing pressure, companies can by utilising the concept of shared value challenge the regular way of taking responsibility, because they simply move the responsibility internally.

As it is ultimately the customer and the society that decide what works and does not work in terms of brand value/image, realising that societal needs as well as economic shape markets cannot be disregarded (Porter & Kramer, 2011). As the paper also suggests, value proposition (Osterwalder et al. 2014) and positioning (Porter, 1980) is a huge part of determining a brand's identity and value, however what those mostly fail to see is that a massive opportunity lies within dealing with societal problems, both for the customer, the organisation and the environment in which it operates.

CSV as Porter & Kramer (2011) call their approach, should be based on specifically selected social issues to challenge that interconnect with the business. Issues that do not relate to the core of the company, its value or brand should be left alone and passed on to other organisations or groups which have a better overlap with these issues (Porter & Kramer, 2011). An example of this could be how a bank would undertake issues of financing and microloans, getting brand value from it and meanwhile expanding business and providing capital to people who potentially would have a hard time getting hands on it. They further argue that what is a shared value today, might not be in a few months and thus a continuous process of evaluating CSV is required (Porter & Kramer, 2011). Not all initiatives are to be continued indefinitely, but as the social issue/issues have been dealt with and enhanced while benefiting from it, new issues or different perspectives should be sought out. For this reason, parts of CSR have to be strategic to enhance competitiveness, ROI and brand value, and not only for benefitting social issues.

Porter & Kramer (2011) suggest three ways shared value can be made essential for the company. 1) By reconceiving products and markets, 2) redefining productivity in the value chain and 3) building supportive industry clusters within the company. All are interlinked and improving value in one area might raise opportunities and value in others. Lastly, when adding CSR or creating shared value to the most fundamental part of a company, its value statement allows for more social KPIs to be implemented and diminishes the risk of a procurer in some business unit having different KPIs and goals. A company could potentially build its entire value proposition based on CSR dimensions such as the SDG's or a more profound understanding of its surroundings. Or, it could implement aspects of shared value in performance measures, brand value or consumer perceptions and thus base its activities around it. Overall, they argue that: "*Shared value opens up many new needs to meet, new products to offer, new customers to serve and new ways to configure the value chain*" (Porter & Kramer, 2011, p. 76).

Figure 7: CSR to CSV (Porter & Kramer, 2011)

3.3.1 Motives for Engaging in CSR and Derived Value of Brands

Any decision/decisions being made always have a motive or underlying goal, and it is not any different when discussing and looking at commercial and business decisions. Companies must sustain themselves and maintain a competitiveness to survive, and thus engaging in CSR can be advantageous. However clear motivation is needed and a more long-term orientation must be made in order to align the need for shared value and CSR. As argued above, integrating and unifying several goals, KPI's and company culture in accordance with CSR and shared value can then create a win-win situation for the organisation (Porter & Kramer, 2011). Engaging in those will thus provide the company with long-term effect on the competitiveness and value of a brand.

Other motives for engaging in creating shared value can be a brands value, increased awareness of the corporate brand and hence increase popularity, clarity and differentiation. Ultimately it increases the likelihood of long-term success and a renowned brand. If companies: *"…continue to view value creation narrowly, optimizing short-term financial performance in a bubble while missing the most important customer needs and ignoring the broader influences that determine their longer-term success" (*Porter & Kramer, 2011, p. 64), it might damage the brand value. This is further stressed by

Kujala (2015) as she argues that companies with activities in emerging markets that brand this aspect need to have a certain degree of integrity while doing so and balance it on what consumers find relevant. Additionally, the notion of shared value and how creating value in one part of the organisation can ripple is increasingly relevant to how a brand can create traction to its name. Similarly, Tingchi Liu, Anthony Wong, Shi, Chu & L. Brock, (2014) and Wanat & Stefański (2015) all argue that CSR is valuable and can strengthen brands cross-culturally, as it is perceived as highly important on a global level.

The prospect of CSR or CSV can be very advantageous as outlined above. However, Porter & Kramer (2011) lack an understanding of linking strategy, competitiveness and brand management. This is to be expected as their subject of investigation is competitiveness, strategy and role in society, more than the communication of it. As the customer ultimately decides which brand is more valuable, communication of CSR or creating shared value is to be done through brand management or approaches towards it. In order to move on with the investigation and the findings, theories regarding brand management will now be introduced.

3.4 Branding

This section will highlight aspects of general branding concepts, theories and approaches. The section will be divided in subcategories, as a funnel approach, going from general branding theories and approaches and to the most valuable ones in the thesis. Furthermore, by taking the already existing literature into account, they provide the thesis guidance and reflections upon different approaches. It is evident that there is a massive amount of value to be derived from strategizing, planning, developing, implementing, monitoring and evaluating a brand. Organisations can harvest huge market shares both in profit, awareness, positioning and ROI for and from the consumer by doing so.

3.4.1 The Evolving Brand Logic

When defining and describing branding, Merz, He & Vargo (2009) define the original thought of it as tightly controlled and monitored by organisations. Moreover, they argue that branding used to be a concept for the organisation to convey a specific meaning to its audience and potential audience. In other words, actively pushing activities, attitudes, products, services and development towards the consumer. In today's world however they argue that the logic of brands and branding is shifting.

Today Merz, He & Vargo (2009) argue that the consumers are endogenous in creating the meaning and value of a brands and its derived identity. Arguably this also means that the fundamental exchange of value (as seen through an economic approach to branding) is more focused on the transferred value from the brand and its attitudes, perceptions, identities etc., rather than the product and the accompanied physical asset. Traditionally, the creator of the physical product has been known as the value creator and the consumer as the user.

Overall, they argue that there are four different eras of branding (Figure 8), and we are in what they call the stakeholder-focused era (Merz, He & Vargo, 2009). Branding and brands are a continuous process which changes over time and social setting. The current era is characterised as one: "...*which denotes that (1) brand value is co-created within stakeholder-based ecosystems, (2) stakeholders form network, rather than only dyadic, relationships with brands, and (3) brand value is dynamically constructed through social interactions among different stakeholders*" (Merz, He & Vargo, 2009, p.337). Co-creation as value adding brand activities are stressed by Maio (2003) and Hatch & Schultz (2010).

The other three eras will be dismissed in this paper, as their (Merz, He & Vargo, 2009) way of looking at branding is simply an overview and guideline as to how one understands and plans on using the discourse around branding. Furthermore, as the thesis is merely interested in how branding is shaped currently, it would prove somewhat wasteful to look at branding through an old and outdated perspective, which would have a hard time fitting into the current discourse.

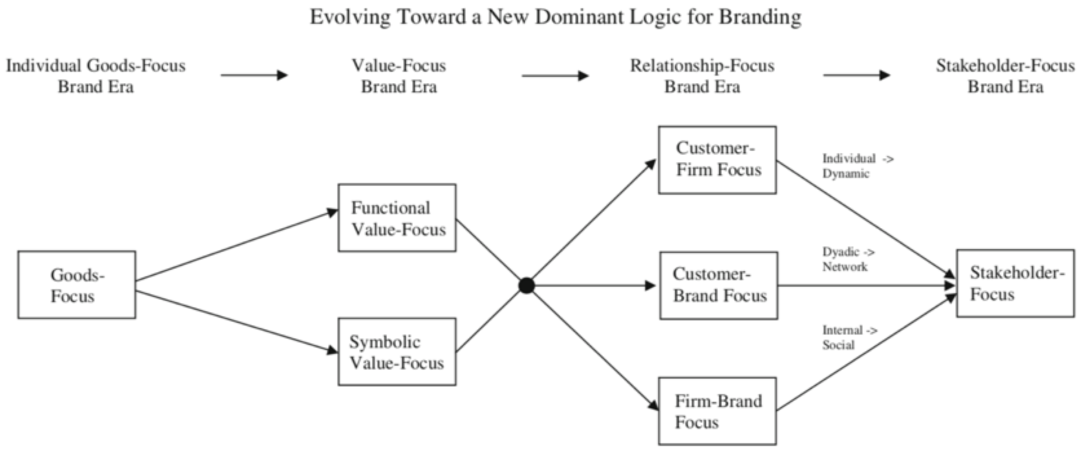

Figure 8: Brand Eras (Merz, He & Vargo, 2009)

As more and more places for branding become available and people rely increasingly on big and small social influencers through digital channels to pull information on brands, it becomes interesting to look at branding from the stakeholder perspective. This is due to the interactions or community that arise with influencers and any person interacting with the brand all might affect brand value and how the brand is perceived both internally and externally (Merz, He & Vargo, 2009). While brands can publish what they desire through their respective channels (social media sites, webpages, folders, regular campaigning etc.) the consumers or any stakeholder interested will inevitably bring their own personal narrative of the brand. Consequently, this means that even the public, whom does not necessarily have any direct link to brands, ultimately can also form a brand perception (Merz, He & Vargo, 2009).

3.4.2 Brand Management

To look deeper into the problem statement and obtain a more thorough understanding and theoretical framework, two of the seven brand approaches as presented by Heding, Knudtzen & Bjerre, (2016) will be described and discussed. The choice of the identity and cultural approach is based on the fact that they mix internal and external factors, thus increasing the potential value of the brand. This will be elaborated below. Additionally, they will later be used to evaluate and assess the managerial and practical aspects of the case. The seven brand approaches can be found in an anthology, which presents different approaches to brand management and provides the researcher with extensive knowledge in branding. Furthermore, it compares and evaluates the evolution of brand management since researchers started to concern themselves with branding (Heding, Knudtzen & Bjerre, 2016).

3.4.2.1 The Brand Identity

While original branding literature often discussed and suggested a heavy focus on the physical product/actual service being displayed and price shown to attract consumers to the brand, the identity approach deals with forming a corporate identity for the brand (Heding, Knudtzen & Bjerre, 2016). This branch of branding takes a conscious approach towards forming the identity. A link is made between what happens internally in the company and thus the corporate identity with that of what is externally done to create perceptions to consumers and other people involved, hence corporate image (Heding, Knudtzen & Bjerre, 2016). As companies become increasingly global and deal with multiple identities, it is suggested that companies migrate towards corporate branding rather than product branding (Heding, Knudtzen & Bjerre, 2016).

The brand identity approach stresses the importance of having integrated your marketing strategies in an organisation at management level (Heding, Knudtzen & Bjerre, 2016). This ensures an alignment at every touchpoint in the customer experience and is a key part in creating an identity. This perspective refers to the brand as a unified value stemming from both internal and external elements (Heding, Knudtzen & Bjerre, 2016). Additionally, in creating corporate identity and thus a corporate brand, companies take on a long-term point of view and can draw on heritage as well as internal values as branding strategies. According to Heding, Knudtzen & Bjerre (2016) creating a corporate identity (brand) needs elements of differentiation. While some branding theories evolve a lot around only thinking from the marketing department and to consumer, this approach tries to minimise barriers internally, to put branding on every agenda in the company. Hence, corporate culture or organisational behaviour is essential in figuring out the identity of a company's brand (Heding, Knudtzen & Bjerre, 2016)

Even though there is a somewhat linear interaction in the brand customer exchange during the last couple of years with massive increase in online and digital branding, the process of creating and shaping corporate/brand identity has become more dynamic and focused on all stakeholders involved (Heding, Knudtzen & Bjerre, 2016). The process of shaping the brand is thus continuous, focused on context and shaped by the negotiation between stakeholders.

As mentioned briefly, alignment is essential in this approach towards brand creation and brand management. This approach utilises the corporate brand toolkit to align the brand from three elements. These elements consist of the **strategic vision, the organisational culture and the stakeholder images** (Heding, Knudtzen & Bjerre, 2016). This model is presented by Hatch and Schultz and is based on extensive research in more than 100 companies during a long-time span. It is a valuable model in this paper, as it looks at both internal and external brand perception and can be applied both on an already developed brand and a brand which wishes for realignment or change in brand perception. As brands change and can take form of multiple identities depending on the platform in our era, it is a valuable tool, as it allows for an evaluation of the desired perception of the brand, the actual perception of the brand and a future vision for the brand (Heding, Knudtzen & Bjerre, 2016). Thereby, it can help companies to position themselves based on the market, customers and competition and purpose of the company.

Especially in managing brands, the corporate brand toolkit is applicable as it assesses and evaluates from a more elevated stance strategy, perception and direction of the brand. Furthermore, according to Heding, Knudtzen & Bjerre (2016) when achieving alignment in and of the brand, managing the brand, the organisational culture and possible resistance towards a brand's alignment can jeopardise the external perception. With the agility required in online branding and digital marketing, and potential risk of the fragmenting the brand identity, the entire ecosystem of stakeholders must be engaged, as a way of minimising this fragmentation (Heding, Knudtzen & Bjerre, 2016). This element and reflection were later added to the corporate brand toolkit, as to make it more applicable and relevant in branding in the digital era (Hatch & Schulz as per Heding, Knudtzen & Bjerre, 2016).

Thus, it is suggested that by aligning gaps in identity in line with the consumers' perception, the managerial strategic hopes and visions and the actual behaviour and organisational culture, a company can achieve a higher level of competitiveness and brand value (Heding, Knudtzen & Bjerre, 2016). The literature stresses the significance of evaluating the brand on a set of objectives that potentially have an effect. When gaps have been detected, a process of realigning the different identities is to be done. This alignment of identity gaps is done in cycles. As branding seeks to both establish the corporate image and the corporate brand, these cycles deal with different aspects of the branding process (Heding, Knudtzen & Bjerre, 2016).

- Cycle 1: This cycle is called state as it states the brand identity, different identities are gathered, and organisational core values are enunciated. (Heding, Knudtzen & Bjerre, 2016).

- Cycle 2: This cycle is called organise, as the corporate brand is organised in the organisation at this stage. It is investigated how the corporate vision is linked to organisational culture and the image. (Heding, Knudtzen & Bjerre, 2016).

- Cycle 3: This cycle is called involve as it seeks to involve all stakeholders involved in the brand stating process. The brand process is thus focused on the creation and implementation of the wished-for brand identity through information sharing and brand strengthening activities (Heding, Knudtzen & Bjerre, 2016).

- Cycle 4: This process is called integration as it seeks to integrate corporate vision, culture and the image around the new or realigned brand identity. It should be integrated across all channels, business areas and markets (Heding, Knudtzen & Bjerre, 2016).

Through all the cycles, it is vital to monitor and continuously evaluate the alignment and positioning because it can make or break a brand (Figure 9). Further, by ensuring that there is a consensus in all stakeholders (even in ecosystems) of the value supplied to the consumer, it is possible to ensure that the activities the organisation employs are accomplished.

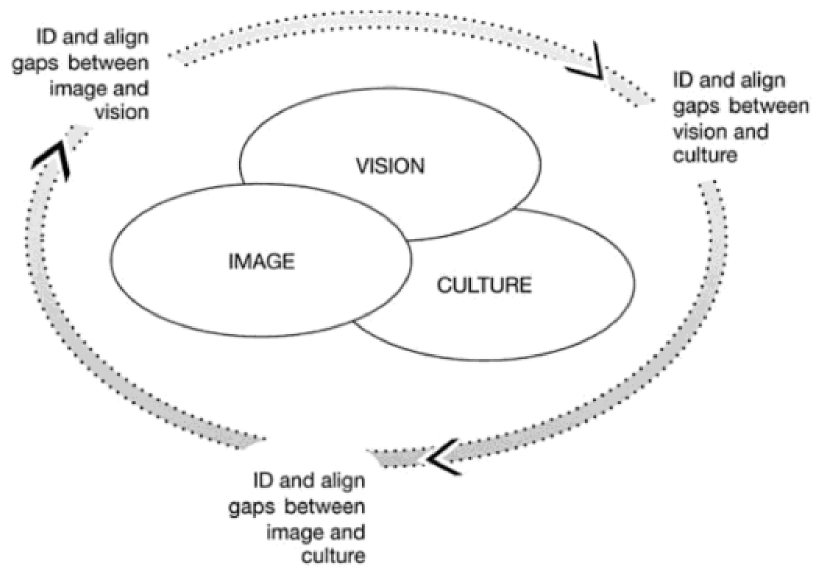

Figure 9: Aligning Identity, Vision and Culture (Heding, Knudtzen & Bjerre, 2016)

Two points noteworthy regarding the brand identity approach are 1) it sees the brand value creation as mainly originating from the marketer to the consumer and thus can potentially generalise groups and assume that every customer is the same. 2) Due to the rise of social media and as mentioned earlier an easy way to write reviews, form groups, pulling information on specific brands etc., it is increasingly difficult to maintain one identity to every customer which is or potentially will interact with the brand. Hence creating shared value as presented in the CSR chapter and seeing brands as icons as applied through the cultural approach are needed.

3.4.2.2 The Cultural Brand

The cultural approach towards brand management highlights a different point of view. The choice of including different perspectives on brand management lies within the fact that not two brands are equal, and thus continuously building and evolving an organisation's long-term brand strategy is important. The successfulness of one given brand over another is shaped by the distinctive and relevant brand identity and often by the conditions of the environment as well as underlying beliefs/attitudes in the company. Combining elements of different brand management strategies aids in the differentiated position one brand might hold as well as its value in the consumer's eyes.

This approach is much more based on the notion of brands as icons and consuming more than just the actual physical or non-physical product, such as the values or attitudes associated with that specific brand. The literature in this approach places emphasis on cultural forces as the foundation and how they can be used to build iconic brands as well as how branding shapes culture and marketplace (Heding, Knudtzen & Bjerre, 2016).

As with the identity approach, forming associations and communicating specific values and beliefs can be seen as advantageous, however this brand management approach differs in its outlook on the market. While the identity approach is generally focused on how companies push and form identity at micro level, this approach acknowledges brands' power in a macro environment.

Moreover, this approach also recognises the importance of big brands and their financial and political position and powers in recent years, as they strive towards being a proper citizen, while also inspiring others to do the same according to Holt as per Heding, Knudtzen & Bjerre (2016). A main argument in the cultural brand approach is that the brand is subject to external change such as societal and cultural topics, and thus elements of the brand will be somewhat out of control in terms of brand management (Heding, Knudtzen & Bjerre, 2016). Hence, creating value and upholding a specific image, is not done by the corporative author solely. A marketer or brand manager can, however, write a somewhat manuscript for the brand, which essentially nudges the consumer and other stakeholder towards the desired associations. Provided, of course that the person in charge of this understands the most relevant trends and cultural flows and can provide brand value through an active role in society. Brands are thus storied entities that are dynamically changed and change its environment. Henceforth, the cultural brand approach can be deemed successful if only it reverberates with consumer's identity and society's projects and opinions at the time (Heding, Knudtzen & Bjerre, 2016).

At the centre of the cultural approach is the concept of an "icon brand", as presented by Holt in Heding, Knudtzen & Bjerre (2016). Brands according to Holt have connotations of cultural meaning and he highlights the need for addressing issues to do with culture and societal contradictions related to the brand (Heding, Knudtzen & Bjerre, 2016). By doing so companies can create a fit between 1) making myths about the brand (storytelling), 2) how the culture is expressed (value perception) and 3) a historical fit, which entails making sure that the cultural myths are adapted to cultural changes. An iconic brand "… *should not only be able to understand how the legacy of the brand as a myth creator but also be able to be a cultural trendsetter by not exploiting what is hot and happening right not but rather be the one defining hot and happening*" (Heding, Knudtzen & Bjerre, 2016, p. 247). Interesting enough, as defined, the brand is a storied object, and the sole value of the brand to consumers steam from identity value. Hence, identity value is the part of the overall brand value that contributes to self-expression and belonging within the consumer (Heding, Knudtzen & Bjerre, 2016). This point is also stressed by Merz, He & Vargo (2009), as they argue consumers demand more than just "a" brand today.

Reinventing and adapting company myths and the communication of this are also key denominators of the cultural approach, as culture and norms change, and so does how consumers perceive the value of a brand. Iconic brands can consequently be described as a symbol worthy of admiration and respect that are exemplary as their contribution is the most feasible and relevant solution to issues at the time. As the society is heavily focused on CSR, sustainable development goals (SDG) and other ethical takes on how companies can aid in development, it is no surprise that CSR is a topic in the cultural brand approach.

3.4.2.2.1 CSR in the Cultural Brand Approach

There are several elements of cultural branding, but one essential part is CSR. Utilising this perspective, helps shape the research and the understanding of brands and their approach to something that revolves around ethics and responsibility.

According to Heding, Knudtzen & Bjerre (2016) CSR is often understood either as charity or as in organisational reform. This is especially relevant when companies are doing business between first and third world countries. When consumers are actively pulling information on various touch points and channels in determining brand value, issues arise if there is a weak link in terms of production or conditions. Here brands often have suffered under the notion of being either an oppressor or liberator (Heding, Knudtzen & Bjerre, 2016), however both have implications. The oppressor point of view, downplays and oppresses the conditions, production and push for their own profit. The liberator pushes their own culture and institutional beliefs on other societies. Hence, window-dressing or greenwashing instead of actually integrating CSR and pushing the society's boundaries is not deemed valuable as stressed by (Heding, Knudtzen & Bjerre, 2016) and later Porter & Kramer (2011). Becoming a strong brand according to the cultural brand thus encompasses this CSR profile in order to be both a good citizen and be an example for a cultural shift.

One noticeable point to make with the iconic brands is that if the communication of CSR and similar topics are disguising the actual goals of a company, and not disclosing its actual profit, it is empty promises and bears no real value. Further, stakeholders often quickly determine if the CSR is authentic and put external pressure on companies to be more than iconic brands, hence allowing for an experience of "living the brand". This new approach also stresses how brands can deliver value and be perceived with higher attributes of value by ensuring consumers sense of self by the consumption of the organisation's brand. In addition, for an approach that is as progressive as it would seem, it lacks new forms of actually ensuring brands present real value, as most brand management methods are done through advertisements and regular channels – not so much through digital presence and actually having a strategy that is sustainable (Heding, Knudtzen & Bjerre, 2016).

Thus concluding, companies must adhere to a model citizen/icon perspective in which the organisation acts as a model citizen as guided by the societal culture it is originating from (often Western). Moreover, they must communicate relevant cultural meaning, which allows them to influence consumers while they consume the company's services or products.

3.5 Value Proposition Canvas

In order to understand the mind of the customer from a theoretical perspective, the concept of the value proposition canvas and design will be described, reflected upon and later applied on the data collected. As a great deal about branding and attracting customers to a brand is figuring out what sparks interest and attraction for the customer, this tool can prove useful when determining which kind of branding strategies and communication needs to be focused on.

The value proposition canvas at its core helps you clarify and understand consumers' wants, needs, pains and gains. As written the branding section, there is a need to constantly evolve and reinvent the value and brand image, which also applies to the value proposition canvas (Osterwalder et al., 2014). For a company to maintain an understanding of consumers' needs and wants, their value-in use needs to be re-evaluated regularly. According to Osterwalder et al. (2014), the value proposition canvas has two sides; namely the customer profile, where the intention is that companies try to clarify the profile of the customer, and the value map that has the intention to describe how values are created for that customer. Hence the goal is to create a fit between what you have discovered about the customer profile and how you intend to create value for the customers (Osterwalder et al., 2014).

3.5.1 Customer Profile

The customer profile part of the value proposition is organised into three areas to describe the customer in a more structured and detailed way (Osterwalder et al., 2014).

3.5.1.1 Customer Jobs

Customer jobs describe what customers are trying to achieve, get done in their actual jobs but also in their personal lives (Osterwalder et al., 2014). In getting their jobs done, customers want as little friction as possible at the highest possible outcome. Related to branding this could for instance be to shop groceries, but not just from any of the brands selling, but the one with the most ethically brand image or one which has the most engaging social media outlets (read hype).

3.5.1.2 Customer Pains

Customer pains can be boiled down to being bad outcomes, risks and obstacles related to getting the job done (Osterwalder et al., 2014). In the case of branding, this could be what customers see as pains related to a brand. For instance, if the job for the customer was to find the most sustainable enlightened brand, a pain would be if the company promised something they could not realistically keep, or obstacles related to gathering information on the brand.

3.5.1.3 Customer Gains

Gains describe what customers want to achieve or seek out in the brand they choose to engage with. The gains can be expected, desired or even be unexpected (Osterwalder et al., 2014). In relation to branding an unexpected gain could be customers whom engage with a brand simply for the product, but later discovers that the company is CO_2 neutral.

3.5.2 Value Map

The value map pronounces characteristics of a specific value proposition. The value map is also categorised into three factors - also to provide a more structured and detailed perspective on the value (Osterwalder et al., 2014). It is divided into products/services, pain relievers and gain creators.

3.5.2.1 Products and Services

The products/services are a list of what the value proposition is built around. The supplied services/products function to help the customer interested in your company to complete the job in front of them (Osterwalder et al., 2014). In terms of using this in branding and in this research, the products/services offering will be limited to that of the brand image/creation that is portrayed by the company.

3.5.2.2 Pain Relievers

The pain relievers help an organisation to understand how the supplied product/service concretely eases pains in getting the job done for the customer (Osterwalder et al., 2014). Again, in our research when using this tool, it will be limited to how the brand perception/ image/value will ease the customer in choosing. Pain relievers can be divided in what is most relevant and a point worth reflecting over when dealing with branding (Osterwalder et al., 2014), as it allows for the organisation to determine what to focus on in branding.

3.5.2.3 Gain Creators

Gain creators deal with how the specific product or service you supply creates gains in consuming/using it (Osterwalder et al., 2014). With gain creators you should also consider the relevance with your offering. In this paper's research gain creators deal with what the customer will gain from interacting with a brand with a specific identity or value-in-use.

4. Analytical Framework

As defined and accounted for in the above section, there are different concepts, models and theories valuable to the analysis of our problem field. To link the chosen theories and challenges of Savannah such as moderate ROI, consumer perception of brand value and lack of internal alignment, an analytical framework will be created. The analytical framework will allow the thesis to present several propositions due to the mixture of said theories however, it will also showcase which propositions cannot be made. This entails what can be added to literature and discussions regarding the branding of Savannah and similar projects as a result of the analysis. The analytical framework can also help highlight potential gaps in the literature and thus provide the researchers the ability to make analytical generalisations.

The analytical framework (Figure 10) will provide the structure of the analysis and showcase the relation from theory to proposal. Further, it allows the research to reflect on the conditions, values and assumptions, which affect the research's stance, point of view and general direction. Hence, how and to what extent the dependent variable can be affected successfully or unsuccessfully by independent variable that the chosen theories and concepts can help explain.

In the case of the thesis the dependent variable is the branding and marketing of African products, more specifically the Savannah Project and how initiatives such as this affect the overall brand perception. The independent variables are the factors influencing the degree of success to the dependent variable, based on our theoretical choices. As seen in the model for the analytical framework (Figure 10), the macro environment constitutes the setting for the brand and the periphery, hence the onion shape. As you peel the layers, the independent elements shaping the core (the dependent variable) become visible and arguably more valuable. Following in the model, is the value proposition framework and theory regarding positioning, as to account and disclose a fit between the value in demand and positioning within the industry. Thirdly are the theories and literature regarding CSR and branding as this is more closely linked to the microenvironment and more firm specific. At the core of the model, is the dependent variable, brand value of Savannah, which is the core of the research.

The appliance of the below model allows the generation of several propositions, illustrated by the arrows that in accordance with the chosen theories will be analysed to determine if they can shape the value of Savannah positively/negatively.

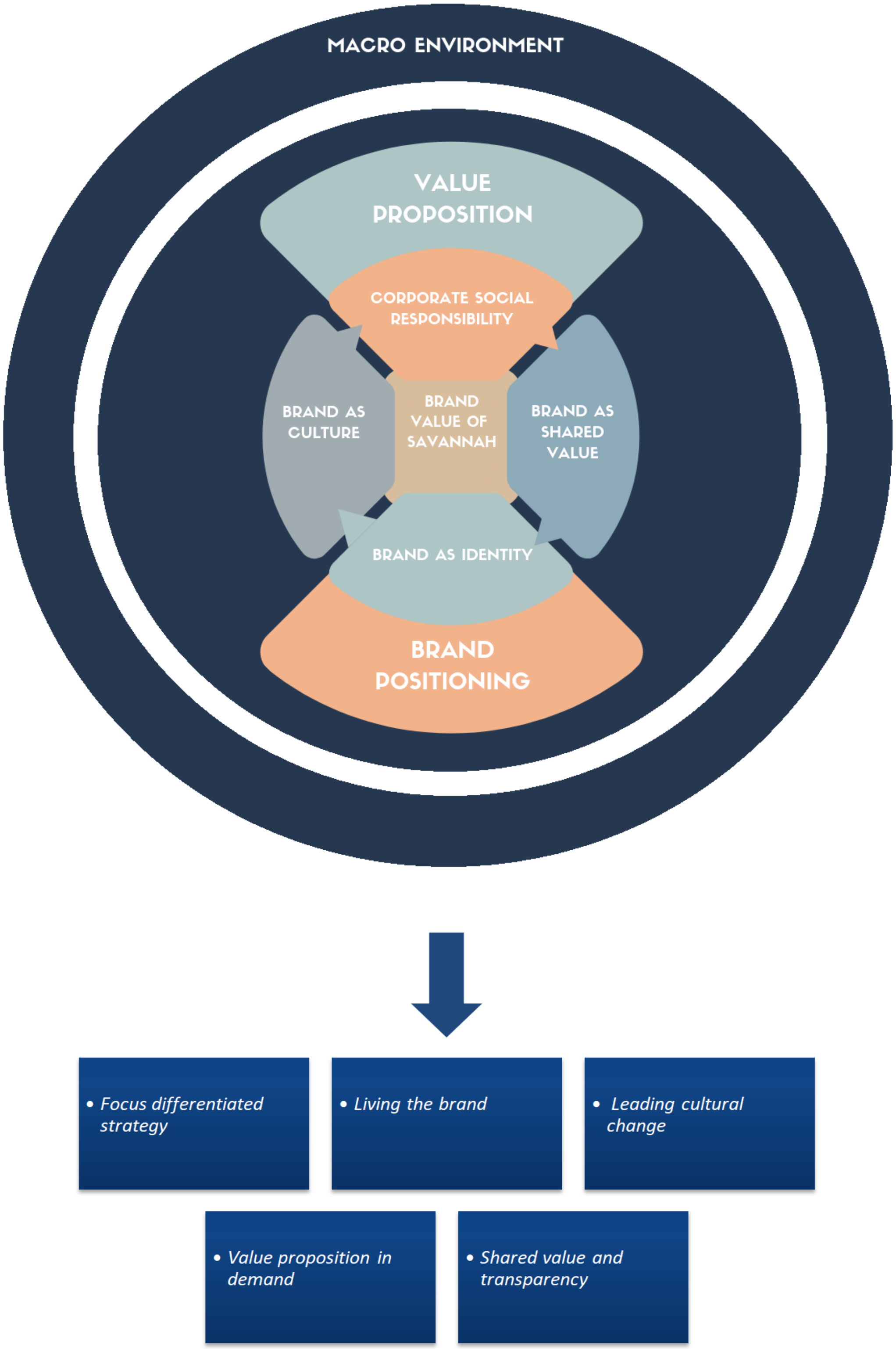

Figure 10: Analytical Framework (Self-Made)

The following five propositions are created on the foundation of the theory and literature review, as well as the challenges of the Savannah brand. The propositions will result in an overall proposal for how Savannah may increase its value in the future.

4.1 Positioning

According to Porter (1980), the environment in which organisations operate is the key aspect they should encompass when positioning themselves. Due to the industrial differences in competitiveness, applying the framework to the industry can provide organisations a way of determining if and how they can best deal with the potential uncertainties an industry offers. For this reason, organisations such as Coop (Savannah) must regularly assess the industry in which they compete, to determine the weakness and strengths of the industry, thereby understanding how they continuously can position themselves the best possible way in relation to the stakeholders of the industry.

For this reason, it must be determined and understood how the Five Forces can affect the business of Savannah. Independent variables such as a high level of new entrants or a high buyer power in the supermarket industry, could potentially harm the return of investment in having initiatives such as Savannah, as new entrants are likely to increase the competitiveness and compete on price, while buyers may have the power to require locally produced or other specific requirements of certain products. According to Thomas Roland (2019) a low ROI is one of Savannah's challenges, hence the need to assess the origin of this. The large influence the factors may impose, consequently forces Savannah to consider how it can control, understand and navigate the conditions and to what degree, thereby allowing them to map the origin of the brand challenges they are encountering. This is especially important in the subsequent analysis as the factors are somewhat permanent parts of the industry and influencing the independent variables is only possible to some degree.

To assess how they can address the conditions that affect the successfulness of Savannah, the people involved with Savannah must contemplate their positioning strategy by considering how the independent variables from the Five Forces framework affect Savannah, to what degree and whether it can be overcome with their current positioning. If not, they should attempt to define and create a unique construction, which reflects the environmental circumstances and allow them to defend themselves against the competitors. Thereby, by applying this theory to the research, it allows for an analysis of the moderate ROI of Savannah as well as providing possible solutions to the challenge.

In summary, the appliance of Five Forces will allow the thesis to assess the macro environment. This includes the independent variables within the positioning of the industry (Figure 10), which are likely to affect the success of Savannah. The application of Porter's Generic Competitive Strategies will provide basis for navigating the findings and enforce a positioning strategy, which accounts for challenges such as moderate consumer reactions, thus shaping the dependent variable, namely the value of Savannah. Based on this theoretical choice, the following proposition can be derived.

Proposition 1: Brands can enhance their value by re-assessing their positioning strategy within the industry to a focus differentiated strategy.

4.2 Corporate Social Responsibility

According to much literature and the mix presented in this paper, CSR should be integrated as a key part of business. When dealing with consumers and their perception of a brand, the value of using CSR, brand awareness and derived value, it should be done with regards to the social environment and communicated in an authentic manner (Porter & Kramer, 2011). By understanding the value of CSV, as presented by Porter & Kramer (2011), the concept can highlight essential decisions in harnessing CSR and shared value. Moreover, the literature regarding shared value suggests that a high degree of power in shaping the exterior is increasingly shifted to companies (Porter & Kramer, 2011).

Based on this, it must be determined if CSR activities can help in shaping and branding African products or services and the brand of Savannah. Independent variables such as new initiatives, lack of communication of CSR or compliance with the SDGs (UN, 2019), may damage or increase the brand

and its value, if done wrongfully. Further, if the sentiment of CSR is not focused rightly, and the activity itself becomes a mere way of redistribution within the value chain, the shared value aspect will not be present, thus imminently eliminating the long-term value. Henceforth, this shape whether the shared value is sustainable, as it creates interdependence for the organisation and the CSR it is engaged within. Ultimately, the shared value and the notion of CSR, which essentially is part of the Savannah brand, are vital to the analysis, as it has the means to influence and determine success and failure.

To assess how and to what degree Savannah and its derived CSR creates shared value, the theory allows the thesis to determine to what extent engagement in CSR can add value and if it creates value throughout the organisation and value chain. To add to this point, the notion of shared value and its effect on the dependent variable, Savannah's brand, requires a vision like any strategy and a more long-term oriented approach. Accordingly, the theory suggests not only focusing on economic and societal goals, but actually unifying them. This is vastly important for brands such as Savannah that wishes to do business and earn profit while increasing brand value. Assessing the envisioned shared value and to which extent Savannah currently engages in shared value is pivotal, hence the choice of theory.

In summary, the discussion and analysis of Porter & Kramer's shared value concept will allow the thesis to assess the independent variables of CSR, and how it is likely to affect the success of the Savannah brand. Applying the concept and its reflections will provide navigation in how Savannah either is doing or potentially can change their approach to CSR, which accounts for the independent variables, thus positively influencing the dependent variable of Savannah. Based on the theoretical choices, the following proposition has been derived.

Proposition 2: CSR related initiatives that conduct business in parts of the value chain in African countries and sell in Denmark can positively impact the brand and the perceived value of the brand if done through the shared value concept.

