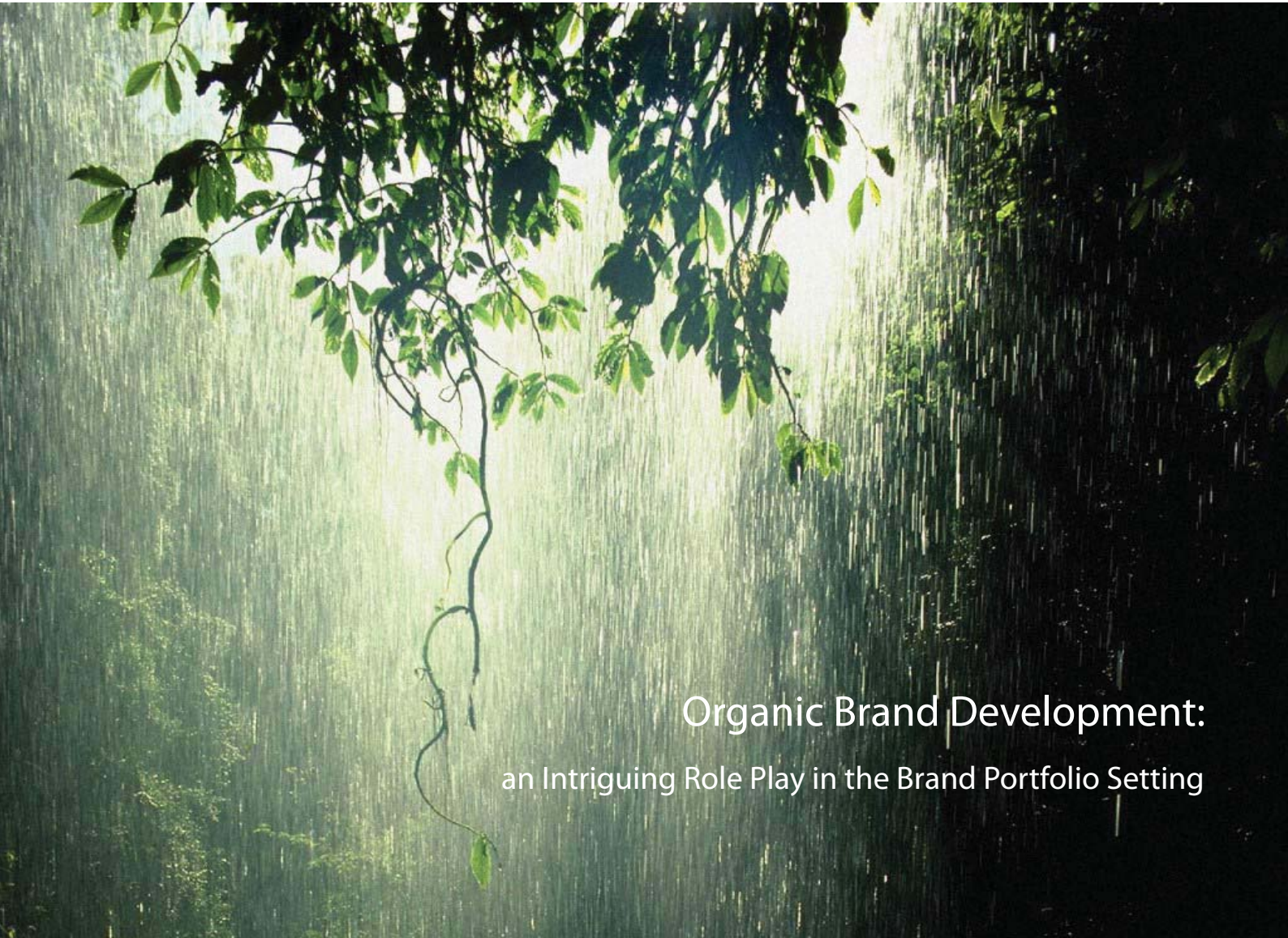


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SCHOOL OF BUSINESS, ECONOMICS AND LAW



Organic Brand Development: an Intriguing Role Play in the Brand Portfolio Setting

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Abstract

- Title:** Organic Brand Development: an Intriguing Role Play in the Brand Portfolio Setting
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- Authors:** Björn Lindqvist & Eva Samuelsson
- Tutor:** Ellinor Torsein
- Keywords:** Brand portfolio strategy, organic certification, portfolio roles, food industry, submarket
- Aim:** The aim of this thesis is to explore what role an organic certified product plays in the brand portfolio of Swedish food producing companies. How this product interacts with the other brands and subbrands of the company, and if this product creates any added value to the portfolio.
- Frame of Reference:** The thesis is based on brand portfolio strategy theory and information on organic farming and organic certification.
- Research Questions:** There are three research questions in this thesis:
- What role does the organic certified product play in a food producing company's brand portfolio?
 - What effect does the organic certified product have on conventional products in the brand portfolio?
 - Does an organic certified product create added value to the brand portfolio?
- Methodology:** The thesis is based on a qualitative method. The research approach is deductive in nature which was considered in the data analysis.
- Empirics:** The primary data consists of three interviews conducted with respondents at three different Swedish food producing companies. All respondents had management responsibility of the brand portfolio. Secondary data was only used for brief background information on the companies and consisted of database queries and information from the companies' official websites.
- Conclusions:** Organic products play an important strategic role in a food producing company's brand portfolio. How the organic products affect the conventional products in the portfolio depends on which particular market segment the company is active. Evidently organic products add value to a brand portfolio in other ways than new conventional products. Organic production demands new solutions which drives innovativeness.

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Contents

1	INTRODUCTION.....	1
1.1	BACKGROUND.....	1
1.2	PROBLEM AREA AND RESEARCH MOTIVES.....	3
1.3	AIM AND RESEARCH QUESTIONS.....	4
1.4	DELIMITATIONS.....	4
1.5	OUTLINE OF THE THESIS.....	5
2	FRAME OF REFERENCE.....	7
2.1	ORGANIC PRODUCTION AND CERTIFICATES.....	7
2.1.1	<i>EU Organic Farming</i>	8
2.1.2	<i>KRAV</i>	9
2.1.3	<i>Credibility of Organic Products</i>	10
2.2	BRAND PORTFOLIO STRATEGY.....	10
2.2.1	<i>Brand Portfolio</i>	11
2.2.2	<i>Product Defining Roles</i>	12
2.2.3	<i>Portfolio Roles</i>	12
2.2.4	<i>Brand Portfolio Structure</i>	14
2.3	SUBMARKETS.....	15
2.4	REFERENCES AND EMPIRICAL DATA CORRELATION.....	16
3	METHODOLOGY: THE NEED FOR ADDITIONAL DATA.....	18
3.1	RESEARCH APPROACH.....	18
3.1.1	<i>Deductive Research</i>	18
3.2	QUALITATIVE RESEARCH.....	18
3.3	CASE STUDIES.....	19
3.3.1	<i>Selection Criteria</i>	19
3.4	DATA COLLECTION.....	20
3.4.1	<i>Interviews</i>	21
3.4.2	<i>Secondary Data</i>	22
3.5	RESEARCH QUALITY.....	22
3.6	RESEARCH MODEL.....	23
4	EMPIRICAL RESEARCH.....	24
4.1	CASE 1: LEJONET & BJÖRNEN.....	24
4.1.1	<i>Introduction</i>	24
4.1.2	<i>Organic Certification</i>	25
4.1.3	<i>Brand Portfolio</i>	25
4.1.4	<i>Portfolio Roles</i>	26
4.1.5	<i>The Future</i>	27
4.1.6	<i>Other</i>	27
4.2	CASE 2: SANTA MARIA.....	28
4.2.1	<i>Introduction</i>	28
4.2.2	<i>Organic Certification</i>	29
4.2.3	<i>Brand Portfolio</i>	30
4.2.4	<i>Portfolio Roles</i>	30
4.2.5	<i>The Future</i>	31

4.2.6	<i>Other</i>	31
4.3	CASE 3: ARLA FOODS	31
4.3.1	<i>Introduction</i>	32
4.3.2	<i>Organic Certification</i>	33
4.3.3	<i>Brand Portfolio</i>	34
4.3.4	<i>Portfolio Roles</i>	34
4.3.5	<i>The Future</i>	35
4.3.6	<i>Other</i>	35
5	ANALYSIS	36
5.1	CASE CONDITIONS	36
5.2	THE ORGANIC PERSPECTIVE	37
5.3	BRAND PORTFOLIO	40
5.4	PORTFOLIO ROLES	42
5.5	THE FUTURE	43
6	CONCLUSIONS & FUTURE RESEARCH	44
6.1	CONCLUSIONS	44
6.2	FUTURE RESEARCH	45
7	REFERENCES	46
7.1	BOOKS	46
7.2	WEBSITES	46
7.3	ARTICLES.....	47
7.4	OTHER PUBLICATIONS.....	47
7.5	INTERVIEWES	47
7.6	DATABASES	47
	APPENDIX 1 - INTERVIEW GUIDE	48
	APPENDIX 2 - INTERVJUMALL	50
	APPENDIX 3 – INTERVIEW WITH LEJONET & BJÖRNEN	52
	APPENDIX 4 – INTERVIEW WITH SANTA MARIA	59
	APPENDIX 5 – INTERVIEW WITH ARLA FOODS	67
	APPENDIX 6 - COMPANIES CONTACTED	74

List of Figures

FIGURE 1 - RESEARCH OUTLINE	6
FIGURE 2 - THE BRAND HIERARCHY TREE.....	14
FIGURE 3 - THE NETWORK MODEL.....	15

1 Introduction

In this chapter we will give the reader a brief background of the subject chosen in our study. This will be followed by a discussion of the problem and a presentation about the different views of authors who have published articles and/or books about the subject. Further we will clarify our aim of the study and the delimitations made.

1.1 Background

A couple of years ago, when many of today's dominating companies in the food industry were founded, none of them used a portfolio approach. Then one can ask oneself, why did they change their winning ways? When building those large companies years ago the brands held by one company were most often limited to a few. This made it possible to manage them without a portfolio approach and then use a so called entrepreneurial brand management. Today most of these big companies' brands are part of a bigger portfolio. The management of the brands is then facilitated by using a portfolio approach to be able to get an overview of all brands and be able to manage each brand correctly. (Carlotti et al. 2004) Today the larger food companies such as Axfood and Unilever etcetera, cannot keep control over the brands they hold without using a portfolio strategy to clarify the position of each brand.

Most companies of today are using a portfolio-oriented perspective in their brand strategy. The brand portfolio strategy includes both the internal and external side of the brand management (Uggla 2006). David A. Aaker is one of the most famous authors in this area and he believes that the brand portfolio is necessary in today's companies to create synergy, create and maintain market relevance, build and support differentiated and energized brands and achieve clarity (Aaker 2004). By using a brand portfolio strategy, a company is able to manage its brands in a coordinated way, creating synergy effects, leverage, relevance, energy and clarity for both customers and employees (Aaker 2004). The portfolio strategy focuses on allocating resources to the brands that need them and on positioning them so that they do not overlap each other. The portfolio approach also provides a general view of all brands, and gives the opportunity to more easily see which brands are profitable and which are not. This enables brand managers to phase out the non-profitable and invest the resources in other more lucrative brands. (Carlotti et al. 2004) David A. Aaker also states that there are different roles to be played by the different brands in the portfolio. For example, a brand can serve as a *flanker brand*, a *silver bullet*, or an *energizer* (Aaker 2004). The roles will be further presented in section 2.2.3.

A company's brand portfolio has to be updated and maintained constantly to retain the profitability and the accuracy of the portfolio on the market. Companies therefore always have to be on the lookout for new business opportunities by brand extension, entering new markets, increasing market share etcetera. One of the opportunities that have grown stronger in the Swedish food industry in recent years is the market for organic produce. The sales of organic food in Sweden almost doubled between 2004 and 2008. At the same time the share of organic food on the Swedish food market grew, although not at the same pace. Since the sales have increased more than the share of organic food the conclusion can be made that today's consumers more consciously choose to buy organic food. (SCB 2008)

Organic is a widely discussed subject these days and even though people have heard the word organic, the true meaning and definition of it is unknown to many. There are two ways to practice farming, the conventional way and the organic way. Conventional farming is still the most common method of today, it is the modern way of farming with the use of pesticides and other methods of increasing crop yields. Organic farming is about going back to nature, to use fewer pesticides or fertilizers, or indeed none at all, to promote the bio-diversity of the soil, to ban genetically modified organisms etcetera. (Livsmedelsverket 2009) To clarify to the customer and guarantee that the product is organic there are rules stated today that have to be followed. To further facilitate for the consumer there are today two different organic certifications used in Sweden, a national certification called KRAV and an international certification stipulated by the European commission called EU organic farming. The difference between these, apart from that one is national and one is international, is that the EU organic farming constitutes the common denominator for a product to be called organic (European Commission 2010). KRAV has extended the EU organic farming rules and regulations and set up more strict requirements for their certification (KRAV 2010^w). There are also costs involved in working with the certifications in the form of license fees, both fixed and floating, and charges for yearly, mandatory reviews. The fees are potential barriers for companies who might consider them unreasonable. More information about the different certifications can be found in section 2.1.1 and 2.1.2.

That organic products are good for the environment and that working with environmental improvement creates positive associations is known to most companies. The organic food market is also a niche market of today's food industry, which has been showing increasing growth for several years (SCB 2008). According to the official KRAV website as much as 98 % of the Swedish population is acquainted with the certification KRAV. They also state that being associated with KRAV complements the company's own brand and creates an added value for the company's products on the market. (KRAV 2010^w)

According to a survey carried out by the research company Synovate on behalf of Axfood, 72 % of the consumers mention the environment as being the main reason for buying organic produce. Further 44 % purchase these products for health reasons and 38 % mention the prevention of cruelty to animals as one of the primary reasons for purchase. These are not the only arguments that determine if a consumer buys organic food or not. Another factor in the decision is the socioeconomic background of a person. The younger category of the population today connect organic with social responsibility whilst those about to start a family connect it with quality and the senior population find something traditional and real about the organic food. The last group is the most price-sensitive and skeptical to marketing efforts. There is also a difference between women and men in this aspect. While men seem to relate organic to proteins, carbohydrates and freshness, women relate it to health, calories and weight. Studies show that women are still in most cases the decision makers in the aspects regarding food, which makes them the most important target group. (KRAV 2010^a)

Earlier research has been done on consumer behavior regarding the purchase decision of, and attitude towards, organic food. The focus of the research has been on specific certification organs (Gustafsson et al. 2004) as well as the marketing of organic products (Persson et al. 2009) but, to our knowledge, no research discusses how companies perceive their work with organic products and how it affects their brand portfolio.

1.2 Problem Area and Research Motives

Awareness and interest of environmental changes are growing in Sweden as well as the rest of the world but the majority of food products are still not organic certified. Why is this? Some claim that there has to be a demand for these products for producers to respond to. Is this the only reason to supply organic certified products or is there a value for companies to forego the demand and offer these products in advance to create demand? Statistics from SCB (2008) show that the market for organic food is growing in Sweden. We believe it most likely that more and more companies will extend their portfolios in the future to include organic products.

When deciding on extending the brand portfolio with an organic product a lot of companies opt to work with a certification to increase the credibility of the product. Depending on which certification the company decides to work with, the costs may vary. The costs paid by the company are, among others, a license fee to the certification organ and a fee for getting the production reviewed by an approved third party inspection organ (KRAV 2010^w). Meaning, there are specific downsides associated with certified organic products. But there are also benefits. As mentioned in section 1.1, 98 % of the Swedish population has heard of the KRAV certification. The market for organic produce is growing and more and more people are gaining interest in these products. This shows that there is an opportunity for including organic products in the brand portfolio to reach a new submarket and a new type of consumer. These are the arguments known to companies that are considering launching an organic product. We do believe that there are other benefits of working with these products. There is an evident gap in information, for companies that are planning or considering launching an organic product, on how this can influence the current brand portfolio.

By gathering information and experience from companies already working with organic certifications and by using the theories developed by David A. Aaker in the brand portfolio area, we believe that it will be possible to present information that can give guidance to food companies considering working with an organic product. In doing so, hopefully more and more companies will consider organic produce.

Most companies of today are using a brand portfolio approach when managing their brands. One of the most intriguing aspects of brand portfolio strategy is that brands can play roles based and measured in other terms than financial targets and profit. A company's brands act together as a team, creating a total value greater than the sum of all parts. This means that a particular brand can be sub optimized in order to secure the success of another in the portfolio. Hill (2001) uses a professional cyclist team as a metaphor to explain the concept. Each top cyclist team consists of a few stars and a number of lesser known riders. The job of these supporting riders is to protect the stars from accidents in battles over position, act as a wind break on open plains and to look beyond their own ambition in order for the team to be victorious. So far the winner of Tour de France has always come from a successful team. Both Hill (2001) and Aaker (2004) argue that managing a brand portfolio is just like managing a sports team. It is the performance of the portfolio as a whole that matters, not that of the individual brands. In most cases, if the lead brand wins, the whole portfolio stands to gain from it (Hill et al. 2001). We believe that the organic product may have plenty of roles to play in a brand portfolio. It can take the role of a silver bullet, creating prestige and drawing attention to the lead brand. Also, it may attract a completely new customer with a different mindset and allowing a higher price premium. Perhaps it is the strategic brand today, letting customers know that the company is innovative and adaptable to customer needs. Or maybe it is a necessary move to fend off competition? With this study, we hope to shed some light on the issue and give companies not yet working with organic products an idea of how an implementation would affect their current portfolio.

1.3 Aim and Research Questions

The aim of this paper is to explore what role an organic certified product plays in the brand portfolio of Swedish food producing companies. How this product interacts with the other brands and subbrands of the company, and if this product creates any added value to the portfolio. We will examine this by interviewing a group of Swedish food producing companies, with at least one organic certified product in its brand portfolio.

The overarching aim mentioned above is further divided into three research questions that we will answer in this thesis.

Research question 1:

- What role does the organic certified product play in a food producing company's brand portfolio?

Research question 2:

- What effect does the organic certified product have on conventional products in the brand portfolio?

Research question 3:

- Does an organic certified product create added value to the brand portfolio?

1.4 Delimitations

The focus of this paper is a Swedish food company perspective on organic certified products. What role these certified products play in the brand portfolio and the effects on other brands in the portfolio. We have chosen the company perspective to create an understanding for why companies choose to work with these certifications. We have further examined the value added to the brand by working with the certification. To investigate the effects of the certification we have chosen three companies to investigate more deeply. By interviewing these companies we have received a clear picture of how they work with certificates and what effect it has on their brand portfolio. In the initial stage of the empirical research we decided to contact companies in and around Gothenburg. The main reason for this was to be able to have face-to-face interaction with the respondent which in turn we hope would result in a more worthwhile interview. For this to be done in other parts of the country would for us be too time-consuming and expensive and since we are under a tight time schedule this would not be viable. When we did not find enough companies in the Gothenburg region willing to participate, we decided to use telephone interviews as well of which the consequences will be discussed in chapter 3.

We have chosen not to look at the consumer perspective and consumer attitude to the certificated products. Research has already been conducted on these areas and by delimitating this, the paper becomes more concentrated on one angle of the subject which in turn enables us to present a better and deeper picture of the companies' perspective. The reason for delimitating this is also due to the time restriction.

1.5 Outline of the Thesis

The structure of this thesis is divided into six different chapters:

Chapter 1: The first chapter is an introduction to the subject chosen and the study done in the thesis. First a Background is presented with an overview of the theoretical knowledge in the area today. This is followed by a discussion about the problem area which leads to an aim and the research questions developed for the study as well as delimitations made.

Chapter 2: The second chapter presents a deeper view of the knowledge in the area of Brand Portfolio Strategy as well as a presentation of the two different organic certifications chosen to include in the study. In the first part of the chapter the certifications are presented as well as a brief overview of organic production in general. The second part presents the brand portfolio and its different aspects. The framework of this chapter is based on David A. Aakers view of the brand portfolio.

Chapter 3: The third chapter describes the methodology used and the empirical research model used in the search for additional data. This chapter finishes off with an explanation of the research process.

Chapter 4: The fourth chapter consists of summarized transcripts from the empirical research covering four case-companies. All companies contributed with practical knowledge about how it is to work with a brand portfolio strategy and an organic certification in the Swedish food industry of today. Each summary is structured around the interview guide developed and attached in the enclosure of the thesis.

Chapter 5: The fifth chapter presents the analysis done of the empirical research presented in chapter 4.

Chapter 6: The sixth chapter consists of the conclusions drawn from the analysis presented in chapter 5. This chapter is concluded with recommendations for further research in the area.