4.3 Branding

As highlighted above, staying competitive in an environment is highly affected by the elements and characteristics of that industry. The literature on branding, namely the identity approach, the cultural approach and how branding overall is changing elongates this, as the influx of choices of brands are increasing and differentiating one’s brand and staying relevant in the customer's eyes is ever important.

Further, as the customers are inevitably the ones who have to choose to engage and purchase a product or service, their needs and wants must be accounted for. According to Osterwalder et al. (2014) mapping out the customer profile and value they gain from the company, can help position and adapt one’s value exchange. As the supermarket industry is characterised by high competition, a lot of substitute products and a relatively high buyer power, mapping out the derived values and what sets a company apart from a customer perspective is highly important. Moreover, the concept of the value proposition and underlying research help understand how to design value in a way that can be utilised in and regarding brands and the managing of those. Thus, this theory can help assess the fit between the value offerings and customer profile in the case of Savannah. Thereby, it can provide insight into where a mismatch may be happening and the origin of one of their challenges, namely consumer reaction.

When companies chose to utilise branding and brand management as a way to attract more customers to their offering, rather than the product or service in itself, it has to be done in a way that is timely and push the boundaries for communication in the society/culture in which it operates. According to Heding, Knudtzen & Bjerre (2016) aligning one’s brand leads to minimised brand confusion and increases the attractiveness of the brand. Additionally, if the brand is well-established, by focusing on strategy, organisational culture and external stakeholders, as presented in the corporate brand toolkit, the company can decide on the most valuable and effective communication/brand management strategies. This is particularly relevant in the case of Savannah, as there is a lack of internal alignment and backing, which the theory can address. Furthermore, by using the company's heritage and value mixed with market positioning, which can be analysed and found through the corporate brand toolkit, the theory suggests that managing the brand in the right direction, with an on the beat communicative message, ensures authenticity and alignment. Alternatively, as previously distinguished companies can also use the cultural approach. Managing the brand through the cultural approach and working based on what the theory describes as the icon brand, an organisation with brand initiatives such as Savannah can become a movement and use its brand's identity and shape the external culture. Hence this approach is needed, as companies create an unconscious demand for belonging to the "movement" and become a model citizen while at the same time doing good (Heding, Knudtzen & Bjerre, 2016). Additionally, the literature suggests that the attractiveness, relevancy, value-in-use, alignment, touchpoints, channels and identification all influence customers' perceptions and the direction of the management of the brand (Merz, He & Vargo, 2009). These challenges are also relevant in the case of Savannah, as the demands for brands are becoming bigger and more fluid.

In summary applying and using the value map proposition guides the findings and analysis of the empirical data, as it evaluates and utilises customer perspectives that have an effect in the actual value and attractiveness of the brand and what it supplies. Further, by incorporating and exploiting the brand identity approach and the cultural approach with their derived strategies, the thesis can provide a proposal as to how Savannah can continuously develop and maintain the wished effect, attractiveness and level of competition. Thus, the dependable variable of success/no success for Savannah can be altered to some degree by analysing a span of branding aspects/management, in which various independent variables (Figure 10) influence whether customers identify with and desire Savannah. By applying the above-mentioned theories, challenges such as moderate value fit and lack of consistent brand identity can be assessed and the following proposition can be derived, which could shape the value of Savannah.

Proposition 3: Brands that align strategic vision, organisational culture and stakeholders image increase their success in creating desire in and value for the customer, while staying competitive in the industry.

Proposition 4: Companies should aspire to act as a model citizen (icon) whilst simultaneously pushing and shaping the external culture, if brands, such as Savannah, are to succeed.

Proposition 5: Providing a fit between value map and customer profile, and hence the value proposition, increases the overall perception of a brands value and likely ROI.

5. The Savannah Project

The brand Savannah is an initiative and branding strategy envisioned by Coop. To understand the underlying value of Savannah, certain characteristics of Savannah are presented in this section, as well as what Savannah conveys, communicates and the challenges it is facing.

Savannah is a brand and project initiated by Coop, which is a group of supermarkets operating in the Danish supermarket industry. The industry is highly competitive, consumers tend to be very price-oriented and there is generally little to no branding loyalty as the switching costs are relatively low (MarketLine, 2018). As a way of differentiating and conveying corporate branding projects, different values are communicated. The Savannah initiative is a sub-brand to Coop and focuses solely on products from countries south of Sahara in Africa (Andersen, 2012). As the interest in using the land on the continent is rising, it covers some 20 % of the world's total land surface and the population of the world is rapidly rising, the project is imperative to Coop (Savannah, 2014). Further, as it is expected that we need to produce 70 % more food to sustain the rapid growth globally, and the African continent holds a capacity of 60 % of the world's untapped arable land, Africa provides a massive opportunity (Savannah, 2014).

The Savannah initiative builds on the notion of trade, not aid, and has existed since 2012 (Savannah, 2014). Savannah brings food and raw products from selected African farmers, which are usually sourced from cooperatives and small farmers in countries such as Ghana, Kenya, Namibia and Tanzania. By having direct communication with the farmers, Savannah provides a link to effective farming and communication and export knowledge, which is vital in getting the produce moved beyond the village and even more so across national borders. Accordingly, the quality and procedures are often not up to international standard, which inhibits most farmers from selling to international traders. Savannah's vision is to help farmers improve their productions facilities, quality and procedures, while simultaneously providing high quality African products to Danish consumers. The brand started with a range of avocado oil, exotic fruits, chocolate and juice to vanilla bean and coffee (Savannah, 2014).

To provide high quality food to the Danish consumers, Savannah has taken on several strategic partnerships. These partners provide knowledge and expertise in doing business in the geographic areas that are included in the project. For example, the partnership with CARE (Christensen, 2015) was specifically selected, as the organisation works with and in the countries through trade and development rather than just functioning as an aid channel (Roland, 2019). Due to the choice of farmers, partners and so on, the idea behind Savannah is also that there is a presence throughout the entire value chain (Savannah, 2019). There was no ownership of the vertical value chain, as it was in the interest to mostly supply African suppliers with an outlet for their crop and products (Roland, 2019).

The promise of Savannah is to spark development, education, more effective farming and overall growth in the regions from which they receive crops and products (Figure 11). Several brand management tools were employed such as storytellers, bloggers, communication through partners and information in Samvirke and direct newsletter through mail (Emilia, 2014; Ritzau, 2014; Sundstrup, 2019). Further, well-thought strategies of how to best convey what they were trying to do with the brand, resulted in the name Savannah and the logo of an Acacia tree – as to symbolise positive associations that the Danish consumers had of Africa (Roland, 2019). Communication of the initiative also focused and focuses on that the Savannah brand should have the same requirements of the rest of Coop, as to express equal rights and conditions to the consumer (Martin, 2019). Thus, at the time Savannah tried to change the paradigm and perception of African products (Savannah, 2014). Auxiliary, the discourse communicated was mostly factual, showcased by actual results of the project, with educational and positive associations such as: "*Hannah has made enough money to be able to invest in better equipment for her plot, which will enable her to increase the quality of her crops, and at the same time, she can send her children to a better school. This stability in sales affords her a new and much safer life, which also allows for hope and dreams for the future…*" (Savannah, 2014, p. 85).

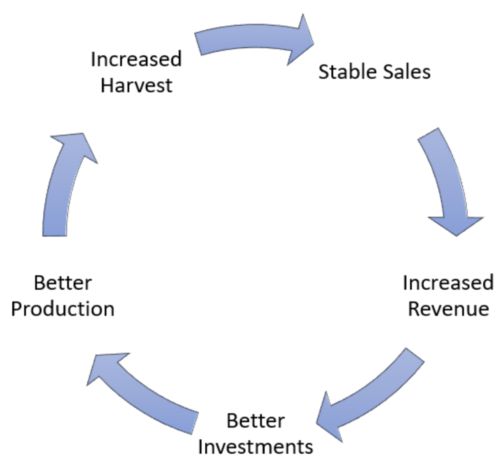

Figure 11: Vision of Savannah (Savannah, 2014, p. 13)

At the time of the launch of Savannah, no other competitor in the supermarket industry in Denmark had anything like the initiative (Martin, 2019). Despite this, Savannah is and was facing several strategic brand challenges. According to Thomas Roland, a major obstacle was the fact that the brand was simply viewed as another alternative amongst others. Hence, it can be argued that Savannah's match between value map and customer profile was not ideal. Few consumers actually bought the product because they wanted to help African farmers through trade or they were unaware of the vision (Sundstrup, 2019). The brand merely increased sales by 2 % when existing products were reintroduced as Savannah in 2012 (Roland, 2019). Furthermore, as depicted below (Table 2), Savannah had higher revenue than expected initially in 2012, however from then on dropped in revenue and according to Thomas Roland (2019) "*obtaining a higher ROI*" is critical to the business case. The low ROI is also evident from the fact that "*15-20 million DKK was used*" (Sundstrup, 2019) on investments, marketing etc. within these below three years, hence indicating towards less profit than illustrated below.

Year	Approx. Savannah Revenue in DKK
2012	71.000.000
2013	65.000.000
2014	67.000.000

Table 2: Savannah Revenue 2012-2014 (Coop, 2012; 2013; 2014)

The relatively low ROI meant and continuously means that the purchasing department in Coop slowly lost interest in many of the products, as they are not obliged to choose products from Savannah. Rather, their sole focus is sales KPIs to optimise sales profits, which in return meant they are not necessarily interested in selling Savannah products at all times. "*In Coop you looked more at the money aspect and how you could get most out of the invested money. Should I (purchasers) invest more in Stryhns liver paste where I am ensured a ROI or Savannah? Then they choose Stryhns, as it will provide them with a ROI of 41 %*" (Roland, 2019). Thus, a key challenge aside from the relatively low consumer engagement is the lack of internal alignment and commitments especially in relation to the purchasing departments, which created and still creates many barriers for Savannah (Martin, 2019; Sundstrup, 2019).

Accordingly, despite the overall accept and appraisal it got in the first years, the brand seems to be in an identity crisis in terms of what it is supplying value-wise to the consumer. According to Martin & Sundstrup (2019) initiatives revolving around Africa and Savannah had dual goals and directions internally in Coop. Uttermore, the actual products, the brand's identity and recognisability never had the ideal effect even though efforts were made in terms of symbols, colour schemes and brand tools such as Savannah storytellers (Martin, 2019; Sundstrup, 2019).

Thus, as the initiative had all the right elements but somehow to this day seems to be challenged, the following chapters will seek to analyse and reflect upon how the brand value of Savannah may be enhanced through the derived propositions and following proposals. Towards the end of the research process, it was discovered that Coop has taken the strategic decision to discontinue Savannah. The remaining products from Savannah are still to be found in stores and the decision has yet to be communicated publicly (Roland, 2019).

6. Consumer Perception of the Savannah Brand and Corporate Social Responsibility

In the following chapter the empirical findings of the questionnaire, its main data and how it is found relevant in understanding how consumers might perceive the dependent variable, Savannah and the branding of Africa will be presented.

6.1 Questionnaire Design

The questionnaire consists of 17 questions, which are a mixture of open, closed and semi-closed questions (Appendix 1). The structure proceeds from general to specific due to the cognitive response process of the respondents (Krosnick & Presser, 2010). All questions that are mandatory have been clearly marked. To ensure a high response rate, open questions, which required for the respondent to formulate an answer rather than choosing between a set of option, have all been listed as optional. This was done to ensure that respondents would not forego finishing the questionnaire, thus minimising administration difficulty. This is also the reason for the somewhat low amount of questions. It was however vital, that the questionnaire not be too economised in terms of briefness, as this would reduce the reliability of the findings, no matter how much respondents might prefer this (DeVellis, 2003). Further, as mentioned previously, an important part of the design was meaning uniformity to increase the validity of answers.

The questionnaire was set up and executed online through SurveyXact, in which a CBS template was applied to increase the professionalism and trustworthiness. The initial page respondents met was a brief introduction to the questionnaire, in which the problem area of the thesis was described along with the purpose of the questionnaire. Furthermore, key terms were specified along with data confidentiality and the anonymity of the respondents. It was lastly estimated that respondents would use 3-4 minutes in completing the questionnaire and any questions could be addressed to the researchers' emails.

The second section of the questionnaire entailed categorical questions, which were meant to establish some generalizable values for the analysis. This included gender, age and annual disposable income. Each question was closed, as they were to be used for statistics, however respondents had the possibility of choosing 'Other/I do not wish to disclose' as well as refuse to answer e.g. their income.

On the third page, respondents were asked to choose the three most common places they shop for groceries as well as list how they obtain information regarding campaigns, assortment and so on. Both questions were semi-closed as respondents were provided multiple options they could choose, however also an option in which they could write freely (Madsen, 2016). This was a conscious choice, as there are many possible answers and respondents should feel as if they can express the exact one that fits them, regardless of the listed options.

In the following section, respondents had to answer through two closed questions whether they know African branded product and if they buy them. These questions were included to obtain a quantifiable outlook on whether consumers are aware of African branded products and buy them. To allow the possibility of elaborating their answers, respondents were consequently asked (optionally) to specify why/why not they buy African products.

Next, the respondent was introduced to the Savannah initiative and the initial thoughts behind the project. No questions were asked. At the following slide, respondents were then asked through a closed question, whether they had heard of Savannah before the previous piece of information. Obtaining a statistical value of how many consumers know Savannah is interesting to the thesis, as it could suggest where potential challenges origin from. Further, we wished to investigate if consumers were interested in the brand narrative they had just been informed about. For this reason, a vertical closed question formatted as a Likert scale was introduced. This question had seven different options, ranging from strongly interested to strongly uninterested.

Lastly, to establish if initiatives such as Savannah add value in such a manner that consumers prefer supermarkets with the Savannah brand, respondents were asked through a closed question, if they preferred supermarkets with Fairtrade, Savannah etc.- options. This question was interesting as it could show if there is a difference in being interested in a brand narrative to preferring and seek out supermarkets with such brands. The last question was yet again a closed question, however as a Likert scale to investigate if CSR affects brand choices. While it has been researched in existing literature, it was included to determine if there is a correlation between respondent's answers to this and questions regarding the Savannah project. To assess how the Savannah project could be relaunched in a manner that creates more value, one critical factor is what attracts consumers. For this reason, a closed question on what would attract you to Savannah (or Fairtrade) formatted as a Likert scale was added. In here, respondents could choice options such as price, quality and so on, while the final question allowed them to write other factors (optionally). Potentially, this could provide the thesis with empirical data, which showcases specific elements that attract consumers to differentiated brands, but also what does not.

6.2 Questionnaire Findings

The questionnaire was conducted to obtain knowledge about consumers and their perception of Savannah and brands that have a CSR or African oriented communication and strategy. To stress and understand consumers' perception and attitude towards the specific brand Savannah and CSR, the questions as showcased in Appendix 1 and previously described were distributed. The respondents are meant to illustrate a general population, thus not excluding individuals who do not know Savannah.

Of the 142 respondents 79 % said that they were interested in brands with a narrative such as Savannah (Figure 12) and 81 % said a company's social responsibility affects their choice of brand (Figure 13). As also showcased in the data visualisation in form of a pie chart below, the respondents answered in the realm of interested in the brand with the following distribution: 9 % said they were strongly interested in the brand narrative, 32 % said they were interested and 38 % said they were slightly interested in the brand narrative. The average accounts for respondents that have answered either slightly agree, agree or strongly agree.

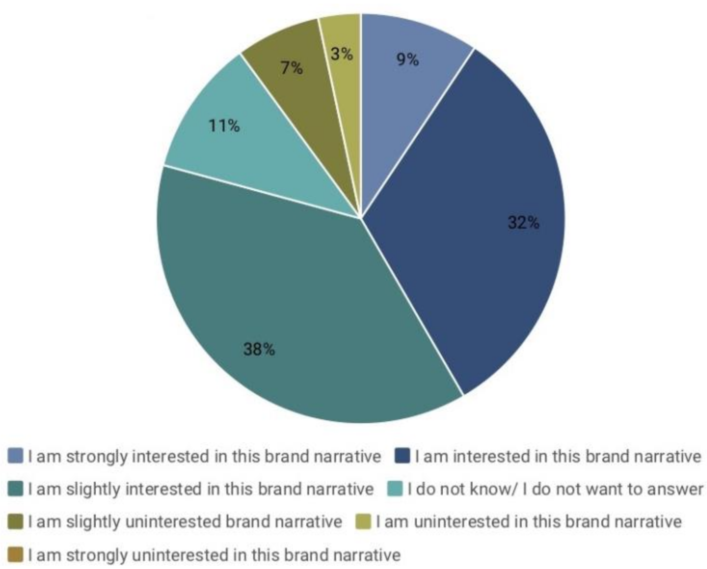

Figure 12: Consumer Perception on Brands with a Narrative such as Savannah (Self-Made)

Despite the high percentage of people interested in Savannah and the accompanied narrative, there is potential to increase the value of the brand and the likelihood of people purchasing from a brand such as Savannah.

This is showcased in the tendency of people letting a company's social responsibility affect its choice of brands (Figure 13). Here 16 % said they strongly agreed to the statement that corporate social responsibility affect their choice of brand. Further, 35 % said they agreed and 30 % said they slightly agreed as seen in the below (Figure 13). Thus, there is room for improvement in consumers' perception of the value of Savannah, when comparing to overall beliefs about corporate sustainability in any form.

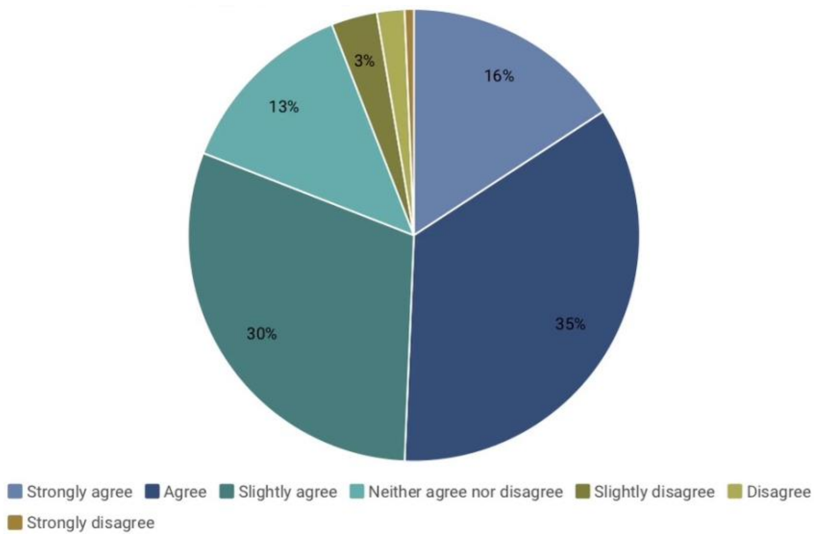

Figure 13: CSR Affects Consumer's Choice of Brand (Self-Made)

Value adding activities/initiatives such as the Savannah brand, were also found to have a value and increase in value for other brands, as 65 % answered they preferred organisations with differentiation of products in line with Savannah.

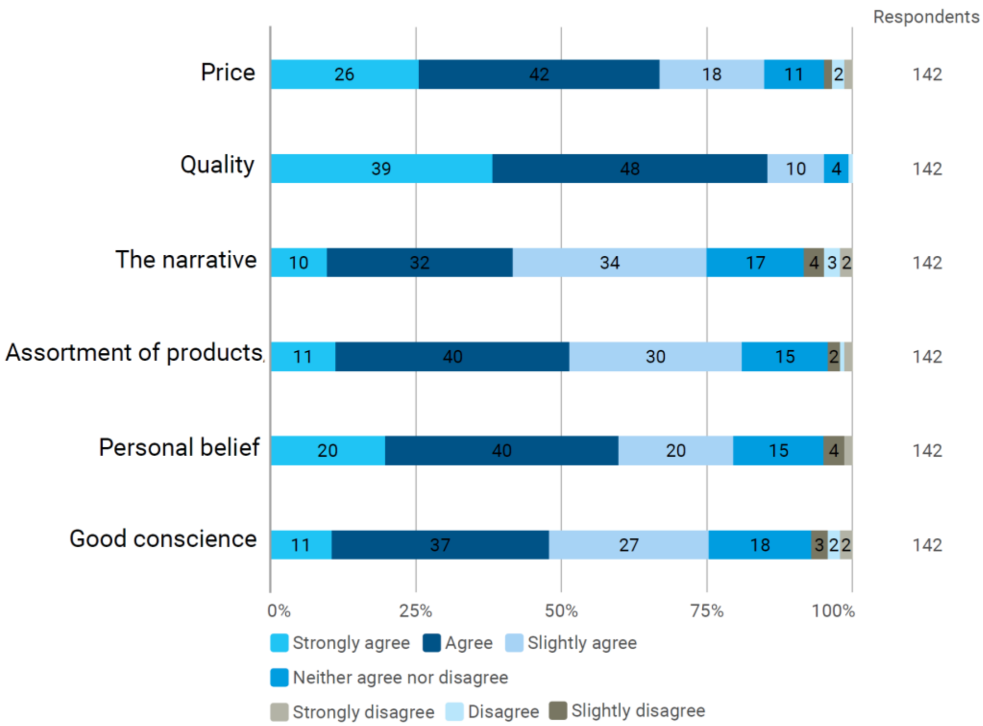

Figure 14: Factors Influencing Consumer's Purchases of Differentiated Products (Self-Made)

In addition, it became evident from the questionnaire that the factors, which have the highest effect in choice of brand and thus perceived value, are price, quality and personal belief. This is illustrated in the above horizontal bar chart. Overall more than 50 % in each factor answered that they agreed to some extent that these factors influenced their choice of brands (Figure 14). Of the factors influencing individuals' interest in African products, with a narrative such as Savannah, the largest amount answered that narrative and good conscience were the least likely factors influencing the likelihood of them purchasing such brands. This is however a small percentage overall. For the sake of the analysis further on, the factor of good conscience is of importance as both Thomas Roland (2019) and Layanna Martin (2019) stated that the Danish consumer is less likely to be affected and act on a brand with communication that emphasise regular aid branding and communication, also known as compassion fatigue (Chouliaraki, 2006). Literature (Porter & Kramer, 2011) stresses the point of using elements of CSR or as previously defined shared value, must be authentic to matter for the consumer and the competitive advantage of the company.

Moreover, looking at the demography and respondents, most female respondents are interested in CSR, Savannah and brands with a profile such as Savannah (Appendix 1). Lastly out of the respondents, 82 % said they did not have any knowledge of the Savannah brand prior to the questionnaire. Despite this, the tendency of the questionnaire showcased a huge potential and interest in brands such as Savannah.

7. Analysis

The forthcoming section will apply the analytical framework to the empirical data as well as secondary data collected. Thus, the following will analyse various sections related to the overall problem area of Savannah, its strategic challenges and the propositions presented in the analytical framework. Ultimately this will lead strategic implications, which can be considered to increase the value of the Savannah brand and overcome the strategic difficulties.

7.1 Positioning of Savannah

Proposition 1: Brands can enhance their value by re-assessing their positioning strategy within the industry to a focus differentiated strategy.

The following will attempt to explore proposition 1, by analysing the competitive environment of Savannah and its brand positioning. An analysis of the competitive environment stresses proposition 1 regarding choice of positioning and focus in an industry. It is later established how and what strategies as presented by Porter should be employed to reposition and strengthen Savannah and its brand value, thus providing insights to the overall problem area.

7.1.1 The Macro Environment of Savannah

The first part in assessing the possible external factors of the strategic brand challenges that Savannah is facing, is ***new entrants*** to the industry. The food and grocery industry is very well-established in Denmark. As it is dominated by the big four (Coop, Dagrofa, Retaingruppen and Salling), it is categorised by pricing schemes, and strong brands with economies of scale (Roland, 2019). With the change in customer behaviour and a need for easy, no-hassle shopping (Simonsen, 2019) the threat of new entrants of online and more conscious brands are increasingly playing a role. However, if choosing organic as a sole focus, new entrants might be outcompeted as the big four dominates the market, and can gain advantages from buying in bulk, hence dropping prices which new entrants might have a difficult time matching. Therefore, if entering, focus must be on something else. Further, as also stressed by Simonsen (2019) consumers want everything the same way, as to create a more effective and time-relieving experience (hence perception of brand value) (MarketLine, 2018). Thus, differentiating through value proposition can be an advantage. The overall threat of new entrants is deemed as moderate.

The competitiveness in the industry and brand challenges are further shaped by ***substitute products***. As buyers are the end-buyer and they are directly influenced by what is being supplied as they shop for groceries, substituting products can be difficult. There are few direct substitutes where you can buy all your groceries and foods. Alternatives to shopping physically in a store are subscription services, which deliver the groceries to you, local farmers' shops and food service in terms of restaurants (MarketLine, 2018). Another form of substitute product is making homemade products rather than buying processed foods or e.g. bread. Overall the threat of substitute products is weak.

In any given industry, the ***bargaining power of buyers*** also plays a vital role. The consumers or buyers in this industry are the people directly purchasing in the shops, thus B2C. As the buyers have very limited intel into the industry, and do not pose a risk of e.g. integrated vertically (backwards integration) such as a B2B company, it decreases the bargaining power of the buyers. Furthermore, as the mass of the buyers are deemed as very high, if one customer leaves it is unlikely that it will create much effect in the overall profit or revenue. If a large group of buyers boycott an industry player such as Coop, it would create an effect and can damage the overall brand value. However, in terms of switching costs, and switching between brands within the industry, the bargaining power of the buyers is high. As the industry is also characterised by grocery shopping increasingly becoming online, buyers might choose to shop there instead or at local farmers markets, if it corresponds to their attitude. Also finding the same type of product at a lower price or better quality might be enough merit for the buyer to simply switch to another brand (MarketLine, 2018).

The sensitivity of the buyers is not to be disregarded. Further, as seen in the questionnaire, customers tend to shop at different locations, without any specific loyalty. Moreover, the factors they deemed as most important were price, quality and personal belief (Figure 14). Thus, if price or quality differs, buyers might switch to a different brand. As outlined above, as consumer switch their worldview and their attitudes shift, a company cannot disregard listening to its consumers, especially when dealing with ethical and societal responsibility, or they will lose customers (MarketLine, 2018). This is stressed by the fact that of the respondents, 81 % said that a company's social responsibility affected their choice of brand. Therefore, the overall threat of consumers is deemed to be moderate.

Having looked at the buyers, one must also consider the ***bargaining power of suppliers.*** The suppliers in the industry are producers of raw and base ingredients as well as producers of processed food and groceries. Often farmers and large-scale producers deliver fruit, vegetables, meat and the like, and these products are subjected to competitive pricing strategies, thus the bargaining power depends on the size of the producer. The industry has both multibillion-dollar suppliers with mega farms in countries such as South America, but also individual farmers scattered around the world (Roland, 2019). Further, the different buyers within the industry are known to negotiate prices, as this is a big factor for the Danish consumer, and potentially affecting the power of suppliers (MarketLine, 2018). However, in recent years as demand for ethical production, certification and CSR has risen, so has the increase in requirements to the suppliers. If a producer does not meet the desired standards, an alternative will be found, hence challenging suppliers to up their game (MarketLine, 2018).

A supplier that has differentiation such as organic trade, ethical conditions or is a well-known brand can uphold some degree of power as they are in high demand. Thus, if a producer is certified, upholding to specific standards or is in high demand, they increase the level of bargaining power. This is especially relevant in the notion of shared value, because if a mutual interdependence is in play, not only do organisations within the industry benefit in terms of loyalty from the supplier, but also in terms of long-term contracts. Hence, stressing the point and need for shared value (Porter & Kramer, 2011) and added value throughout the value-chain. Through integrating and offering private label products, which is what Savannah is, companies can take back some of this power. Consequently, the bargaining power of suppliers is deemed to be mediocre.

The last factor to consider is ***intensity of rivalry***. As there are many factors to consider within the food and groceries industry, it affects the overall rivalry. The four biggest players are Salling Group, Coop amba, Dagrofa ApS and Retaingruppen, whom together account for over 60 % of the market (MarketLine, 2018). Competition and rivalry within the industry is also shaped by consumers becoming more demanding, suppliers advancing their standards, the difficulty in substituting groceries and encountering very well-established organisations as a new entrant. It can be assumed that in order to stay relevant, companies must innovate and adapt to overcome some of the rivalry (Porter & Kramer, 2011). Further as switching costs are low for consumers and their choice of supermarket often depends on location and "no-hassle" (Simonsen, 2019), this increases the competition within the industry. Overall the intensity of rivalry is assessed to be high.

7.1.2 Assessing Savannah's Possibility of Positioning

Based on the above assessment of the industrial conditions, the following will depict how Savannah can act strategically to overcome the challenges and exploit the opportunities. With Savannah being a part of Coop, whom as seen above competes in a highly competitive industry, a better positioning is needed in order to enhance the value of Savannah. This may also enhance Coop's position in the industry, however this will not be explored additionally.

As mentioned above, the bargaining power of suppliers whom provide products that are sustainable or ethical, is significantly higher than those who do not. For this reason, positioning Savannah to compete on price is somewhat difficult. Uttermore, the overall principle of the initiative is to create fair conditions for farmers by paying and treating them fairly. Henceforth, Savannah's ability to negotiate strongly is reduced by the project's own vision and would undermine its entire existence, as well as diminish the added value in the value chain.

At the pinnacle, Savannah was competing through a differentiation strategy. This can be concluded as they through name, packaging and brand vision attempted to distinguish and differentiate themselves from other competitors. This was also a clear strategy from the very beginning, in which they according to Brian Sundstrup (2019) and Thomas Roland (2019) strived to make the products look luxurious with gold/black packaging and radiate high quality. Further, the fact that all products were produced in Africa, with the farmers and sustainability in mind also allowed them to differentiate the products and charge a premium price. However, at no point did they cater towards a specific group or product.

However, according to Thomas Roland (2019), consumers today (and then) do not necessarily react to this type of differentiation, as they think of Savannah products as simply another alternative amongst many. For this reason, it can be argued that differentiation is not a suitable strategy. In 2016, Savannah removed a large portfolio of its products and narrowed its assortment to only coffee (Savannah, 2019). It can therefore be argued that they re-positioned themselves to a focus strategy with specific products in mind, which is still the case as of today. Yet, according to many trends, positioning within an industry, which is characterised by a high amount of rivalry and an increasingly demanding customer, needs other aspects than product focus differentiation. For this reason, Savannah must focus on customer groups rather than products as they are becoming an increasingly important part in creating value, which is described in the forthcoming branding section.

This is emphasised by the fact that according to Henrik Køhler Simonsen (2019), the consumers are moving towards the post-factual society, in which soft skills become increasingly important. Therefore, Savannah must compete with a focus differentiation in mind, which caters to particular consumers groups rather than products, which are becoming increasingly occupied with sustainability, environment and ethical trading. While this may reduce the immediate number of consumers to whom Savannah can serve its products in the short term, all research and trends point towards an increase in awareness regarding sustainability in the future and thereby long term (Simonsen, 2019). Further, by targeting the rising group of individuals that occupy themselves with said soft skills, Savannah will be able to play into the discourse which characterises the post-factual society, namely emotions according to Simonsen (2019) and the increasing awareness regarding Africa. By tapping into this particular target group, who are already engaged in this topic and finds value in it, Savannah can potentially create ripple effects, thus enhancing the brand value of Savannah, as also proposed in proposition 1. The potential ripple effects from this target group is also something Brian Sundstrup wished they had obtained: *" ...what we never did was, that at a time when you are building a brand you have to let it go a little and let other people tell its story. People associate Savannah with positive stories, so let them communicate it, so it does not get too commercialised. That creates trustworthiness. So, creating consumer to consumer communication and communities is something you could have really utilised"* (Sundstrup, 2019). The lack of focus differentiation when Savannah was launched can be argued to have reduced the word of mouth effect.

On a long term, catering to focused differentiation can prove to increase the value, as it can create strong loyalty amongst customers, which is a rarity in the industry. However, by providing African sourced products, which leave less of an environmental impact than others while also supporting development in Africa, Savannah can fulfil the attributes of this group better than most (Sundstrup, 2019). Their existing interest in the vision of the initiative may also reduce the cost of catering to this group, while as mentioned above, it can create 'network effects' in the long term. An example of this is the fact that Savannah was able to attract 12 bloggers for free many years ago, whom normally charge 20.000 DKK each. They were all interested in doing it for free, because they were interested in the vision of the project (Sundstrup, 2019).

Further, Savannah's experience as first movers provides them with a unique ability to limit competition, especially as most competitors do not have CSR initiatives in the same scale (Martin, 2019). Ultimately, in accordance with societal development Savannah might return to solely differentiation as sustainability and soft skills become customary. At this point in time however, Savannah should align the brand and communication towards a narrower segment and feed into customers whom want to buy focused specialised products rather than generalised ones. An example of this is Whole Foods, who caters to consumers who wish to feel good about the food they buy and have created an entire store to serve that need (Edwards, 2019). Savannah could successfully attempt to do this too, however at a smaller scale, as questionnaire results clearly indicate an interest in this from respondents.

7.1.3 Sub-Conclusion

Looking at the overall competitive environment in which Savannah exists, it is deemed there is a high degree of competition and thus a degree of differentiation, alternative strategy or tapping into a specific discourse is needed. It has been argued, that positioning Savannah towards a focus differentiation can leverage the brand within the industry and increase its perceived value amongst customers in a highly competitive industry. Accordingly, by repositioning through focus differentiation to e.g. a specific target group and adhering to increasing consumer demands regarding utilisation of African soil and ethical production, companies can increase the perceived value. This is particularly relevant for brands with a responsible/ethical identity. This point is also implied by Simonsen (2019) and questionnaire findings when considering how the consumer market is changing into being determined by emotions and attitudes to a very high degree. For this reason, focus differentiation can increase the brand value if it focuses on more than just the products, as is the case of Savannah anno 2019. However, this may not be the case in all industry types nor brands, as it depends on the macro environment. Further, while the positioning can be correct, its effect is highly influenced by the branding. Thereby, **proposition 1 can be moderately confirmed.**

7.2 Creating Shared Value in Savannah

Proposition 2: CSR related initiatives that conduct business in parts of the value chain in African countries and sell in Denmark can positively impact the brand and the perceived value of the brand if done through the shared value concept.

In understanding the value of CSR or shared value as the essential take-away from the literature review, an assessment of the strategic choices regarding CSR in Savannah is made in the following part. This is especially relevant in the research as the Savannah initiative is trying to convey societal and cultural values regarding how organisations should act when doing business anywhere in the world, but especially in emerging markets. As the initiative deals with African products and the production of it, the CSR part of the value chain is incredibly important. Further, if wanting to use CSR to strategically brand and increase value, it should be done in a way that increases value throughout the brand as stated by Porter & Kramer: "*A shared value perspective, instead, focuses on improving growing techniques and strengthening the local cluster… benefits both farmers and the companies that buy from them*" (Porter & Kramer, 2011, p. 65). The three ways of creating shared value as presented by Porter & Kramer (2011) are 1) reconceiving products/services, 2) redefining productivity within the supply chain or 3) building industry clusters at the company's locations.

At the launch of Savannah, the focus was the production facilities and primary link of the value chain in the African countries should provide development through trade, as stated by Sundstrup (2019). Moreover, focus was placed on figuring out which partners would increase educational and societal value. The example of production of jam from fruits in the 'Savannah'-countries, is a great example of how Savannah is *creating shared value through reconceiving of markets and products*. By engaging in business in for example Kenya, they provide the farmers with workplaces, secure income and an opportunity for children to get an education. This creates ripple effects as the farmers consequently have a higher disposable income and can invest in their product, thus increasing the production outcome over time. This provides shared value in the first parts of the supply chain as it provides incentive for the farmers to engage in the production and continue the partnership. At the end, this adds value to the overall brand, as it likely provides higher sales, stable production and a potential story to tell both in production sites and home country. It can be assessed based on the interview with the Head of CSR at Coop, Thomas Roland (2019) that a careful selection in needs and societal demands were established prior in determining which activities to undertake. The selection of education stresses the vision of Savannah and is creating mutual benefits for both Savannah and say Sunripe in Kenya. Based on this, it can be argued that the first perspective of *creating shared value through reconceiving of markets and products* was fulfilled to a high degree by Savannah.