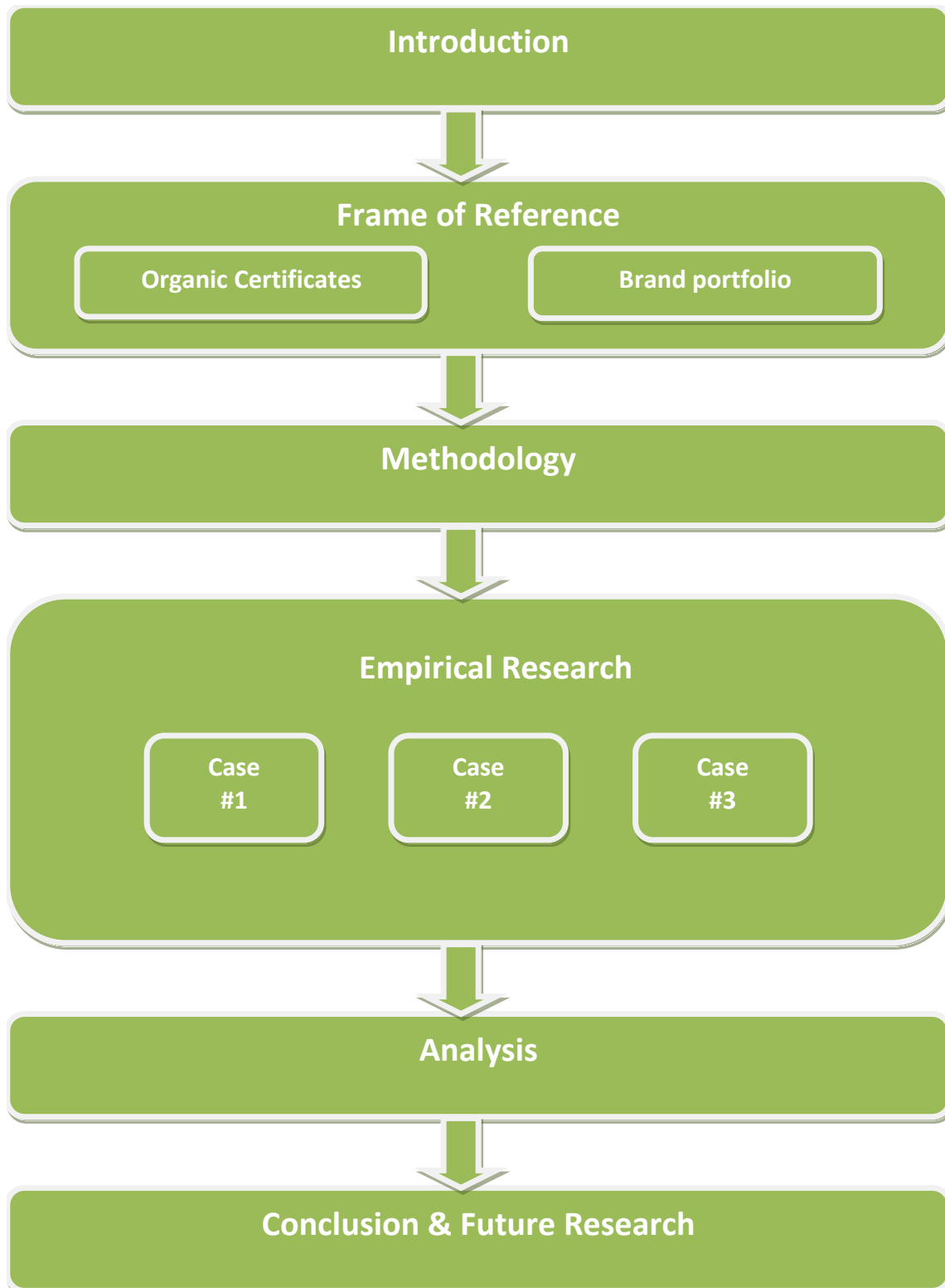


Figure 1 - Research outline

2 Frame of Reference

The following chapter consists of two parts, Organic Certificates and Brand Portfolio Strategy. The first part will give a brief overview of how organic certificates work and then explain the two most commonly used certifications in Sweden which are the Swedish certification "KRAV" and the European based "EU organic farming". In the next part Brand Portfolio Strategy will be explained with a starting point in David A. Aakers publications and broadened by the view of other researchers in the area. Further the portfolio roles, which are essential for the study, are laid out and defined as well as the two of the main portfolio structure views. The last section will discuss the importance of emerging submarkets.

2.1 Organic Production and Certificates

There are two different ways to practice agriculture, conventional and organic. Conventional farming is the most common today while organic farming is still practiced in small degree, although the number of organic farmers is growing. Still in 2008 only 3.4 % of the total food sold in Sweden comes from organic farming. (SVB 2008)

What defines organic farming? The criteria stated on the Swedish institute Livsmedelsverket's website are as follows:

- No chemical pesticides or chemical fertilizers are used
- The fodder given to the animals are to a high extent fodder produced on the farm
- Chemical medication is used restrictively on animals
- Animals have to have the ability to be outside to be able to have a "natural life"
- Genetically modified organisms as well as radiation are not allowed on the farm (Livsmedelsverket 2009)

In the EU there are several ordinances to follow that state what needs to be fulfilled to be called organic. There is also a demand for external control by an approved organ to be allowed to use the EU logo for organic food/the KRAV logo in the marketing of a product. At the moment there are four approved organs in Sweden that are allowed to do these controls and each of them have a special code so that the products can be traced to the right organization, these are:

- Aranea Certifiering AB
- SMAK AB
- HS Certifiering AB
- Valiguard AB (Livsmedelsverket 2009)

To certify a product as organic 95 % of the ingredients in the product need to be organic. For the remaining 5 % the producer has to apply to Livsmedelsverket for using a conventional ingredient. When being certified as organic by an EU approved organization the producer is allowed to use the European logotype which is free of charge (Livsmedelsverket, 2009). This logotype is now being redesigned and a new one will be in use from 1 July 2010 when the logo will also be mandatory for pre-packaged food (European Commission 2010). More about the EU organic farming certificate in part 2.1.2.

There is a constantly work being carried out to extend the production of organic food at many levels in Swedish society. For example the Swedish government has set a goal that out of the country's total arable land used for farming, 20 % should be used for organic farming by the end of 2010. Now, in the beginning of 2010 this figure is 10%. According to Ann-Marie Dock Gustavsson at Jordbruksverket this goal is not achievable. She says that if the pace of adjustment is the same as between 2008 and 2009 the goal is achievable at the earliest in 2013. The Swedish government is aware of this and has now changed the goal for 2013. (Rosenberg 2010)

2.1.1 EU Organic Farming

When reforming the EU Common agricultural Policy in 1991, a new regulation was adopted by the European Council of Agricultural Ministers, which consists of one representative from each member state. The regulation covers organic farming and the labeling of agricultural products which contributed to the official recognition of organic agriculture in the EU member countries at that time. (European Commission 2010)

The first regulation only included plant products but later on production of animal products was added as well as import of organic products from countries outside the EU. These rules cover animal feed, prevention of illness, veterinary treatment, animal protection, livestock breeding in general and the use of livestock manure as well as genetically modified organisms which are totally excluded and much more. As more areas kept on being added, the regulation has today become very complex and extensive. The EU regulation works as a minimum for all member countries. This creates an easy trade with organic products among member countries since everyone uses the same minimum standards. It is also up to each member state to enact its own certification and stricter rules if wanted (European Commission 2010). This is what Sweden has done by the founding of KRAV.

The EU organic logo is free for member states and from 1 July 2010 the placement of the logo on pre-packed organic food sold in the EU is mandatory. What is also mandatory from 1 July 2010 to indicate on the package is the place where the agricultural raw materials were farmed. The logo is allowed to be used on products that have been produced in accordance with the EU regulations and that have followed the strict certification process of the EU logo. First the conventional farm land has to undergo a conversion to organic for two years before the food produced on the same land can be certified as organic. With a certification the producer is always a subject of inspection to ensure the compliance with the regulation and inspections are done annually. (European Commission 2010)

The EU certification and logo are used to make it easier for consumers. With one logo in the EU area the organic products can easily be recognized. Consumers buying the products marked with the EU organic logo can be confident that 95 % of the ingredients in the product with agricultural origin are organically produced and follow all the other regulations which have to be fulfilled according to the EU regulations (European Commission 2010).

2.1.2 KRAV

KRAV is an economic association founded in 1985 in Sweden by four independent organizations as an answer to the demand for a single independent certification organ for organic production. The aim of the founding of KRAV was to create a reliable certification for organic food and by this making it easier for customers to effect the future development of our environment. KRAV is today managed by 27 nationwide organizations with its headquarters in Uppsala, Sweden (KRAV 2010^w). The 27 organizations include producers, consumers- and environmental organizations, researchers and trade organizations (KRAV 2009^a) During 2009, 5491 certified products were registered via KRAV (KRAV 2010^a).

The vision of the KRAV association is that,

"All production and consumption is sustainable and comes from a healthy earth"

The business idea is to give its customers added value through credible certification and other similar services. The revenues from services sold and licenses are what finance the work of KRAV. The work is focused on stimulating an increase in the production and consumption of food and commodities from organic farming, aquaculture and sustainable fishing. (KRAV 2010^w)

As a company associated with KRAV there are rules to follow. The rules stated by KRAV are based on the EU rules for organic production, and then extended further to new areas that are not yet covered by the EU regulations. The rules stated by KRAV are also more severe than the EU regulations. (KRAV 2009^b)

The rules cover certain areas in the production and are divided into four groups.

- First is "good environment" that includes for example the ban of using artificial fertilizers and pesticides as well as genetically modified organisms. Agriculture driven organically exploits the resources available locally so that more of the nutrients circulate locally.
- Second is "good animal care" which for example includes giving the animals an opportunity to live a life as natural to them as possible and producing the animal fodder locally.
- Third is "good health" which is not achievable without a good environment and includes the three aspects of physical, mental and social well being.
- Fourth and last is the aspect of "social responsibility" which includes rules regarding the working conditions in the production and other aspects of the social life of workers.

To earn the KRAV certification all these aspects has to be fulfilled in the production process and it has to be controlled annually by a third-party organization approved by KRAV. (KRAV 2009^a)

98 % of the Swedish population are familiar with the KRAV certification and it is the most credible certification for organic products in Sweden today (KRAV 2010^w). During 2009 the sales of organic products grew by 18 %, and out of these 80 % are certified by KRAV (KRAV 2010^b). As a company affiliated to KRAV there are many benefits, but they are not all for free. There is an annual license fee for using the certification brand on a product and there is also a fee to pay to the control organization that performs the annual checks of the production. The benefits are many though, as a certified company you are a member of an established trading system for organic products which opens new sales channels to your company. The certification enhances the chance of getting a good position in the store shelves and it helps the consumer to feel safe in the buying decision when they can easily see the third-party certification. (KRAV 2010^w)

2.1.3 Credibility of Organic Products

The term organic is a widely used concept. Since the word is used in a lot of different contexts and with different meaning it has created an asymmetry in the market of organic food. There is a moral hazard problem in terms of producers claiming to produce organic food when not doing so in reality. Demanding certification and by this a third party control of the producer is a way to help consumers determine what is actually organic, and raise the credibility for these products. This presumes that the certification has a high credibility and is trusted by consumers to have an impact. In a research made in Utah, US it is clear that a certification on a product increases the consumption of it in certain groups of the society, these are mainly those that already are consumers of organic food, those in the higher income levels and those with larger households. When adding a price increase that often comes with the certification the result is different. Women are overall more sensitive for a price increase as well as large households. Adding to this that most respondents in the study were aware of that there are certification organs but only 10 % looked for it when purchasing food. (Ward 2004)

Certifications in general do increase the credibility of the organic product. The main reason for this is that independent certifications contrary to "self-certifications" guarantee an inspection by a third party, which is the only way to be able to detect fraud. The certification and label chosen must be recognized by consumers to create a lasting added value and quality to the product. However, a cost-benefit analysis also has to be made where the company weighs the costs of getting the certification against what benefits it brings to the company and the product they sell. (Jahn et al. 2005)

2.2 Brand Portfolio Strategy

*"The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime."
- Babe Ruth (Hill et al. 2001, pp. 39)*

The term brand portfolio strategy was first conceived by David A. Aaker in his book of the same title, released in 2004. The concept, however, has been under development for quite some time, at first introduced by Aaker in 1996 as the brand system and later in 2000 as the brand architecture (Aaker 2004). These name changes are justified by extensions of the theory Aaker claims, but whatever it is called, it is now not only a buzzword, but a tool that has gained much ground. The idea is to specify the structure of the brand portfolio and the range, roles and the mutual relation of the portfolio brands. The goals are to create synergy, leverage and clarity within the portfolio in order to form relevant, differentiated and energized brands. Each brand in the portfolio can be viewed as a player with a distinct role on a team with a common goal. In order to win a soccer game the team should consist of a goalkeeper, defensive players and offensive players. Each of the players on the field has their roles to play in the team and it is the coach's responsibility to make sure the player assigned to each role is capable of filling it. The metaphor aims to visualize what the brand portfolio strategy is trying to achieve. The brand portfolio is the team, the players are the brands, the coach is the marketing executive responsible for the company's brand assets, and the game is business.

As defined by Aaker (2004), the brand portfolio strategy consists of six dimensions: the brand portfolio, product-defining roles, portfolio roles, brand scope, portfolio structure, and portfolio graphics. For this study we will leave out the two dimensions; brand scope and portfolio graphics. The aim is not to delve deeper into the theory of brand portfolio strategy but to give relevant theoretical background deemed necessary in order to understand the terms and thinking behind the empirical data and the research questions.

2.2.1 Brand Portfolio

According to David A. Aaker the brand portfolio is made up of all the brands controlled by the company, including the master brands, endorser brands, subbrands, branded differentiators, co-brands, branded energizers, and corporate brands. Included in the portfolio are also external brands actively linked to the corporation's brands like celebrity endorsers. The most common problem faced by brand portfolio managers is its composition. Should another brand be added or should one be removed? A brand needs to fill a clearly defined role in the portfolio, otherwise the resources spent could be better used elsewhere.

For a brand portfolio to work, the managers must take a holistic view and allocate resources in a strategic manner. When viewing brands as silos, the current cash cow tends to guzzle the company's capital leaving the strategic brands starved of funding. If another brand is not to be added, then maybe one should be deleted? One of the tougher decisions to make is whether to abandon a brand or not. Using the portfolio strategy, a purge of the current brand offering could enable a reallocation of resources resulting in increased profits. This decision will seldom be made by a business unit dealing with the brand in question, thus showing one of the strengths in taking a broader perspective. (Aaker 2004)

One of the objectives of the brand portfolio strategy is to create synergy among the brands. By using a portfolio perspective it is possible to monitor the synergy effects not to end up with negative synergies and it also helps in the work of allocating the resources to support the overall business strategy. The portfolio strategy can sometimes support and enlighten the need to spend money on resources that are not that profitable today but that show signs of emerging in the future, since it gives the opportunity to base the decisions not only on sales figures. Other important objectives are to create brand leverage by extending current brand assets and thus minimize the costs of launching new products and maintain market positions. The brand portfolio strategy can further be a tool for increasing market relevance by making it easier to adapt to market dynamics and to form a clear picture for the customer. (Aaker 2004)

2.2.2 Product Defining Roles

The product defining roles are explained below. There are different roles that a brand can play in a company. These roles are set from an external view from the customer-perspective.

- A *master brand* is the main identifier for the customer in a product offering, usually preceding the product brand, such as Felix in Felix Ketchup.
- An *endorser brand* acts to give credibility to a product offering with its history and values e.g., Arla for Yoggi yoghurt.
- A *subbrand* increases or changes the characteristics of a master brand. Zeta's Casa di Luca brand is an example of this. Casa di Luca is Zeta's luxury pasta brand, positioned in another segment than other Zeta products and signaling a more personal touch.
- *Descriptors* are not brands as such, but play an important role in the portfolio strategy. They describe the products, often in terms of taste or appearance, e.g. orange in Tropicana orange.
- A *product brand* is the collected term of a master brand and a subbrand (Arla Yoggi), or a master brand and a descriptor (Sia vanilla ice cream).
- An *umbrella brand* groups an offering under a collective brand name, for instance Ica's I love eco brand series, in which both the master brand (Ica) and the subbrand (I love eco) is present on all inherit products.
- The brand with a *driver role* can be any of the previously mentioned roles. It's the factor that drives the consumers' decision. For example, the consumer might be looking to buy ketchup but is only interested in Heinz ketchup, then the master brand also has a driving role. Next the consumer might be thirsty and want for orange juice but does not care for any particular brand, then the descriptor has a driving role. (Aaker 2004)

2.2.3 Portfolio Roles

To create an optimal allocation of the brands in the portfolio, all the brands need to have an assigned portfolio role. This enhances the opportunity for effective brand building and brand management. The roles in the brand portfolio will be explained below.

The ***strategic brand*** is a brand that has a strategic role for the company that needs all resources necessary to support the position of the brand. It can be a current power brand, a future power brand or a lynchpin brand. The company has to look at the business strategy to identify the strategic brand. In the case of up-and-coming brands, it can be hard to predict if they will play a future strategic role or not (Aaker 2004). The broad role of the strategic brand is explained by Hill and Lederer (2001). They identify four different ways in which the strategic brand can be used. First, it can attract a new customer segment. Second, it can serve as a defensive maneuver against aggressive competitors entering an important market. A strategic brand can then enter a market where the competitor is strong in order to minimize the threat. Third, strategic brands can be experimental without harming other brands equity in the portfolio and pave the way for future business strategies. Finally, it can serve as an energizer, explained in detail below, by creating attention to the portfolio without confusing the lead brand. In other words, the strategic brand can be any of the other possible roles a brand can take in a portfolio depending on the company's current situation.

The **branded energizer** is not necessarily a brand of its own. It can be a symbol, a promotion, a product etcetera that by association enhances and energizes the brand. The effect has to be continuous and not only temporary to be classified as an energizer. The energizer is not always owned by the company but is always closely managed by them. An example of a branded energizer is a celebrity endorsement of some sort, for example Tiger Woods for NIKE. A successful brand needs energy, to appear vital and fresh. A brand which has been successful over a long period of time might suddenly find itself in a position where customers perceive it as old-fashioned, out of touch or boring. This turn might affect the relevance of the brand for some customer segments, and this is where the branded energizer plays its part in revitalizing the brand. (Aaker 2004)

A brand portfolio can have many energizers, graded by the impact on the targeted brand as low, medium or high. The most influential of all energizers is called the **silver bullet**. When a brand is identified as such it should greatly affect the way it is managed and funded. It cannot be managed by a sole brand manager but must be handled at a corporate level, since the effect is overarching all other brands. The financial aspect and target of the brand also changes. The main purpose of the silver bullet is no longer to maximize profit of its own brand, but that of the portfolio as a whole by changing or supporting the image of the other brands in the portfolio. (Aaker 2004) An example of a silver bullet is Volvo XC90, which main purpose is to establish Volvo as a premium car manufacturer by creating prestige in the brand.

The **flanker brand** is a brand without any major importance for the company. This brand is used in conflicts with competitors when the company is in need of a brand to sacrifice and do not want to injure any of the more important brands. It is used to undercut the competitor for example in price wars to be able to take a low price position of this brand instead of threatening the profitability of the major brand (Aaker 2004). For instance, one of the major suppliers of groceries in Sweden, Axfood, has their low price, low quality brand Eldorado to sacrifice in price wars with the competition.

A **cash cow** brand is a brand that has a loyal customer base. It is often stagnant or slowly declining in sales as well as often an established and well known brand. The mutual attribute of the cash cow brands is that they have a loyal customer base and the sales are coming without any particular marketing effort from the company. These are often the brands that earn the money used to finance the marketing efforts made on the strategic brands. (Aaker 2004)

All roles mentioned are roles that a brand in the portfolio can endorse. It can either endorse one of these roles or simultaneously two roles in the portfolio. The same brand can also have different roles depending on which market we are looking at.

A positive aspect of the portfolio strategy and the way of working with the portfolio roles is that all brands are in some way interacted and therefore create synergy between each other. As Aaker mentions in his book "Strategic market management" (2008) the positive synergy effect of products is that the offering of a set of products will over a period of time increase the return on each product compared to offering them separately. (Aaker 2008)

2.2.4 Brand Portfolio Structure

There are several ways of working with and designing the brand portfolio. Each company has to pick the one that suits them the best and the one that serves to create the clearest picture of the brand portfolio.