In terms of the *production and redefining the productivity within the value chain*, Savannah's strongest point in creating shared value is educating employees on productivity and cutting several supply links, hence being able to provide more value to the production sites on the African continent. As this is not the main focus of engaging in the Savannah initiative as understood by the internal vision, this point will not be elaborated. It is however worth mentioning that they have been able to provide a more effective value chain as argued by Roland (2019) and thus also fulfilled this perspective to some degree.

The value created in reconceiving products and markets, leads to opportunities for the company in *creating shared value through building supportive clusters* at Savannah's production locations. As touched upon briefly, the reconvening of markets and products allowed Savannah to set up educational programmes, sustainable farming initiatives and forming groups of small single farmers, which created benefits in selling to the Danish market. By e.g. engaging in a partnership with Sunripe, setting conditions and regulations to how the farming is performed, Savannah allowed farmers to sell in other countries and cities than their hometown, as they could consequently live up to quality and production standards. The process of increasing internal value by heightening knowledge and standards such as building auditing institutions in the local locations in e.g. Nairobi, has guaranteed an increase in the productivity of the value chain within Savannah, as stated by Sundstrup (2019). This is further stressed by the following statement: "*In inefficient or monopolized markets where workers are exploited, where suppliers do not receive fair prices, and where price* *transparency is lacking, productivity suffers*" (Porter & Kramer, 2011, p. 73). Utilising and exploiting the partnerships with the NGOs that have specific knowledge in the areas such as MeatCO in the meat production site of Savannah in Namibia increase value for all stakeholders (Abildgaard, 2012). The NGOs provide and has provided a good and well documented knowledge base, as they are aware of the difficulties in the society and thus can provide Savannah with the right guidance in where to focus its initiatives to increase value in the primary links on the African continent. According to Layanna Martin (2019) the chosen partnerships were vital in establishing and ensuring a high-quality production, fair conditions and high standards for the Savannah brand. It can be argued that Savannah thus succeeded in *creating shared value through building supportive clusters.*

A noteworthy point, although the above argues that Savannah mostly obtained the concept of shared value, is that they failed in making the customers see the link between the actual created shared value and the products. "*I do not think Savannah ever came to be a sustainability product for Mr. and Mrs. Denmark… Savannah was highly recognised for its sustainability in the industry, however not amongst the regular consumers...*" (Sundstrup, 2019). This is confirmed as according to Roland (2019) it never became more than generic products, with no meaning attached and no communicative or competitive advantages were reaped from the seeds they sowed. This despite the fact that it was the clear idea"*… and then add value in the first parts of the value chain, and then involve the customers in the story about it being able to happen. That was the intention*" (Roland, 2019). Thus, to create shared value in a way that increases the overall external brand value, a fourth perspective must be added, namely *involving the customers in the shared value creation*. By deriving a fourth perspective from the analysis, the thesis suggests building on the shared value concept by aligning the internal efforts with external brand value.

In case of whether CSV provides an increase in brand value, the way of communicating is therefore important. As the concept of shared value does not entail strategies or solutions to this aspect, it will be elaborated upon in the identity approach and cultural approach towards brand management. However, one key finding is the fact that branding African products or projects should not be done as humanitarian aid. The communication and vision of the CSV should rather focus on the actual activities that spark development or how they are adding value in the country, and not just paying for someone to get a well, as per the interviews Simonsen (2019) & Layanna (2019). Adding to this, as argued by Tingchi Liu, Anthony Wong, Shi, Chu & L. Brock (2014) CSR is something that is an universal consideration across cultures, which is also showcased in the fact that 60 % of the respondents (Appendix 1) either strongly agreed or agreed with personal beliefs about a brand affected their perception of likelihood of engaging with a brand. Considerations regarding not being an oppressor or liberator as an actor in development should be undertaken, as stated in Heding, Knudtzen & Bjerre, (2016). Hence merely being an actor of opportunity, which means being neither oppressive nor liberating can provide brand value to Savannah if it is communicated properly.

7.2.1 Sub-Conclusion

The overall aspect of embedding CSV and creating value throughout the value chain is attained in the case of Savannah, and thus the perceived brand value is to be expected as high. However, as the link between activities and purpose of the brand never reached the customers to the right degree, the perceived brand value never reached its peak, which is showcased in the lack of increased impressions and revenue. Further, as per the challenges with internal alignment and engaging third parties and stakeholders entirely throughout the value chain was not employed thoroughly as derived from the literature, neither an increase nor a decrease in brand value is to be expected. Uttermore, as per the questionnaire, some consumers are sceptical of CSR if it lacks authenticity or is not informed thoroughly. Hence, **proposition 2 is weakly confirmed**, as employing the shared value concept, as per Savannah, can improve its sales to some degree (Table 2). However, to fully confirm the proposition and exploit shared value, organisations must consider the proposed fourth perspective of *involving the customers in the shared value creation.* By looking at external communicative measures, CSV is argued to be able to increase the value of a CSR initiative and its brand to a higher degree.

7.3 Branding

As stated in previous chapters, consumers and companies are changing. In order to stay relevant, brands must adapt and constantly provide value to the consumer. As presented in the evolving brand logic, consumers have a bigger say in terms of which directions brands should take. This is also the case of Savannah and supported by the derived answers from the interviews. Further, it became evident that when consumers choose brands, they consider price and quality as some of the most important factors (Appendix 1). However, if the value and behaviour of the company is not adapted to the external culture, consumers within the food and groceries industry might switch to one that is more aligned with their own beliefs. This is supported by a consumer in the questionnaire who says: "*They have to walk the walk and not just talk the talk*". Hence the argument of a brand as a promise as argued by Merz, He and Vargo (2009) is increasingly important in today's immense pool of offers.

Moreover, as the questionnaire showcased, a tendency of 60 % either strongly agreed or agreed to letting personal beliefs shape interactions with CSR brands. This was assessed as a critical point in the shared value section above, as consumers can create a stronger brand and eventually increase sales. A point Sundstrup (2019) and Martin (2019) also reflected upon when asked what they would have done today in communicating the brand value of Savannah. These points stress the importance of the stakeholders aiding the creation of brand value and are argued to be a main factor in a large part of their challenges. While Savannah to a moderate degree utilised some of its stakeholders such as storytellers, the inclusion of stakeholders could have been increased. "*The rational is that felt positive emotions are pleasing states and consumers are motivated to share their delight and react positively to laudatory companies so as to broaden and build on their good feelings and maintain or even increase ones' feeling of well-being*" (Xie, Bagozzi & Grønhaug, 2019, p. 525). Involving stakeholders can therefore evoke positive reinforcements of Savannah while concurrently increasing the customers own feeling of well-being.

Involving the stakeholders (as per the stakeholder era) entails accepting loss of control of the authorship and narrative of the brand to some extent. Due to the circular process the brand periodically moves away from the company and lets consumers form parts of the creation of the brand as stressed by Merz, He & Vargo (2009). Savannah's former Facebook allowed brand managers to conclude and draw on reactions and perceptions from customers thus concurrently adapting and deterring Savannah's discourse. Another finding that stresses the point of the stakeholder driven era is seen when Savannah initiated storytellers and bloggers, which highlighted that more customer driven value creation is needed. This is illustrated in Table 2, which visualises a decline in revenue from 2012 to 2013 and most likely the lack of hype. When the value-adding brand activity of storytellers was introduced, sales increased by 3 % the following year (2014). However, the body of Savannah is still to be authored and somewhat controlled through shaping associations and disbursing the visual identity. A distinguishment of what the brand does <u>not</u> entail is needed. Hence, the following proposition regarding brand identity is needed to scrutinise brand value creation.

7.3.1 The Brand Identity of Savannah

Proposition 3: Brands that align strategic vision, organisational culture and stakeholders image increase their opportunity in creating desire in and value for the customer, while staying competitive in the industry.

As highlighted above, including stakeholders in forming a company's brand, and thus brand identity, is immensely needed in today's brand era. This includes internal and external stakeholders whom must be aligned to levitate the brand identity as per Hatch & Schultz in Heding, Knudtzen & Bjerre (2016) and ultimately increase the brand value.

7.3.1.1 Stating the Strategic Vision of Savannah

With starting any brand, the very base is its vision, namely the central idea behind what the company does (Heding, Knudtzen & Bjerre, 2016). In this the future aspirations also lie. A clear strategic decision with the Savannah brand was evident. The idea behind the initiative was to provide the customers with high quality products while simultaneously developing through trade. By reviewing the conducted interviews, it is apparent that the people behind the brand initiative were clear about this and there were no incongruences in the CSR department. Savannah also had the right approach to underpin Coop's heritage and underlying values, as they engaged with farmers in Kenya who were organized in cooperatives, which matches the corporate brand identity (Roland, 2019). The underlying belief within Coop of how development and doing business in developing countries is also matched with the identity of Savannah meaning they did not exploit the institutional voids. To support the vision, Savannah partnered with several key strategic partners, such as CARE. This allowed them to substantiate the brand purpose, their earnestness and increase the perceived value for the customers. Thus, no gaps in the alignment process of the brand vision are found in this stage of embedding Savannah. Rather, Savannah appears to a have clear idea regarding its business, purpose, desired reputation and their priorities.

However, as Savannah is part of Coop, embedding its vision was argued by several interviewees to be a challenge (Sundstrup, 2019; Roland, 2019). Further, the marketing/communications team would occasionally take a completely different approach (trend-driven and populistic in nature) to the discourse related to Africa and development (Martin, 2019). Therefore, it may be argued that there is a gap in organisational culture, which will be explored below.

7.3.1.2 Aligning the Organisational Culture of Savannah

To ensure the survival of a brand vision and its identity, anchoring the vision in the organisational culture is essential, as internal parties also are stakeholders and can influence how external customers perceive Savannah.

First, while some members of the board of directors and middle managers at Coop were onboarded in the Savannah brand, most departments were uninvolved, unprepared and did not adhere to the vision: "*In no shape or form did you have an organisation that was ready for such an initiative and vision*" (Martin, 2019). An example of this is the purchasing department that was a key problem in completely embedding Savannah. As they were not involved thoroughly and employees were continuously replaced, the branding initiative did not root itself. Correspondingly, it seems the intention of supporting the project was not incentivised through KPIs and purchasers were focused on the amount saved per/kg and fulfilling their sales KPIs. "*Here you had a strategic initiative that we had invested in and you could not remove it from the shelves. Rather they had to actively work on getting what they purchased sold"* (Martin, 2019). Thus, on top of having to meet sales KPI, the purchasers had to actively push Savannah, which they did not like, hence illustrating an alignment gap within the organisation.

Adding to this, most of the brand value adding activities were heavily person-dependent as derived from the analysis and interviews. This is advantageous in determining strategies for Savannah, delegating a higher degree of responsibility, incentivising brand success and controlling identity and external communication. The person-dependent approach does however have several disadvantages, mainly in terms of a greenhouse effect. As it is so person-dependent, the knowledge, lessons learned, and reflections are mostly kept within the project-group and cannot live on its own in the organisation: "*The largest brain-drain occurred when we (Layanna & Brian) left Savannah. They had no idea what to do and nobody asked*" (Martin, 2019). Further, as also stated by Brian Sundstrup (2019), having one or two employees allocated in each department related to Savannah might have embedded the knowledge and vision of the brand.

Assessing the identity and the alignment of the Savannah brand also stresses this point, as it seems Coop tends to move in a lot of different directions with Savannah's branding initiatives. While it can be a strategy to do so, it does not increase value adding to the brand, as it confuses the overall brand identity and consistency. Thus, when initiating brands such as Savannah, this should be aligned earlier to avoid having multiple touchpoints that confuse the customer as to what value-in-use a brand is presenting. In the case of Savannah, a gap between culture and image was discovered, however no strategic initiatives to minimise or reduce the multiple identities of the brand were commenced per Sundstrup & Martin (2019).

Overall, the above showcases a misalignment between vision and culture, as the vision was not supported by all functions in the organisation nor were internal stakeholders involved in the execution of the brand identity in an adequate manner. Further, the person-dependent organisation of Savannah has resulted in no employees being able to continue the brand vision with the same amount of identity alignment.

7.3.1.3 Creating the External Image and Reputation of Savannah

As it is important to know how people react based on the brand initiatives, continuous evaluation of the external brand identity is needed. The brand of Savannah challenges the discourse of Africa, the continental crisis and overall challenges in doing business in African countries. For this reason, customers are more likely to react to the brand identity as Savannah attempts to challenge consumers' worldview in a positive manner.

Savannah's brand identity can be perceived as a sum of the experiences the external stakeholders experience when engaging with the brand. *"In effect, a brand is the sum of the customer's experiences with the product or company. It is transmitted in every interaction with the customer over the lifetime of the relationship"* (Hogan, Almquist & Glynn, 2005, p.12). Hence, considering the external brand identity through all touchpoints is needed in order to align how customers perceive a company, and ensure the identity of the brand is well executed, as seen in the corporate brand toolkit. Moreover: "*Customers want to engage and feel, rather than be presented with facts*" (Simonsen, 2019). Creating the external brand value for Savannah is thus the communicative discourse, values, beliefs and behaviours of the brand as it is the actual product. Additionally, as seen in the choice of using positive associations of Africa, such as Danish customers' dream of safari, a portrayal of happy farmers and the nurturing acacia tree, Savannah can tap into customers' perception of brand value. A main part in creating the external value of the Savannah is the link between purchasing the brand and instigating development in Africa (the first section of the value chain). As Savannah actually shortened the value chain in order to leverage value at the production site, this aspect could be highlighted to a larger extent through various channels and hence increase brand value. This is supported by a consumer in the questionnaire: "*Would buy the product (Savannah) if I knew it would increase wealth in the community where it was produced"* (Appendix 2). Hence, it can be derived that customers are attracted to the knowledge of sustainable production and increasing value throughout on top of the promise of a high-quality product.

Further, while Hatch & Schultz in Heding, Knudtzen & Bjerre (2016) state that for organisations to embed the brand, employees must live the brand, this research found that it also applies to the customers. In order to increase value perception, one must tap into customers' behaviour and cultural norms, thus integrating Savannah's identity in the customer, as presented by Merz, He & Vargo (2009). Savannah did to some degree apply this way of forming external image and reputation with Facebook, storytellers and bloggers, however Savannah could have benefitted to a higher degree of co-creation in the customer groups. The customers could serve as sources of exploration in the direction the brand might take or help discover alignment issues. While the root brand and core visions and values of Savannah are characterised, customers might be able to create network effects, as previously mentioned.

Lastly, efforts into using the strategic partnerships and links in the value chain could potentially help Savannah reach customers as it would origin from third parties. This is often deemed to be more trustworthy, as the organisations have less interest in marketing the Savannah brand. Further, the strategic partnerships, such as CARE have the same vision and idea of help to self-help, thus fitting the corporate brand identity (CARE, 2019). This was also assessed and analysed in the chapter regarding creation of shared value as a CSR concept and supported by Brian Sundstrup (Stove, 2015).

Overall, through the assessment of misalignment in external brand identity, there seems to be somewhat of a gap in reaching customers with the intended message, however the overall strategies and brand management did appear to create value for the customers as explored through the numerous interviews and customer questionnaire. Additional communicative measures could be employed to reduce the alignment gap.

7.3.1.4 Sub-Conclusion

Through the above analysis it was found that Savannah structured the vision of the brand identity, however aligning it throughout the entire organisation has never been successful. Additionally, it never survived without its "greenhouse". Thus, proposition **3 can be confirmed to a high degree**, as the lack of organising and integrating the organisational culture obstructed the long-term orientation and continuous efforts to brand the purpose of Savannah externally. Implementing social or non-financial KPIs that fit the characteristics of Savannah can be a means to incentivise the purchasers. Further, as Savannah's culture was never embedded properly in the organisation, the vision and authenticity did not reach the customers in the most efficient way, hence decreasing the added value to the brand. The aim of combining high quality, a captivating narrative and increasing development in the primary links of the value chain never reached the customers. Therefore, the added purpose of purchasing or engaging with the brand was lost to a high degree. It is evident from the analysis and empirical data, that ensuring not only differentiation but also belonging and a clear identity are pivotal for the competitiveness of the brand and brand value. Savannah must be a brand that is easily identified with, through all of its connotations and underlying values for identity to increase brand value: *"The most successful corporate brands are universal and so paradoxically facilitate differences of interpretation that appeal to different groups"* (Hatch & Schultz, 2001, p.133).

7.3.2. Culturalising Savannah

Proposition 4: *Companies should aspire to act as a model citizen (icon) whilst simultaneously pushing and shaping the external culture, if brands, such as Savannah, are to succeed.*

To explore the applicability of proposition 4, the following will now assess the cultural approach in the case of Savannah. This will be done by exploring the three sub-parts of the approach, thus allowing the possibility of assessing how the case fits and the potential problems.

7.3.2.1 Savannah's Historical Fit

As argued by Simonsen (2019) and backed by Roland (2019) & Martin (2019), consumers are becoming increasingly interested in sustainability and soft skills. It is gradually becoming a larger part of consumers' identity, however at the time Savannah launched, this was not the case (Roland, 2019). For this reason, it can be argued, that historical fit, which shapes the overall value of the brand was a mismatch and likely a large factor in the challenge of reaching consumers. Today however, Layanna Martin claims: "*consumers as of today are at a different stage than when Savannah launched*" (Martin, 2019). Hence, it can be argued that the historical fit is significantly better due to the evolving culture, which in turn would increase the likelihood of Savannah affecting consumer culture in a positive manner as opposed to in 2012. According to Sundstrup (2019), Savannah would be: "*a fantastic order of business to discuss today, if you wanted to*".

Thus, this aspect of the cultural approach hints towards the origin of one of Savannah's major challenges, however, it also indicates that Savannah can potentially increase its value. This can be done through brand management, in which they attempt to push/shape the culture and storytelling to fit the external environment. At this point in time, based on the activity of Savannah, the brand appears to have done somewhat the opposite. Rather, than pushing the myth and communication of the brand in accordance with consumers becoming more involved, consumers are forgetting the brand (Appendix 1). Hence, Savannah must yet again attempt to become relevant by adapting its brand to the consumers as of today. The entire brand structure, vision and so on are deemed to be very much relevant, however the marketing, story-telling and organisational alignment does not fit the current history (Sundstrup, 2019). Levitating these aspects can allow Savannah to act as more of a model citizen/icon in the future and move the focus of consumption to the brand and not the product. Stressing this point, focusing on creating a strong brand identity as explored in the previous chapter is also needed.

7.3.2.2 Telling the Story of Savannah

Cultural expressions and myth making were a large part of launching Savannah in 2012. The main cultural expression used to describe the brand was the acacia-tree, which meant to illustrate the longings of wildlife, safari and nature, while refraining from creating negative associations of Africa (Roland, 2019). To further describe the brand, bloggers and storytellers were used as a means of expressing the brand (Martin, 2019; Sundstrup, 2019). Analysing the Savannah brand according to the cultural brand model, the previously mentioned storytellers also function as a cultural expression as they strengthen Savannahs myths through their repetitive nature. The storytellers and bloggers as a value-adding brand activity could however have been more successful had they not been so heavily focused on what the products could be used for in recipes and so on. Rather by creating storied brands through cultural expressions they should have been focused on how and what Savannah seeks to develop through trade, hence tapping into the customer's attitudes and aesthetics, rather than focusing solely on the product. Elongating the point of the link between myth making, cultural expression and how it affects the value perception of customers another study found that"*…the higher the brand's symbolic characteristics, the greater the congruency between the consumer's image and the brand's image; as well as the brand being able to ignite positive feelings...*" (O'Cass & Frost, 2002, p. 81). This study was conducted on 315 participants and concluded that brands with a specific status were chosen for the consumption of this status. This is much like how the cultural brand model argues that myths should inspire, engage and increase brand value.

In aspiring to be an icon and influencing the customers, repetition and expression are valuable in imprinting what and how customers should perceive the value of Savannah. The questionnaire can help in determining how and to what extent the storied brand affects their choice of brand. Out of the respondents it was found that 76 % agreed to some extent that the narrative has an impact regarding Savannah. In creating a storied brand, as presented by Holt in Heding, Knudtzen & Bjerre (2016) these cultural expressions are vital. Being able to be part of the brand and help in creating overall value is one of the characteristics of the stakeholder era in which the cultural brand exists.

Moreover, ensuring the brand has the right myths is essential, as they per the cultural brand model, are the centre of value for customers. Creating the myths revolving around how Savannah adds to being more conscious, responsible and quality oriented as per the vision and identity of Savannah, can be compared to the concept of a strong corporate identity. The difference is however the fact that the cultural model is much more dynamic and allows the company to adapt the myths continuously. Consequently, being able to adapt to the changing society and customer focus as presented by Merz, He & Vargo (2009) and Holt (2005). Creating a brand that becomes an icon and taps into cultural movements should also be attempted by defining what is "hot and happening" (Holt in Heding, Knudtzen & Bjerre, 2016). In setting the discourse of development through business/trade and being a first mover in terms of how Africa should be branded, Savannah sought to challenge the agenda at the time. It can assumedly be argued that they determined what should be happening through myth making while simultaneously increasing society's perception on them and hence brand value. At the time the society was not ready for the myth making, however the customers are more susceptible to this myth today (Martin, 2019). In creating myths about Savannah, it was also discovered that in the industry and amongst experts, the brand was well known and had a great reputation (Sundstrup, 2019). Therefore, in B2B settings the brand harvested appraisal and had a reputation as an icon. However, in terms of increasing brand value for customers, as analysed and explored previously, there seemed to be a lack of historical fit, which neither increased nor decreased the icon status of the brand among consumers.

Overall, it can be argued that the brand of Savannah is a great choice for a storied product, however in the society of today, consumers are demanding even more. For Savannah to increase the overall brand value, a shift in focus on consumption of the product, to the product *and* the brand as mentioned in the identity approach and hence focus on increasing value of the brand through this.

This will allow them to affect the external culture, as they can possibly become an icon brand, by allowing consumers to express their identity through the brand.

7.3.2.3 Sub-Conclusion

Based on the above analysis, it can be derived that Savannah has utilised the cultural point of view in brand management to some degree, however, should increase this part of its branding activities to enhance value. It was discovered that the historical fit never was adequate, as myth making was either before consumers were interested or foregone today. Further, the storytelling of the brand through myth making and cultural expressions was focused on the products within the brand, rather than the brand itself, thereby limiting consumers in getting to know the brand and shaping the external culture. By rectifying these elements, Savannah can likely become somewhat of a brand icon in the future, or at the very least increase this possibility. This factor is highly relevant in shaping the value of Savannah, as it is essentially what makes consumers return to specific brands time and time again. Thus, on top of re-positioning the brand as concluded previously, this proposed strategy could reduce some of the brand challenges it is encountering, namely moderate customer reactions and a vague brand identity. For this reason, **proposition 4 is highly confirmed.**

7.3.3 Value Assessment of Savannah

Proposition 5: Providing a fit between value map and customer profile, and hence the value proposition, increases the overall perception of a brands value and likely ROI.

To analyse the values of Savannah and the consumers, the following part will attempt to examine the correlation between said actors by applying the value proposition canvas and to uncover proposition 5.

7.3.3.1 Customer Profile

When assessing the value of Savannah, the first important part to consider is customer jobs. In general, customers that shop in Coop are trying to cover functional jobs that must be achieved, namely, to provide themselves with food and other necessities. It can be argued however, that consumers' who buy Savannah products add another dimension to this, namely the ethical one. By buying Savannah, the consumer not only achieves the functional job of getting food, but also an emotional job, in which they gain a peace of mind. This should be understood as some customers wanting to buy products which gets the job done, but meanwhile also provides them with sustainability, ethics, responsible consumption and so on. With Savannah, the customer gets the possibility of supporting development in Africa when buying everyday products, without it feeling as charity. According to questionnaire results, 81 % of respondents agree to some degree on the fact that corporate social responsibility affects their choice of brand (Figure 13). Hence, getting the job done in an ethical manner appears to be of importance.

The tendency of customers, who wish to get more than the functional job done when shopping, is increasing according to Henrik Køhler Simonsen (2019). He claims that consumers are becoming increasingly aware of the fact that they do not want to be tricked by companies and buy unethically produced products/services. This is what he refers to as the post-factual society, in which the consumer is increasingly affected by sustainability, ethics and rightfulness, thus the feeling they get when buying a product (Simonsen, 2019). It can therefore be argued, that the customer job for consumers who buy Savannah is to perform a functional job, while also obtaining ethical products that provides an emotional job as well as a social job of looking trendy. Hence, the consumer differentiates themselves somewhat from other consumers, whom are more focused on the functional job and price rather than the benefits that come with e.g. Savannah, Fairtrade etc. In the future, the changing consumer paradigm, in which consumers are becoming increasingly critical of origin, production and sustainability, the customer jobs might become even more focused on the emotional and social aspects (Landbrug & Fødevarer, 2017).

There are however several pains for the customers, when wanting to get the job done. One potential obstacle could be that they wish for sustainability and other value-adding benefits when shopping, but some companies are unable to provide this and thereby devoid the customer of getting the job done. However, this is not the case with Savannah. Rather, one of today's major obstacles is the fact that customers have little knowledge of the brand and its brand identity. According to the questionnaire, 82 % of all respondents claimed they did not know the Savannah brand. Further, 5 % were uncertain if they had ever heard of it (Appendix 1). This hints at a predicament, which hinders their customers in achieving their jobs, namely the fact that they are unaware that Savannah can fulfil this job, because the external brand identity is weaker than it ought to be. The pain is supplemented by the heavily declining assortment of products, thus lowering the number of products that can allow the consumer to get the job done. Questionnaire respondents have noted this as an important factor when deciding upon Savannah versus other brands (Figure 14). Another potential pain is that Savannah products are slightly more expensive than their counterparts (Roland, 2019). This pain corresponds with the previous sections on Savannah's brand identity and culture, which were assessed to entail several alignment gaps, reducing the value of the brand.

In the case of customers who do know and buy Savannah branded products, there are several customer gains, which they obtain by engaging with this brand rather than others. Firstly, they assist Savannah in creating "*the framework and premises for positive as well as socially, economically and environmentally viable development across the African continent*" (Savannah, 2014, p. 3). Thereby, the customer can achieve an expected/unexpected/aspirational gain, depending on the customer, of increasing African development through trade. This fits with the previously mentioned emotional job as well as the prediction for future customer behaviour (Landbrug & Fødevarer, 2017). Another gain which the customer can achieve by interacting with Savannah, is products that emit less carbon than many of their substitute products. While this is not branded, this is an unexpected gain for the customer. Buying meat from Namibia which emits less than Danish meat due to the shortened value chain, thus allows the customer to gain a sense of doing right (Martin, 2019). The attractiveness of this is supported by data from respondents, which show that 11 % strongly agree, 37 % agree and 27 % slightly agree that good conscience would make them buy a higher degree of differentiated products such as Savannah (Figure 14). On a critical note, the customer is however not necessarily able to obtain Fairtrade or organic products from Savannah, which could have increased desired gains even further. Ultimately though, the customer can gain a feeling of doing right, making a difference and be able to share their goodwill if they buy Savannah as opposed to less differentiated brands.

7.3.3.2 Value Map

The value proposition of Savannah is built upon products, which create trade, not aid. The products are high quality African goods produced with consideration towards people and environment. According to Coop, the products are produced with the same competitive and commercial conditions as others, enabling Savannah products to act as an alternative to other well-known brands (Savannah, 2014). Playing on the same level field as others, thus allows Savannah to create a brand image, where Savannah attempts to create a positive picture of Africa by promoting quality and flavour rather than pity and necessity (Roland, 2019). The value proposition was to initially sell baby corn, avocado oil, roses, cocoa etc. while only coffee from Africa today, which are all produced in a way that help producers to develop their trade. Thereby, by supporting primary producers, Savannah could and can eventually provide better prices and quality. The quality is highlighted by the packaging and brand image, which is gold and black. This was purposely done to create a brand image, which portrayed quality (Roland, 2019). In summary, the products and services offered were a vast number of African products, though merely coffee today, which all provide the consumer with the opportunity of acting sustainably and ethically.

As explained in the previous part, there are however several customer pains, which hinder them in purchasing Savannah products. These include the fact that customers have little knowledge of the brand and a narrow product assortment. At this point in time, Savannah only provides customers the option of buying coffee. Thereby, Savannah does not provide customers with a comprehensive range of products that can relieve their pain nor get the job done nor do they brand the vision of the brand. Thus, for Savannah to relieve the pain of the customer, they must increase their brand presence and product assortment. By doing to, they will be able to provide a higher amount of value to the customer, as customers become increasingly aware of the brand and its potential to help them perform the job of acting sustainably. More than 80 % of respondents agreed to some extent, that the assortment of products would likely increase the chance of them buying differentiated products such as Savannah (Figure 14). Uttermore, this presents a viable opportunity of increasing their value and providing a pain reliever to customers. Further, by assisting consumers in choosing the Savannah brand, they will ultimately increase their own brand value at the same time. A proposal to do so will be explained in the forthcoming sections on branding.

Lastly, Savannah provides several gain creators for their customers. As explained previously, Savannah provides customers with the opportunity of buying quality products from Africa, while also making a difference. Hence, the products at offer can help customers achieve the ever-increasing need for acting sustainably and ethically, while refraining from doing it as a charity (Simonsen, 2019). Rather, the products offer the possibility for customers to taste high quality products, maybe even products that are new to them, while knowing producers are being paid a fair price (Martin, 2019).

7.3.3.3 Sub-Conclusion

Based on literature on consumers, questionnaire results and interviews, it is apparent that there is a near fit between Savannah and their customers. Thereby the value assessment of the Savannah brand is assessed as moderate according to the above analysis. Relating it to what customers prefer and the questionnaire findings, the value of Savannah is not as high as it could have been. Adding to this, there are some pitfalls, which need to be improved.

There is a general fit between customer jobs and products & services provided by Savannah. Customers wish for products which can provide a functional job, such as coffee, while it is becoming increasingly important that the coffee provides other functions. Savannah does so by providing emotional and social jobs, such as feeling trendy, sustainable and exclusive through their packaging. This also correlates to the fit between gains and gain creators, which essentially revolves around customers moving to a new paradigm, namely the post-factual, according to Simonsen (2019). Thus, it can be argued, that the fit between gains and gain creators is only going to increase, while this might have been less apparent years ago. This hints at Savannah providing an in-demand value, which is likely to become even more popular as customers are transitioning towards new values and opinions (Roland, 2019; Martin, 2019).

Regarding pains however, there is a lack of fit. This can be concluded as respondents appear to have little knowledge of Savannah, its vision and there is a narrowing product assortment. This is highly problematic, as it prevents customers from getting the job done and acting sustainably. For this reason, it can be concluded overall that providing a fitted value proposition of Savannah to the customer, would increase overall perception. Stating this, it also is evident from the overall analysis that employing the value offerings of 2012 in relation to today's' customers would likely be a better fit. Hence, **proposition 5 is highly confirmed as a proposal** to how Savannah might increase brand value, however Savannah has not maximised their fit up to and during the writing of this paper.

7.4 Analytical Findings and Discussion

The following will present the extent to which each proposition was confirmed in relation to Savannah, thus also providing an overview of the main findings of the analysis (Table 3). Furthermore, the section briefly discusses the findings compared to the expected results and potential gaps in the research.

Proposition	**Challenges**	**(Practical) Findings**	**Evaluation**
1) Brands can enhance their value by re-assessing their positioning strategy within the industry to a more focus differentiated strategy.	High degree of rivalry and competition in the industry. Customers' readiness and attitude towards "soft-skills" are now becoming more positive. Positioning must be branded.	Brands must focus more on what the product provides and not what it physically encompasses. Brand the difference in value output compared to the industry. Focus differentiation is needed for brands with	Moderately confirmed

		similar characteristics.	
2) CSR related initiatives that conduct business in parts of the value chain in African countries and sell in Denmark can positively impact the brand and the perceived value of the brand if done through the shared value concept.	Shared value should be achieved in its entirety, without greenwashing and by linking strategy and external brand value.	Organisations must actively push and provide a storied framework to customers. Engage the customers to spread your message, by implementing the presented *fourth* perspective of CSV.	Weakly confirmed
3) Brands that align strategic vision, organisational culture and stakeholders image increase their success in creating desire in and value for the customer, while staying competitive in the industry.	Despite a strong vision, somewhat good external reputation and image, there is confusion about the brand and its purpose in the parent company.	Lack of organisational alignment specifically tied to the purchasers. Purchasing can be incentivised through different KPI's. Employees should be allocated in different departments with a responsibility to strengthen brand identity and brand across the organisation. Increase awareness of brand identity externally.	Highly confirmed
4) Companies should aspire to act as a model citizen (icon) whilst simultaneously	In spite of relevant myths, good degree or cultural expressions, focus should have	Emphasis on the myths and the identity of the icon. Organisations must ensure a	Highly confirmed

pushing and shaping the external culture, if brands, such as Savannah, are to succeed.	been different in becoming an icon. Moreover, there was a lack of historical fit.	historical fit → if customers are not ready and the brand is unable to affect external culture it does not raise desire and the value of the brand is indifferent.	
5) Providing a fit between value map and customer profile, and hence the value proposition, increases the overall perception of a brands value and likely ROI.	Lack of complete fit between customer and Savannah. Savannah is unable to ease pains, as many consumers are unaware of their existence and the product assortment is narrowing.	By resolving the fit-challenges organisations can increase the value in use of their products. Ensuring a fit should be done continuously and by considering the macro environmental trends.	Highly confirmed

Table 3: Evaluation of Propositions

The analysis investigated, assessed and identified specific challenges in relation to the brand management of Savannah and how Savannah's brand value can be enhanced. It was found that in the case of Savannah and its strategic brand challenges, some of the issues at hand were similar to the ones discussed and presented in the literature. Though, in the case of Savannah the strategies and measures to overcome brand challenges were not consistent in their entirety with how the literature would handle it. Table 3 above highlights the main points and an overview of the findings of the analysis. Through analysing each proposition and relating them to each other, all the propositions were confirmed to a certain extent. Further, the different propositions vary in importance in regard to the case.

Much like the analytical framework, setting up the right strategies to improve the overall brand is at the very centre. Hence proposition 2, 3 and 4 are deemed to be incredibly important if Savannah is to enhance its brand value. The relationship between CSV and branding is inevitable as the brand promise of Savannah and overall strategies are focused around development through trade. Lastly, as it is the goal of Savannah to get a high ROI and provide a good fit between customer needs and what it is supplying, an assessment and analysis of the macro environment and customers was performed. The propositions related to this, provide the foundation and externalities for the brand management of Savannah. For this reason, they are less important than proposition 2, 3 and 4, but are indispensable in the overall analysis. This is also reflected in the Figure 10. Overall, some challenges in the case of Savannah were assessed to be more crucial than others in enhancing brand value and dealing with the current strategic brand challenges.

As presented by the chosen literature in the theory chapter, the abovementioned findings can prove useful. Noticeably, was even if the brand vision is good, external activities are engaging and theoretically supported, they might be hindered in increasing brand value In line with some of the key finding regarding internal alignment, the importance of this process in utilising a company's full potential, were not evidently visible prior to the analysis. While the theory was suggestive towards this aspect, it was even more important in the case of Savannah, and potentially for brands with similar characteristics, however research is needed to prove this. Further, the novelty in the shared value concept of involving customers in creating shared value can potentially close a gap in which brand approaches and CSR are combined. As these are often talked about in relation to each other in today's society, they are rarely directly linked. In analysing and reflecting upon this, the only approach who superficially deals with it in the thesis is the cultural brand approach, but merely in ways that are populistic. Hence, contradicting the authenticity and vision with the brand value of Savannah. Based on the above findings and discussion, the following chapter will present the implications to overcome some of the major challenges, as derived from the analysis. This includes internal alignment of brand identity, linking the CSV communication to customers and providing value-in-use by not focusing solely on the product aspect of Savannah.