Brand Hierarchy Tree is one of the two most common structures used. In the top it has the master or umbrella brand, for example Colgate as shown in Figure 2. Under this are the subbrands or endorsed brands that are in the same category, such as Colgate Toothpaste and Colgate Whitening. This way of organizing the portfolio provides a clear perspective to help evaluate the different product roles in the portfolio. (Aaker 2004)

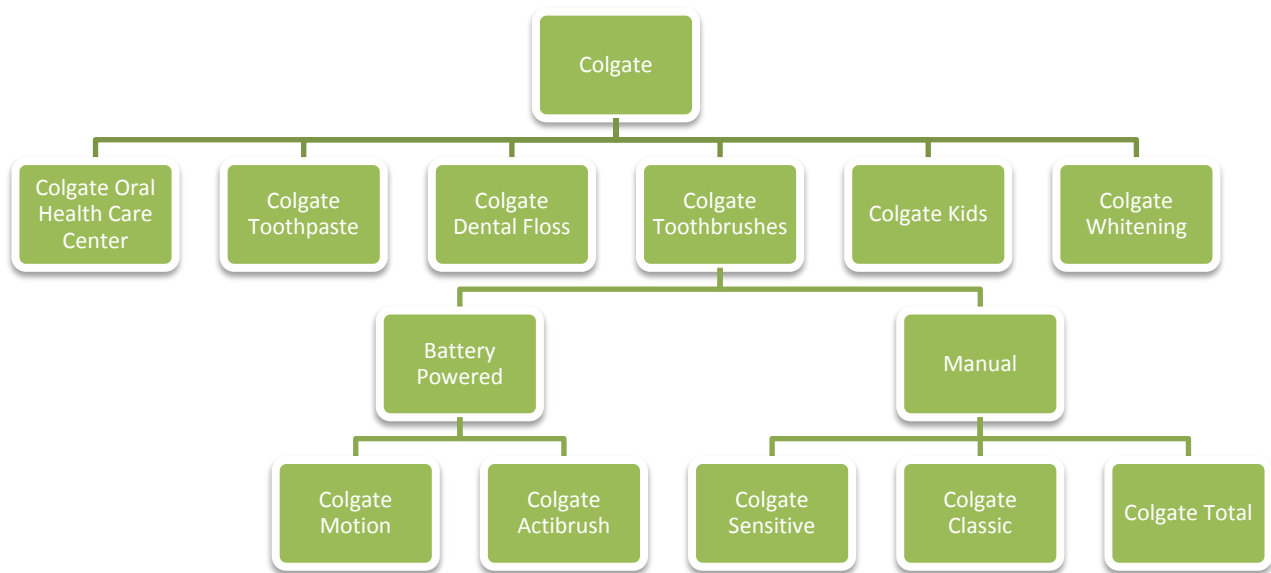


Figure 2 - The Brand Hierarchy Tree (Aaker 2004)

The Network Model approach includes both product brands and brands in the portfolio that are not product brands, such as celebrity endorsers, as shown in Figure 3. It delivers a picture of the portfolio as a network with linkages between the master brand and the subbrands but also linkages between different subbrands. This means that it does not only show direct relations but also indirect relations between brands (Aaker 2004).

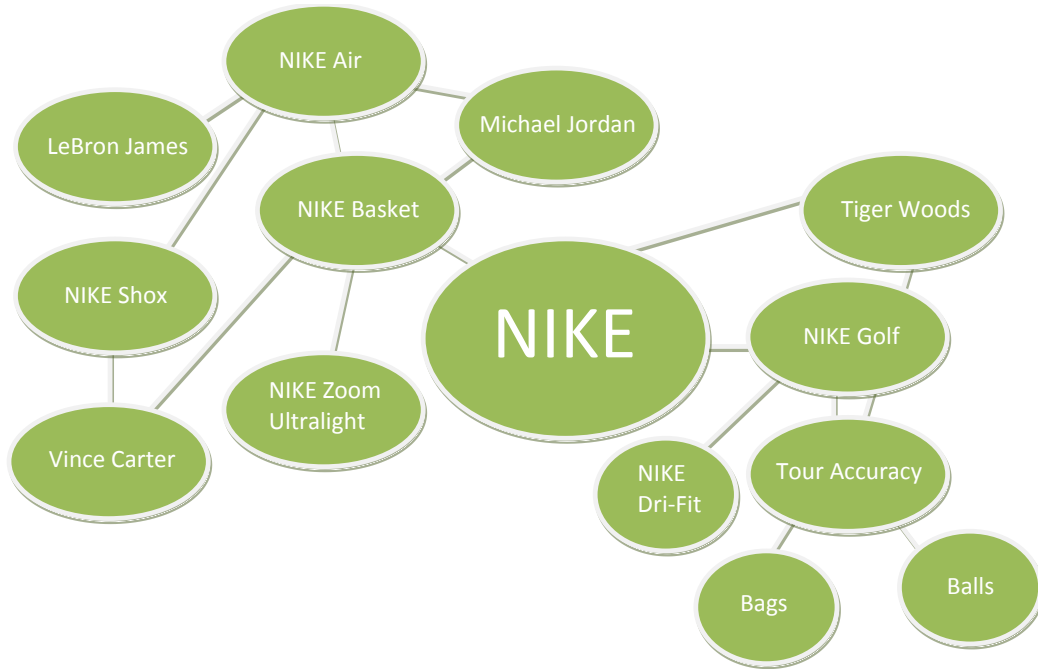


Figure 3 - The Network Model (Aaker 2004)

2.3 Submarkets

A company has to constantly monitor what happens in the market to be able to determine what future possibilities there are in emerging submarkets. The challenge is to identify those that are relevant to the firm with its specific assets and competencies. After finding these, the potential of the market and its size has to be evaluated to determine if it will be profitable to enter or not. Furthermore, the company has to adjust offerings and the brand portfolio to be able to meet the demand and increase their relevance to the emerging submarket. (Aaker 2008)

There are several ways that a submarket is created. First, it can involve expanding a product or service so that it includes another dimension. Second, the market can be broken down into niches. Third, the opposite of breaking a category up into submarkets, which means that small components gather and create a system which in turn becomes a submarket. Fourth, an emergence of a new application of the already existing product can create a new submarket with relevant brand options. Fifth, a product class can be repositioned. Sixth, a new customer trend can create a submarket with a new type of product. Seventh, a new invented technology. Finally, a whole new market can be invented by a revolutionary invention. (Aaker 2008)

The ability to maintain relevance could be seen to vary over a spectrum with three extremes; the trend neglecter, the trend responder and the trend driver. The trend neglecter is the company that is unaware of or ignores market trends and suddenly finds itself irrelevant to an important submarket. The trend responders keep a close ear to the market and are quick to respond to evolutions in their market categories. Finally, the trend drivers are the innovative companies creating new submarkets. They are ahead of the trend and actively participate in the definition of it. (Aaker 2004)

Identifying trends is one thing, even more difficult is to evaluate and distinguish trends from fads. The healthy food trend has created a subcategory in the fast food industry where historical fast food firms like McDonalds are struggling to become relevant. Customers in this subcategory are driven by healthier living and eating. The long-lived and successful companies like Weight Watchers shows that the healthy food subcategory can no longer be considered a fad and does generate profit. Because of the emergence of healthy fast food, the fast food segment as a whole has grown larger by appealing to customers who had previously not considered fast food as relevant. This gives existing market participants an opportunity to expand their business. It is worth pointing out that there is evidence to show that the new healthy fast food segment is winning over customers from original fast food, potentially making a do-nothing response costly in the long run. (Aaker 2004)

2.4 References and Empirical Data Correlation

The aim and research questions of this thesis are centered on two overarching concepts; organic certificates and brand portfolio. In the case of organic certificates a look into the definition and specifications of the term was necessary. The difference between organic and conventional farming is briefly explained, followed by a more detailed view of the two major organic certificates available in Sweden; EU organic farming and KRAV. Although not strictly a theoretical section, as in focused on theories and hypotheses, we deemed it to be a required reference for our research question.

According to the organizations themselves, an organic certificate adds value and credibility to the brand and simplifies for the consumer (KRAV 2010^w)(European Commission 2010). However, these benefits do not come for free. There are increased costs involved in working with the two organic certifications. The terms, definitions, financial and other barriers, as well as the potential advantages were important references to study before designing the interview guide to help us level our knowledge of the subject, with that of the respondent, and facilitate for a more insightful interview.

The reasoning behind the brand portfolio perspective is that most companies of today are using the portfolio approach to their brands, sometimes without even knowing. The portfolio approach creates an accessible overview of the company's brands and what role they play for the company as a whole. Since none of us had previous experience of the case companies or their industry, the portfolio approach was an instrument in understanding how the brands are organized and how the overall strategy of the brands in the company is formed. The need for theoretical knowledge was therefore focused around the brand portfolio strategy. David A. Aaker is the leading author and researcher in this area. Aaker coined the term brand portfolio strategy in his book of the same title (2004), which is the primary source of our frame of reference. Apart from Aaker we also looked at Sam Hill and Chris Lederer (2001), two renowned authors in this research area as well as Henrik Uggla (2006), a Swedish author. To further broaden our view on the subject, a peer-reviewed article by Carlotti (2004) was also included.

Aaker's theories do, however, not stand unchallenged. Henrik Uggla has developed a definition of the brand portfolio that in parts differ from Aaker's. Uggla presents two ways of describing the brand portfolio, the exclusive definition and the inclusive definition (Uggla 2006). In the exclusive definition all brands that are owned by the company are included in the portfolio. An example of the exclusive definition given by Uggla is the Sony brand portfolio which includes the brands Walkman, Vaio and Wega which are owned by Sony. The inclusive definition includes brands that are connected but not necessarily owned by the company. This means that brands that are in some way owned, borrowed, licensed or aligned with the organization are included in the brand portfolio. This could be for example co-brands and endorsed brands, both inside and outside formal ownership (Uggla 2006). The inclusive view of the portfolio is also shared by the brand strategists Chris Lederer and Sam Hill (2001) who delimit the portfolio to every brand that plays a role in the consumer's decision to buy.

In this study we gathered the empirical data by conducting interviews with selected case companies. The interviews followed a predetermined guide with five sections. The first section let the respondents introduce themselves, their company and industry. The second section focused on the organic aspect, linking the interview questions to the organic frame of reference section. The third section initiated the brand portfolio perspective to the respondent, as well as helped us in understanding the outline of the particular company's portfolio range and structure. The respondents were asked to choose from the two structures suggested by Aaker (2004) and outlined above in this chapter, to describe their brand portfolio. The fourth section delves deeper into the brand portfolio and the five different roles, as defined by Aaker (2004). The fifth section focused on submarkets, future growth and decline, and the company's view on how to react to these changes. The interview guide is completed by a section with an open question to let the respondent freely elaborate on any previous subject.

3 Methodology: the Need for Additional Data

In the following chapter the scientific approach and the research process will be explained. The approach and the framework used in the research will be described and we will motivate the different choices we have made for this research. We have also developed a model for our empirical study which will be explained in further detail.

3.1 Research Approach

The choice of research approach was not evident in the beginning of the research process. Since the results of our empirical study were still unknown, it was hard to determine what approach would be best suited to our needs. We finally made the decision to use a deductive approach since we took the starting point in theory and then applied it on reality to find a correlation.

3.1.1 Deductive Research

In research methodology mainly two different methods of scientific approach are discussed; the deductive method and the inductive method. The deductive method takes its starting point in theory which is later applied to the empirical studies. Contrary to the deductive method the inductive method has its starting point in the empirical studies which then leads to the development of a theory (Jacobsen 2002). This study was done in accordance with the deductive approach. Existing and relevant studies on the subject were studied at first, to be followed by the gathering of empirical data and finished with an analysis which resulted in conclusions and suggestions for future research.