8. Implications

Throughout uncovering and the answering of the research question several implications have been revealed. The implications relate to Savannah, existing literature and the takeaways brands with similar characteristics can derive from the research.

8.1 Implications for Savannah

The following will present the key findings and thus implications for the future of Savannah, if they are to enhance their brand value.

8.1.1 Ensure Alignment between Internal Brand Value and the Organisational Culture

A key challenge for Savannah was that internal alignment between the brand and the culture of Coop was never aligned sufficiently. Therefore, a main implication is that Savannah must allocate ambassadors throughout Coop's organisation, thereby ensuring commitment to the brand vision from all departments. Further, incentivising the purchasing department has been proposed by also implementing KPIs that factor sustainability and the like. Overall, taking the above implications into consideration will also heighten the internal brand value, which is a necessity in shaping the external.

8.1.2 Enhancing Brand Value by Connecting the Brand to the Customer

Another inevitable implication is that Savannah must reassess their positioning strategy to match the customers of today. This entails a focus differentiation strategy, which caters to the specific customer group that is becoming increasingly concerned with sustainability. An important finding is that brand managers at Savannah should keep focusing on sustainability through positive associations to avoid compassion fatigue. A more inquisitive and thorough assessment of the fit between value proposition and customers was found to be a valuable implication, as Savannah will be able to monitor if the brand value they are supplying is in demand. To enhance their brand value, an implication of the analysis is that Savannah should focus on becoming an icon. This can be achieved by tapping into cultural movements, create a storied brand and stay relevant. Overall, this allows for Savannah to connect with the customers and enhance external brand value.

8.1.3 Connecting Shared Value to the Customers

The last important implication can be linked to ethical/responsible initiatives as brand enhancing activities. While Savannah has embedded CSV throughout the brand and hence obtained an authentic approach towards sustainability, the analysis has provided an important finding, namely that Savannah must communicate its shared value concept to the consumers in a more active and stakeholder-oriented way. If the responsible characteristics are present through vision and a key part of the strategy towards competitiveness as in the case of Savannah, it can tap into relevancy and the trends of today. A fourth perspective was presented as a solution for brand managers in creating shared value to enhance competitiveness and connect the internal with the external value. Thus, the implication of the research is that Savannah might obtain this by involving customers in creating shared value throughout the organisation at the same level as strategic partnerships. Arguably, Savannah did this to a very minimal extent with the storytellers, however, the premise of strengthening the created shared value throughout the brand was not apparent. By engaging influencers, storytellers or other relevant customer groups in the creation of authentic shared value, Savannah can evoke network effects and thus enhance the brand value in the future.

8.2 Implications for Similar Brands

The findings of this paper can also provide several implications for brands with similar characteristics through analytical generalisations. It should be recognised that all brands might not face resembling challenges in enhancing brand value even though parts of their brand identity concerns itself with CSR and Africa. However, future projects might still benefit from the logic and causality of the different propositions and their impact on a dependent variable. In this statement also lies that some of the proposed strategies or solutions cannot be directly transferred to another brand, as they may not provide the best fit in the macro environment, for the brand and its vision. Rather, companies must adapt to the unique circumstances in enhancing the brand value internally and externally. There are several key lessons for organisations that wish to or already manage brands with similar characteristics as Savannah. There is no universally correct way to manage a brand, however, the findings of the analysis suggest several aspects that can affect the successfulness.

While the processes of connecting a brand to the customer and provide a different option than the industry, a lesson from the thesis is that there should be a continuous loop of analysing the industry and customers attitudes. Accordingly, providing the visual identity and myths to the customers and internal valuation ensures that the brand becomes rooted and provides an overall manuscript for supplying stories as argued by Holt (2005). Based on the analytical findings, somewhat of a paradox has been discovered, as brand managers want to provide something that is culturally challenging and valuable, while customers and the industry also attempt to define what is valuable. Accordingly, organisations can derive a key learning, namely that they must account for external culture, while defining their own, thus providing a historical and identity fit. If not, as Savannah showcased, such branding initiatives may encounter similar low ROI and consumer reactions on a long-term basis.

Engaging in development projects or having a brand identity that is shaped by a CSR profile, as Savannah is, can be a challenging task. The customer questionnaire highlighted the need for authenticity and actual actions. This presents learning for brand managers, as they must communicate the initiative they are engaging in as value-creating brand activities without making it too pushy, irrelevant or shallow. A key implication for organisations is that shared value *must* be communicated and adapted continuously or: "*It becomes a hygienic factor... at some point it loses the novelty"* (Martin, 2019). The thesis has proposed adding a fourth perspective when deciding to engage in shared value, which may prove useful for brands as it provides a basic framework for customers to gather information and adapt it to their own value perception. Hence in adding value to your brand through the shared value concept or engaging in African markets, the thesis has suggested that customers also become a part of the principles. By adhering to shared value and simultaneously involving the customers to a higher degree, similar organisations may also increase their brand value.

8.3 Implications for the Literature

The Savannah case study has allowed for several analytical generalisations and implications as presented through the chosen case, which has provided the following new insights to the literature. This approach has contributed to the knowledge pool of branding and shared value, rather than presenting statistical generalisations. In the overall literature, these findings might be duplicated to brands with similar characteristics.

As there was found to be limited literature on brands comparable to Savannah, especially ones conducting business with African countries, the thesis has provided several insights to this research field.

The different approaches to brand management in relation to ensuring a fit in the value proposition, positioning of the brand in the most competitive way and creating shared value were found to have causal relations. Specifically aligning brand identity internal and external was found to have a big impact on a brand with characteristics such as Savannah. Moreover, merely focusing on the product part of the brand is not enough if CSR brands are to enhance their brand value today. Considering this, the research has contributed with practical and specific context-depending knowledge in how Danish brands providing African products might enhance their brand value as per customer perceptions and internal value.

Further, in the literature regarding CSR and branding much focus has been put on the strategic decisions and derived competitiveness, however most models and theories fail to account for the acceptance and reception as seen through customers' eyes in relation to Africa. Thus, the thesis has contributed to literature by presenting a new perspective to CSV of how brands and brand managers can implement the customer aspect specifically related to Africa, competitiveness and CSR. Based on the case study findings, it has been argued that adding this to the shared value concept and literature can enhance the brand value. It is recommended that further research be conducted upon this.

9. Conclusion

The aim of the thesis was to investigate the strategic brand challenges of Savannah, assess how they can deal with those and consequently enhance their brand value. This was done through a case study, as it allowed the research to examine a brand, which ought to be more successful it is. To investigate their challenges, the thesis accordingly derived five propositions based on the chosen literature and theory, which were utilised to explore the causality and relevance related to Savannah. This choice of structuring the analysis also provided the possibility of adding knowledge to existing literature.

The thesis conducted several in-depth interviews with all employees who work or worked daily with Savannah to obtain a high degree of primary data and insights, such as the employed brand strategies, strategic reflections and vision. In addition to this, as consumers of today are increasingly letting their emotions shape and affect brand perception, a questionnaire was conducted. This allowed the thesis to obtain valuable insights into initiatives such as Savannah, CSR, consumer reactions and a sequence of the most important factors when purchasing differentiated products.

By applying above methodologies, theory and existing literature, it was found that the findings are somewhat similar to existing literature in regard to the change in brand management and how customers might perceive value. However, the thesis has also found that brands such as Savannah must consider the way they engage in activities with a nature of CSR or shared value. If organisations do not communicate their activities, the brand value has been found to be affected far less than anticipated. For this reason, the thesis has proposed a fourth perspective to be added in the case of CSV, to ensure that consumers are more likely to respond positively and thereby increasing the brand value. This was supported by questionnaire results as respondents indicated an interest in CSR but had little knowledge of Savannah. In relation to this, it was moreover found that Savannah must ensure an internal alignment throughout the organisation if the brand is to succeed in affecting external cultures, yet again affecting its brand value. The thesis proposed that only by doing so is Savannah likely to resolve its strategic challenges of low ROI, moderate consumer reaction and an ambiguous brand identity.

In conclusion, brands with characteristics like Savannah can be highly interesting and relevant to study, but are challenged with the discourse of Africa, sustainability awareness, customer & organisational readiness and brand identity. This requires considerable deliberation and suitable strategies if brands are to enhance their value and obtain a high ROI. For this reason, the findings in the thesis are deemed to be valuable for Savannah, similar organisations and the literature, as they provide suggestions and insights into how one can deal with the challenges. As Africa continues its continental growth, consumers become increasingly focused on sustainability and organisations continue their fight for market share, the findings may prove to be continuously more applicable and assist in further enhancing brands that offer African products in Denmark.

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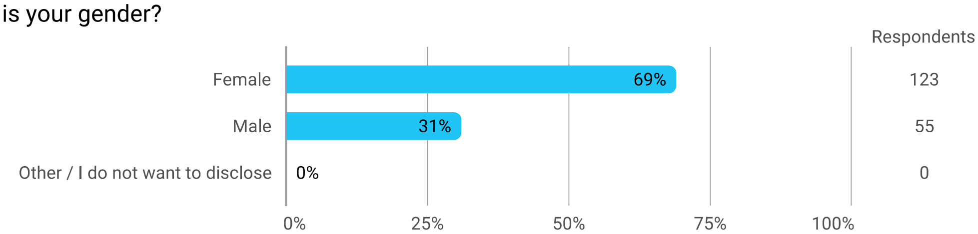
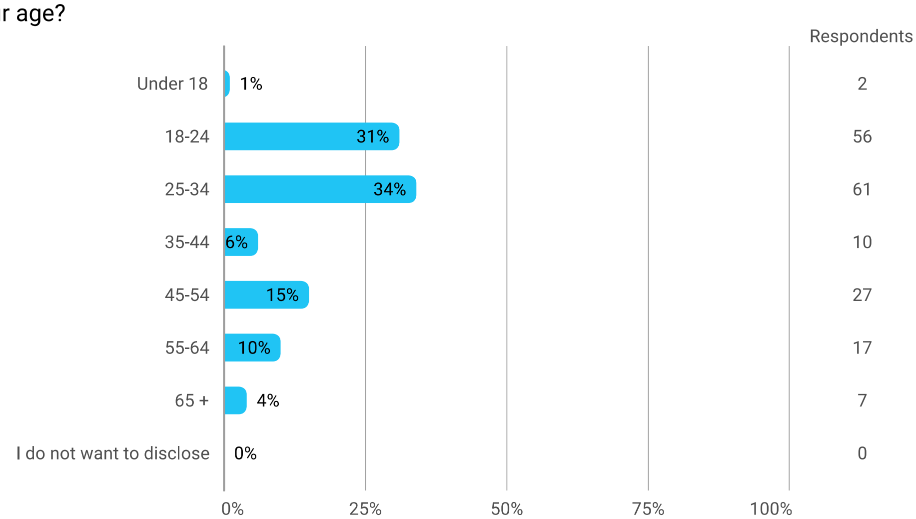
11. Appendix

Appendix 1

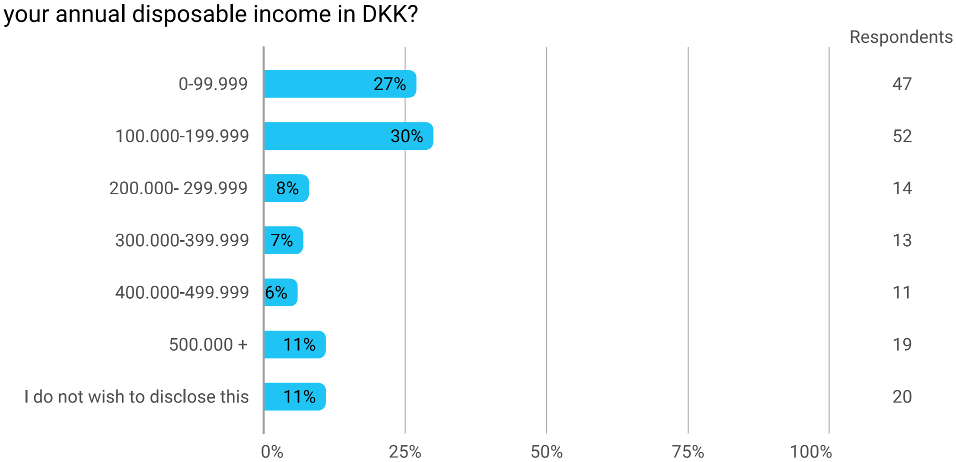
What is your gender?



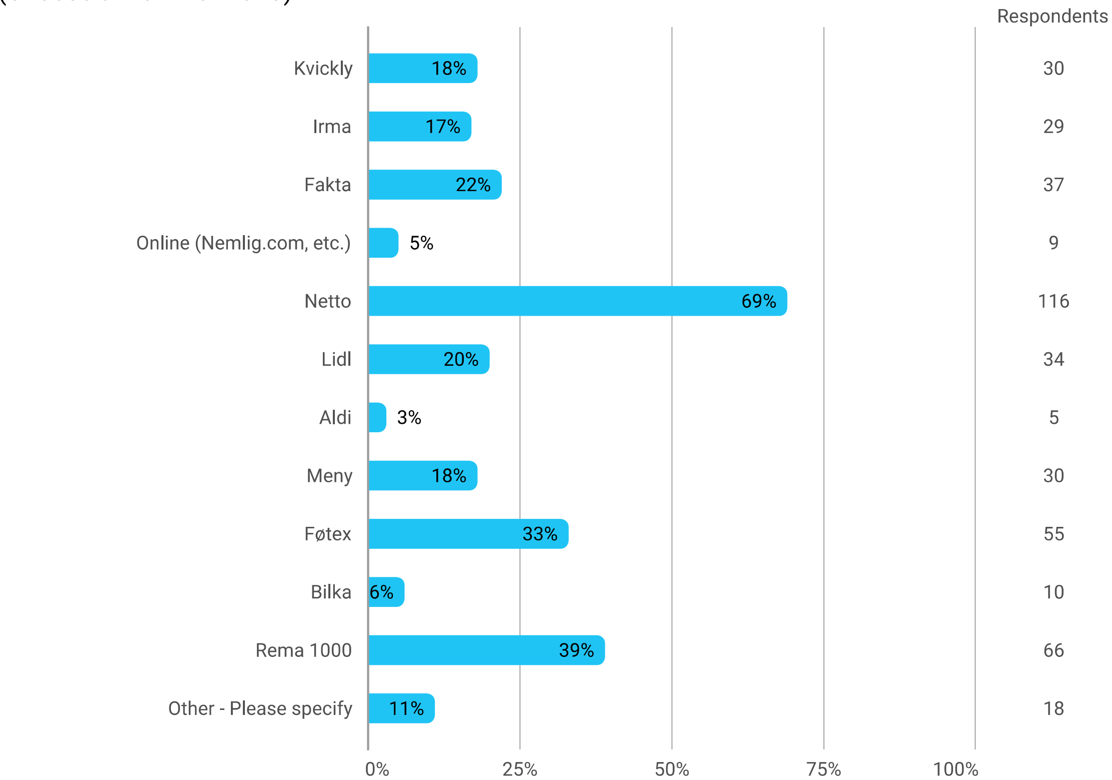
What is your age?



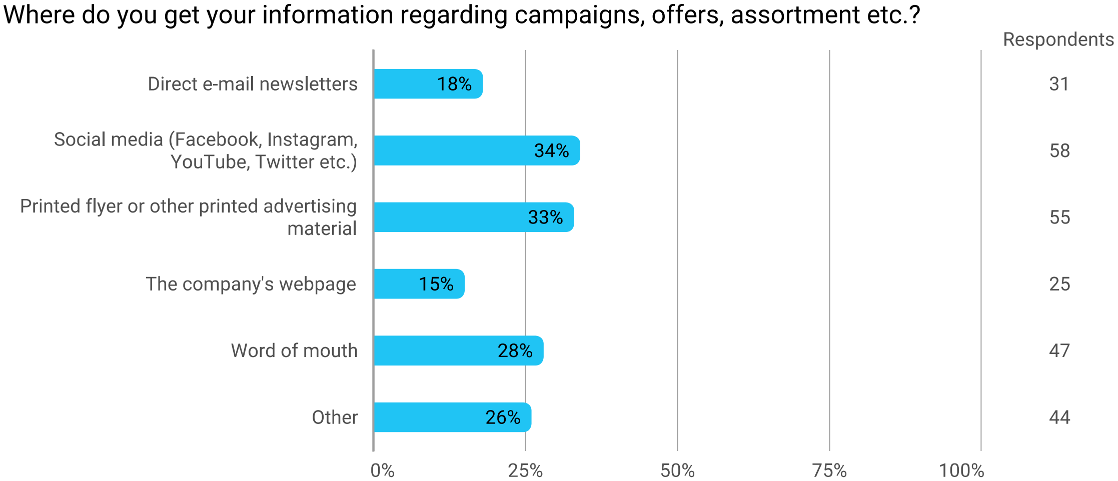
What is your annual disposable income in DKK?



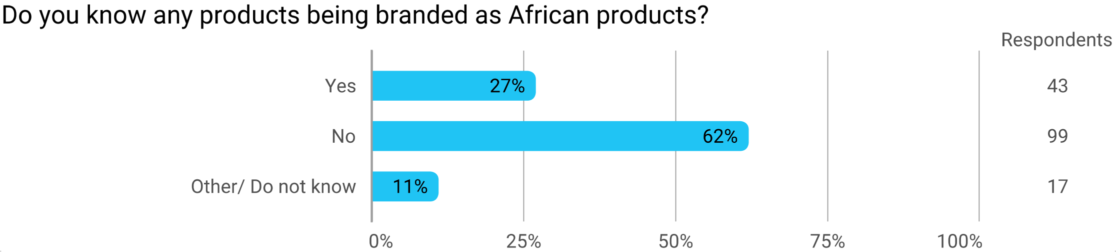
Where do you shop for groceries?
(Choose a maximum of 3)



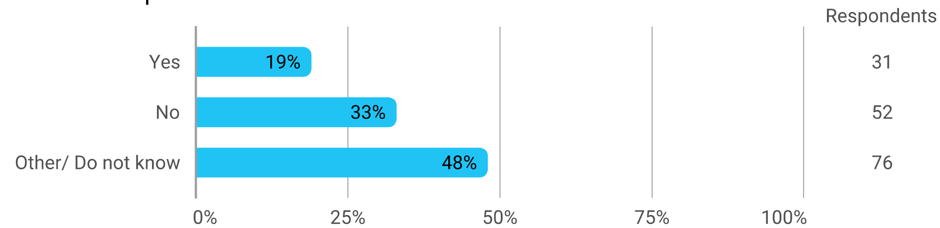
Where do you get your information regarding campaigns, offers, assortment etc.?



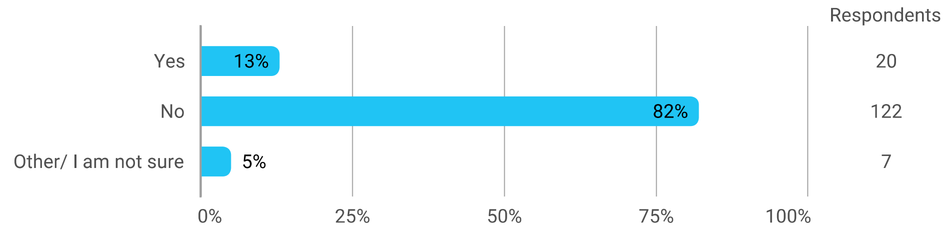
Do you know any products being branded as African products?



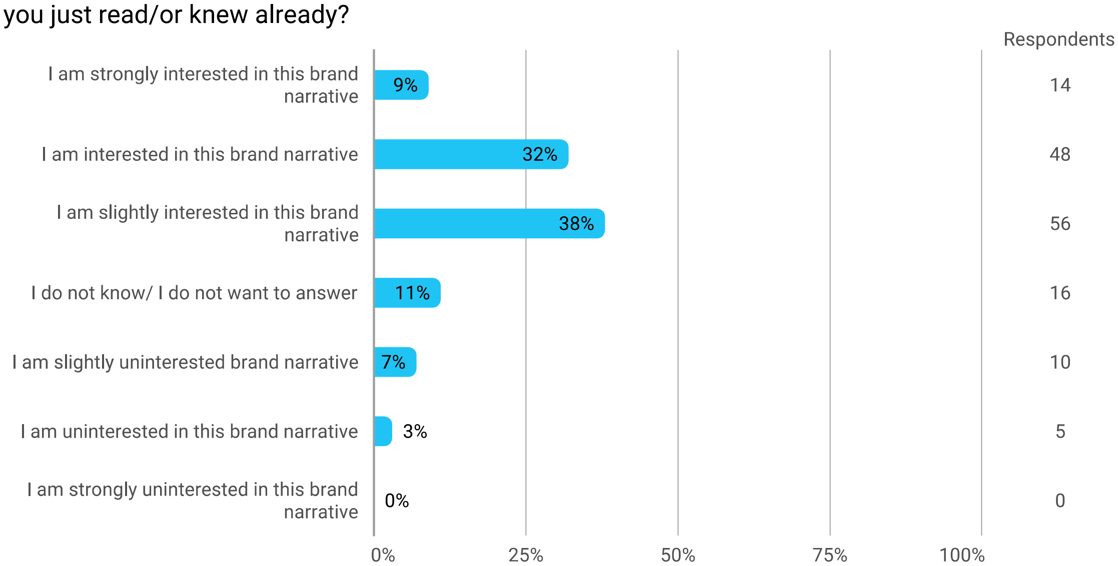
Do you buy African branded products?



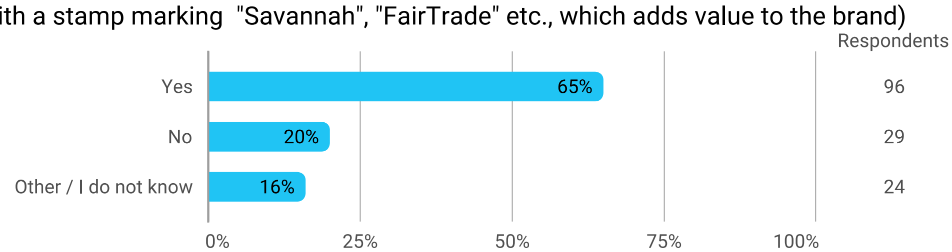
Did you have any knowledge regarding the Savannah project initiated by COOP prior to this survey?



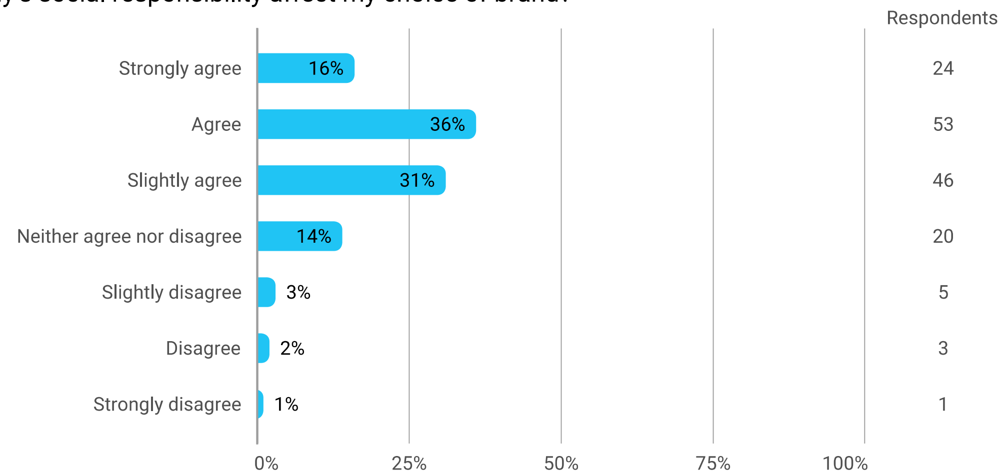
What is your opinion or perception on brands with a narrative such as Savannah based on what you just read/or knew already?



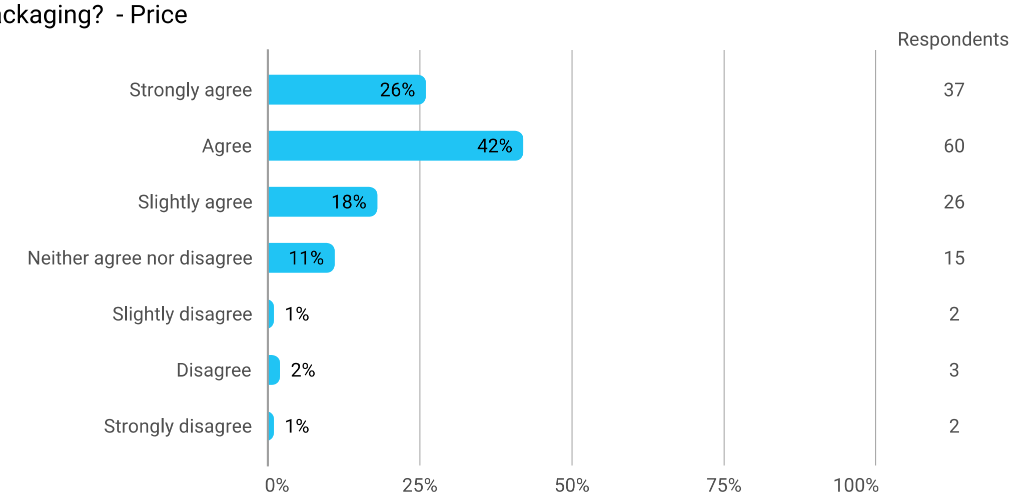
Do you prefer supermarkets with an assortment of differentiated products apart from others (such as products with a stamp marking "Savannah", "FairTrade" etc., which adds value to the brand)



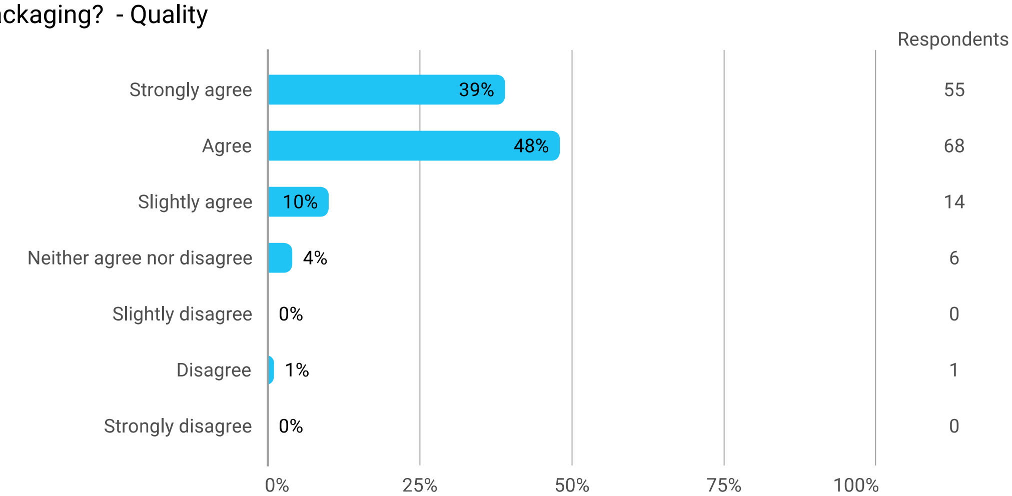
A company's social responsibility affect my choice of brand?



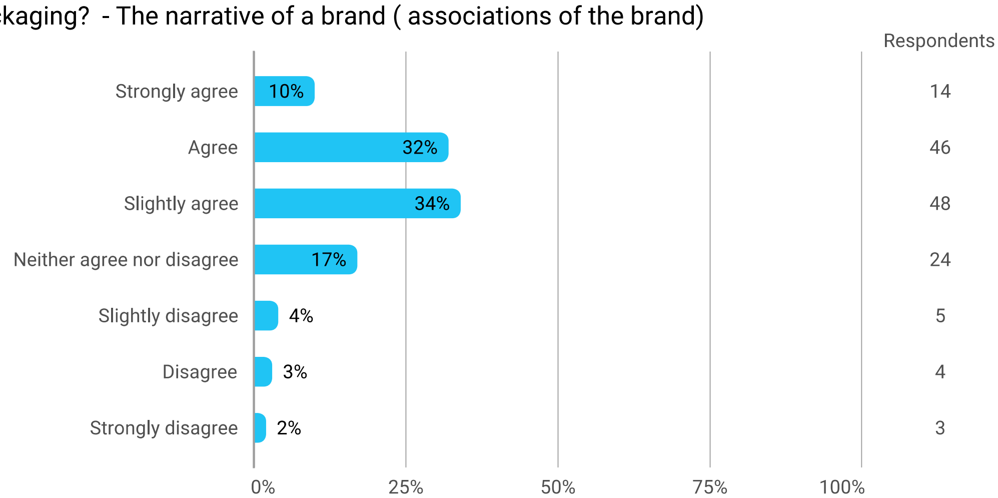
What would make you buy more differentiated products (Product with e.g. Savannah or FairTrade on the packaging? - Price



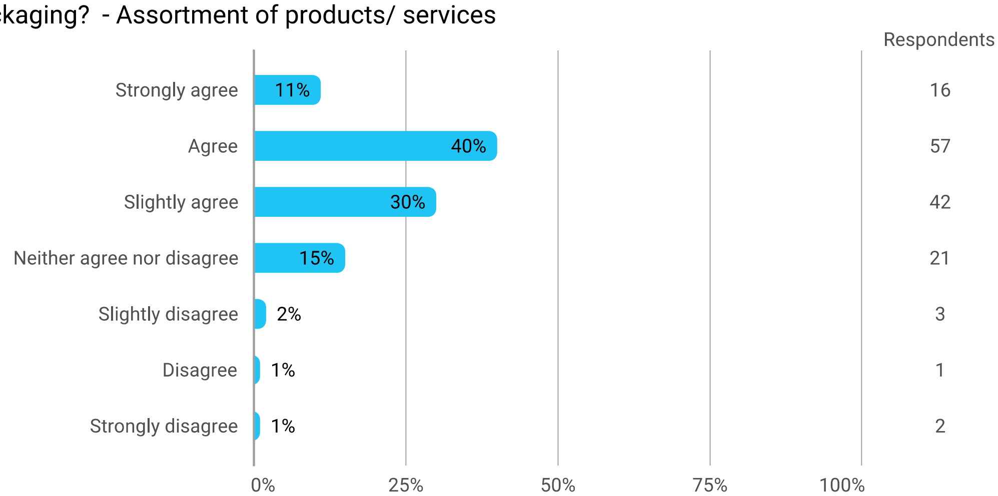
What would make you buy more differentiated products (Product with e.g. Savannah or FairTrade on the packaging? - Quality



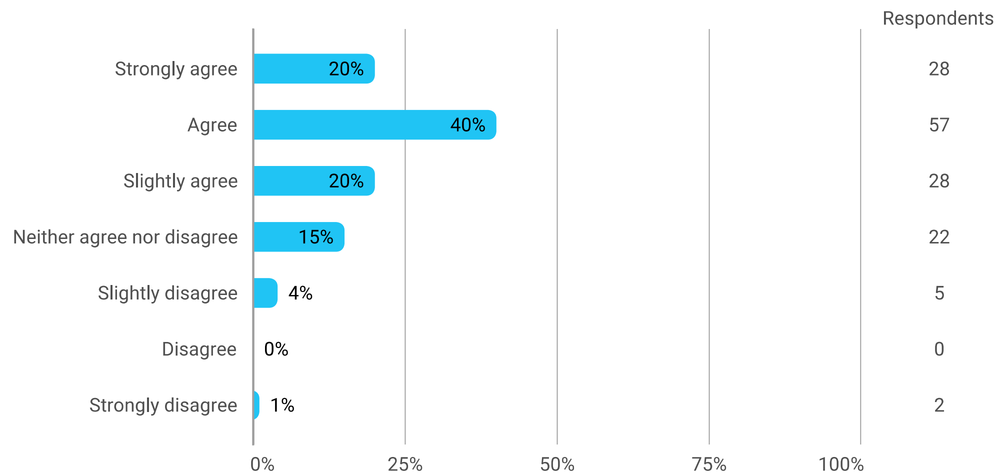
What would make you buy more differentiated products (Product with e.g. Savannah or FairTrade on the packaging? - The narrative of a brand (associations of the brand)



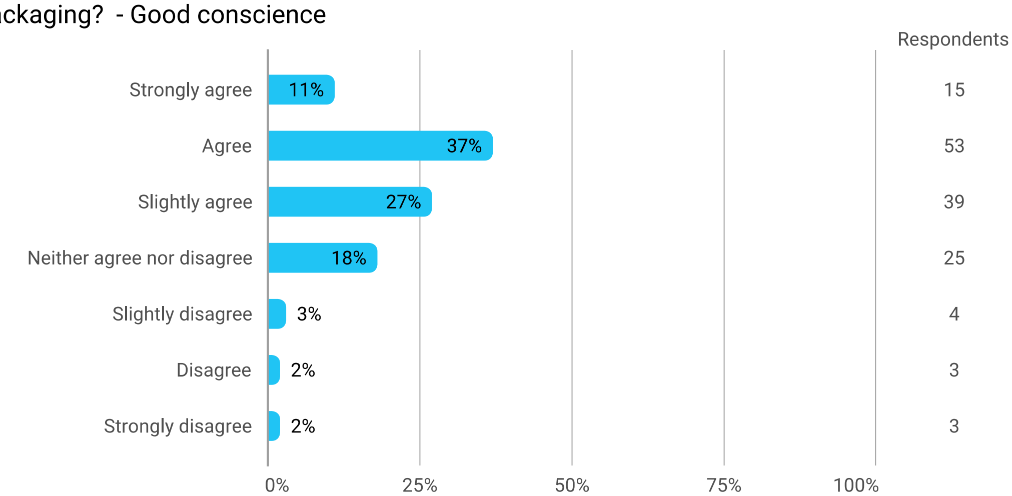
What would make you buy more differentiated products (Product with e.g. Savannah or FairTrade on the packaging? - Assortment of products/ services



What would make you buy more differentiated products (Product with e.g. Savannah or FairTrade on the packaging? - Personal belief



What would make you buy more differentiated products (Product with e.g. Savannah or FairTrade on the packaging? - Good conscience



Appendix 2

Selected statements from the customer questionnaire:

- Don't know of any African products.. perhaps Kenyan coffee, but I don't perceive it to be of higher value than Brazilian coffee etc. Would buy the product if I knew it would increase wealth in the community were it was produced.
- I only buy it if I need it – e.g. chocolate, but then I choose African products over non-african products to support the african economy
- For the quality and the narrative of trade and development
- If a product is imported from a long distance, I think the amount of Co2 used for transport should also be considered before you buy.

Appendix 3

Definitions or concepts used throughout the thesis:

Greenhouse Effect: With this concept the authors are refers to the metaphor of a plant that cannot survive without its shelter, warmth, nutrition and care of a greenhouse. It would simply wither.

Samvirke: Members monthly editorial for Coop's customers highlighting relevant targeted material. Each number focuses on a specific theme e.g. sustainable food consumption (Samvirke, 2019).

Influencers: An influencer is an individual who holds the power to influence or affect purchasing decisions of others because of their status in a community (Influencer Marketing Hub, 2019).

Mega farms: A large industrialised farm, with a centralised management. Opposed to this is cooperative farming.

Compassion fatigue: Compassion fatigue is defined in this paper as: "*Apathy or indifference toward the suffering of others as the result of overexposure to tragic news stories and images and the subsequent appeals for assistance"* (Merriam Webster, 2019).

Institutional voids: Institutional voids are often used in regards to working with or around them in emerging markets. A definition can be: *"absence of specialized intermediaries, regulatory systems, and contract-enforcing mechanisms in emerging markets…"* (Khanna, Palepu & Sinha, 2005).

Co-creation: The concept of co-creation is used as the process of creating a minor part, a somewhat part of a major part of the brand value through networks or stakeholders (Hatch & Schultz, 2010).

Network effects: Network effects are where an enlarged group of people to some extent might improve value of a product or service. Network effects works in multiple ways, but a key take-away is that a number of people, influencers or right content/products/services increase others interest (Investopedia, 2019).

Whole Foods: Whole Foods is a supermarket chain. They exclusively sell products which are fresh, free from artificial flavours, preservatives, sugars and colours and specifically focused on organic produce. They further have a promise of conditions and regulations the produce and producers have to live up to (Whole Foods, 2019).

Appendix 4

Interview - Henrik Køhler Simonsen

Sigrid: Ja men som sagt så skriver vi jo om Savannah-projektet og omkring brandingen af det og hvordan det ligesom skaber værdi – og så også meget omkring hvordan afrikanske produkter igennem Savannah kan blive markedsført og brandet i og med at de afrikanske markeder bliver mere – hvad kan man sige – lukrative for virksomheder at få til vesten. I den forbindelse så interviewer vi Henrik Køhler Simonsen i forbindelse med overordnet branding og kommunikation og ja, det starter vi med nu. Kan du kort beskrive dig og hvad dit fokusområde er indenfor forskning?

Henrik: Ja, jamen jeg er tidligere lektor på CBS og så er jeg nu ekstern lektor. Jeg har en ph.d. og en MBA-grad. Jeg er specielt interesseret i lige for tiden, sammenhængen mellem forretningsmodulering og kommunikation. Ikke for tiden, men det har jeg været de sidste små ti år. Især digitale forretningsmodeller og værdiskabelse. Det er nok det som ligesom præger min forskning lige nu.

Linda: Ja, så kan jeg tage det næste spørgsmål. Som du sikkert ved er supermarkederne jo præget af ret intensiv konkurrence især i Danmark og de skal kæmpe for hver og en af kunderne gennem priskrige osv. Kan du prøve at forklare ud fra dit synspunkt hvordan man bedst kan få fat i forbrugerne?

Henrik: Det er, og jeg synes jeres projekt er sindssygt spændende. Jamen altså, lige den tid vi lever i, er en fantastisk interessant tid, både forskningsmæssigt, men også etisk, filosofisk og menneskeligt. Det er nu vi skal bekende kulør som mennesker. Det er nu vi har en enestående chance for at gøre noget ved den ulighed, gør noget ved alle de problemer der findes i verden. Jeg og jeg synes det er fantastisk COOP har etableret Savannah. Jeg har ganske kort været inde og se det og jeg er meget imponeret. Og jeg er imponeret ud fra nogle personlige, hvad hedder det, synspunkter men også forskningssynspunkter. Det første og for lige at være meget konkret i forhold til dit spørgsmål Linda, hvad kan man gøre for at få den moderne forbruger ind. Jeg tror på at og det er der masser forskning der viser, at vi lever i det der hedder det post-faktuelle samfund. Jeg ved ikke om i har hørt om det. Der hvor man kan sige at kurven mellem hvad der er fakta og hvad der er følelse den knækker. For ganske få år siden, der var fakta det at have meget videnskabelige fakta det var en. Nu er følelse og recognition, altså det at blive anerkendt af andre, det er en. Så det var en lang snak. Så i det postfaktuelle samfund hvor følelse og anerkendelse af andre det spiller en større rolle end for eksempel økonomiske KPI'er, så er det rigtigt set af COOP at begynde at tænke følelse, noget ideologi, noget rigtighed, noget hæderlighed ind i deres branding og kommunikation. Så det er godt set, og jeg tror, i kender jo de 6 C'er, hvor man har en rejse der er gået fra de 4 P'er som hører til lidt i det der paradigme som var faktuelt. Nu er vi i det postfaktuelle samfund/paradigme, hvor man kan sige det knap så nok handler om prisen og hvor det er henne, men hvad er det for en følelse og anerkendelse jeg som mennesker kan få ved at købe bananer som er produceret af en-eller-anden et eller andet sted på den kenyanske familie, og jeg ved det er ham og hans familie som får de her. Og at det er god kvalitet. Så jeg synes det er rigtigt tænkt af dem. Og man kan sige at så har man også et link til flere af FNs sustainability goals, så det tænker jeg er relevant.

Linda: Så det er helt klart i det nye paradigme at man skal få fat i den moderne forbruger?

Henrik: Det er for mig i det postfaktuelle samfund, der er det ikke længere performancetal og spec, det er ikke længere min der er længere end din. Det er følelsen. Når jeg spiser den her banan, så er den rigtigt produceret, rigtigt betalt, den er rigtigt distribueret. Det viser al forskning også. Hvis man f.eks. går ind på fremtidsinstituttet eller hvad det hedder. Institut for fremtidsforskning tror jeg det hedder. Der viser det at lige præcis sustainability og hæderlighed og ethics er nogle af de helt klare parametre man skal markedsføre sig på. Jeg kan godt blive ved.

Linda: Af ren nysgerrighed, havde du hørt om Savannah inden vi kontaktede dig?

Henrik: Nej

Sigrid: Du havde heller ikke set deres logo?

Henrik: Nej det havde jeg ikke. Altså jeg vil sige at jeg har en hel del aktiviteter, og vi er delt op sådan i min familie at det er min familie køber. Det er sådan det er. Hun køber ind. Jeg er måske en gang om året i en butik. Men vi er begge medlem af COOP og vi får varer fra Årstiderne fordi vi gerne vil have kvalitet og økologi. Og der kan man sige at Savannah måske er næste skridt. Ligesom Årstiderne har haft deres to årtier eller sådan noget, kunne Savannah også sagtens få det.

Sigrid: Godt. Skal vi tage det næste. Kan du kort prøve at beskrive ud fra dit synspunkt eller dit fagområde, hvad der karakteriserer den almene og kommunikative diskurs i industrien?

Henrik: I forhold til detail er jeg måske knap så stærk også fordi ikke er den store forbruger eller shopper. Men man kan sige at den generelle diskurs som mange detailhandelskæder jo bruger, den er jo forankret i det gamle paradigme – pris. Alle reklamer som man ser fra fakta, Irma og Rema 1000 handler om en ting – pris. Laveste pris. Og det har måske kendetegnet hele diskursen i detailhandelsområdet i de sidste 60-70 år. Der er begyndt at komme noget med kvalitet. Der er noget med økologi, ja, men diskursen er klart af en faktuel min er større end din, eller min er lavere end din, altså pris. Så der kan man jo sige det er interessant for COOP som gerne vil brande sig på Savannah, og det er interessant at det er en helt anden diskurs man skal bruge der. Der skal man tale i følelser og knap så meget pris. Var det et svar?

Linda: Ja den hænger måske lidt sammen med det næste spørgsmål, som er hvilken trend du umiddelbart ser i markedsføringen?

Henrik: Hvis man ser på, bare på reklamer på fjernsyn for eksempel eller man går forbi de første tilfældigt udvalgte butikker, så er det stadigvæk uanset om de gerne vil prøve at differentiere sig en lille smule, så er det stadig prisen. Altså netto, fakta, rema1000, altså der er de der discount, det er kun prisen det går ud på. Og så er der måske Irma, Kvickly og nogle af de andre der i lidt højere grad differentierer sig på kvalitet og økologi. Så det er godt set at der er en tredje vej. Og at det samtidig kan kliker ind i FNs verdensmål.

Sigrid: Ja og det er jo specielt relevant nu kan man sige, for Savannah blev startet op for mange år siden. Så det er specielt relevant at tage det op i forhold til FNs verdensmål. Nå, ja. Ud fra det materiale vi har sendt dig, kan du så prøve kort at beskrive hvordan din opfattelse af projektet er og også ud fra det brand og kommunikative aspekt?

Henrik: Og der spørger du specifikt til Coops hjemmeside for Savannah?

Sigrid: Ja og så til den PDF-fil vi også sendte.

Henrik: Set fra min stol. Og igen vil jeg lige understrege at jeg ikke er den mest aktive indkøber. Jamen for mig at se virker det meget professionelt. Det virker som om de har et klart værditilbud. Jeg tror ikke på at der er ret meget der fungerer her i verden uden man et klart værditilbud. I kender mange af de modeller. Og der kan man sige at værditilbuddet for mig som ekspert indenfor forretningsmoduleringen, så kommer deres værditilbud meget klart frem. Det virker også som om at de allerede i deres kommunikation synes at beskrive deres distributionsnet, deres kanaler og deres medier meget stringent. Så jeg synes det kliker rigtig fint ind i en moderne forbrugers måde at tænke på. Men der er en anden ting jeg kommer til at tænke på og det er så også sådan en megatrend som kendetegner os alle sammen. Og det er jo en trend der kendetegner os alle sammen. Og det at i en forretningsmodel der skal ikke være noget bøvl. Altså det fede ved årstiderne er fx at jeg skal slet ikke… altså når jeg kommer sent hjem kan jeg lave mad på en halv time og jeg skal bare følge den der. Så der skal ikke være noget bøvl. Det er det eneste jeg tænker. Det kræver en indsats fra forbrugeren – Savannah. Det kræver et engagement og en involvering. Måske er alle ikke helt der endnu. Der er måske en lille smule for meget bøvl.

Sigrid: Det er også meget relevant i forhold til at vi kigger på value proposition og Osterwalder.

Henrik: Ja, så for mig ville jeg gøre den, ja meget meget meget enklere. Men jeg synes værditilbuddet det holder helt bestemt.

Linda: Ja, det hænger lidt sammen med det næste spørgsmål, som er styrker/svagheder. Men måske kan vi kigge lidt på i forhold til det kommunikative aspekt. Nu har du for eksempel ikke hørt om det. Umiddelbart virker det til at der er en tendens til at folk ikke har hørt om det. Hvad du tænker du omkring styrker/svagheder i forhold til det kommunikative ved Savannah?

Henrik: Nu er jeg ikke helt klart over alle platforme man har bragt det ud på.

Sigrid: Altså da man startede det op var det Instagram og Facebook ikke stort endnu. Jeg tror faktisk ikke Instagram eksisterede endnu, så det var hovedsageligt i forbindelse med Samvirke og almindelige distribuerede marketingmateriale. Og så var der selvfølgelig en hjemmeside.

Linda: Ja, og så var der diverse artikler også.

Sigrid: Så det har ikke så meget været fokuseret på de digitale kanaler, og de har så vidt jeg ved stadig ikke en Instagram.

Henrik: Ja så vil jeg sige, så igen, jeg er 52, 53, og jeg synes Samvirke er interessant, men jeg læser det en gang om året. Jeg vil vædde min fragmentationsvest, på at kvinder i jeres alder ikke læser Samvirke. Og printmateriale – glem det. Så der nok noget der tyder på at man skulle 'gunne' op på det område og komme for alvor ud på de sociale medier. Og igen hænger det jo også sammen med den postfaktuelle tid vi lever i. Hele styrken ved de sociale medier er jo det der, selvrepræsentation – det hedder self representation og self disclosure ifølge Henland & Capland, 2009, jeg kan sende det til jer. Det er en fantastisk artikel. Den forsøger ligesom at dele folk ind i hvorfor vi ligesom er interesseret i sociale medier. Og det er vi jo fordi vi igen vi lever i det postfaktuelle samfund – se mig, se mig, du anerkender mig ved at sige like – ikke også? Og den tror jeg de skal gøre mere ud af. Det tror jeg bestemt. De skal ramme de unge forbrugere, de travle børnefamilier, de kvalitetsbevidste unge som også har en etisk interesse i at det er i orden det jeg spiser og det er i orden den måde det er produceret på. Det kunne man gøre meget mere ud af, sådan som jeg ser det, ud fra hvad jeg har bladret igennem.

Sigrid: Godt, jamen det leder os faktisk også hen mod det næste spørgsmål. Det er faktisk en fin overgang. I hvilken grad tror du på at initiativer såsom Savannah kan påvirke forbrugeren og dens opfattelse af det tilhørende brand eller brandet i sig selv?

Henrik: Jamen, altså I åbner jo op for alle mine fede interesseområder. Jeg har lige skrevet en ansøgning om det der hedder 'soft skills'. Det er jo sådan at vi i det, igen postfaktuelle samfund, der handler det ikke kun om at man kan regne solen sort eller man kan bygge en bro. Igen, de der meget hardcore performances dem skal vi selvfølgelig stadig have, men det handler i stigende grad om soft skills. Der viser en rapport fra Deloitte, 2008, jeg kan sende den til jer, at 60 %, undskyld 2/3 af alle de nye jobs der ville blive skabt/er ved at blive skabt, det er soft skills intensive. Og hvad er soft skills? Soft skills er lige netop det der, der hænger sammen med det postfaktuelle samfund, at vi to kan have en samtale, men at vi kan have en samtale på et kulturelt acceptabelt niveau, jeg forstår dig selvom du f.eks. kommer fra Kenya, og at jeg respekterer dig. Og alt det, det spiller måske en meget større rolle i en international verden end det gjorde for få år siden. Nu skal jeg måske tilbage på sporet i forhold til spørgsmålet, fordi det er jo lige præcis, det er jo faktisk forbundet med det som jeg ser det. At hvis vi, at vi skal markedsføre ind i en kontekst, ind i en værdiopfattelse, fordi vi tre har jo tre forskellige værdiopfattelse. Så det er jo også et spørgsmål om perception, customer perception, value perception, hos hver af os. Og det skal de gøre sig klar, hvad er det for en form for perception de gerne vil af med eller vække hos forbrugeren? Men prøv lige at gentag spørgsmålet, for jeg tror jeg har glemt det, eller anden halvdel af det.

Sigrid: I hvilken grad tror du initiativer så som Savannah påvirker forbrugeren og dens opfattelse af brandet?

Henrik: Ja, undskyld. Jeg tror at hvis de griber det her rigtigt an, så tror jeg det kan få lige så stor succes som f.eks. årstiderne. Det er jeg overbevist om. Fordi det introducerer en dimension, som andre produkter af lignende karakter ikke har, nemlig den etiske. Og det var det der var krogen til soft skills. Fordi en af de helt vigtige soft skills, det er etisk. Det er etik. Vi gider simpelthen ikke at tage røven på andre og vi gider ikke blive taget røven på. Det er slut nu. Det er slut. De der banker der røven på os, jamen vi orker det simpelthen ikke længere og den generation der kommer efter jeg, eller før jer, altså den der er yngre end jer. De har den slet ikke, de kan simpelthen ikke tolerere at det eksisterer. De synes ikke det er smart. Det tror jeg virkeligt at hvis de gør det rigtigt, så kan det påvirke både Coop's brand, som hvis vi skal være helt ærligt godt kan være en smule støvet og det er jo en gammel koncern som også har været præget af rigtig hård købmandskab og købmandskabsdiskurs – altså min er billigere end din. Så hvis de formår at lave den transformation fra gammeldags detail til moderne etisk baseret, FN verdensmål baseret, så kan de virkelig flytte deres brand. Så man kan være en del af det økosystem, en familie. Ligesom man har abonnement på Netflix, så kunne man godt have abonnement på Savannah. Nu har jeg glemt min bog derhjemme. Den hedder digital business models (Weil og Woerner 2018). Den er sindssyg interessant. Og lige præcis her i forhold til abonnementsordninger. Hvem siger det ikke er den vej man skal gå, altså? Igen fordi folk ikke gider det bøvl. Det med at stå i kø i alt for lang tid, når ens tid er begrænset i forvejen. Hvis I skal give dem en ny ide til et nyt værditilbud, så skal det være at minimere bøvlet. Hassle-free, eller et eller andet.

Linda: Hvordan ser du det afrikanske kontinent og afrikanske produkter/services oftest markedsført i Danmark? Her tænker vi på fx det narrativ der ofte skabes i forbindelse med produkter fra Afrika. Du hjælper f.eks. ulande ved at købe et produkt

Henrik: Jamen der tror jeg. Først og fremmest er jeg en generation ældre end jer. Jeg tror at mange danskere har nået et mætningspunkt. Et mætningspunkt for nødhjælpskommunikation. Man kan ikke sparke sig frem for bare nødhjælpskommunikation. Hvis man bare går en tur på strøget er der facere over det hele, og hvis man i forvejen er medlem og betaler 500 kr. om året, tager de fat i dig for at få dig til betale 1000 eller ringer til dig. Det er en meget gammel upselling metode man bruger, og det er slet ikke derfor man betaler 500 kr. Jeg tror altså der er et mætningspunkt for hvor meget godt man kan gøre. Det går jo selvfølgelig lidt imod FN's verdensmål. Selvom der jo er en klar tendens til at vi gerne vil opføre os mere etiske og være mere etiske. Meget forskning understøtter at forbrugere når et mætningspunkt for netop for meget nødhjælpskommunikation. Når man tapper ind på det argument, ja så må man lede efter en anden måde at kommunikere og brande på, og det synes jeg faktisk Savannah gør – til en hvis grad. Jeg synes de rammer en diskurs – en tone som ikke er nødhjælpsorienteret. Som mere er: det her en god ide, et godt produkt, god kvalitet og en fair deal. Det er det jeg ser i det materiale som i har sendt. Det er godt set. Det tror jeg de skal arbejde endnu mere med. Men for at have mest gennemslagskraft kommunikativt og brandmæssigt, skal de ikke falde i vognene med nødhjælpskommunikation. Det er noget de skal navigere i. Det er ikke endnu et forsøg på nødhjælp, men god forretningssans.

Sigrid: Ja, det har vi også diskuteret og reflekteret over i den her proces med indsamling af empirisk data til projektet.

Linda: Ja, man skal prøve at positionere sig lidt væk fra det?

Henrik: Ja det ville jeg klart gøre. Altså lave en agendasetting og brandinitiativ som for en gang skyld ikke handler om at vi skal sende nogle penge derned, men at vi bare skal lave forretning med dem. Sådan at de kan klare sig selv, udvikle deres forretninger og have nogle fede produkter med rigtig god kvalitet. På den måde passer det ind i den rigtigt forretningsmodel og værditilbud til kunden. Så en fin balance mellem ikke at falde i nødhjælpssegmentet men samtidigt slå ned på det er etisk – så en fin navigation af brandet skal til.

Sigrid: Det leder jo fint videre til det næste. Så ja hvilke faktorer tror du der kommunikativt og markedsføringsmæssigt har en betydning for salg af afrikanske produkter/services? Og ikke blive for nødhjælpsagtigt i din branding og markedsføring (Her tænker vi på pris, fortælling, kvalitet, kundeoplevelse etc.)

Henrik: Jamen, altså hvis vi skal kigge lidt på nation branding. Der er fordele og ulemper ved nation branding, som også er noget man skal navigere i. Man kan måske brande noget i forhold til kontinent, som er lidt mere sikkert. For hvis man eksempelvis satser på et, to eller tre lande og det / de så ender i borgerkrig eller andre krisesituationer, så er enhver form for goodwill tabt.

Sigrid: Men kan man så ikke også sige – ja nu afviger jeg lige lidt fra de fastlagte spørgsmål – at ja Afrika som kontinent har været markedsført i mange år som en nødhjælpssag. Kan man så ikke argumentere for at man netop burde fokusere mere snævert på de enkelte lande fordi Afrika netop har fået det tilhørende brand og værdi som har været tilknyttet i mange år?

Henrik: Jo det kan du jo til en hvis grad have ret i, og det er jo så styrken i nation branding. Ud fra min viden er der sindssygt stor forskel på de enkelte Afrikanske lande. Så jo på den måde man kan du jo selvfølgelig have ret i hvis man ønsker at indgå i et samarbejde med et eller 2 lande. Så skal man jo også have et svar på at få produkterne produceret i de specifikke lande og så skal de jo så flyves helt herop. Så kommer der hele miljøaspektet inden over også. Men hvis man vil have bananer, Papaya frugter eller lignende bliver man jo desværre nødt til at betale den miljøbelastning der er tilstede i produktionen og fragten.

Linda: Ja der kan man jo så sige i forhold til Savannah at de har et helt risteri internt i Kenya som de så styrer hele værdikæden af og måske er mindre udledning i den produktion.

Henrik: Nu sagde du jo lige præcis et ord jeg godt kan lide – værdikæden. Vi talte jo på et tidspunkt om downstream og upstream i værdikæden. Det er jo lige præcis det vi har set. At afrikanske produkter er ekstremt langt nede i værdikæden. De har jo egentligt bare produceret og så solgt det til ekstrem værdi i forhold til hele værdikæden. Dem der så har skabt værdi er resellers hele vejen til Europa. Så dem der faktisk tjener mindst er producenten i Afrika og COOP i værdicyklussen. Det er derfor der er så hård konkurrence i detail, fordi resellers kan tage den pris de vil. Det er altså også noget man mere eller mindre kan tage op. Nu går man upstream – det er ikke, ja undskyld, men sexet at sige. Men man kan godt kommunikere at man har etableret et risteri og eget transport distributionssystem. Værditilbuddet bliver altså klarer, da man kan styre kvaliteten og sikre en fair behandling og cut mellemled ud. Og kan de i en stigende grad gøre det i deres kommunikation, så tror jeg langt de fleste vil sige – fedt! I stedet for at det er en meget velhavende hollænder eller belgier der tjener på det, men faktisk er dem der har produceret og sourcet det i det respektive afrikanske land.

Linda: Ja, så næste spørgsmål: Tror du og hvis ja hvordan tror du branding af initiativer så som Savannah når nye kundesegmenter og skaber et "socialt netværk"?

Henrik: Det er ikke så lang tid siden jeg var til en EU ekspert workshop hvor jeg var nede of fortælle om økosystemer og specielt i forhold til digitale forretningsmodeller, så ja det tror jeg. Lige nu er Coop en detailvirksomhed. De er ved og har etableret et form for økosystem med deres bi-brand Savannah. Så ja, jeg kan sagtens se det her kan skaleres ud til andre segmenter. Det kan være indenfor en lang række produkter som man traditionelt har været gode til at producere i Afrika. Lige nu er det fødevarer, men det kan også være træ, eller råstoffer.

Sigrid: Jamen godt, så kan vi gå videre til det sidste spørgsmål, som måske i højere grad henvender sig til fremtiden. Hvordan tror du fremtidens kommunikation mellem supermarkeder og kunder vil se ud og det passer jo også godt ind i det her vi har snakket om med sociale netværk, soft skills osv.

Henrik: Jo først og fremmest tror jeg vi som forbrugere i fremtiden vil være forventet at få en langt mere personificeret kommunikation. Altså den der med at alle medlemmer får et universelt og generelt nyhedsbrev, tror jeg ikke holder på længere sigt. Så lang mere personificering. Så tror jeg også at kommunikationen næsten udelukkende vil foregå på de digitale medier. Jeg er ikke overbevidst om den fysiske butik overlever. Det er den der diskussion om brick vs. Click. Jeg er ikke overbevidst. Jeg tror det ud fra no-hassle paradigment. Jeg mener ikke forbrugeren synes det nødvendigvis er fedt at stå og vende en tomatpuréen i hånden for at få en følelse med brandet, der tror jeg vi i fremtiden bare bestiller den på forsiden af ex. Vores køleskab og så bliver det leveret et sted på adressen. Dvs. At der er behov for en form for at afstemme mellem brandet og dets levering af værdi, når man skal stole på det gennem en digital kanal. Så derfor bliver hele den fysiske essens af Savannah i butikken væk. Og så nogle varer vil kræve en fysiskhed. Derfor skal man virkelig forholde sig til produktet/ servicen ens brand udbyder og det der kommunikeres. Den digitale og den fysiske. Og så kan man sige, hvis sådan ligesom skal sige at vi anerkende det argument at vi bliver mere interesserede i etik og bæredygtighed og eller CSR og anerkendelsen af det som et faktum – det er her allerede nu. Jeg kan bare se inden for de sidste 2 år på samtlige af de projekter jeg har vejledt, i international business, der er næsten alle fokuseret på FN's verdensmål og CSR i en helt anden grad end det bare gjorde for 2 år siden. Derfor mener jeg også at det helt klart udfordrer og har betydning for kommunikation af initiativer så som Savannah. Dvs. Hvis du køber det her forværrer du ikke CO2 udledningen og du sikrer et levebrød et sted. Det tror jeg betyder noget for mange. Og så den sidste ting. Når vi strukturerer det her med at jeg er forbruger og du er sælger af produkt og hele værdikæden bagved sælger, den kæde mener jeg bliver meget kortere i fremtiden. Den bliver meget mere integreret. Og når man er i familie eller økosystem med hinanden så kræver det en næsten intern kommunikation, altså anderledes end nu. Fordi da man er interesseret i at få økosystemet til at fungere til alle parters gavn sådan at det ikke bare er spørgsmål om presse leverandøren. Og det er det det handler om lige nu for COOP, som de prøver at bevæge sig lidt væk fra med Savannah.

Så altså transformationen fra de 4p til de 6c Hænger sammen med transformation fra det faktuelle samfund til det postfaktuelle samfund. Transformationen fra performance og funktion til følelse og anerkendelse. Det påvirker det vi siger, kommunikerer og organiserer vores forretninger. Var det det?

Sigrid og Linda: Ja, tusind tak for dette interview.

Appendix 5

Interview - Thomas Roland

Sigrid: Ja, men godt. Vi sidder så her med Thomas Roland og interviewer hos COOP. Og vi tænker om du ikke vil starte kort ud med at forklare om din rolle og i COOP?

Thomas: Jeg hedder Thomas Roland. Jeg er CSR chef og det dækker vel over at jeg i det daglige prøver at hjælpe min organisation til at stille de rigtige krav til vores leverandører men også hjælpe vores marketing afdeling med at bruge noget af det ansvarlighedsarbejde vi laver som en platform til at hjælpe med at bygge vores brand stærkere. Lidt indadvendt rolle i virkeligheden. Grunden til jeg nok er en god person at snakke med er at i er interesserede i Savannah-projektet og stadig har da vi startede det op. Der var jeg nemlig ansvarlighedschef i FDB. FDB er ejer organisationen bagved COOP. Det hedder ikke FDB i dag, men blev fusioneret med COOP, det hedder COOP Amba nu – andelsselskaber begrænset ansvar. Ingen af navnene optræder jo på butikkerne, valgte man at kalde det hele for COOP. I den proces blev min afdeling flyttet til COOP. I FDB tiden valgte bestyrelsen i 2010 at sige vi vil gerne understøtte de samme mærkesager som COOP arbejder med på varer og driftsidden, dem vil vi gerne understøtte ved at sætte nogle projekter i gang som skal være mere involverende ud mod forbrugerne. FDB dækkede downstream delen af værdikæden og COOP tog sig dermed af upstream. Men vi var egentligt fælles om at sige at vi har 4 mærkesager vi arbejder for: Klima, miljø, sundhed og etisk handel og under det ben der hed etisk handel valgte COOP så en række konkrete indsatser: VI vil gerne sælge mere Fairtrade, vi vil gerne sørge for at vores indkøb fra risk lande følger adskillige standarder. FDB valgte så tilsvarende at sige, vi vil gerne opbygge værdikæde projekter som kan gøre det muligt for vores kunder at føle at de kan være med til at spille en rolle for nogle afrikanske leverandører i det her tilfælde gennem vores samhandel. Så det vil sige vi prøvede i virkeligheden at sige, kan vi støtte nogle projekter som ender op med at støtte bedre varer, bedre priser, bedre kvaliteter, bedre leveringssikkerheder til COOP og som samtidigt styrker primærproducenterne – og dermed tilfører værdi i første del af værdikæden, og så involvere kunderne i fortællingen om det kan lade sige gøre. Det var intentionen.

Det startede først med en lille bitte leverandør af frisk frugt og grønt, som når det var uden for den europæiske sæson, leverede sukkerærter og babymajs til COOP. De hed Kyomo Fresh. Og det var formentligt i 2010. Det var startet af en ung kvindelig iværksætter i Kenya, Grace, og hendes bønder outgrowers, havde faktisk udfordringer med at levere til hende, da de ikke kunne skaffe kapital til såsæd og gødning osv. Det vi så gjorde var at lave et projekt med hende, hvor vi via mikrolånsplatformen myc4, som var en af de første mikrofinanseringsplatforme som havde 3. verdens lande som mål. Jamen så udviklede vi lån til de her bønder som forbrugerne kunne være med til at tage, og så kunne de være med til at forrente deres eget lån indirekte ved at gå ned i butikkerne og købe varerne. OG det skrev vi så om i samvirke og prøvede at få de her varer til at leve Det var op ad bakke. Der var simpelthen ikke den forståelse, og det var nærmest kun indviede medlemmer af vores landsråd og nogle få bestyrelsesmedlemmer rundt om i landet der reelt lånte penge ud til projektet. OG vi havde ikke styrken til at kommunikere det på varen, når man stod i butikken og tænkte hov, her får jeg noget mere. For de lå bare i den almindelige emballage. Man skulle altså vide noget om projektet og støde på det i vores andre kommunikationskanaler.

Linda: Og hvad er det for nogen kommunikationskanaler?

Thomas: Samvirke, e-mail service hvor vi skriver til medlemmer og så de digitale kanaler.

Sigrid: Og var det også det dengang? Man kan måske sige der var mindre fokus på SoMe og det digitale?

Thomas: Ja altså vi havde jo stadig vores medlemsmail til vores medlemmer og dem der havde givet permissions – det var omkring 800.000 eller sådan noget, som vi sendte mails til 3 gange om ugen. Så faktisk en del, men alligevel lykkedes det ikke rigtigt. Det vi så gjorde var at vi tog en brandings konsulent ind og arbejde sammen med ham og prøvede at finde en løsning. SÅ hvis vi skal have den her større og fortællingen ud og leve, hvad skal vi så gøre ved det?

Og der talte vi også med indkøberen i COOP og den daværende indkøbsdirektør i COOP og blev enig med ham om at vi ville prøve at bygge et decideret brand op omkring det, som vi så ville kalde Savannah. Det kan man godt kalde var et plat valg, men det var meget oplagt, da vi ledte efter en positiv association til Afrika. Og det er meget svært at find. For hvis du spørger danske forbrugere, hvad siger de så? Nødhjælp, sult, sygdomme, fattigdom, kolera og malaria. Hvilket jo ikke er noget du vil associere med lækre varer, som du betaler en lille ekstra pris for. Det eneste punkt Afrika stod positivt i danskerne sind, var i forhold til Safari og rejser og den vilde savanne og dyr. Derfor kaldte vi det ærkestereotypt Savannah. Og fandt et afrikansk Acacia-træ, med flad krone fordi alle dyrene har ædt af det som vores ikon Og så prøvede vi jo at bygge et brand op omkring en fortælling om at du kan gøre en forskel gennem handel. Hvor du så styrker nogle afrikanske leverandører og altså udvikling gennem handel. Og grunden til at vi også lavede det som et brand, var at så kunne vi få mange flere flader i butikkerne, hvor forbrugeren rent faktisk blev opmærksom og var en konkret berøringspunkt for brandet. For at brede det ud gjorde vi 2 ting. Vi spurgte alle vores indkøbere om de har nogle varer som kommer fra det Afrikanske kontinent, syd for Sahara, fordi så kan vi måske give et ekstra skub på markedsføringsbudgettet ved at putte det ind i det her brand. Der definerede vi altså hvad brandet lovede omkring udvikling. Og altså alene det at handle med nationer som ligger syd for Sahara og nord for Sydafrika, jamen så er du i en zone som FN stadig siger, er udviklingsøkonomier alle sammen, og alene at øge samhandelen med de her nationer er der en pointe i. Derfor følte vi at vi egentligt godt kunne stå på mål for det her og fortællingen.

Den anden ting vi også gjorde at vi tog en runde til vores indkøbere og spurgte hvilke leverandører de fik varer fra som havde et uforløst potentiale, hvis vi nu målrettet fik ind og arbejdede med den konkrete leverandør og målrettede værdikæden, kan i få bedre priser, leveringssikkerhed, kvalitet osv. Som COOP også kunne have en interesse i. Og på den måde fik vi identificeret en kødgrossistvirksomhed i Namibia og vi fik identificeret en større leverandør af grønsager i Kenya, Sunripe, og vi fik faktisk også produceret en større bestilling af snitroser i Kenya og Etiopien. Og så sagde vores chokoladeindkøber, at Toms faktisk allerede havde et projekt sammen med IBIS i Ghana i et Chokoladekooperativ, og de ville meget gerne samarbejde med os om det, og så ville de lave en chokoladeserie til Savannah, hvis vi så gik ind og tog noget ansvar for at drive projektet videre. Hvor man egentligt uddannede chokoladebønder i kooperativet i minimering af børnearbejde og børn i skole, bedre kvalitet, bedre fermentering og mere kontrol med produktionen. Det er måske det eneste projekt som stadig lever i dag, om ansvarlighed hvis man kigger på Toms hjemmeside. De andre projekter, så gjorde vi det at.. Kyomo Fresh projektet døde, leverandøren, hvor godt det end var, vi fik betalt pengene tilbage og alt var vel sådan set, men de kunne simpelthen ikke møde de krav til leverance vi havde. Der var for mange fejlleverancer, der var for mange larver i ærterne og der var for svingende kvalitet simpelthen, så vi skiftede leverandør til Sunripe – og det var også derfor vi gik videre til dem. Jeg tror de har flere tusind underleverandører. Det vi så tænkte var, at ja vi kan jo selvfølgelig godt selv investere i det, men vi tog en snak med Danida med om man måske kunne få noget støtte til og gøre det her arbejde. For hvad ville vi reelt få ud af det? For vi ville jo ikke konkret få ejerfordele. Når danske eller vestlige virksomheder generelt går ind i udviklingslande er det for at få nogle fordele ved at have ejerskabet og have en højere grad af vertikal integration og ejer en stor del af murstenene så at sige, men det var jo ikke tilfældet hos os. Vi havde jo kun et leverandørsamarbejde og en kontrakt der måske gik et år ad gangen. OG det tog vi så en snak med Danida om, og de kunne godt se at de ikke havde nogen programmer der hjalp os. Så det var jo lidt en speciel situation Så vi tog så fat i vores leverandører, som vi jo havde haft kontakt med førhen og sagde, vil i være villige til at ligge en investering i jeres virksomheder, som ville kunne mødes vores ønske på xx punkter, så vil vi også gerne være med til at investere i det og så kan vi få udløst yderligere en tredjedel gennem et Danida-program. Men det krævede jo at der var en virksomhed som investerede og havde mursten dernede. Og det blev jo så vores leverandør on the ground der var det i stedet for. For at sikre os at vi så havde nogle udviklingsmål vi så nåede, så valgte vi i tre tilfælde at samarbejde med nogle NGO'er. Vi samarbejdede med Solidaridad i Namibia. Det er en hollandsk NGO, svarer nok til folkekirkens nødhjælp i DK. Det er faktisk dem som har udviklet Max Havelaar fonden, som er det Fairtrade udspringer af. Og de havde nogle store EU-bevillinger til at kigge på bæredygtigt kvægdrift, og sagde jamen hvis I vil lave et projekt i Namibia, som går under et af vores kerneområder, så vil vi meget gerne støtte det. Så det var så dem som støttede projektet med kød i Namibia, sammen med vores partner dernede MeatCo, som svarer til DanishCrown, bare ejet af Namibiske bønder og et anpartsselskab. I Kenya lavede vi så et samarbejde med Care, udover personlige relationer, så handlede det også om at CARE som organisation hele tiden har stået for hjælp til selvhjælp og opbyggelse af kapacitet og netop har arbejdet rigtig meget med primær producenter og bønder og deres egen selvforsyningsevne. Derfor havde de nogle kompetencer når man skulle uddanne bønder og give dem market literacy, eller hvad det var for nogle moduler der blev undervist i. SÅ var det faktisk den bedste NGO'er til det, og som praktisk on the ground kunne udføre arbejdet, nemlig deres CARE Kenya afdeling. Og det var så med IBIS i Ghana, og det var meget fokus på uddannelse. Meget på børn og at de skulle undgå at blive børnearbejdere og i hvert fald at de gerne måtte arbejde på forældrenes gård, det kan man ikke undgå, men at de så også fik en skolegang. SÅ det var en del af projektet i Ghana, og en anden ting var at uddanne kakaofarmerne til at høste og fermentere kakaoen på tidspunkt så kvaliteten er bedre.