3.2 Qualitative Research

There are two different methods to choose from when conducting an empirical study, the qualitative and the quantitative method. According to Jacobsen these two methods do not have to be seen as contradictions to each other. They should rather be seen as two extremes on a scale where the approach can be more or less quantitative or qualitative depending on how narrow the investigators are in their approach in advance of the empirical study, and if a method with numbers or words is used. (Jacobsen 2002)

A qualitative approach is often used to bring clarity in an unclear subject and to develop a clearer picture of it (Jacobsen 2002). It is used to get preliminary insights into research problems. This is done by looking at small amount of samples to ask questions or observe behavior. The data is then analyzed and interpreted to summarize the findings (Hair et al. 2006). Another advantage mentioned about the qualitative research is that by looking at a smaller sample and by being able to pose more detailed questions the result is more likely to give a more detailed description of the reality. This approach is most suitable in cases as the one we are studying where there is no or little existing research and the phenomenon is not well known by the author (Johannessen 2003).

We opted to work with a method focused on qualitative research because we deemed it best suited for our type of research questions. A key word for qualitative research is openness, which means that the investigator does not try to affect the investigated person in any way in the answers. Open questions are posed to give the person freedom to answer in the way that first comes to mind without being lead in any direction. The qualitative approach is in many cases an interactive method. The need for data will often change during the process of the empirical study which in many cases will change the problem and the theoretical knowledge used during the process. This process of investigation is not predetermined contrary to a quantitative. (Jacobsen 2002)

3.3 Case Studies

During the process of contacting companies to interview in the study we encountered some adversities. It turned out that a lot of companies did not have the time to do an interview and many of them we could not even reach or receive an answer from. We started out by contacting companies based in Gothenburg and later on realized that we had to broaden our area of interest to cover all of Sweden. This forced us to change our interview approach to include interviews via telephone of which the accompanying issues that arose are discussed in section 3.4.1. The companies which we contacted and which could not participate in our study, can be found in Appendix 6. The ones that were able to commit time and give us an interview were two Gothenburg based companies, Lejonet & Björnen and Santa Maria. Another two companies were scheduled for interview via telephone, Arla Foods situated in Stockholm and Löfbergs Lila based in Karlstad. Unfortunately due to circumstances beyond both our own and the respondent's control the interview with Löfbergs Lila was never completed. Brief background information on the case companies that we were able to secure are given before the corresponding noted empirical data in chapter 4.

3.3.1 Selection Criteria

There are several ways for researchers to select cases to study. They can be for example extreme, there can be a maximal variation between them, there can be a small variation when regarding distinctive characteristics or they can be typical cases. We opted for a selection of typical cases and developed some criteria that had to be fulfilled by the assorted companies (Johannessen 2003). First and foremost, there had to be at least one organic certified product in the brand portfolio of the selected company. Second, the brand portfolio could not completely consist of organic certified products. In order to identify the role the organic certified product is playing in the portfolio there had to be other, conventional products to compare with. Third, the company had to have a brand strategy in the form of a brand portfolio strategy or something similar, so that they were able to see in what way their brands interact with each other. As mentioned earlier, we initially limited our selection to companies based in or in the vicinity of Gothenburg, mainly because we believed an interview conducted face-to-face would give a more detailed response. Further into our research we were forced to adjust this limitation to include companies in all of Sweden, which we could interview by telephone. This adjustment was due to the fact that there simply were not enough companies willing to participate in our closest vicinity.

3.4 Data Collection

The data in the following study is mostly primary data collected via interviews. Primary data is raw data directly from the source which has not been interpreted or processed (Hair et al. 2006). This in other words means that the researcher poses questions directly to the interview respondent and does not get the results via an intermediary. Primary data is mostly gathered via interview, observation or questionnaire (Jacobsen 2002). We based our empirical study on primary data collected by interviewing companies with the relevant characteristics for our study.

This study is a mix between a case study and a cross-sectional study. A case study most often focuses on a single case. By gathering as much information as possible about this one case the researcher will be able to find the essential and peculiar about it which gives a deeper insight in this case alone. A cross-sectional study on the other hand focuses on a bigger population and gives information about variations in perceptions and opinions about a chosen subject at a given point of time. These studies are most commonly done by surveys or other quantitative methods. (Johannessen 2003)

The reason for us deciding on a mix between a case and a cross-sectional study is that we wanted to show a comparison in the study and try to find mutual denominators among the companies interviewed. At the same time as we want to be able to go a little bit deeper in each company (although not as deep as in a case study) to get a good picture of the work with the brand portfolio and organic products in each company. The cross-sectional study is too time-consuming and not feasible in a study with a size of ours considering the depth of each case we would like to achieve. A questionnaire would not capture all the information we consider necessary. We do believe the diversity and level of detail of the companies included in this study will enable others to find some similarities with their own operations and learn from our cases experience in working with organic products. We are at the same time aware of the fact that the relatively few number of companies that constitutes our empirical data obstructs our ability to come to any wider generalized conclusions.

The cases we are interested in are companies with a brand portfolio including one or more organically certified product. Examples of these companies are Arla Foods and Santa Maria. The reason for choosing these types of company is that we want to investigate what the effect is for the company and the other brands it manages when introducing an organic certified product to the brand portfolio. Because of the reasons mentioned, companies with a business culture created around the organic production and with a majority of organic products are not relevant to the study.

We contacted individuals at the companies who had an overall strategic market responsibility and who had knowledge about the brand portfolio strategy and the process of launching an organic product. When interviewing an employee of a company one has to always keep in mind that the respondent is a person who only represents the particular company which means that the answers given are influenced by earlier personal experiences and knowledge about this type of work. When asking another person in the company the answers to the questions will most likely be very different.

3.4.1 Interviews

We chose to work with the qualitative open interview. This type of interview provides a flexibility that was necessary and suited our study well. A qualitative open interview can be done in mainly two ways. The first way is to have a totally unstructured and open interview which makes the interview more like a dialogue, the other way is an interview structured around a questionnaire with open questions that contrary to the quantitative interview do not have predetermined answers to choose from. However, it does have a standardization which makes the results comparable. There is also a third way, which is a mix between the two mentioned above. This form is partly standardized and is built on an interview guide based on the research questions of the thesis. The qualitative interview does in all cases create a freedom for both the interviewer and the respondent to influence the direction of the interview. (Johannessen 2003) We chose to use the last form of quantitative interview mentioned. The reasoning behind this decision was that we had a clear picture of what kind of information we wanted from the selected companies and we knew what questions we wanted the discussion to focus on. The fact that the mixed form was in some way standardized and could more easily be compared, therefore giving a better comparison between the companies was another argument for using the standardized questionnaire in our research. At the same time as we wanted it to be structured and standardized we wanted to keep flexibility, therefore the questionnaire used in the interviews is designed as an interview guide. It took its starting point in the subjects presented in chapter 2 and our research questions and has been further developed with attendant questions.

Open individual interviews are often time consuming; it takes time to prepare questions, book an appointment and also to analyze the notes and sound recording from the interview. The face-to-face interview is often more costly than an interview via telephone but does, according to many, at the same time create another personal contact with the respondent than is possible via telephone. The possibility to create a worthwhile conversation is higher when having the personal contact and the interviewer does also has the opportunity to see how the respondent acts when answering the questions. Not having the personal contact can also be seen as a beneficial factor since it reduces the ability for the respondent to be influenced by the interviewer's way of acting or behaving. (Jacobsen 2002)

An interview via telephone is often used when there is a lack of time or resources, which was the case in our study (Jacobsen 2002). Some of the most interesting companies according to our criteria are situated in Stockholm. Since we are writing the thesis in Gothenburg and not enough local companies were able to participate, nor did we have the time or the money to visit Stockholm, interviews by telephone became a necessity. When weighing the pros against the cons under the circumstances we concluded that the pros were favorable. To be able to do the analysis we wanted to, we needed to get in contact with the right companies. Even if everyone was not available for a face-to-face meet we believed interview by telephone to be an acceptable option.

The interview followed a clearly designed guide, presented in Appendix 1, so that the information from the four interviews would be comparable. The interview guide also helped us in limiting the duration of the interview, as we recognized that time is valuable to our respondents. All interviews was recorded, transcribed in their entirety and attached in the Appendix. Thereafter the raw data was noted down, summarized, categorized in accordance with the interview guide and presented by company in a chapter dedicated to the empirical data. The procedure remained unmodified regardless if the interview was conducted face-to-face or by telephone. We were aware of the fact that there might be differences in the amount of data gathered via telephone in comparison with face-to-face. However, in our experience this never became an issue. From the structure of the empirical data we derived the structure for the analysis.

3.4.2 Secondary Data

Secondary data is not gathered by the investigator but is received via an intermediary. This information is often gathered with another purpose than the one used by the current investigator and this has to be taken into account when using the secondary data. (Jacobsen 2002) In this study, secondary data was mainly used for two reasons. First, to get a general idea of the case companies, introductory research on the case companies was conducted to get a feel for their business and products. Second, brief background information on the companies was added adjacently to the corresponding empirical data, to give readers a necessary overview of the company in question. The secondary data is based on information from the companies' official websites together with statistics from the data base Affärsdata.

3.5 Research Quality

It is important as a researcher to reflect on the reliability of the results from the research as well as the validity in the results. Some aspects on this matter will be discussed below. There is no reason to believe that the result of this study will conclude the truth of the phenomena. The results will rather be an internal subjectiveness of the situation which means that the closest we get to the truth is that more than one case gives the same result or picture of a certain situation. (Jacobsen 2002)

There is always the question in qualitative research if we came in contact with the right sources of information (Jacobsen 2002). In our case this was one of the main challenges in the work with the empirical research. We had great difficulties getting companies to agree on an interview which made the list of declines a great deal longer than the accepts (the list of companies contacted is attached in Appendix 6). In retrospect it stands clear that our research questions were considered sensitive in nature to some companies. Carlsberg answered clearly that the information we were seeking was confidential. Even though most informed us that it was due to time constraints we can only speculate if there was an underlying reason. The interview with Santa Maria further strengthens this reasoning. Our respondent was restrictive in some answers due to company policies on confidentiality. At last we were able to find three companies willing to participate in our study, and which would give a good picture of working with an organic certification. We were first focused on finding all companies to interview in the region around Gothenburg but when realizing this was not possible due to a lack of interest from the companies we were forced to consider interviews via telephone. Although there were additional factors to consider compared to face-to-face interviews we decided to treat the results in the same manner, since the interview guide used was the same. In retrospect, we might have been able to get more interviews if we already in the beginning of the process would have focused on getting in contact with companies suitable for telephone interviews. But the decision taken not to do so, was based on the knowledge that face-to-face interview does give a better result in some aspects and therefore face-to-face interviews were preferable.

We are confident that the persons interviewed in the case companies all have the skills and the knowledge of the company necessary to be able to answer the questions posed in a pleasing manner. The respondents all have different roles in the companies which may affect the comparability of the results in some way. We do believe that the persons we have come in contact with, are the ones with the best knowledge of the subject since they were recommended to us by others in their corresponding organizations when describing the subject of the study. We had to take into account that the information could in some cases be considered confidential, as discussed earlier, and therefore some information could be withheld by the respondents.