Linda: Hvornår skete det her skift til Ngo'er?

Thomas: Jamen det skete da vi begyndte at søge penge til de her projekter Der havde vi brug for at have NGO'er med. Også over for Danida for at kunne garantere at det er udviklingsmål vi opfylder og ikke kun kommercielle mål. Der skal altså være den dualitet i det. Så det skete der i 2011. Og de løb så tre år, og så søgte man forlængelse. De løb nok fra 2012 -2016. Vi får stadig varer fra leverandørerne. Og det var hele tiden planlagt at det skulle startes op og vi brugte pengene på at forbedre værdikæden, og så skulle vi jo gerne kunne høste frugterne af det. De skulle kunne få bedre penge for deres varer og vi skulle få nogle varer af en højere kvalitet og mere sikker leverance. Så det har aldrig været tanken at vi skulle blive ved med at drive udviklingsprojekter. Og vi har også valgt at nedlægge Savannah brandet igen, bare så I ved det. Det er hovedsageligt kaffe. Og det er fordi de ikke er løbet tør over på vores pakkelager, så vi ved ikke hvorfor det bliver bed med at være pakket i dem.

Sigrid: Jamen det tænkte vi egentligt også godt. Og det var også et spørgsmål vi havde til dig. For det startede jo ret godt ud og havde stor opbakning og havde godt salg

Thomas: Nej..

Linda: Når ifølge det materiale vi fandt, var der stor opbakning?

Thomas: Ja det er også sådan set rigtigt nok. Men hvis vi sammenlignede med de varer vi havde før vi puttede varerne ind i brandet og til de var i brandet, så løftede brandet kun salget med 2 %. Så brandet ifølge mig kom aldrig til at fungere, som et brand folk havde lyst til at købe ind i. For folk nede i butikkerne, blev det ved med at være generiske varer. Det kan godt være nogle i forbindelse med kaffe, at Savannah det er vist okay. Det køber jeg. Og det var sort og Guld, det symboliserede kvalitet. Men der var ikke nogle der støttede udvikling og nu når jeg går ned i frugt og grønt vil jeg gerne finde nogle grønsager som støtter udvikling og handel. Den del af brandet kom aldrig til at løfte. På et par enkelte produkter gjorde det faktisk det modsatte. Thise lavede en yoghurt med mango som kom fra Tanzania. Den var skide god. Men da vi gik fra at have den i Thise brandet til at putte en Savannah karton omkring den, så faldt salget. Fordi det var Thise folk var vant til at gå efter i køledisken, så man skal passe på at vælge det der giver den bedste afsætning kontaktflademæssigt. Og det var altså ikke alle tilfælde Savannah. Til gengæld lever erfaringerne fra Savannahbrandet videre i COOP. Men den læring vi gjorde os, er at for det første hvis man investere relativt mange ressourcer, ikke mange millioner, men mandskab, tid osv. så skal man altså have et bedre ROI på det. Det var altså ikke tilstrækkeligt i business casen på den måde vi gjorde det på, fordi vi ikke havde noget ejerskab til det der foregik. Og det var faktisk i vores ende af værdikæden at kæden hoppede af hjulene. Faktisk på et tidspunkt skiftede vi vores indkøber i frugt og grønt, så kom en anden chef og han kiggede på projektet med Sunripe og sagde: ahhh, not invented her. Jeg vil hellere prøve at source fra nabofarmen. Finlays Farm som ligger 20 km fra Sunripes farm. Og prøv at høre, han skiftede til den her leverandør bare fordi de kunne levere en lille smule billigere pris på et produkt så vi havde heller ikke vores interne folk i huset kommittér til indsatsen. Vi kunne så stå og sige prøv at høre vi har brugt 3 års arbejde på det her og 2 millioner kr. På at få den her leverandør til at levere til en hvis kvalitet, og så vælger du bare at skifte leverandør for at spare 2 øre pr pakke, fordi han havde nogle tal han skulle leve op til.

Sigrid: Ja når nu du nævner det, var det faktisk også et spørgsmål vi havde: Er det din opfattelse at projekter som Savannah og lignende CSR aktiviteter kan skabe værdi brandmæssigt – eller er det noget som organisk skal være en del af virksomheden og gennem jeres mission/ vision statement bliver kommunikeret ud – her tænker vi om der skal være en intern overensstemmelse og en strømligning?

Thomas: Ja, det kom aldrig videre end at hvile på nogle mennesker som var dedikerede på det. Og der kan man sige, fordi brandet ikke fik den ønskede styrke der hed når jeg, som virksomhedsindkøber, putter mine varer ind i Savannah brandet hæver jeg min omsætning md 30 %, og derfor vil jeg måske gerne gå en ekstra mil for at finde en leverandør syd for Sahara som kunne levere det som ham fra Marokko plejede at kunne levere. Og så var vi jo automatisk i gang med noget som gjorde snebolden større. Der nåede vi jo så aldrig til fordi frobrugerne blev ved med at opfatte produkterne i Savannah brandet som generiske varer og ikke tog dem på grund af udviklingsindholdet, så kunne vi ikke få det til at fungere. Man kunne måske også sige, at vi har underinvesteret i selve brandet fordi der jeg sad i FDB, vi måtte fra bestyrelsens side ikke bruge pengene på branding og markedsføring. Vi må bruge midlerne til udviklingsprojekter og godgørenhed og til at få puttet gulerødder ind i munden på børn, men ikke drage fordelene kommunikativt af det. Derfor var der ikke som sådan et markedsføringsbudget til at løfte brandet i FDB, men det var i COOP. Men i COOP kiggede man mere på pengene og hvor får jeg mest for den her investerede krone? Skal jeg putte flere penge i Stryhns leverpostej hvor jeg ved jeg kan sikre ROI eller Savannah? Så vælger jeg Stryhns da jeg har et konkret ROI på 41 %. Det er altså den kommercielle del af forretningen som giver fint mening, da hvis man ikke kan se de laver noget værdi så er der ikke noget værdi på lang sigt. Så læringen af det har været at hvis vi skal fortætte med at lave udviklingsprojekter i Afrika, som vi rigtigt gerne vil, så skal der være boots on the ground, ejerandele i det der foregår og det skal være en værdikæde hvor der er mere værdi i. Det vi så har gjort i Savannah 2.0, som jeg kalder det – er at tage et brand vi i forvejen havde (Cirkelkaffe) med sådan nogle råd, brune, blå og gule vakuumklodser af kaffe. Sådan nogle farmorkaffer, der er rum for forbedring i salget og brandet i og med vi kan bygge en premium range, enten i single estate eller single origin kaffer, og så gå ind i kapsel markedet og hele bønner osv. som er meget lukrativt. Så hvis man gik ind i den her kaffeorienterede forbrugers tankegang, jamen så kunne man faktisk få noget værdi i at have projekter i Afrika, der sourcede nogle kaffesorter af ypperlig kvalitet.

Sigrid: Er det så det kafferisteri i har tilbage nu?

Thomas: Ja, det er kafferisteriet lidt udenfor Nairobi som laver kaffer til cirkelbrandet og importerer kaffer fra 7 forskellige afrikanske lande. Både Etiopien og Kenya er kendt som højeksportører af kaffe gennem tiden og har et sjovt forhold med hinanden, da man ikke må kalde kaffen for den ene nationalitet, hvis den er blevet transporteret til et andet land før pakning, de er bange for "national" forurening. Når ja, jamen så har vi jo faktisk investeret. ca 80 % har Coop taget og vi har gjort vores chefindkøber for kaffe til bestyrelsesformand, så har han nemlig en stærk interesse i at det bliver levedygtigt og at det er de rigtige priser og kvaliteter som kommer ud af risteriet Vi har så benyttet de mange gode kontakter fra de første projekter til egentligt at både kunne søge nogle midler men også lave nogle indsatser som så udvikler de nye værdikæder. Vi har lige startet også en af de første økologiske produceringer af kaffe i Kenya op, fordi vi overbeviste dem om at vi nu

importerer fra Uganda og Comgo og Brundi for at kunne producere og riste økologisk kaffe, vil kenyanerne ikke have en bid af det? Vi har altså også startet et projekt op hvor vi omlægger et kenyansk kaffekooperativ til økologisk produktion. Og vi har startet et projekt hvor vi prøver at træne bønder og kvinder i værdikæden, da vi har en stor udfordring i og med farmerne bliver ældre og ældre og landarealerne bliver delt og dermed mindre og det kan familierne ikke leve af. Så at der er andre samarbejder på tværs af værdikæden hvor også kvinderne får en indtægt og farmerne får nogle economies of scale og støtte til fx farmer field school hvor primær-producenterne mødes hos hinanden og lærer deres forskellige teknikker de kan bruge så der er en udnyttelse hvor udbyttet er større og mere effektiv teknik. Men vi er ikke afhængige af at produktionen kommer ud til forbrugeren, varen bliver solgt fordi det er en god kvalitet og kommer ind i vores eget brand og giver højere andel af værdi først i værdikæden. Der er dog også problemer med der her brand.
Vi handler direkte med kaffekooperativer og individuelle producenter end kaffebørsen i Kenya ex.

Sigrid: Ja hvis jeg lige må afbryde. Passer det sammen med jeres vision fra COOP om at det hele skal være kooperativt, at det er noget i velovervejet kigger efter?

Thomas: Ja det er det. Ifølge vores gamle vedtægter, der står faktisk at det skal være trade amongst cooperatives. Vi har altså en præference for at handle med andre kooperativer. Jeg vil ikke sige det konsekvent er det, men det er lige så meget fordi bønderne i Kenya og Østafrika faktisk er organiseret på den her måde. Det er det fx ikke hvis man indkøber fra Brasilien. Der er det nogle kæmpe farme der er privatejet og der bliver høstet med maskiner, men i Kenya har du det faktisk som kooperativt – og resten af den engelsktalende del af Afrika.

Linda: Jamen, er det så noget som i bevidst også kommunikerer ud til forbrugeren?

Thomas: Ja altså, vi har lige lanceret en ny serie af varer, som vi igen lidt plat kalder ”the big five” som er safariinspireret igen. De er altså single origin kaffe fra de 5 største kaffeproducenter i Afrika. Der gør vi faktisk i fortællingen en stor dyd ud af at fortælle det faktisk er fra et kooperativ som vi samarbejder med, og at der ligger nogle udviklingsprojekter i hvert af de kooperativer vi handler med.

Sigrid: Nej der er det mere de big five?

Thomas: Ja

Sigrid: Jamen lidt ledende til det. Ud fra jeres synspunkt som en organisation, kan I se en form for værdi i det her, altså at det er vigtigt for virksomheden at have aktiviteter indenfor sådan et her projekt og den strategisk kommunikation af det?

Thomas: Hmmm…

Sigrid: Eller er det mere noget der skal komme organisk?

Thomas Ehm. Nu siger jeg det helt ærligt ikke også? Jeg tror sagtens vi kunne have lavet alle mulige andre projekter for de midler og fået lige så meget ud af det, men der er et uudnyttet potentiale i dele af Afrika, som vi ikke er blinde for rent kommercielt. Vi kan jo se at kineserne rykker ind og køber jord op, asfalterer hele Østafrika, bygger havne og gør ved, og det er jo blandt andet fordi man har set at det er et fremtidigt vækstområde med frugtbar jord, og selv med globale klimaforandringer, bliver det ved med grundet højlandssituationen at være produktive områder både til fødevarer og alt muligt andet. Relativt veluddannede befolkning, relativt stabile lande og demokratier osv. Så det kan vi også godt se. Og der er global kamp om ressourcerne, også de ressourcer som går ind i sådan nogle commodities som kaffe og chokolade og sådan noget. Og derfor har vi en strategisk interesse i at være til stede i nogle af de værdikæder, og også sådan lidt mere end bare, at vi har en samhandels- og indkøbsrelation med nogle af vores leverandører. Så, men det er også et lidt søgt perspektiv, for hvis du spørger vores kaffeindkøber, så tror jeg ikke han ville nævne det her som nummer et grund, men det ville vores bestyrelsesformand, og jeg ville også gøre det. Men, vores indkøber ville sige at i morgen ville jeg kunne få en billigere kaffe hos ham der, end jeg ville ved at købe min egen herfra. Så han er underlagt de korte-tals-lov et eller andet sted. Men dem der kigger lidt længere og måske ikke er på en så stram styret kontrakt som vores stakkels indkøber, jamen vi kan sagtens se at vi er nødt til at være til stede og arbejde med de her ting. Jeg tror også vi går ind, og generelt kan man sige supermarkederne tager egentlig ansvar for en større og større del af værdikæden bagud, Walmart går jo ind og laver kontrakter med leverandører hvor der står at jorden skal leveres tilbage i bedre stand og sådan her definerer vi bæredygtig fødevareproduktion og det og det skal i leve op til af krav og det er jo ret vidtgående. Og vi gør jo lidt det samme, vi har en række varer og kvalitetskrav der ligger over lovgivningen. Omkring 80 forskellige krav, som COOP stiller til de varer vi sourcer til vores egne varemærker, som vi ikke stiller til A-brands, til leverandører der har deres egne varemærker på vores hylder. Vi har også en filosofi om at flere og flere dele af det vi sælger, skal være vores egne varemærker. Jeg tror det ligger på 27 % af vores omsætning nu, og vi vil gerne op på 35% af det vi sælger som er i Coops egne brands. Derfor bliver det naturligt at vi ser på om vi skal have vores egen kaffefarm eller kafferisteri, skal vi have et sted hvor vores tomater kommer fra eller et mejeri, fordi det er en måde at styrke vores brand på at vi har den kontrol i værdikæden. Vi vil så helst gøre det i partnerskaber frem for selv-kontrollerende. Rema1000 har valgt at købe halvdelen af Grams Slot for at kunne sige de har en økologisk producent. Vi har mere valgt at sige, vi har et 25-årigt samarbejde med Thise Mejeri og fynske grønsagsproducenter. Det er dem måde vi gør det på, vi vil ikke nødvendigvis eje og drive. Men tendensen ude i verden er at supermarkederne tager større og større ejerskab til de dele af værdikæden. Derfor tænker jeg også det har en rolle i forhold til de her udviklingspenge.

Linda: Apropos tendens, hvad ser i for tendens for forbrugers, altså er de så rent faktisk interesserede i det? For man kan I alle arbejder på øge…

Thomas: De er interesserede i bæredygtighed og de er interesserede i smag og kvalitet. Men hvordan de definerer bæredygtighed, er meget forskelligt. Men det er jo den miljømæssige bæredygtighed, økologi og klima som vejer tungest, og emballagespørgsmålene er mega hot ja. Så kan man grine af hvor lille et aftryk det så faktisk har, men det er jo bare den synlige del der er tilbage. Det er nemt at forholde sig til, så det er vi også lidt underlagt. Det der med at skabe udvikling gennem handel. Fairtrade er ikke særlig hot. Vi har svært ved at sælge voldsomt mange flere Fairtrade-produkter. Jeg har et godt eksempel til jer, som Fairtrade sikkert ville være lidt ked af jeg nævner, men på et tidspunkt… vores økologiske bananer kommer fra en Fairtrade og økologisk plantage i Caribien et sted. På et tidspunkt blev de ramt af en sygdom, som gjorde vi måtte source vores bananer fra en anden plantage som ikke var Fairtrade-certificeret. Så i en 8-måneders periode indtil den første plantage kom op i produktion igen, så var vores økologiske bananer ikke Fairtrade-mærket, men kun økologiske. Der var ikke én forbruger som klagede, ringede, spurgte eller bemærkede dette. Ikke én forbruger i det ganske land, selvom bananer er en af vores absolut største økologiske mærker. Kunne i forestille jer det modsatte? Desværre kan vi ikke få Fairtrade-økologiske bananer i øjeblikket, så nu kommer Fairtrade-bananerne var en konventionel plantage. Folk ville handle alle mulige andre steder – det ville være et ramaskrig. Så det viser noget om at Fairtrade kommer med når økologien løfter vejen for det. Men det er ikke nogen specielt. Fairtrade er meget større i England end i Danmark. Det tror jeg har noget at gøre med man har en kolonitids-dårlig samvittighed. Man ved godt som engelsk forbruger at jeg har et ansvar for hvordan det går i kolonierne, og det har vi ikke i Danmark på samme måde. Men omvendt kan man sige der ikke er noget der er umuligt. Jeg har længe sagt at den første bølge af CSR den handlede om lidt om the green wash, vi giver overskud til godgørenhed når vi har råd til det – bankerne i 80’erne. Anden bølge det handlede om at finde nogle grønne produkter. Forbrugerne vil have noget grønt, så vi laver grønne produkter, kalder det harmoni. Men du er stadig blevet lidt indenfor den grønne og menneskelig/social rettighed. Det har været trenden fra cirka 2005 og til nu. Dokumentarudsendelser der afslører den bitre smag af chokolade eller hvad de nu hedder, hvor man har gået ned i værdikæden og i virkeligheden har fundet skandalehistorier i dårligt arbejdsforhold. 3,4,5 bølge af CSR efter min mening bliver at du ikke bare kigger på det miljømæssige og den social del af det, men du begynder at lukke op for boksen der hedder økonomisk bæredygtighed. Hidtil har det været sådan at når virksomheder skulle tale om de tre elementer i bæredygtighed, defineret tilbage af Brundtland, at den økonomiske bæredygtighed bare har været sorte tal på bundlinjen, så er alt fint, så er vi økonomisk bæredygtige. Think again. Det er slet ikke det, som det handler om. Økonomisk bæredygtighed handler om den velstandsstigning, den værdiforøgelse der foregår i den her værdikæde, bliver den fordelt retfærdigt, bliver risikoen fordelt retfærdigt, påtvinger du forbrugeren nogle vilkår, påtvinger du leverandørerne nogle vilkår osv., har vi en gensidig afhængighedsforhold eller er den underlagt den anden, hvordan er styrkeforholdene i de her værdikæder. Alle de spørgsmål tror jeg bliver den næste bølge af ansvarlighedsspørgsmål, som vi som virksomhed skal forholde os seriøst til. Hele fornemmelsen SoMe, digital verden, fornemmelsen af at enhver over hele verden har ret til på et splitsekund at vide hvad der foregår over det hele. Den gør at det økonomiske del af sagen og hele snakken omkring lighed, omkring the 1 %, occupy wall-street osv., det var måske det første skvulp, og derfor tror jeg der kommer meget mere om det. Og derfor så tror jeg faktisk at Fairtrade har en fremtid foran sig, når forbrugerne begynder at sige, hvordan kan vi så sikre os at det her faktisk er handlet fair i alle led. Men Fairtrade skal ud af sin “det er synd for nogen-vugge”.

Linda: Ja hele den fortælling der er…

Thomas: Præcis, og det er ikke Fairtrades skyld nødvendigvis, men forbrugerne læser ind i det. ‘Okay jeg får en vare, det er ikke nødvendigvis bedre kvalitet og jeg betaler lidt mere fordi det er synd for nogle bønder der skal have råd til noget’. Ja okay...

Sigrid: Ja det er også lidt det vi undersøger. Det med om nødhjælpskommunikation er lidt outdated og folk er lidt mættet, fordi man får det i hovedet hele tiden.

Thomas: Der er en grund til vi for tre år siden sagde til Danmarksindsamlingen at vi ikke længere ville være med til at støtte den mere. Vi har ellers solgt plastikposer ude i butikkerne og gjort en masse ting. Nogle af vores lokale butikker gør det stadigvæk, hvilket de skal være velkomne til. Kan I huske Danmarksindsamlingens logo, fra for 2,3-4 år siden? Jeg tror de har lavet det om i år - endelig. Det var et stort nødhjælpsfly der holdt på en lastbane, og så var der bare lange lange rækker af sultne afrikaner der stod på hver side af det. Det var helt forfærdeligt stigmatiserende. Her kommer hvide Mads og giver lidt donationer til stakkels sultne masser. Og det er jo for pokker det vi gerne vil bekæmpe. Vi vil gerne spille en aktiv rolle i nogle globale værdikæder men på en ansvarsfuld måde. Det er derfor vi mener at udvikling gennem handel kan noget andet end nødhjælp, og det er synd for.

Linda: Kunne man så sige at sådan et projekt som Savannah, i fremtiden igen kunne spille en rolle?

Thomas: Ja, bestemt. Jeg tror vi var for tidligt ude.

Linda: Præcis, vi har også snakket med en der sagde at det lød som om I var firstmovers og meget tidligt ude - især i forhold til det paradigmeskift der sker hos forbrugeren.

Thomas: Ja, som først er ved at ske nu, nemlig.

Sigrid: Og alt det med pris, discount osv., som stadig har stor indflydelse hos forbrugeren…

Thomas: Ja det må man sige - desværre. Men ja, jeg er enig i diagnosen. Jeg tror vi var for tidligt ude til at bygge et stærkt brand på det. Og jeg er bange for at fordi vi brændte nallerne på det, så går der et par år før vi tør gøre det til en del af den store fortælling. Men vi prøver at genopfinde det at vi er ejet af forbrugerne, som en måde at 'tappe' ind i historien. Vores egen historie prøver vi at genfortælle - at vi er not for profit, at vi giver alt overskud tilbage til kunderne. Der er jo ikke nogle aktionærer der sidder, norske rigmænd, tyske familier eller danske familiefonde eller hvad det er, nej det er kun danskerne der ejer os.

Linda: Ja det passer også meget godt på et af vores spørgsmål, som er hvordan I netop adskiller jer fra jeres konkurrenter

Thomas: Det gør vi jo blandt andet ved vores grundfortælling, Savannah og andre bæredygtige initiativer. Jeg synes også de andre er begyndt at komme efter os og konkurrere, men jeg synes de gør det populistisk. Det skal jeg sige fordi jeg sidder i den faglige afdeling og ved hvilket arbejde der ligger bag, men når vi udfaser perforerede kemiske stoffer fra vores fødevareemballager og har gjort det for 5 år siden, så har vi gjort det fordi vi har en løbende dialog fra verdens førende forsker inden for dette, og som har advaret og advaret omkring det og har sagt gør noget ved det. Det har taget 8 år fra COOP begynde at stille krav til det, til at EU har sænket grænseværdierne og den danske minister er kommet til at vi hellere må fase det ud også her. Og det er fordi vi har det her langsigtede arbejde, vi har også lige halveret pesticid-resterne i vores frugt og grønt som et krav, og det har vi gjort selvom folk ikke ved hvad der ligger bag det. Vi har forskere i toxologi, øko-toxologi, hormonforstyrrendestoffer og alt sådan noget, inde og tale med os. Vi har lavet en intern konference hvor de kom fra Danmark, Norge og Sverige, og hørt på deres råd og hvad der skal gøres, hvor er der risici og hvor skal man gøre noget hvis de skulle prioritere. Så siger de, I har rimelig styr på tungmetaller, bakteriologisk, fødevareemballage, kontaktforurening, de kemiske forureninger der kan komme den vej fra, så deres anbefaling var at det næste skridt det var at nedbringe indholdet pesticidrester. Her havde de en liste med stoffer som er særligt vigtige, og et af stofferne er vi stadig ikke kommet af med endnu, chlorpyrifos, som jo desværre bliver brugt til kaffeproduktion. Philip Grandjean, en forsker fra SDU, han mener at den europæiske befolkning har mistet ca. 1,5 IQ point som befolkning på grund af det stof. Og det kan jo omsættes et tab i produktivitet fordi folk er dummere end de burde være. Så hans regnestykke, og det er jo selvfølgelig lidt en serviet-beregning, men det viser at som europæisk befolkning taber vi mere på den konto end vi vinder i landbruget på at bruge pesticider overhovedet. Og det er bare det ene stof. Men den populations-betragtning gør man jo ikke når man skal træffe beslutninger om vi vil acceptere stoffet eller ej. Her tænker vi det er vores tur til at se om vi kan skubbe vores producenter og kan vi så få en kommerciel fordel ud af at være de første der gør noget her, så vil vi selvfølgelig gerne gøre det. Det er den måde jeg mener vi skal arbejde med det på, for når vi er ejet af forbrugerne og de siger til os, “vi er bekymret for det her, vil I ikke undersøge det og se om der er noget i det” så tager vi det på os. Da vi startede med at sælge økologi i 1981, de første tre år der rådnede halvdelen af alle de varer vi tog op inden vi fik dem solgt, det var en dundrende underskudsforretning. Men vi gjorde det fordi vi tænkte at der er et marked for det her. De har fat i den lange ende, de her økologiske producenter i forhold til at tikke en masse bokse af som folks awareness er stigende omkring. Så havde du alle de døde hummere i Kattegat som følge af iltsvind og massiv overgødning osv. Og du havde Cheminova oprydningsproblemerne som for alvor blev tydelige i 80’erne, fra 83-86, og der skete noget med folks miljøbevidsthed. Og derefter har økologi været en god forretning for os. Men vi var ude i nogle år før simpelthen og modne det marked, afsøge det og finde ud af hvad kan vi. Og det gør vi stadig. Og det vil jeg sige, der adskiller vi os fra vores konkurrenter. Fordi Netto begyndte at sælge økologi fra 2003, vi gjorde fra 1981. Og der havde vi bygget markedet op, og så kommer de og siger ”alle skal have råd til økologi!” – ja right, that’s a free lunge, men det er fint nok, konkurrence på det her marked synes jeg også er okay, for det hjælper også vores afdeling til at få ressourcer til at sige okay hvad er så det næste – hvor skal vi hen nu?

Sigrid: Ja, det næste spørgsmål ved jeg ikke hvor specifikt du kan svare på det, men vi kigger også på branding, brandidentitet og ensretning, men i hvilken grad er i opmærksomme på dette?

Thomas: Hmm ja, jeg er nok ikke den helt rigtige. Vi har en corporate brand ansvarlig, Jesper Frederiksen, som vil være ham der kunne svare mest på det. Men vi har nogle sjove brandudfordringer, fordi vores forbrugermøde/kundemøde hedder noget andet på facaden, det hedder jo Fakta, Irma, Brugsen eller Kvickly og vores varemærker hedder noget tredje, Änglemark, Xtra, Coop osv., så i virkeligheden har vi utrolig mange forskellige brands som vi driver. Nogle af dem er metabrands eller produktbrands, nogle er FDB – nu FDB-møbler som bygger videre på en arv og tradition, så i den forstand har vi en meget kompliceret struktur af brands og hierarkiet deraf. Vi prøver at forenkle vores brand og grundfortælling pt. Vi har lige haft et stort møde med vores landsråd som er øverste demokratiske myndighed hvor vi har diskuteret om det ikke er tid til at kalde butikkerne for Coop frem for Brugsen, Coop Hverdag, Coop Xtra, Coop Mad osv., kan man ikke begynde og nøjes med at understøtte ét brand frem for 17 forskellige. Så spreder man smørret lidt mindre tyndt – det er helt klart en tanke. Hvis i går ud til Trekroner, der ligger en SuperBrugsen og en Fakta ved siden af stationen – det hedder de ikke længere. Den ene, Brugsen, hedder Coop Mad og den anden, Fakta, hedder Coop Hverdag. Der tester vi simpelthen kundereaktioner, sortiment osv., hvis man begynder at blande det lidt mere og bruge Coop som kundemødet.

Sigrid: Har I set nogen resultater endnu på det?

Thomas: Ja massere men det kan jeg ikke sige – af mange forskellige årsager, men mest fordi det er så nyt og konkurrentfølsomt så det kan jeg desværre ikke sige.

Linda: Jeg er sikker på mange måske vil blive lidt forvirret over to ens butiksnavne ved siden af hinanden

Thomas: Ja, men man kan sige i Norge, Sverige og England har gjort det samme og i England fx, hedder alt bare Coop uanset om butikken er stort/lille, så hedder det Coop. Deres filosofi der er at 90 % af deres kunder er lokale – de ved hvad vi står for. De 10 % der kommer udenbys, kan godt se om butikken er stor/lille, og dermed er de ganske nok klar over at i en stor butik findes der nok en slagter, men det gør der nok ikke i en lille butik. Så derfor har de ikke haft behov for de her mange forskellige brands. Der kan man sige i Danmark og supermarkedsindustrien, hvor vi bare kæmper om placering, placering, placering, er alt det handler om i DK i forhold til butikker. Hvad du kalder den på facaden, det betyder måske ikke så meget? Og hvis det er Coop der er det brand – nu har vi lige vundet den her sustainability price i går (4/4) – hvis det er COOP der bygger styrke som et brand der står for kvalitet, ansvarlighed, omtanke, forbrugerbeskyttelse og selvfølgelig helst gode priser – her er vi måske lidt sårbare, vi bliver jo ikke ligefrem associeret med discount. Hvilket er lidt unfair, så I den test fra TÆNK af økologisk frugt/grønt? Nej? Men de har lige testet 15 slags økologisk frugt/grønt i alle danske supermarkeder. Aldi eller Lidl vandt vidst, Aldi tror jeg. 15 styk kostede 122kr i Aldi, så kostede de 123,2 kr i Fakta – det kan godt være vi blev slået på målstregen, men det er i den forbindelse lidt uretfærdigt at folk tænker vi er meget dyrere end alle de andre – for det er vi ikke. Men nå joke apart, ja jeg tror næsten jeg fik svaret på det. Vi vil gerne forenkle vores brand, men vi har også en forståelse for at kunderne bliver mere og mere differentierede. Det er den anden del af den rejse. Jo rigere vi er blevet, jo højere op i Maslows behovspyramide vi er kravlet, jo mere specialiserede behov og forventninger og ønsker har kunderne. Både til vores sortiment og hvad vi står for som virksomhed, at de kan identificere sig med os. Og det kan jo tale for en yderligere differentiering af brands, så du virkelig bliver stærke i sub-segmenter. Omvendt er hele supermarkeds-sektoren baseret på en eller anden economy of scale-tankegang, hvor du skal have alle kunder ind i den samme butik. Så længe vi er begrænset af de her fysiske butikker, så er de key, men på et tidspunkt går det over og bliver noget andet. På nettet kan du differentiere og gøre alt muligt andet målrette, hvilket man også kan se i vores markedsføringskanaler. Her er det tydeligt at hvis du kigger i tilbudsavis, så siger folk hvad er det dog for en uansvarlig virksomhed. Det er ikke andet end billigt kød og dårlige grøntsager, billige øl og hvad ved jeg. Det har man også – og det er jeg faktisk uenig i – man har truffet en strategisk beslutning om at de kunder der går særligt meget op i bæredygtighed de har sjovt nok alle 'nej tak' til reklamer – så der er jo ingen grund til at skrive til dem i vores tilbudsaviser. Så må vi jo bruge vores digitale kanaler, app, Facebook osv., som folk måske følger. Så er det dem vi kommunikerer gennem. Vi har masser af dark posts, hvor vi går ind målrettet og siger 'okay børnefamilier i Roskilde' eller 'unge i storbyer' – det er kun dem der får en specifik post osv. Så her har vi meget mere målrette markedsføring hvor vi segmenterer brand building, budskaber osv. Men i butikken møder man også flødekagerne til Hr og Fru Jensen, selvom man er veganer og økolog i det daglige. Du bliver konfronteret med et bredere udbud end du har, men i din markedsføring vil du blive mødt med noget mere smalt.

Sigrid: Okay, spændende. Jamen tusinde tak, det var vidst alt!

Linda: Ja, mange tak – det var interessant at høre om, især at i så måske har været for tidligt ude...

Thomas: Ja jeg tror vi har høstet os nogle erfaringer. Når vi så går videre med vores kafferisteri, så gør vi det på en anden måde og har måske undgået nogle begynderfejl der. Overbygningen på det, jamen det er måske så at sige, jamen nu gør vi det her med kafferisteriet, skal vi så også lave en marmeladefabrik osv., så må vi udvide sådan. Det tror jeg vi kommer til. Der var forresten en anden ting jeg ikke fik sagt omkring Savannah-modellen og kooperativ-tanken, for ideen var faktisk at de forskellige kaffekooperativer vi køber af, de får markedsprisen for kaffen, men så vil vi gerne betale en premium, men den premium gerne vil betale, den veksler vi til en ejerandel af den, så vi stille og roligt, ligesom man i gamle dage kunne blive medlem af COOP uden at betale, til gengæld gik al den første dividende du sparede op, det gik til dit medlemskab eller ejerandel. På samme måde ville vi gøre det her, men det ønskede de ikke. De havde simpelthen mødt for mange hvide indkøber der havde lovet guld og grønne skove om mange år, så de ville bare have cash her og nu, og hvis vi ville betale merpris, ville de bare have den i kenyanske schilling lige nu. Så der har vi fået en læring i af at vores idealforståelse af hvor vi kan gå ind og skabe en kooperativ lokal ejet produktionsvirksomhed, den er lidt kommet til 'a hold'. Vi har ikke fået mindsket vores ejerandel af det, og vi har også hele tiden sagt, skal vi gå under 50 % nogensinde, for så mister vi kontrollen med hvad der foregår. Så det er en interessant læring. Er den afrikanske del af værdikæden rede til rent faktisk at have det her mere ligeværdige forhold, som jeg jo mener, er den næste CSR-bølge der kommer, hvor vi kan redegøre for værdiskabelsen og fordelingen, og hvem ejer egentlig produktionsfaciliteterne osv. Foreløbigt har de sagt nej til vores invitation om medejerskab. Det er lidt sjovt.

Sigrid: Det er ret interessant, jeg har også en veninde der arbejder i Indien pt. Der mødte vi tilfældigvis en fra Bluetown, hvis du kender det. Nej. De laver internetløsninger i Ghana, Tanzania, Indien og andre udviklingslande. Det spøjse er at han sagde præcis det samme som dig, nemlig at de ikke ville tage imod en medansvar-følelse eller form for ejerskab. De ville heller ikke have den nye teknologi, men blot bruge deres eget som de kendte, fordi hvorfor skulle man dog det?

Thomas: På mange måder måske en sund indstilling at have det sådan, men det er meget modsat vores kompetitive, materialistiske, kapitalistiske måde at tænke på. Ja interessant.

Linda: Ja… så er det ud og nyde vejret!

Thomas: Ja haha, jeg sidder og tænker det ser så dejligt ud og flaget flagrer, selvom jeg ikke ved hvorfor.

Appendix 6

Interview - Layanna Martin & Brian Sundstrup

Sigrid: Jamen lad os starte fra begyndelsen.

Brian: Skal vi præsentere os selv eller?

Linda: Ja det må I meget gerne

Sigrid: Og så jeres berøringsflade i forhold til Savannah – hvordan I var involveret

Brian: Ja, jamen jeg hedder Brian og var i COOP i 13 år – jeg stoppede for 3 år siden. Jeg har kørt Savannah indtil det sidste, altså det var noget af det sidste jeg lavede mens jeg var der og det var mig der fik idéen faktisk – og startede det op, og begyndte at udvikle nogle projekter ind i værdi/varekæder, begyndte at få penge til at investere så vi kunne få små farmere involveret og så begyndte jeg at tage initiativet til at det skulle være et brand. Det her med at drive det som et brand i COOP, var meget udfordrende – det var ikke bare noget man gjorde. Derfor fik vi langsomt nogle udfordringer kompetence- og ressourcemæssigt til at løse opgaverne – jeg var lidt en lonely soldier. Derfor aftalte jeg med Thomas (Roland) at der kunne komme en dedikeret ressourceperson til projektet som havde noget forståelse for hele projektet, kommunikation, branding og marketing – både indadtil i organisations og udadtil til kunderne. Så vi slog en stilling op – hvilket leder hen til dig Layanna.

Layanna: Ja, jamen jeg kom til i en kommunikationsstilling og skulle også varetage strategiske partnerskaber men også marketing og kommunikation af de initiativer der fulgte med – så det er den meget korte version. Og jeg kom til i 12' og stoppede i 14' – det var en tidsbegrænset stilling.

Brian: Ja og så skete der nogle organisatoriske ting, den måde det er født på. Det med at der er en opdeling i COOP med en ejerorganisation – FDB, og det var der jeg sad, og så endte det (Savannah) ovre i COOP og det var der jeg røg hen. Derfor havde man et ønske om at det skulle implementeres noget hurtigere ind i organisationen – der lå Layannas stilling – hvor hendes job var at få det ind og ligge der og derefter var den del færdig.

Layanna: Men det gav også nogle udfordringer at flytte det derover – ingen tvivl om at der var den strategiske opbakning i FDB og det var der CSR-folkene sad, kom over i butikken hvilket gav mening for at komme tættere på indkøberne og butiksledet – men så kom der en masse andre udfordringer.

Linda: Ja jamen så kan jeg tage det næste spørgsmål – kan I prøve at forklare – det er så måske mest dig (Brian) – hvad tanken bag Savannah var da det blev startet – og hvad var fremtidsplanen?

Brian: Godt, ja og det vidste jeg jo I ville spørge om. Jamen projektet blev født i en tid hvor der var to organisationer, hhv. COOP, som drev forretningen og FDB, som er en ejerorganisation til COOP. I hele den skilsmisseperiode som havde sine egne bump på vejen, der tog man et udbytte ud af COOP og drev nogle foreningsaktiviteter med. Det jeg havde et ønske om var at man havde nogle aktiviteter som var mere forretningsorienterede. Altså vendte sig mod forretningen og begyndte at kigge på hele det der bæredygtighed, ansvarlighed osv., og begyndte at få det til at hænge strategisk sammen med forretningen, så man ikke bare drev CSR ovre i COOP når det kunne betale sig, men begyndte at agere som frontløber. Jeg så en masse aktiviteter, som intet havde med vores foreningsformål at gøre, havnerundfart, vinsmagning osv., - alt sammen meget sympatisk, men hvorfor ikke bruge og investere med det lange lys. Jeg havde inden da været inde over andre projekter med Honduras og regnskoven, investere i noget der var meget svært og alligevel fået varer ud af det. Skærebræder, gulvriste osv., i Coops butikker og pludselig var der jo noget storytelling, som gav mulighed for bæredygtighed på et langt stærkere niveau. Så havde jeg ovre i FDB en direktør som sagde 'hvad er det næste – mere!' og så sagde jeg at så skal vi gøre noget helt helt andet, og det var jo så hvorfor kigger vi ikke på fødevaresektoren samt hvordan vi kan få aktiveret Afrika. Alt i COOP handlede om sourcing, og det…

Layanna: Ja og der var også en bestyrelsesformand der var enormt begejstret

Brian: Ja man kan sige det var så ham der fik det til at leve

Sigrid: Jeg mener også det er ham – Lasse Bolander – som Thomas (Roland) refererede til

Brian: Lige præcis – han sidder faktisk som formand i begge, men han kom først til lidt senere – cirka ½ år efter det var startet op, men uden tvivl fik han virkelig sat skub i det og det fik mere opmærksomhed. Jeg sad for resten i bestyrelsen, så der kunne man jo sidde og sige 'hvad er planen?' og på en eller anden måde fik jeg så lavet en CSR-pulje, som var på 15 millioner tror jeg. Så lå der om året til at drive projekter for, og der gik jeg ind og tog 5 af dem, til at sige hvad med om vi driver nogle udviklingsprojekter i Afrika. Det blev så lavet med COOP. I FDB havde det i mange år været vigtigt at vi skulle være forskellige fra COOP – hele identiteten, var sådan det man ikke var. Så alt det her var også et brud på det med at være forskellige fra COOP, og så i stedet være mere aktuel, ud mod forbrugeren og langsigtet – så ejer man en virksomhed man kan sætte nogle krav til samtidig med man hjælper dem. Så det der med at kigge ind i at drive varer fra Afrika på en bæredygtig måde, korte værdikæder, de skal forsynes i fremtiden, det skal være transparent, der skal være bæredygtighed implementeret, der behøver ikke være alle de der mærkningsordninger med økologi, Fairtrade, det kan være nogle andre målepunkter end det. Så også at komme lidt ud af alle de der mærkningsordninger, som jeg vidste vores indkøbere sloges rigtig meget med – de havde svært ved det. Så man ligesom definerede hvad er bæredygtighed for COOP når det kommer til Savannah. Så det var sådan det startede, og så lå der et par millioner, som man så gik hen i COOP og spurgte hvad er vigtigt her? Og der må jeg være ærlig og sige – kaffe var noget af det allerførste jeg kiggede på, men det var noget af det sidste vi begyndte på og det er fordi den parathed der skulle være hos indkøberne gjorde at det var meget vigtigt at finde det rigtige. Så vi endte med at udvikle på chokolade, kød i Namibia, grøntsager i Kenya fordi det var der hvor der sad nogle indkøbere som synes det var en god ide. Og så begyndte Layannas opgave så også, for hvad skulle man så gøre for at det kunne fortælles… i den mellemliggende periode kommer der derudover også en ny formand (Lasse Bolander) som også sætter sig for at tætne FDB og COOP modsat den forrige som forsøgte at skille det ad. Så da han ser på hvad vi går og laver bliver han fuldstændig forelsket i Savannah. Og så sad jeg så også i bestyrelsen, og så kunne man pludselig arrangere ture til Afrika, og derfra begyndte det at rulle stærkt…

Sigrid: Ja, jamen spændende.

Layanna: Ja og jeg har ikke det store at tilføje i forhold til opstart – der har du været meget grundig.

Brian: Det der med både at have initiativer og et brand, det tror jeg var det som var lidt interessant. En ting er at man støtter en masse farme (fra FDB's side) men at man samtidig også kunne købe dem som en vareserie Savannah (hos Coop), som samlet set blev kaldt 'Afrika-initiativet' hvor storytelling kom fra og samtidig bidrog med en masse produkter. I starten kommunikerede FDB også meget at man støttede dette, men det holdt man op med. FDB-puljen kaldte de den.

Layanna: Ja og udadtil kommunikerede vi det aldrig – der var vi ét brand – det var sådan en åndsvag intern ting. Hvilket igen er tilbage til det der med to organisationer, to forskellige kulturer. Hos FDB handlede det om puljen og de penge man støttede med, mens hos Coop handlede det om brandet og markedsføringen af varerne.

Brian: Men vi havde pludselig, altså der er 4500 frivillige hos Coop som medlemmer der hører til 800 butikker i landet – og det handlede også om at give dem noget at stå med, i stedet for vinarrangementer, havnerundfart osv. Så klædte vi dem på til at forklare om Savannah.

Layanna: Og nogle af dem – storytellers – kom med til Afrika

Brian: Ja – og vi lavede en bog – en medarbejderbog. I kan få en.

Layanna: Ja den fik nogle af foreningens medlemmer som en julegave – dem der var aktive, for at styrke ejerskabet

Brian: Den blev lavet som en hardback, med Lasses forord, på dansk

Layanna: Ja den skulle ligesom være lækker og udstråle noget andet end det sørgelige Afrika. Så styrke brandet og bruge den til at fortælle om visionen samt fortælle om de strategiske partnerskaber.

Brian: Præcis – kunderne fik den så også hvis de deltog i arrangementer, dog i paperback.

Layanna: Ej men jeg synes den bog var så god. Det med billederne fx der skulle vise noget andet en man ser til Danmarks indsamlingen, nødhjælp osv., - det ville vi meget gerne væk fra. Men det skabte samtidig også mange udfordringer. At du arbejdede i en forretning som samtidig også deltog i Danmarks indsamlingen og samtidig havde et brand der skulle understøtte handel med Afrika og styrke afrikanske bønder – de to ting var direkte modstridende med hinanden. Og så havde du en indkøbsafdeling her, som var flasket op med Danmarks Indsamlingen og som også spurgte ind til hvorfor vi ikke bare holdt fast i den, for det var så nemt og man kunne hurtigt donere nogle penge – men det her var bare noget andet

Layanna: Ja og så havde du en indkøbsafdeling som pludselig skulle på arbejde i den her model.

Brian: De har aldrig været vant til at skulle opsøge leverandører på den måde og hvis de skal opsøge nogen som helst så ringer de til nogen og spørger 'hey kan jeg i øvrigt få noget andet'. Det går helt i stå. Det der med at være involveret og forstå en vare/værdikæde og det aftryk man er med til at sætte, det er de ret så blinde for – det er de ikke vant til.

Layanna: Og så arbejder man i en forretning hvor de var vant til at så kom der nogle ind og ville sælge den her vare, og så kunne man skifte varer ud og på kryds og tværs. Her havde du et initiativ vi var gået ind og det var strategisk, og man kunne ikke bare pille en vare af hylden, så nu skulle man pludselig arbejde på at få den solgt.

Brian: Ja men der var så også rigtige mange af produkterne der ikke solgte i forvejen, så man sagde det her kommer ind under Savannah og så kom marketingsafdelingen ind og fik ansvar for at skulle sælge. Men det var en udfordring for Coop, også i forhold til at have flere brands. I forvejen var Änglemark kendt som omtanke-platformen, så hvorfor skulle man så pludselig have Savannah, og samtidig med nogle helt andre kriterier. Vi kom også det ikke behøvede at være økologisk, man kan også stille krav på andre måder til producenter. Men bare det at få dem til at rydde op i deres kemikalieskabe – altså der var kemikalier hos nogle af småbønderne der havde været ulovlige i Europa i over 30 år. Det var langt bagefter, så det handlede meget om at få dem løftet op og samtidig være engageret i den varekæde. Men der er rigtig mange delinitiativer, som I også kan se i bogen. Det startede som 3 projekter, kafferisteriet kom som det 4 projekt senere – der er Coop's engagement endnu større – her ejer man. På et tidspunkt bliver det hele dog lidt for sympatisk, og man kigger lidt på men hvorfor skal vi sørge for det her (små farmer der har gode forhold) og der bevægede det sig hen imod. Det var her jeg begyndte at søge væk fra Coop.

Layanna: Jo men vi havde også nogle større visioner, og det handlede om at det her projekt var født i en tid hvor vi kiggede på voksende samhandel, overbefolkning, bønder der ikke kunne sælge på det internationale marked, men som man på sigt ville få behov for at få sluset ind for at sikre vareforsyning i fremtiden. Det var også en stor del.

Brian: Ja og vi var måske også lidt på forkant kan man sige – Danida var jo heller ikke på banen dengang. I dag har de kommercielle programmer, det havde det slet ikke den gang. Hvad vi ikke har brugt tid på og forsøge at overbevise dem om at handel og udvikling godt kunne gå hånd i hånd. At Coop kunne være en ansøger til Danida-puljen.

Layanna: Så det kunne vi kun gøre ved at gå gennem Danida i Holland, så vi samarbejde med Solidaridad og Meatco..

Brian: Men det der med at snakke udvikling og bistand, sådan kommercielt og drivkræfterne i det. I dag sidder man jo med det ene efter det andet DMP, som nærmest skriver sig ind i den vision vi havde dengang, men hvor paratheden ikke var der.

Layanna: Ja dengang var vi de eneste og første der ligesom gjorde det. Så vi har også hjulpet med at drive det frem, til det som det er i dag. Men meget svær opstart. Og det kan være svært at være first-mover, og dem der er kommet efterfølgende har haft det nemmere tror jeg – adgang til midler, fair kampe med Udenrigsministeriet.

Sigrid: Og forbrugerne?

Layanna: Forbrugerne, NGO'erne – hele vejen rundt. Bestemt.

Brian: Og så er der det med partnerskaberne med NGO'erne også. Hvor jeg kiggede ind i nogle der var meget filantropiske, altså hvor man købte sig en panda (logo). Det med at udnytte infrastrukturen, knowhow'en på en helt anden måde og gøre det mere transformativt, og hvor man faktisk udvikler hinanden var nyt. CARE har også lært af det. Vi udnyttede deres farmertræning, som gjorde de var til stede, men selve træningen kunne vi ikke bruge til noget. Så det med at involvere vores leverandør, som havde en ide om at 80 % af alt han leverede, var egenproduktion, og så var 20 % fra andre, som ikke rigtig var en strategi, de skulle bare være der. Men efter det her, kunne han se efter han begyndte at involvere sig, at han skulle vende det rundt. Så i dag er det 20 % egen, og 80 % fra små farmere.

Layanna: Men det går igen tilbage til det med at du har en voksende middelkasse på det afrikanske marked, og hans strategi ændrer sig også undervejs.

Brian: Ja gennem projektet er vi så med til at løse at han ændrer strategi, omrokerer sin fabrik til at tilpasse infrastruktur osv., således at man undgår mange af de udfordringer der er – fx kølekæde. Vi tog faktisk hele værdikæden som normalt er på en 20-30 led, og minimerede den til 4, og snakkede om hvordan det var smartest at gøre – det lyder nemt, men det tog 3 år.

Layanna: Ja CARE havde jo en anden selvforståelse – i dag er de meget mere pragmatiske og kommercielle – hvor de tidligere sad på deres hígh-horse. Det er en helt anden tilgang i dag.

Brian: Men de strategiske partnerskaber var helt klart noget af det interessante synes jeg. Det ser man også mere af i dag, men den gang var det bestemt ikke normalt. Jeg tror faktisk vi var 'the one'.

Layanna: Men det var blandt andet de projekter som gjorde det mere kommunikerbart. Hvis vi lige tænker branding ind i det, hvorfor er de strategiske partnerskaber vigtige i forhold til det vi fortæller, jamen det er fordi det føder direkte ind i en branding og merfortælling om potentialet med afrikanske bønder og som gjorde at vi var bedre i stand til at markedsføre og brande hele det her initiativ, ikke kun overfor forbrugeren, men også internt i COOP. Så det ikke bare var en almindelig plade chokolade, men så vi havde sikret sporbarhed og kunne fortælle hvor mange der faktisk var inde og kapacitetsopbygge og hvad det betød for den enkelte bonde. Pludselig så har du et helt andet brand at arbejde med.

Brian: Og ejerskabet til det. På den måde var der 3 store projekter som vi drev kommunikationen og branding af, men når man kiggede ind i vareserien var der juice, honning, salt osv., som vi ikke vidste hvor kom fra, men det understøttede brandet og det bedste fra Afrika.

Layanna: Syd for Sahara skal det lige siges.

Sigrid: Jamen så har I også været inde på nogle af udfordringer synes jeg – måske I kan snakke lidt om nogle af succesoplevelserne som I oplevede?

Layanna: Hovedudfordringer vil jeg lige sige – for mig. Indkøberne – de var en stor udfordring. Så der var udfordringer i kommunikation til forbrugeren, men så var der altså også udfordringer internt i organisationen. Indkøberne var en stor barriere**.**

Linda: Det nævnte Thomas (Roland) faktisk også – de kigger mere på hvor de får den billigste banan – så vi kom også lidt til at tænke på den interne del af COOP – hvor afstemt det var i forhold til Savannah?

Layanna: Du havde slet ikke en forretning der var klar til sådan et initiativ and vision.

Brian: Præcis, og den største parathed til initiativet da vi startede, var hos FDB fordi det gav dem en rolle hvor de kunne udstråle ledelseskommitment og vise at de gjorde noget ansvarligt. Med Savannah kunne man pludselig gå ind og få COOP til at være mere ansvarlige frem for at bede dem om det ved at gøre det selv. FDB fik en mulighed for at vise at ansvarlighed og forretning det godt kunne hænge sammen. Det var den ene. Og så er jeg fuldstændig enig med Layanna – den største udfordring hed Roskildevej 65 (COOP's hovedkontor).

Layanna: Det var slet ikke ude mod forbrugerne.

Brian: Nej, jeg har også sagt når jeg er ude og holde foredrag at udfordringerne med at handle med Afrika, det er sgu Danmark – det er ikke i Afrika.

Layanna: Præcis, de største udfordringer var på hovedkontoret. Det var slet ikke i forhold til paratheden hos forbrugeren eller Afrika.

Brian: Jeg kom også en gang til at sige at mine bedste kollegaer de arbejder ikke i COOP.

Layanna: Men det vi faktisk endte med at gøre, det var at der var behov for var at forankre det og skabe noget ejerskab internt. Det der kom kort efter det var Savannah storytellers, hvor vi inviterede danske forbrugere med. Så fik de lov til at skrive en ansøgning, og så valgte vi en håndfuld der fik lov til at komme med først til Kenya og Uganda og besøge vores leverandør. Det handlede om at få dem til at forstå mulighederne og udfordringerne i den værdikæde, møde farmer og få en forståelse for hvad Savannah var. Planen var så at når de kom tilbage, skulle de ud til årsmøder/generalforsamlinger.

Brian: Ja i starten var det kun Layanna og jeg der gjorde det, og det var der simpelthen ikke tid til. Det var så ressourcekrævende, og samtidig også enormt utroværdigt at jeg som ansat i COOP skal stå og fortælle om hvor gode vores produkter er – hvorfor ikke få forbrugere/medlemmer som kan gøre det forbruger til forbruger. Men det her med at komme ud og være og bo i sådan en landsby, opleve det helt på tæt hold uden økologi/Fairtrade er førsteprioritet, men snarere at vi skaber en samhandel og udvikling, træning, kapacitetsopbygning, betydning af at vi gør det.

Layanna: Igen storytelling og merfortællingen om det her brand.

Sigrid: Så de var en slags ambassadører?

Layanna: Ja det blev de

Brian: Første gang hev vi et hold på 8-10 stykker, 12? Vi var mange.

Layanna: I alle aldre, mænd, kvinder, unge, gamle. Eneste krav var at de skulle være åbensindet – vi kunne ikke have nogle der var bange for Afrika, når de skulle være storytellers. De skulle være åbne for at se Afrika for en ny side.

Brian: Ja. Så første hold kom til Kenya, og året efter kom et hold til Ghana.

Layanna: Så kom de ud til forsamlinger og skulle fortælle andre om initiativet. Det var meget mere ligeværdigt og autentisk at du har en ganske almindelig person. De blev også brug i butikkerne, dog uden at sælge varer. Det vigtige var at de repræsenterede deres holdning til Savannah, og ikke Coop's holdning osv.

Sigrid: Så det var kun Savannah?

Brian: Ja, Savannah og initiativet og hvordan de oplevede det. Før de kom, oplevede jeg at få alle de tekniske spørgsmål og de lidt kritiske også med om vi ikke bare gjorde det her fordi.. osv. osv. Og med de her storytellers der skete bare et skift, de svømmede igennem de aftener uden at få de kritiske spørgsmål og vi sad bare og lyttede.

Layanna: Men også en meget stærkere markedsføring end vi kunne ved at præsentere varerne i tilbudsaviser, hvor vi måske fik en enkelt side og så kunne der komme nogle varer, og så havde vi måske en lille kolonne til at beskrive alt det her. Det der også var en del af de aftener var at der var kokke osv., som lavede mad. Så kunne folk høre på historierne mens de spiste bøf fra Namibia, bønner fra Kenya. Og så lavede vi faktisk et blog-event, hvor udvalgte bloggere der gik op i ansvarlighed og økologi, kom ind til os.

Linda: Jeg mener faktisk jeg så det, med bloggere der kom ind og skulle lave mad udelukkende med Savannah-produkter.

Layanna: Præcis, opgaven var at de ikke måtte lave en ret de kendte andetsteds fra, fordi COOP havde sin egen opskriftsplatform. Så dermed kunne vi tappe ind i noget andet, fordi bloggernes opskrifter kunne komme derop efterfølgende.

Brian: Det der er i det er også, at i stedet for man bare siger det plejer vi at gøre med tilbudsavisen osv., så prøvede vi at skabe en anden fortælleramme, som lå udenfor vores egne medier. Storytellers var en af dem, og så var blogevents et andet.

Layanna: Jeg kan huske indkøbsafdelingen pludselig blev meget interesserede for de var vant til at betale 20.000 per blogger for tre blogindlæg, og pludselig havde vi 12 blogger ad gangen som gjorde det gratis.

Brian: Og det var jo fordi de synes det var spændende.

Layanna: Præcis, det var ligesom nogle værdier de selv havde, så det var ikke bare at kommunikere lidt om noget tilfældigt, men det var autentisk. Og det der så også var en del af det, at de arbejdede med varer der ikke var certificerede, økologiske osv., og dermed kritiske overfor det, men samtidig også lærte hvordan det stadig kan være ansvarligt.

Brian: En anden succes, jeg kommer i tanke om i forhold til spørgsmålet. Når I hører om storytellers, medlemsarrangementer osv., så ligger det alt sammen ovre i FDB. Så udover at jeg synes det at få et brand, Savannah-mærke, at begynde at arbejde med det osv., var spændende var det også fedt at mærke presset fra FDB og medlemmerne om hvornår der kom mere, hvor stort det skulle blive osv. Det betød at der sad en bestyrelse i COOP der blev udfordret på Savannah i forhold til at det var et fint initiativ, men hvornår var det stort nok til at man virkelig turde satse på det. Den diskussion var interessant, og grunden til hele direktionen blev sendt til tre lande på ti dage. Jeg tænkte de gjorde det for at slå mig ihjel haha. Ej. Der kom de til Sydafrika, Namibia og Kenya. Det der var i det, var at alle steder skulle de se noget vi i forvejen gjorde, og introduceres for en ny forretningsmulighed. Da de kommer til Kenya bliver de præsenteret for kaffe, for jeg kunne ikke overbevise indkøberne. Jeg havde set at man kunne gøre det selv, og hvorfor pokker vi ikke rykkede kafferisteriet fra Tyskland med 100 mellemhandlere – nu er der bare 5, tre af dem ligger i Kenya. Værdikæden kan ikke blive kortere og hele værditilføjelsen ligger i ristningen i Kenya. Det var en succes. Helt klart, især fordi man begynder at investere i et udviklingsland, og ikke bare synes de skal have supportpenge.

Sigrid: For lige at vende tilbage, vi snakkede lidt om branding og kommunikation før – hvilke overvejelser gjorde I jer i forhold til pakning, logo og forbrugerassociationer, om fortællingen bag brandet.

Brian: Altså sort og guld.

Layanna: Noget andet end, altså væk fra det sørgelige Afrika. Vi skulle sælge noget lækkert.

Brian: Der var ingen tvivl om at når man kiggede på de varer vi havde… altså Thise havde en yoghurt fra Uganda hvor der stod en gammel dame med en le. Det var helt tydeligt hun skulle have nogle penge, og hvis ikke den smagte godt skulle man købe den for hendes skyld. Det var noget vi kiggede på og tænkte, det skal vi slet ikke. Og det er jo heller ikke at støtte Afrika.

Layanna: Det skulle være nogle varer der kunne konkurrere med andre varer på lige fod.

Brian: Uden at blive stereotypt så var det også vigtigt man kunne afkode det. Derfor blev det akacietræ et billede på det, og så hed det 'det bedste fra Afrika'. Kampagner var tit 'tag en bid med hjem'. Så vi spillede på det lækre, det smagfulde, det eksotiske, drømmen om Afrika. Vi lavede nogle undersøgelse om forståelsen af Afrika. Folk havde mange associationer, børnearbejde, hungersnød, sygdom, aids, pirateri – alt sammen noget man ikke havde lyst til at røre ved. Det var der i 12. Samtidig var det sådan at de bare skulle have nogle penge. Folk ville gerne støtte men ikke købe. Når vi spurgte til varer var det kaffe og vin og intet andet. Så var der en enkelt kvinde der spurgte hvordan vi kunne kalde det ansvarligt at med rødt kød, for der var jo aids i Afrika, så når vi købte rødt kød kom der jo aids med. De var meget bekymrede. Ej men for lige at vende tilbage, så det der stereotype ville vi gerne gøre op med. Vi kunne også godt se at meget få forstod det med Afrika og produkter, og folk havde ikke en forståelse af hvad de kunne få. Det der kom igen, var at alle havde en drøm om en safaritur, have sin egen farm og få en rejse i det store uberørte kontinent, som er meget autentisk. Vi kunne også se folk lagde vægt på at her var der nogen der havde trang til hjælp. Så vi tænkte, lad os spille på det her og løfte det op ved at gøre det lækkert. Så fandt vi ud af det skulle være sort og guld. Så havde COOP også en vin der hed Savannah – den eneste forskel er to bogstaver der står lidt forskelligt. Den er rigtig kendt, kommer fra Sydafrika og COOP er de eneste der har den. Så den spillede vi ind i – de var ikke meget for det – men vi fik aftalt at bytte bogstaverne rundt. På grund af det kendte 60 % af danskerne Savannah inden vi overhovedet havde lanceret det – på grund af vinen. Men det gjorde også at de forbandt det med smagfulde varer, god kvalitet osv., så det udnyttede vi. Det sjove var at Thise-yoghurten var i to varianter og så introducerede vi en tredje. Da vi skal lancere brandet i uge 6 i 2012 bliver det markedsført for allerførste gang. Der kommer der nye varer på hylden, så det ¾ år inden var blevet brugt på at finde leverandører, etiketter osv. så man kunne rykke ind i uge 6 med en stribe Savannah-produkter på én gang. Udfordringen var at Thise-yoghurten, de lavede kartoner 100.000 ad gangen. Så da vi kom tættere på fik jeg valget mellem om den skulle ind i uge 2 eller uge 12. Så tænkte jeg bare åh nej. Men okay vi sætter den bare ind i uge 2, og så må der stå

Savannah-yoghurter på hylden som eneste Savannah-varer. I den periode kom der et dobbelt så stort salg. Alene på at en sort yoghurt med guld, friskhed, smagen af Afrika osv. Nå men det var tankerne bag brandet, det at komme fri at det stereotype, som I nok også ved.

Linda: Ja det er også en af de ting vi synes er interessant, netop det ikke at have fokus på nødhjælp.

Sigrid: Det er udvikling og ikke bare penge der forsvinder væk.

Brian: Ja – men jeg ved at på et tidspunkt gik vi for langt. Lasse Bolander har stået til konferencer en gang – ja det er en anden succes – at direktøren bliver inviteret frem for os til at snakke om det. Nå men han blev inviteret til at snakke om det og sagt at i fremtiden skal vi have afskaffet udviklingsbistanden. Der tænkte jeg åh nej. Det ved jeg ikke om man behøver sige.

Layanna: Det har han sagt flere gange.

Brian: Men det siger noget om at han troede på det.

Layanna: Jeg synes faktisk det var i orden han sagde det, selvom rent politisk og organisatorisk er det ikke godt. Men hans tanker har jeg intet problem med. Jeg arbejder jo i dag for en NGO, og jeg siger også til dem at vores vigtige opgave er 'put ourselves out of business'. Det er NGO'er egentlig opgave på lang sigt. Selvom det ikke altid er populært at sige. Og han var måske også bare lidt forud for sin tid, for det bevæger sig langt mere mod det kommercielle hvilket også er et krav i dag fra udenrigsministeriet.

Brian: For lige at slutte det her af, så var en af de vigtige ting også at dekomplekse det. Altså udvikle udviklingsbistanden, handelsbistand og Afrika. Altså der er så mange problemer, og udviklingsbranchen har levet af at lave problemer. Så vi ville involvere folk så de opfattede det som værende nemt, effektivt, brugbart, omsætteligt og ikke skal koste en masse penge, men noget de kan gøre hver dag i hverdagen og det ikke koster ekstra. Det med at gøre det enkelt, og sætte det i forbrugernes øjenhøjde det var en del af brandingen.

Linda: Er det jeres opfattelse at sådanne projekter som Savannah er med til at skabe værdi brandmæssigt og er det forbrugeren er interesseret i – reagerer de på det?

Brian: Det er meget sjovt for vi havde et brand der hed Savannah, og jeg tror der var mange der fik en fornemmelse for hvad det var. Man forbandt det med Afrika, Coop og lækre varer. Når det kommer til CSR tvivler jeg på der var så meget der. Men på den anden flanke når vi gik ud og snakkede om Coops ansvarlighed, var vi meget anerkendt for Savannah. Men det er så fordi man fjerner sig fra den almindelige forbruger, der ikke nødvendigvis tænker over bæredygtighed og CSR men bare lækre varer. Men hvor det er Coop der er ansvarlig og ikke den enkelte vare, det med at Coop er ansvarlig er ligesom Änglemark, økologien vokser og jeg køber Änglemark. Mere tror jeg ikke Savannah var et bæredygtighedsprodukt for Hr. og Fru Danmark.

Linda: Var det noget man forsøgte på at kommunikere at det skulle være? I kommunikerede selvfølgelig at det støttede Afrika, men jeg tænker i forhold til det bæredygtige osv.?

Brian: Ja det prøvede vi. Coop kørte jo altid kampagner, så var det bæredygtighed der var på programmet og ellers pris og pris. Og fødselsdag. Så hvornår skaber man en ramme hvor bæredygtighed kan diskutere uspoleret? Og der var Änglemark altid med, og så var Savannah også lidt med.

Layanna: Det havde været nemmere for os hvis Savannah havde været rent økologi/Fairtrade. Så havde det været nemmere rent kommunikationsmæssigt. Men jeg tror også kommunikationen der havde vi det lange lys på, så det handlede ikke om den enkelte vare, men mere det overordnede hele og den udvikling. Jeg vil også sige i forhold til forbrugerne. Jeg tænker forbrugerne er et andet sted i dag end de var dengang. Så hvis man kommunikerede det i dag, så tror jeg det havde en hel anden kontekst. Forbrugerne er blevet klogere. Så ja, jeg tror på det skaber værdi brandingmæssigt både for dem, fordi man tapper ind i en virkelighed der er vigtig for dem. Vi er meget mere aligned med deres værdier i forhold til de varer som man sætter til salg. Men dengang var det op ad bakke.

Brian: Det sjove var, at dengang spurgte folk hvordan det kunne være ansvarligt når det ikke er økologisk og Fairtrade. I dag er der en meget mere kompleks og bredspektret tilgang til det, hvor man diskuterer transport, klima og dagsordener som den her, altså at tilpasse klimapåvirkning især for dem der er hårdest ramt, de bor der (Afrika). Så hvordan kan man hjælpe dem – det ville jo være en fantastisk dagsorden at tage i dag, hvis man ville det. Men igen, er det nok mest COOP som organisation der ville blive positioneret sådan og ikke brandet Savannah. Her tænker jeg at et initiativ som det udover at vise Coops ansvarlighed i en varekæde der handler om andet end forbrugeren, og samtidig hjælpe forbrugeren med at træffe ansvarlige valg, så kan det illustrere hvad det er for et ansvar vi har og vi tager, og kigger ind i egne muligheder. Samtidig kan man også kigge indad og fjerne en masse unødvendige led på en transparent måde, så kan man skabe en reel forandring. For det er jo det som det handler om, hvad er det egentlig vi er med til? Forstå hvad det er vi er med til når vi driver forretning her, vores betalingsbetingelser ændrede vi ved, kontrakter og krav – behøver vi stille de krav.

Layanna: Og forsikringer var vi også inde og kigge på, i forhold til klimaforandringer og tørke, hvordan kunne vi beskytte farmere dem, det gør du aldrig normalt som detailvirksomhed. Det var sindssygt spændende og når jeg sidder og tænker på det nu er jeg mega ærgerlig over at Coop ikke har holdt bedre fast, for tiden havde været så meget med dem nu.

Linda: Jeg undrer mig også, at det om noget passer perfekt nu.

Layanna: Ja jamen jeg bliver ved med at sige, se hvad der foregår derude. Vi var bare first-movers og hvis bare COOP havde holdt bedre fast, så der ikke var alle de udfordringer – vi kunne have drevet det så vidt.

Brian: Ej men vi ejede den dagsorden.

Layanna: Præcis, og selvfølgelig var der lidt push-back fra nogle kunder over hvordan man kunne kalde det ansvarligt når det ikke var Fairtrade. Der var kommunikationen jo at hvis du skal være Fairtrade, så koster det, og du skal kapacitetsopbygge og kunne leve op til krav. Og det Savannah gjorde var jo at kapacitetsopbygge, så de muligvis på sigt kunne blive Fairtrade – men vi går ikke ind og opstiller barrier som vi heller ikke ville have opstillet for europæiske producenter. Så et skulle være et level-playing-field. Men vi var inde og røre ved nogle ret interessante ting, som vi begge arbejder med i dag hos andre virksomheder. COOP skulle have holdt fast synes jeg og ejet den dagsorden.

Brian: Jeg er helt enig. Og i forlængelse af det. Hele stakeholder-management delen, der havde vi også et godt program. NGO'er blev inviteret ind hvert år, alle der havde en interesse eller kunne have en berøring, blev pludselig interesseret, da de fandt ud af at vi var lidt inde og røre ved det hele. De forstod pludselig at alt (både økologisk, Fairtrade og afrikansk) ikke kunne lade sig gøre. Så jeg synes mange interesseorganisationer fik respekt for den måde vi havde grebet det an på og også kom med noget input. Vi endte også med at partner op med en af dem.

Layanna: I forhold til CSR, vil jeg sige…

Brian: Det var sgu et meget fedt job vi havde

Layanna: Det var helt vildt fedt! Vi var de eneste der rejste, og vi rejste hele tiden, hvilket også blev lidt et problem da der kom finanskrise. Folk blev opsagt, og vi sad bare med Lasse Bolander og FDB der beskyttede os. Vi havde kæmpe budgetter og var skånet på en anden måde, fordi ledelsen beskyttede os. Ellers var det slet ikke gået. Vi har været nogle fede steder henne, vi har boet med farmere. Det var lidt en pointe med storytellers også, at de skulle opleve det. Det var ikke en turisttur. I får lov til at se det gode og det dårlige, så de skulle bo med dem. Folk sagde det var guld værd.

Brian: Rent strategisk, jeg har oplevet på nogle projekter i Honduras og regnskov, hvor jeg følte det med man kom i Jeep med en kæmpe kortege, og vil ikke betale for varerne og snakker pris, mens man stinker af nogle der har penge. Det går bare overhovedet ikke. Så det der med at sige når vi kommer de steder, så kan det godt være man kommer i en bus, men den kører igen, og så skal vi være der på deres vilkår. Så vil vi hellere frem for hotel efter de konfliktfulde møder hvor dagsordenen er dem og os, så sætter vi møderne til sidst i ugen og så er vi bare sammen og lærer hinanden at kende. De konflikter de forsvandt bare, fordi man lagde planlægningen rigtigt.

Layanna: Og også bare det at man ikke bare kommer ind i en eller anden landsby og siger nu skal vi hjælpe jer, men så smutter vi lige tilbage til Hilton. Men jeg kan huske at da vi skrev til leverandørerne, spurgte vi om det var rigtigt forstået, de havde aldrig oplevet det før. Vi kom så afsted med det, og så endte det med at de efterlod nogle af deres medarbejdere derude for de gik bare ikke at hvide folk fra Europa var efterladt alene i sådan en landsby.

Brian: Selv leverandørerne havde aldrig prøvet før at man tog ud og boede i landsbyerne.

Linda: Så i var virkelig first-movers, selv på det område?

Layanna: Jeg har faktisk heller ikke hørt om nogen der har gjort det siden.

Brian: Det er jo et eller andet med en interkulturel forståelse og respektere hinanden. Den værdikæde der tit handler om at få det største stykke af kagen, blev til sidst hvordan kan vi lave en større kage i stedet for? Jeg var så træt af kagen der skulle fordeles anerledes i stedet for, og så bare se hvordan det kunne blive større.

Layanna: I forhold til det før, CSR-aktiviteter i dag. Nogle af de større projekter handler i stor grad om at arbejde i virksomheders kerneforretning. De projekter jeg sidder med i dag handler om hele tiden at komme ind i kerneforretningen fordi de skal tage ejerskab og gøre det relevant. Apropos det Lasse Bolander sagde, kommercialisere det, for på et tidspunkt ved vi at vi skal trække os tilbage, og så skal det være bæredygtigt når det sker. Jeg tror alt for mange ikke har haft exit-strategy, der snakkede vi også om at Savannah skulle når de engang forlader områder, sørge for at det var mere bæredygtigt end da man kom.