Jacobsen also discusses, in his book "Vad, hur och Varför?" from 2002, the external validity of a study. When conducting research it is necessary to ask oneself if the result can be generalized to a larger population. In qualitative research, as in this study, there is often a small amount of cases researched which means that it is harder to generalize than the results of a quantitative research that is done on a larger number of persons or cases. Although when typical cases are chosen to study, as in our case, some degree of generalization can be done to similar cases. We do believe that it is possible to find common characteristics among the cases studied to be able to see trends, although we cannot make a generalization of all companies in the food industry in Sweden, we believe that all companies have something to learn from the research. It is a fact though that if we would have had the opportunity to interview and study more than three cases the result would have been more representative. This was taken into consideration when the analysis was compiled and the conclusions devised.

Based on the knowledge that the information we were seeking was only accessible through direct contact with an employee at the specific companies, a decision was made to mainly collect primary data. We were interested in experience of the work with organic products and this was not the kind of information that companies share on their web sites, or that we were able to find anywhere else than in contact with an employee. As mentioned earlier some companies even confirmed that this information is in some aspects confidential.

3.6 Research Model

That the organic certifications is a hot topic of today among food producing companies in Sweden, as well as in many other parts of the world, is undisputable. As mentioned in the problem area and research motives, we found that the information about how it is to work with an organic certification and the effect it has on a company's brand portfolio and profitability, are lacking. We therefore decided that we wanted to fill this gap and try to gather as much helpful information as possible from companies that are already working with these certifications. For us to be able to understand the strategy and thinking of the case companies, we needed to further broaden our theoretical knowledge. We decided to focus on the effect that the organic product has on the company in general and the brand portfolio in particular.

By using the knowledge given in the work with the theoretical part we could now ask relevant questions to the case companies to be able to get the information we were looking for. Throughout the whole thesis we have used a certain framework that we also decided to use when forming the interview guide, which is partly based on Aaker's (2004) brand portfolio audit. The interview guide that also serves as the standardization instrument for the results of the interviews in the empirical data follows the layout of the thesis. It starts with an introduction to the case company and the person interviewed. This is followed by questions about the work with an organic certification. After this the discussion is broadened, still with a slight focus on the organic products, to questions about the brand portfolio and the roles of different brands or product categories in the portfolio. These questions are used to create a deeper insight on the strategically line of thought regarding the certified product. The interview is rounded off with a section about the future strategies and visions of the work with these products and the brand portfolio in general. The interview guide can be found in Appendix 1.

Before starting with the empirical research we already believed that the organic product has an important role in these companies' brand portfolios and the question was then, what kind of role it plays and if it is the same role in every food producing company or if this role varies?

4 Empirical Research

We have previously focused on the frame of reference for this study and the methodology which we will use to gather and review data. In this chapter we will present a brief background to each of our cases, followed by a summarized transcript of the interview. The interviews can be read in entirety in the Appendix.

4.1 Case 1: Lejonet & Björnen

RESPONDENT: KATARINA GUSTAFSSON, CEO

DATE OF INTERVIEW: 7TH OF MAY 2010

INDUSTRY: ICE CREAM MANUFACTURER

NUMBER OF EMPLOYEES: 15 (2009)

TURNOVER: 14 MILLION SEK (2009)

Lejonet & Björnen was founded in 1977 in Gothenburg. They make Swedish super premium ice cream catered to restaurants and retailers as well as consumers, in their own café. All production is done in the factory in Gothenburg and the ingredients are, to as much extent as possible, produced locally. Lejonet & Björnen are very proud to call their products a handicraft. Even the CEO helps out to manually peel all the bananas needed to make banana chocolate ice cream. The products on offer are not only the about 30 ice cream and sorbets but also exclusive ice cream cakes. The brand is mostly known in Gothenburg and Stockholm. A previous decision to expand nationally via the large, nation-wide retailers ICA and COOP failed miserably, forcing the company into bankruptcy at the end of 2008. The current CEO, Katarina Gustafsson, was then offered to buy the company. She, along with her boyfriend and two friends, soon took the offer and re-launched the business in early 2009. Since then it has become a successful business and the newly introduced organic offerings already have back orders to fill. (Lejonet & Björnen 2010)

4.1.1 Introduction

Lejonet & Björnen is a small ice cream manufacturer with its head office and production facilities in Gothenburg. Since the fall of 2008 the company is run and partly owned by Katarina Gustafsson. Lejonet & Björnen owns one brand which serves as both the company name and the master brand for all its products. The brand is strongly associated with ice cream and premium quality and will thus always remain so according to Katarina. The products are all positioned in the super premium segment in accordance with the company's strategy of producing high quality, sophisticated and genuine products with a clear Swedish touch. With the new ownership in 2008, a decision was made to more strongly emphasize the Swedish origin of the products. This is reflected in both the logo, which had the color yellow added to add more resemblance to the Swedish flag, and in the different tastes offered. Lejonet & Björnen divides its product offering in four major categories; ice cream, sorbet, organic and ice cream cakes. The competitors on the Swedish market in the super premium segment are Ben & Jerry and Häagen-Dazs.

4.1.2 Organic Certification

Lejonet & Björnen is currently offering five organic certified products, four ice creams and one sorbet. When the work with organic products started, the vision was to have both KRAV and Fairtrade certifications and that they all should be without added substances. E-numbered substances have long been used in ice cream manufacturing and all currently used by Lejonet & Björnen in their conventional products are allowed according to KRAV. Katarina, however, wanted to take the concept further and use as few ingredients as possible. They chose to work with KRAV because of the yearly audits by authorized partners of KRAV and as stipulated by the regulations of the certification. These audits were a decisive factor, because they provide an important external review of the production and the whole supply chain, which was the main reason Lejonet & Björnen decided to work with KRAV and not just the EU organic certificate. Another important reason is the strong values that the KRAV logo conveys to the consumer. Katarina believes it is a guarantee of the product's quality to consumers, that it eases the consumer's decision to buy and that it says the company is aware and relevant. An organic certificate was an obvious choice from the moment Katarina got involved with the company. It goes well with Lejonet & Björnen's core values and business strategy. The organic product range is targeted at the conscious consumer, with an interest in food, of all ages and both genders. According to Katarina, every study shows that income does play an important part. Lejonet & Björnen has therefore decided in cooperation with their retail customers that the organic offerings shall not be charged more than 5 SEK extra in comparison to the conventional equivalent. This makes the margin, and thus the profits, smaller than on their conventional products. By introducing organic certified products Lejonet & Björnen gained a competitive edge by being first among their main competitors. Also on the ice cream market as a whole this move opened new doors. Many retailers today are increasingly demanding organic products and the market is growing rapidly. Lejonet & Björnen was cautious in their initial forecast of organic sales but less than a month into production they had already sold out with back orders to fill. Evidently there is a demand with the company's primary customer base, the retailers, but with the secondary customer, the consumer, there is still a need for more active stimuli of demand.

4.1.3 Brand Portfolio

According to Katarina the brand portfolio of Lejonet & Björnen is straightforward. They only use one brand and this brand offers smooth ice cream and sorbet with mainly fruit and berry flavors. The reason for choosing this product offering is because the two main competitors offer the opposite. In both Ben & Jerry and Häagen-Dazs ice cream there are lots of small bits and more unconventional tastes. Lejonet & Björnen do as mentioned earlier, clearly separate the ice cream and sorbet from the ice cream and sorbet cakes.

The two main target groups of the company is children and people with an interest in food that are able and willing to pay a little bit extra for their food to receive the real and authentic ice cream produced by Lejonet & Björnen. Lately they have also started to look at students as another important target group. The term real and authentic is very important for Katarina, which means that Lejonet & Björnen are working with authentic and well produced raw materials. According to the company's communication platform authentic is one of the most important words as well as Swedish. The importance of the Swedish origin can now be seen in the new design of the logo where yellow was added to emphasize it. To differentiate themselves from their competitors, Lejonet & Björnen emphasizes the three words; smooth, authentic and Swedish. They are in this way trying to attract sophisticated customers. In that segment Häagen-Dazs is the main competitor, and to differentiate themselves from the American competitor the Swedish origin is emphasized a lot on the Swedish market where a lot of customers appreciate that the ice cream is produced locally.

The structure of the brand portfolio of Lejonet & Björnen is a network structure. Katarina chooses this structure because of the openness in it. She says that it is always good to be organized but it does not necessarily have to be in the traditional way. The network structure offers links between different categories and it is more dynamic and therefore permits a more free way of reasoning. She can imagine including cooperation such as the one with the radio channel Bandit Rock but is not totally convinced.

4.1.4 Portfolio Roles

When regarding the portfolio roles of product categories (since Lejonet & Björnen only have one major brand we discussed product categories instead when regarding the roles in the portfolio) Katarina identified all of the roles asked for in the portfolio. When discussing the strategic roles the ice cream cake was the evident choice. This product creates an image for the company and Lejonet & Björnen is the only one in their market segment offering a product like it. The company is now investing in this category by creating a special product manager for this product category. She also mentions the organic products as a strategic category. These have affected the way they work with the whole production of today and these products are sending out a signal that this is important for the company and of Lejonet & Björnen as a company taking responsibility for the environment. Further on Katarina once again mentioned history as an important factor for Lejonet & Björnen. The two flavors of Italian chocolate and Italian vanilla have always been in the assortment and therefore play a strategic role. They would never stop producing these flavors according to Katarina. They have gone as far as producing an ice cream cake with these two flavors that they call "the Classic".

An energizer in the portfolio of the company is, as mentioned before, not only the ice cream cake but also the organic products. Katarina tells us that these products have affected the whole way the company works with the rest of the products. For example they have now taken away all added ingredients in the sorbet and are now using citrus fibers instead in all sorbets. If it would not have been for the development of the organic sorbet this would not have happened now. Katarina sees these products as the category taking Lejonet & Björnen further in product development.

The evident cash-cow of the company is the two flavors Italian chocolate and Italian vanilla. When discussing a flanker brand Katarina cannot come up with any. She says that it is not their way of working. Instead of sacrificing a brand or a product they emphasize what is good about the other products even more if they come in a situation where a flanker brand could be necessary to have. The silver bullet of the company is, according to Katarina, the history. That is what makes the company special.

Lejonet & Björnen are working a lot with the synergy effects in between the different product categories. Katarina mention an example of the panacotta flavored ice cream that did not sell as much as they wanted. They then added this flavor in one of the ice cream cakes so that people would try it without directly choosing to and as they liked it the sales increased on that flavor. She also mention the synergy effect of the organic products that influence the whole production process of today as well as their product demonstrations which is their most important tool of marketing.