Brian: Målet var for nogle af de landsbyer at når vi trak os ud, så skulle de have råd til at have deres egen lastbil så de kunne køre helt til Nairobi og sælge det selv. Dermed ville de ikke længere være afhængig af detail, men kunne gøre det selv. Men forstå. I stedet for det var et lukket marked, så kunne de få en værdi ved selv at sælge det. Det var en del af planen når Savannah ikke længere var der ved de forskellige projekter. Hvis vi tager et af projekterne der varede et par år, så fik de ikke en lastbil, men har i stedet et enormt godt samarbejde med en af leverandørerne i dag. Leverandøren har så lagt sin nye fabrik tæt på landsbyen, hvilket har gjort mange har fået arbejde der – især kvinderne. Så der er klart sket en forskel – hele hans forretningsmodel. Men COOP er helt væk, de er helt blinde for det. Hvis det var mig havde jeg godt nok holdt bedre fast, hvis de havde gjort i den historie, kunne de jo havde fortalt den til forbrugerne.

Linda: Det har vi også lagt mærke til, det virker som om man ikke har fortalt klar og tydeligt hvad Savannah egentlig udførte.

Sigrid: Præcis, vi har fundet massere data fra starten af projektet, og nu er det betydeligt mindre, stort set ikkeeksisterende.

Brian: Da vi stoppede, så stoppede meget af det også.

Layanna: Det var bevidst at de ikke kommunikerede det mere. Jeg tror mange i COOP synes det var for besværligt, og nogle synes det skulle udfases. Det var egentlig kun os (Layanna, Brian & Thomas Roland) der gjorde det.

Brian: Præcis, i min stilling tror jeg der blev ansat 2-3 i korte perioder, og de var helt rundforvirrede over hvad de skulle gøre.

Layanna: Mange endte faktisk med at læne sig op ad den bog, fordi de simpelthen ikke vidste hvad de skulle gøre. Der var simpelthen det største brain-drain, da vi stoppede og de vidste ikke hvad de skulle gøre. Ingen spurgte os om noget. Det er jo et kæmpe problem. Men ind i kerneforretningen med CSR, for det er også det der gør at virksomheder og NGO'er har noget at fortælle, fordi der pludselig er en større fortælling.

Brian: I sidste uge, vi har stadig kontakt til leverandøren, og i sidste uge snakkede vi faktisk med en kvinde som er interesseret i det her. Og de her grøntsager bliver ikke solgt i Danmark længere. Hun kommer fra Uganda og vil gerne fortælle de her historier. Og jeg tænkte jamen muligheder er jo helt vildt store, så der gik ikke to dage så havde hun møde med Inco, som bare synes nu vil de gerne til at gå op i det, og det skal ikke bare være volume og pris. Der oplever de en større og større efterspørgsel på hvor varen kommer fra og en transparens, noget forskel, story telling og nærhed. Det der med at det er lokale varer. Det der er så sjovt ved Savannah er jo at der ER faktisk en lokal vare. Ikke forstået sådan at der er 5 km derover, men at den nærhed vi søger i lokale varer, kendskab til farmeren, historien der opstår osv. den innovationskrat der opstår når man mødes, det har den. Så den læner sig ind i de der nærhedsprincipper, og det er der flere og flere der søger – også Inco. Så hun havde faktisk møde i sidste uge og det var gået rigtig godt. Så hun er simpelthen gået til Inco med nogle af de produkter der var (men ikke længere er) i Savannah og fortælle den historie, for den begynder at blive interessant.

Linda: Så COOP stopper udviklingen af det og nu begynder de andre simpelthen?

Layanna: Lige præcis. Vi var simpelthen forud for vores tid, så COOP skulle have holdt fast og ejet den dagsorden.

Brian: Der blev investeret så mange penge, og så skyller man det langsomt ud med badevand.

Sigrid: Det er også en af grundene til vi finder det enormt spændende – på papiret ser det "perfekt" ud og så holder man det ikke ved lige.

Brian: Jeg tror vi har brugt en 15-20 millioner på tre år. Det er mange penge.

Layanna: Det gik selvfølgelig også til nogle gode ting, men altså.

Brian: Ja klart, og så er der kafferisteriet, som også kan blive potentielt lønsomt, det er det ikke endnu, men det kan det sagtens blive.

Sigrid: Ja, jamen skal vi gå videre til næste spørgsmål? Blev der gjort nogle overvejelser over produkterne der var med i Savannah og den effekt de kunne have på brandet samt fortællingen?

Linda: Måske vi lige skal uddybe hvad vi mener. Thomas (Roland) snakkede om kød osv. og forbrugerens oplevelser af at det pludselig kommer fra Afrika

Brian: Ja altså, hvordan kan kød være bæredygtigt-diskussionen. Transport – flyvning. Folk vidste jo ikke grøntsager bliver fløjet, og det gør roser jo også. Så var der kødet. Den kødfortælling der var, var simpelthen så god i forhold til hvordan man normalt producerer kød, hvor man fælder regnskove, producere soja-afgrøder. Det med at have et område i Namibia der er så tørt at du ikke kan bruge det til noget men du kan have dyr der går og græsser der, samtidig med at du kan sikre wild life. Det der med at kød som en nødvendighed. Vi kan ikke undvære det, men vi skal bare ikke have så meget af det, og vi skal bruge det som en del af naturforvaltning. Det var en sindssyg vigtig del af bæredygtighed, nemlig med hvordan animalsk produktion skal indgå i vores naturforvaltning. Det bliver hurtigt en negativ konnotation med at vi ikke skal det overhovedet, men jo det skal vi, bare i bedre balancer.

Layanna: Der var også en kommunikation at kød fra Namibia og dansk kød vi sagtens kunne have taget. Den tog vi ikke fordi indkøbsafdelingen selvfølgelig skal være med. Men det vi ikke kommunikerede, var jo at CO2 udslippet på dansk kød set over hele værdikæden er faktisk større end det fra Namibia. Igen, hvis du kigger på det hele projektet helt holistisk, hvor kommer foderet fra. Dansk kvæg får typisk foder fra Brasilien, hvor der er en anden dagsorden der er relevant, nemlig skovfældning. Den bliver ikke kommunikeret til danske varer. Vi tog ikke den kamp fordi vi var inde og negativt påvirke vores egen forretning. Der tænker jeg ellers der var en stor merfortælling, som vi ikke kunne bruge af strategiske og taktiske årsager.

Brian: For lige at svare på spørgsmålet. Vi gik aldrig ind og lavede tobak. Men på den måde fravalgte vi nogle varer. Men vi havde også ressourcebelastende produkter, roser, vin osv. og det gør man jo stadig i dag. Diskussionen var også om afrikanske bønder skulle bøde for at vi har udledt alt for meget CO2 – skal det være et argument for ikke at handle med dem. Tingene blev diskuteret meget vidt. Men der var faktisk en større diskussion omkring overhovedet at handle med Afrika og spise deres mad.

Layanna: Nogle af de forbrugere som skrev til os eller COOP, spurgte jo hvordan vi overhovedet kunne forsvare at ”stjæle” maden fra de fattige afrikanere.

Brian: Ja der var jo en helt shitstorm faktisk. På Änglemark mælkekartonen var der en bagside, som er den mest fantastiske reklamesølje at få. Det at få en fortælling der drømmer alle om, inklusiv mig. Så jeg lagde Savannah ind i køen og pludselig fik jeg tildelt 3 uger. Jeg skulle have et oplæg klar til mandag, og det glemmer jeg fuldstændig, så da jeg bliver ringet op om fredagen og spurgt om jeg har teksten klar siger jeg bare ’ja ja’. Jeg tænkte bare åh nej, tekster, billeder, godkendelse. Så jeg tænkte nu tager vi bare den der og udnytter der ikke var tid til at få det hele godkendt. Overskriften var ”det bedste du kan gøre for Afrika er at spise deres mad” – den kom ud på middagsbordene. Det væltede ind med vrede beskeder til kommunikationsafdelingen. Jeg tænkte lidt – men var det ikke meningen at få den diskussion? Folk begyndte at diskutere på COOPs Facebook, hvilket jeg så som et sundhedstegn.

Brian: Men var det ikke det der var meningen? Altså det der engagement, og den discussion. Men det der var interessant var at vi havde en Facebook gruppe hvor folk begyndte at diskutere. Og folk fremførte faktisk vores egne argumenter.

Layanna: Altså de diskuterede indbyrdes

Brian: Jamen, det her synes vi jo var et sundhedstegn. Hvorimod der sad nogle i kommunikationsafdelingen og var mindre glade og frustrerede. Men det er jo fordi de gerne vil styre en debat. Men vi gjorde det jo folkeligt. Og den ramte lige ind.

Layanna: man kan sige en af mine fordele var jo.. Jeg kom jo ind for at arbejde med kommunikation, men endte ikke med at sidde i kommunikationsafdelingen. Så jeg sad jo, vi havde et ret tæt samarbejde sideløbende omkring den her kommunikation. Den bed os også i halen nogle gange, men det blev faktisk en styrke for os i projektet. At man en gang i mellem gik over den grænse med bare at beskytte COOP, men fokuserede på det her brand og den debat det skabte.

Brian: Ja altså som nogle i PR jo nogle gange kun gør, nemlig at beskytte en dagsorden

Layanna: Ja og vi bød også den kritik der var velkommen, sådan at man netop kunne have den kvalificerede debat.

Sigrid: Jamen lad os hoppe videre. Ud fra et strategisk konkurrencemæssigst standpunkt hvad gjorde I for at adskille brandet fra konkurrenterne?

Brian: Ja vi differentierede os så på den måde at der i detail ikke er nogen der har negageret sig bagudrettet værdikæde. Jeg vil jo så sige hvis vi kigger på det nu, er der flere og flere der gør det, men dengang var vi nogle af de første. Ansvaret dengang var ikke ligeså meget hos videresælgeren men producenten i landet. Det har skiftet. Men dengang var vi nogle af de første vi lavede det vi kalder en editors choice. Altså vi har en holdning, vi mener noget og vi gør noget. Det at være ansvarligt er ikke bare noget man siger, men også noget man gør og den viden man også får via engagement er noget som også er med til at underbygge og kvalificere den agenda man har. Og det her med hvad der er bæredygtigt, ikke nødvendigvis kun er ejet af nogle NGO'er som ved mest, men også selv kvag sit engagement og tilkoblede partnere ved noget om bæredygtighed. Med editors choice mener vi i stedet for man sætter sig i en position og siger vi har de her varer på hylden som kunden køber, så tager man et aktivt valg i forhold til hvad kunderne skal få lov til at se på hylden. Bl.a. produkter som er produceret og brandet på Afrika. Man udvælger altså og redigere valget.

Layanna: Ja ligesom for at hæve barren og sikre en hvis kvalitet både bæredygtighed og kvalitetsmæssigt.

Brian: Ja, man har taget handsken halvt på når man ex. Har flyttet handsken nederst på hylden i kiosken.

Layanna: Ja det kan også handle om placering og pris på samme måde som fravalg/ tilvalg

Brian: Her sælger vi kun det her og vi har fravalgt det her, for at være mere bæredygtige. Og det ser vi mere og mere af. Dengang var der ikke så meget af editors choice, VI sælger udelukkende de produkter forbrugeren efterspørger og så længe de er lovlige er organisationen glad,

Layanna: Ja og man kan sige det der også sker når man har editor's choice, er at du sætter krav til de leverandører du har og de skal til at forholde sig til produktionen på en anden måde. Ellers bliver de simpelthen udkonkurreret. Så altså også tappe ind i markedet.

Linda: Nu tænkte vi også på Salling Group, Dagrofa osv. Var der nogle som havde noget der mindede om?

Brian: Nej. De kom lidt senere ind i kampen, men det var med flaskepant. På et tidspunkt var det meget oppe. De havde et projekt i Afrika de støttede, gennem indsamling af tomme flaske og man så kunne donere de penge der kom fra det. Vi ramte også ind i en periode hvor der var sindssygt meget Afrika på dagsordenen. Alle kiggede den vej. Men det var mest i forhold til nødhjælp og udviklingsbistand.

Layanna: Dansk Supermarked havde slet ikke noget. De tog slet ikke den dagsorden. De var meget mere obs. på den lokale dagsorden og ex. Dyrevelfærd og lænede sig op af dyrenes beskyttelse. Heller ikke i dag tager de rigtigt den dagsorden, nu som Salling Group, Så der var ikke rigtigt nogle der konkurrerede. En anden måde vi også gjorde det på var jo med Savannah storytellers og brande COOP på, som DK mest ansvarlige virksomhed.

Brian: En anden måde vi også manøvrede rundt på var anmærkningslogoerne, så Fairtrade og ordninger ligesom det. Jeg tror at der var nogle i indkøbsafdelingen som synes det var en rigtig god ide, fordi det var vores egen Fairtrade ordning. Det ved jeg så ikke om jeg personligt synes det var. Men jeg forstod godt hvad det var de sagde. Det var deres smutvej til på en eller anden måde at komme ind og arbejde med Fairtrade ud fra de KPI'er der var sat omkring fremme af etiske og Fairtrade varer. Og de synes jo at Savannah så var en nem måde at opfylde det.

Linda: Det virker også som det er det det lidt er blevet til efterfølgende?

Layanna: Ja, de har jo sat dem på linje med Fairtrade anmærkningerne på kaffebønnerne. Hvilket de i virkeligheden slet ikke må lovmæssigt. Men vi ville jo gerne have økologiske og Fairtrade varer ind i sortimentet, men det vi sagde var at det ikke måtte ende som et housebrand for Faitrade. Fordi så går vi netop ind og defeater det vi gerne vil. Purpose var jo ligesom at skabe vækst gennem handel. Og vi fik jo også noget push-back for forbrugeren, i og med de satte spørgsmålstegn til at kunne forsvare det bæredygtige når det ikke var certificeret.

Brian: Ja altså der var jo et sindssygt stærkt ønske fra topledelse at den skulle ind og have den her position og så sidder der nogle som har taget over på projektet som ikke ved konkret hvad vi havde i tankerne, hvilket vi diskuterede meget og var sindssygt skarpe på at den position måtte det ikke få, ds vi ikke ønskede det som en certificerings eller anmærknings ordning. Vi ville netop ikke udkonkurrere Fairtrade eller andre, og det ville vi heller ikke.

Layanna: Ja, det er jo en ting Brian, men de her ordninger er jo tredjepartsordninger og man skal leve op til en række specifikke krav, som Savannah nødvendigvis ikke gjorde, da vi jo ville skabe samme vilkår til bønderne i de afrikanske lande som vores resterende leverandører.

Brian: Når men for lige at vende tilbage til det med Savannah nu. Jeg har set de bruger det som anmærkning og at kommunikationen er blevet til en mellemting med hvad vi er – Sqvannah-wise. Når jeg kigger på det nu, ser det ud som en stor identitetskrise. Man ved simpelthen ikke hvad det er.

Layanna: Ja og alle dem der vidste det, er der ikke længere, med undtagelse måske af Thomas Roland.

Brian: Så der er altså ikke nogle ressourcer til at trække det, betale for det eller bruge tid på det. Ja der er dybest set ikke et ønske om at forvalte endnu et brand. Og Coop er ikke verdensmestre i at have adskillige brands. Ja og fem kæder som også skal brandes og lægges sammen. Det var også formanden som har holdt det i live. Hele afrikaindsatsen altså. Og han leder hele tiden efter det nye. Jeg tror bare at han gerne vil have flere kafferisterier.

Layanna: Det jeg godt kan lide ved kafferisteriet, er det der med at du har en vare som kan fra første led laves om til et andet produkt og så sendes tilbage til samme land. Dermed sørger du for at der er værditilførsel – det er jeg også stor fortaler for. Man squeezer altså mellemleddene ud, og dermed er der flere penge til første led som sørger for den her værditilførsel. Toms har netop også gjort sig tanker om dette, men dengang var der for mange barriere til det kunne lykkedes. Men det er noget af det COOP gør i dag med kafferisteriet. Jeg ville så bare ønske de gjorde det med noget mere end bare kaffe.

Brian: Ja og jeg synes også nu når vi snakker om Toms, at de havde fat i noget godt. De havde jo deres egen kakaoproduktion og nogle samarbejder allerede i sving, det er jo så også lukket ned nu. Der sker altså noget når der kommer ny topledelse som kun fokuserer på besparelser og hårdere KPI's. Der sker altså nogle cyklusser med kriser, successer og stilstand. Hvis brandet i success-tiden har nået at vokse sig stort nok og stærkt nok, vil det ikke blive sparet væk, når der bliver indsat ny ledelse. Altså et lidt indenfor drivhuset projekt – sårbart og håndholdt. Udadtil har det nok set stærkt og nyt organisatorisk ud, men indadtil var det sindssygt skrøbeligt og personafhængigt. Og også besværgeligt. Så da man fjernede drivhuset kunne planten ikke stå alene i vinden.

Layanna: Ja så det der med at have nogle med ejerskab i topledelsen og troen på brandet og initiativet generation efter generation er det der sikret overlevelsen.

Brian: Ja og så skal det være autentisk. Ikke ligesom nogle nødhjælpsorganisationer, som hopper fra projekt til projekt hver gang de har ny camp. Men jeg kan godt se hvad der sker. Det der med at have en anden relevans.

Layanna: Ja og det vi lavede i COOP åbnede jo døre.

Sigrid: Ja nu har vi jo ldit snakket om det, men kan i måske meget kort sige lidt ud fra jeres synspunkt og set i bakspejlet hvad kunne være blevet gjort anderledes brandmæssigt og strategisk?

Layanna: Nogle gange ville jeg ønske der var nogle som havde gjort det før os. Det var virkelig sådan at man skulle udvikle og skovle sne samtidigt og sikre ejerskab. Og så den rolle som indkøbere faktisk spiller. De har sindssygt meget magt i en organisation, hvis der selvfølgelig er indkøbere som kan sidde og vælge til og fra på varer. Set i bakspejlet, skulle indkøberne været boardet langt tidligere. Omkring hele storytelling og brandets værdi, og at da vi sad i FDB at vi ikke skånede os selv og kunne løbe med bolden, men at vi sørgede for at have indkøbsafdelingen med fra starten og meget mere tid på lobbying internt i organisationen. Så interne forandringer, organisationskultur, ledelse og indkøbere.
Brian: Ja og så også fordi man jo bliver målt på successer og få varekæder mere effektive og mersalg til forbrugeren. Så gøre det konkurrencedygtigt og attraktivt for organisationen på indkøbsniveau. Og så virkelig have øje for den store bold og det der skulle bygges op ved siden. Det kunne man ikke gøre med de ressource vi havde.

Layanna: Det jeg også ser gå igen nu til dags spredt over industrierne er at indkøberne i mange virksomheder spænder ben og hvor meget magt de har, uden at have lang erfaring med kommercielle interesser og kun bliver målt på hårde KPI's såsom pris. Så opstille nogle blødere KPI'er for indkøberne, så de skulle levere på det her – for det der bliver gjort er det som bliver målt på.

Sigrid: Er det noget som er ved at ændre sig, altså at de her KPI'er bliver mere bæredygtigheder?

Layanna: Det handler stadig meget om KPI'er for indkøberne, men nu handler det også meget om at de investeringer virksomheder foretager sig skal være bæredygtige. Så mindre kig på prisen. Det er også det der gør nogle industrier presser de første led i værdikæden, som så skader virksomheden evt. På lang sigt hvis der sker en krise.

Brian: Ja, og man kan jo gå videre og sige det ikke kun er indkøberne, men faktisk det hele. Ofte bliver der i brand henseende fokuseret på eksterne partnere, som ifølge mig er en stor fejl. Start med din egen organisationskultur, hvis den er på plads er der opland for at sørge for det brand du gerne vil fremstå som. Fordi, du kan løbe alle mulige projekter op i organisationen, men hvis du ikke har intern opbakning gennem hele organisationen, vil det initiativ du har løbet slet ikke komme ind på dagsordenen og der vil ikke blive sikret de rette koblingspunkter udadtil. Ofte har du en topledelse som gerne vil i en specifik retning med et brand, men så i andet led falder den af. De skal altså ændres i kulturen. Så der er altså noget med den der saying med culture eats strategy for breakfast. Hvilket ofte sker på mellemled, hvor alt bare er som det plejer og der skal meget til at rokke båden.

Layanna: Ja så for lige at opsummere: I forhold til branding og kommunikation ville jeg holde fast idet vi gjorde, men havde lavet en særskilt strategi for hvordan det også blev forankret internt, gennem en stærk holistisk approach og tale det op, sådan at mellemleddene og vil engagere sig i brandet og projektets værdi.

LInda: Ja men det leder os jo fint til næste spørgsmål: Vi kan se på data og ud fra et interview med Thomas Roland som I nok kender, at I fokuserede meget på udsendte nyhedsbreve gennem mail og Samvirke, hvilke kanaler ville i bruge nu til at brande sådanne CSR-initiativer? (ville I gøre det anderledes?)

Brian: Jaja, helt sikkert. Altså sociale medier har jo fået et helt andet omdrejningstæller. Mange brugte det jo ikke så meget dengang.

Layanna: Altså jo vi forsøgte jo, med Facebook gruppen og med bloggere.

Brian: Ja, men vi jo slet ikke inde og oprette specifikke kontaktflader og sider. Og Facebooksiden var kun til låns og det skulle koordineres og tjekkes af om det var ok i pressehenseende at sige det vi ville sige. Det skulle planlægges min. 3 uger i forvejen og alt skulle godkendes. Hele aktualiteten forsvandt bare. De prøvede at styre dagsordenen så i en uge var det et emne og en anden uge et andet.

Layanna: Ja og i dag ville vi have brugt Instagram meget mere.

Brian: Ja og så ville jeg også have brugt leverandørers kanaler til det. SÅ i stedet for alt bliver så kommercielt of officielt så ville blive meget mere engagerende og man ville have nået flere grupper og andre potentielle kunder. Der var mange som tog fat i os og sagde det var et fedt initiativ, men vi inviterede dem aldrig indenfor til at markedsføre eller snakke om det for os. Også det der med varer, det er meget lækkert at arbejde med varer og ansvarlighed. Så det der med at sammensætte projekter med hvad ens kernekompetencer og fokusområder er. Ja nu sidder jeg med Rosendahl og de vil gerne udkomme med en vase, og de vil gerne bare være ansvarlige. De vil gerne redde biodiversiteten og plante nogle træer. Men der har vi så sørget for at plante nogle chokolade træer i Brasilien som så kommer ud med vasen, og kan fortælle historien om biodiversiteten og beskyttelse af natur og mennesker. Men det her med at få koblet en vase med et ligegyldigt træ.

Layanna: Ja der kunne det jo være meget mere relevant hvis man kiggede på aben som også er ejet af Rosendahl. Hvis man kunne leje med den der træ abe og sørge for at dem der havde plantet træerne eller hugget det ned, eller sørge for sustainable forretning så ville de skabe rigtig god værdi.

Brian: Ja det ville være fedt, men den organisation er slet ikke så langt i deres markedsføringsindsatser og branding, så det skulle være easy for dem og håndgribeligt. Så nu har de plantet de her chokolade træer til fortælling om regnskove og mahognitræer, som så om 10 kan bruges i brandingen af Kay Bojesen aben. Der er altså nogle lidt mere langsigtede initiativer som så begynder at forme sig. Så det ene brand begynder at investere i et andet brand. Så tandhjulene skal ligesom klikkes ind i hinanden.

Layanna: Ja og så havde det måske også været smart at lave nærmest et årshjul i forhold til leverancer hvad der skulle markedsføres og brandpressence skulle fokusere på i forhold til hele industrien og forbrugeren.

Brian: Ja og så det med at bruge butikkerne i en højere grad og de oplevelser forbrugeren fik med at der stod nogle storytellers osv. Derude. Vi satte så nogle medlemsaktiviteter i gang, hvor de frivillige medlemmer stillede sig ud i butikkerne og fungerede som fysisk tilstedeværelse. Dem der var super engagerede kørte jo helt ud over tangenten. Og det var useriøst og alt det vi ikke ville. Så en masse forvirring i forhold til hvad Savannah brandet var i de fysiske butikker kom til der. Men hvis vi havde haft mere tid og ressourcer havde vi boardet dem i butikkerne og det fysiske mere også.

Layanna: Ja og så hvis vi havde haft mere tid. Vi var jo for søren 2 om minimum 5s arbejde. På det tidspunkt og op til Danmarks indsamlingen, kom der også et projekt hvor Annette Heick og Lars Brygmann rejste rundt i Afrika, for at samle ind til nødhjælp, Og mit problem med det var at det var jo counterproductive, og det kom også fra COOP. Altså der var jo forskellige retninger i forhold til hvad vi i Coop mente. Så samtidigt med vi havde diskursen og brandingen med Savannah kom der et "almindelig" projekt for den tid omkring nødhjælp og lad os hjælpe stakkels Afrika. Så hvad er det COOP skal stå på mål for og hvad er det vi mener, skulle have været afklaret. SÅ ikke så skizofren omkring de indsatser vi lavede, og backe det strategiske i stedet for sådan nogle useriøse tiltag. Og ja så, få CSR folkene ud af deres afdeling. De ender tit som en satellit enhed i organisationerne. Så ud og bo i organisationen og få det implementeret i alle led.

Interviewer 2: Ja okay, det har vi jo snakket om, ja. Men lad os gå videre så. Så I forhold til at Savannah projektet er baseret på mange afrikanske produkter gjorde i jer så nogle overvejelser om de skulle markedsføres/ kommunikeres anderledes end andre brands?

Layanna: Jo overvejelsen om hvordan de skulle markedsføres, var at de skulle stå på lige fod med andre almindelige europæiske produkter.

Brian: Ja og så også fordi folk skulle købe det fordi det var lækkert, god kvalitet og smagte godt. Så nogle dagsordener de i forvejen havde, og altså ikke for bæredygtigt orienteret. Den kom først ind bagefter, of forklarede hvorfor Savannah faktisk også var en god ide – udover det jeg sagde før. Udfordringen blev så, at de farver vi valgte som sort og guld, var ikke tilpasset de enkelte varekategorier.

Layanna: Ja det er jeg glad for du siger, det sad jeg faktisk og tænkte over tidligere. Det vi gjorde af erfaringer senere var at farvekoderne skulle passe til produktet, og man kunne ikke bare komme alle varer ned i den samme farve. Ex. I yoghurt monteren og den vi lavede blev også puttet ned i de sorte og guld farver. Hvilket ikke passede til forbrugerens associationer med yoghurt som skulle være frisk og let – ofte med hvide og blå farver.

Brian: Ja og i forhold til alle produkter har forskellige farvekoder, hvordan vinder man så lige bedst på hylden og skabe mest brandværdi. Salten lykkede vi faktisk at ændre. Vi ændrede det til en hvid farve, og hvis ikke vi havde gjort dette havde salt slet ikke solgt noget

Layanna: Ja og så med kødet kiggede vi også på – hvor man nok skulle have haft noget der passede bedre til kød. Men altså sørge for at have noget emballage som leder op til de produktkriterier der er på den del af hylden og dermed forhåbentligt skabe merværdi.

Brian: Ja faktisk på kaffehylden skulle vi have lavet det en anden farve end sort, for der skilte det sig ikke nok ud. Men det var jo et ønske om en brandgenkendelighed, som måske bare skulle have været tilpasset lidt bedre til produkterne.

Layanna: Ja så i det hele taget leje noget mere med farverne så at Savannah skilte sig lidt mere ud, hvilket vi nok var kommet til hvis vi var fortsat. Så man startede med at positionere igennem det guld og sorte og så udfordrede det lidt længere henne i forløbet.

Brian: Ja, men genkendeligheden på tværs blev strategisk gennemført, så den ene varegruppe skulle løfte på tværs af kategorierne gennem det sorte og guld. Så at det skete en form for spill-over hvor at f.eks. hvis de smagte kaffen tænkte, nej det var en god kvalitet lad mig prøve kødet også.

Layanna: Ja så dels det med farverne, og så hvis man måske kunne samle en varegruppe og i en periode præsenterede det. Så man ligesom kunne se paletten af varer. Hvilket jeg tænker kunne have været gjort det første år, og så begynde at flytte nogle af produkterne ud.

Brian: ja og så det vi aldrig gjorde var, at på et tidspunkt når man opbygger et brand skal man jo slippe det lidt og lade andre fortælle om det. Folk forbinder Savannah med nogle gode ting, så lad dem fortælle det i stedet så det ikke bliver så kommercielt. Det skaber troværdighed. Så det der med at lave forbruger-forbruger kommunikation og Communities kunne man have kommet langt med. Fordi der netop er mange værdier i brandet som ikke kun er produktet. Og det er jo brands i høj grad gør i dag. Hvordan vi altså kan være relevante i en anden retning. Savannah havde altså en masse relevante og gode dagsordener man kunne have taget. Da vi startede Savannah op var der jo stadig stor fokus på pris og mængde og hvis det kunne moses kunne det spises. Og den dag i dag, er det jo meget mere at det er de produkter vi køber og engagerer os med som skaber vores identitet, og når vi køber de enkelte produkter eller services er det jo fordi det understøtter nogle værdier og holdninger vi har. Så vi flasher det og taler om det i vores netværk. Så den forståelse var vi ikke klar på – det der med identity communication. Så hele paratheden var ikke klar til det. Og der stod Savannah rigtigt skarpt, og hvis man havde ladet forbrugeren skabe nogle af brand tiltagene. Og på den måde også adskillende

Sigrid: Ja i den forbindelse, Hvilke værdier ser I overordnet i afrikanske produkter og hvordan bør de bedst brandes i 2019?

Brian: Ja det kan jo hurtigt blive stereotypt. Hvis der er noget man skal brande afrikanske produkter og brands på, så er det mangfoldigheden, diversity, hvor meget der er at tilbyde, det der med at det solmodent. I mange afrikanske lande høster de jo 4-5 gange om året og som først bliver plukket når det er modent. PÅ den måde får det alle smagsnuancer og vitaminer og leveringen på produktkvalitet er højere. Ja og der er der tendens til at det stadig den dag i dag at det er lidt nødhjælp.

Layanna: Ja så det var jo et tegn på at den diskurs vi tog var jo rigtig i Savannah, vi havde bare haft mere gennemslagskraft i dag. Folk gider jo heller ikke det der med at blive talt ned til som forbruger.

Brian: Ja og så ændre kommunikationen lidt i forhold til hvilken gruppe man havde i dialog. Hvis det var overordnet blev det lidt en populistisk tilgang, da Superbrugsen ellers ikke kunne forstå hvad det var Savannah var. Ja og det her jo heller ikke gjorde var at spille ind i at så gav du 2 kr til det her projekt og så burde det havde gjort en forskel. Det var også det vi prøvede på.

Layanna: Ja og hvis man kigger på hvad der laves i dag, er det netop også det her med ikke at fortælle en nødsituation. Så væk fra at blive ved med at genfortælle den samme historie. Men det tjener de selvfølgelig ikke penge. Det skal jo vise hvor gode vi er. Ja vi fik jo også en anden fotograf til at komme og tage billeder. De eneste vi havde på det tidspunkt var sådan nogle af afrikanere i nød. Og der ville vi jo gerne vise noget andet. Altså igen det her med mangfoldighed, billeder af farmeren, farver osv. Så hvilken visuel identitet er det du vil have. Ja og hvis du vil vise et billede af Tanzania, måtte du ikke vise et billede af en elefant i Kenya f.eks. da det jo ikke var på Tanzanias land. Så også lidt pragmatisme ville være godt. Men det skal nok ændre sig – men det er nok inden for de næste 10 år eller sådan noget

Sigrid: Ja, altså man kan jo sige det har ændret sig lidt med Indien..

Layanna: Ja, altså for det første vil inderne slet ikke omtales som udviklingsland. De har en meget stærk selvforståelse. Og hvad den kommunikation man så lægger ud, hvad betyder den. Inderne har været bedre til at styre den her narrative og den stolthed savner jeg måske lidt i nogle af de afrikanske lande. Men det er jo også mange af at alt bare er sørgeligt. Og det rodfæster sig selv og bliver en self-fulfilling prophecy. Så også en stærk selvforståelse som land og hvad man tilbyder til resten af samfundet.

Linda: Ja, så har vi jo det sidste spørgsmål. Kan I prøve at forklare lidt hvordan I tænker virksomheder bør (og bør de overhovedet) brande sine CSR-aktiviteter og drage konkurrencemæssig fordel af det? Ja det måske lidt i forlængelse af det her med at COOP ikke ville gå ud og snakke for højt om Savannah og hvad det var i reelt gjorde.

Brian: Jamen prøv at høre her. Altså der er det her med at det er et interessant skifte til at man har et brand der gør noget og så en underliggende værdi i en virksomhed. Og i det øjeblik det er en koncern, forsvinder det lidt. Det bliver en hygiejnefaktor. Og med det mener jeg at der nogle ting vi bare gør og det taler man ikke om. Og fordi man netop ikke taler om det, hvis man så begynder at være mere progressiv om at fortælle om det, kan man risikere at få tilbage med " jamen plejer du da ikke at gøre det?" Så altså ting som man forventer der er styr på og det behøver man ikke gå i byen og fortælle om. Det er CSRs største udfordring. Så man starter altså med at gøre noget godt og på et tidspunkt mister det nyhedseffekten fordi man indirekte har påvirket det yderliggende til også at gøre det. Så det der også sker med det her og man begynder med et initiativ i en varekæde eller butik, så pludseligt er det noget man bare gør over det hele. Ligesom med cigaretter nu til dags. Så skal man holde op med at fortælle om det? Nej, men ting går hen og mister aktualiteten i takt med at flere gør det og der sker en kulturændring. Så det betyder at man hele tiden bliver nødt til at gøre noget nyt, innovere sig. Og lige for tiden er der både en bredere og bredere dagsorden, og samtidigt bliver løbetiden for den dagsorden kortere og kortere. Og i det øjeblikke en har gjort det og andre også gør det, er det allerede dødt. Og det er lige før, at der ikke engang plads til nummer 2.

Layanna: Ja, i forhold til at brande sine CSR-aktiviteter. Jeg synes det er forskelligt for virksomhederne. Jeg er stærk fortaler for at brande ind i kerneforretningen og ud fra den. Hvis du gør det for at transformere virksomheden eller skære mellemled fra osv. og give primær led i værdikæden mere tilført værdi, synes jeg du skal brande det. Det giver dig en anden konkurrencemæssig fordel. Hvis du vil markedsføre ved at sige ved at donere 2 flasker til en brønd et eller andet som ikke er tilkoblet din reelle virksomhed, så ved jeg ikke rigtigt. Det er ikke en strategisk hage og de kommer ikke langt med. Men det kommer an på produktet.

Brian: Ja dels det og så long-term orientering. Her vil du hele tiden kunne fortælle om din proces med projektet, dine mål, hvorfor det ikke er forløbet som planlagt og udfordringer. Så det her med at åbne lidt op og blive sårbar, det er der rigtigt mange som ikke kommunikere ud.

Layanna: Men det er også jeg siger til de virksomheder jeg er ude i. Vælg 2 eller 3 langsigtede mærkesager og stick with it. Og så hav nogle kommunikationsleverancer som understøtter den vision i har. Og så alt der kommer ind udefra må man sortere i og vælge noget som har størst tilkobling og relevans.

Brian: Ja og så efter Savannahs opstart er der jo også kommet nogle SDG'er. Det giver jo også nogle helt andre knager at hænge sig op på og innovere ud fra og sin CSR kommunikation. Den har også iboende intentioner og er langsigtet. Men altså kaste sig ind i den lange kamp.

Layanna: Ja og så også i forhold til SMV'er. Det er jo dem der er flest af, og mange af dem har ikke taget nogen holdning til det. Men når vi sidder i rådene og grupperne, hører jeg hvordan mange af dem allerede gør det, men simpelthen ikke er opmærksomme på det. Så det er ikke så meget at medarbejderen slukke vandet eller kaster papiret i den rigtige kurv. Men at man går ind i værdikæden. Så reelle skift og transformationer.

Sigrid: Ja, men så skal i have mange tak! Det har været informativt, nogle gode svar og forhåbentligt brugbart.