4.1.5 The Future

The future plan for Lejonet & Björnen is to expand geographically. They are now looking at Skåne as a pilot project of the expansion. They are also starting to develop a wellness product most likely in the form of a yoghurt ice cream. They will not develop a sugar free product since, according to Katarina, sugar is an important ingredient in ice cream. The work with the organic product will continue and new flavors will be developed as well as in the conventional product category. In the ice cream industry new flavors and products have to be launched every season so the work with new products is always ongoing. Every year in September when the high-season is over the season is summarized and based on sales statistics the next product developments are decided upon.

Katarina identifies a growth potential in the markets of ice cream cakes, organic ice cream and new geographical markets. The number of conscious customers is growing and this is a positive factor for all product categories but mostly for the organic products with no added substances. These products have opened new markets for the company and given them new customers. Katarina is surprised about how easy it has been to market the new organic range of products. Regarding the ice cream cakes, the marketing efforts in the near future will be focused on direct marketing to companies that, according to Katarina, can replace the traditional cream cake with a lighter and healthier alternative in the form of an ice cream cake or sorbet cake.

The work with the organic products will, as mentioned before, be further developed in the future. The goal of with the organic product range is to keep it at a 10 % share of the portfolio. Lejonet & Björnen are offering the basic flavors of vanilla and chocolate but have also launched 3 other flavors that might be kept for the next season as well, if the sales for these are sufficient. If not, a flavor can be replaced by a new one or the range of organic products extended with new flavors. When asked if the vision is to have all organic products in the portfolio the answer is no. The reason for this is that there is egg added in the organic ice cream which means that people allergic to egg cannot eat it.

Almost two years ago when Katarina and the other partners in the company bought Lejonet & Björnen they started off by auditing the portfolio. The flavors and products that did not create sufficient sales were deleted and the brands with steady sales kept in the portfolio. They made sure that all products could be associated with the core values of smooth, berry and fruity. According to Katarina this was a necessary action, "there is no point of having non-profitable products in the portfolio".

4.1.6 Other

Lejonet & Björnen cooperates with two other Swedish brands, Löfbergs Lila and Bandit Rock. In the ice cream café managed by Lejonet & Björnen, the coffee served is solely Löfbergs Lila. With the radio channel Bandit Rock Lejonet & Björnen has organized a competition for the listeners to come up with a new flavor and that flavor is now in production. The cooperation with Bandit Rock has lead to a lot of national exposure for Lejonet & Björnen which is otherwise mostly exposed locally.

4.2 Case 2: Santa Maria

RESPONDENT: HANS BILLGER, MARKETING MANAGER

DATE OF INTERVIEW: 11TH OF MAY 2010

INDUSTRY: SEASONING TO THE CONSUMER AND FOOD SERVICE MARKET

NUMBER OF EMPLOYEES: 1400 (2009)

TURNOVER: APPROXIMATELY 4 BILLION SEK (2009)

Santa Maria was originally founded as a small shop selling spices in 1911. In 1946 the shop was sold to Armin Mattson who reconstructed it into an incorporated company called Nordfalks AB. Investments were made in modern machinery and important clients like ICA was secured. Armin left the company in his sons care in 1968. The yearly turnover was at the time about 8 million SEK. Since then, the company has been constantly expanding. In 1989 all food product retailers in Scandinavia had a Santa Maria product. In the middle of the 90's the expansion continued to Europe, the Baltic States and Russia. Until 2001 the original company name Nordfalks AB was kept as the mother company but that year all of the company took on the name of its now well known brand, Santa Maria. Today the company employs about 1400 people and had a yearly turnover of about 4 billion SEK in 2009. Santa Maria is considered the market leader in the Nordic countries and in many other countries in Europe. The product offerings include spices, Mexican, Indian and Thai food, Barbecue and fresh herbs. Santa Maria defines itself as being in the business of flavor and the mission is to become the market leader in all of its business areas in Northern Europe. The products under the Santa Maria brand are positioned as premium, only accepting the highest quality of ingredients. Santa Maria tries to differentiate itself from the competition by always being innovative and be market leading in product development. (Santa Maria 2010)

4.2.1 Introduction

Santa Maria is a family owned Swedish company with its headquarters in Mölndal outside Gothenburg, Sweden. In the 1990s the company launched a new product category which would later have great impact and change the course of the company. The new product was the Tex Mex assortment sold in shops today. Santa Maria entered as the third player on the playing field. At the time the market for Mexican food in Sweden had a yearly turnover of 60-70 million SEK. There were no calculations that would have justified the entrance for Santa Maria on the Mexican food market, but today Santa Maria has grown into controlling a market share of 70 %. The market has itself expanded to a yearly turnover of 1 billion SEK. The company is today the largest producer of tortillas and taco chips in Europe. We met Henrik Billger, marketing manager at Santa Maria headquarters, who told us that the competence that the company has in spices today is leading on the market and from that base, the development to a wider range of seasoning products has made them what they are today. The turnover of the company in 2009 was €407 million and the goal is to double this in five to six years. The company is at present in four regions in Europe today; the Nordic countries, Benelux, UK and the Baltic region.

Santa Maria considers themselves a company focused on brand strategy and development. This is evident in Santa Maria's organizational structure, which is composed of one division responsible for the sales activities and one division for the supply side. In the middle of these there is one division that handles the more general business activities such as quality, product development and marketing and this division is called Brand Development. The brand development division is headed by Henrik Billger. The main reason for this organization model is according to Henrik that it enables the company to integrate components such as quality earlier in the process than what is possible with a traditional organization structure, where the three subdivisions normally would be independent.

The corporate brand Santa Maria also serves as an umbrella brand with the core values being something exciting, fun and impressive. Santa Maria uses its umbrella brand to minimize the costs for launching new products and maintain the market share for existing ones. The company is well known for its spices and uses this brand equity to create leverage and endorsement to other categories. In the beginning, the spices represented 75 % of the total business. Today that share is a much smaller part even though the turnover is higher. The Tex Mex assortment stands for 80 % of the total turnover of today.

The main competitors of Santa Maria are Unilever, McCormick, Nestlé and General Mills. These are competitors on the Swedish as well as European market. The positioning of the Santa Maria Brand is in the premium segment of spices and seasonings.

4.2.2 Organic Certification

The environmental trend today is, according to Henrik, not as temporary as it was the last time in the 70-80s. The trend is here to stay and it has to some extent shifted from being climate oriented to more health focused. The organic aspect of a product does in some way create an added value. Santa Maria entered the market of organic products in the middle of the 1990s and the company was then the first producer to offer KRAV certified spices on the Swedish market. Today all competitors offer organic products. It was the retail customers that demanded the organic assortment of spices because they wanted to be able to offer it to consumers. After a while the organic assortment was extended to include a few Tex Mex products as well. Santa Maria has chosen to work with the local organic certifications in each country which results in a small "christmas tree" on each product since all certificates are to be seen. They have decided to use the local certifications because they believe it adds more value to the customer and that it conveys stronger values than the common EU-organic farming certificate. This is how Santa Maria are working today but the future is uncertain. According to Henrik it is being discussed to either only have the EU-organic farming certification or develop standards themselves and therefore not have any independent certification at all. Working with KRAV creates an added value to the product but on the other hand Henrik tells us that the cooperation is costly for the company and there is a tendency for KRAV to make the work with the organic products more slow moving and complicated than it has to be. The industry of spices is not as notorious as other industries so the meaning of a certification is in the case of their industry not as crucial as in other more notorious industries.

Since the products sold by Santa Maria are not typically dangerous for the environment, Henrik argues that there has to be an added value in the organic product to be able to argue for a higher price on this. He says that producing an organic product that is the exact same product as the conventional but organic one does not create enough added value. It has to have a better taste or add some other value to the product. For example the organic tortillas offered are not only organic, they are the only tortillas on the market without preservatives.

Henrik believes that the target group for organic products of today is changing. Families with small children are a growing target group, since the parents care about their legacy and what world their children are going to live in. Another important issue is the health aspect. Parents want their children to eat good and healthy food. The younger population of today is also a growing group of people with a more global and open view. Henrik considers the older population a lost cause that will not change their established views.

Even though the market is growing rapidly the demand for organic products is, according to Henrik, still too small to make it profitable. The smaller quantity produced and a scarce supply of raw material in combination with the market's price sensitivity makes the margin less on the organic products compared to the conventional. The retailers demand organic products but on the consumer side the demand is still not sufficient. Henrik feels that they presently are trying to create a demand, rather than meeting it.

4.2.3 Brand Portfolio

The brand portfolio consists of one umbrella brand as mentioned before but different product categories are included in this umbrella brand. All product categories stand for the same core values as the umbrella brand, which are exciting and seductive, colorful and full of life. This is the brand personality with "irresistible taste sensations" as Santa Marias key benefit claim. The idea is that the customer should want to buy the product again and again. What differentiates Santa Maria from its competitors is the quality, the inspiration in the products and the power of innovation.

When asked about a structure in the brand portfolio Henrik Billger chooses the brand hierarchy tree. The umbrella brand is the brand that keeps it all together and the categories are grouped under this.

4.2.4 Portfolio Roles

The strategic product categories of Santa Maria are the spices and the Tex Mex assortment. These products are the ones that are most successful on the European market and the ones that face the least competition, thus they get a higher priority and are allocated more resources.

The spices are identified as an energizer to the brand. When making this statement Henrik mostly means the different high quality groups of spices such as the More-range. These were introduced to create a range of spices that gives a feeling of eating to socialize and not only to eat to become satisfied. This product range is also considered the brand's silver bullet. When speaking of silver bullets Henrik also mentions the concept *Red Fusion* that was launched five years ago and was then a silver bullet for the Tex Mex assortment. This concept was introduced to boost the category and to eliminate the possibility of the Tex Mex becoming boring. The concept was never profitable and is therefore being removed from the portfolio. Henrik mentioned that all the silver bullet campaigns are most often unprofitable but necessary. Since the lifecycles of these products are shorter than ordinary ones the portfolio needs to be trimmed regularly.

Santa Maria also has some obvious cash cows in the portfolio. Henrik does not want to reveal which products they are but says that these products are sold in such volumes that the production costs have been cut significantly and the production made very efficient. He does say that these cash cows are in the spices and Tex Mex product range.

Santa Maria also makes use of a flanker brand called Casa Fiesta. It is actually an old competitor that was acquired a couple of years ago. Casa Fiesta has a lower price than the products under the corporate brand but also uses different ingredients, giving it another taste. Casa Fiesta is a small range of products that are mostly sold outside of Sweden.

When discussing the synergy of brands in the portfolio, Henrik has a straightforward answer,

"We do not do anything that we do not think adds something to the portfolio".

By this he means that all actions taken influence the whole portfolio and they would never do anything that they think would hurt the brand. He also believes that if you do something that is a little bit outside your normal activity you often get a positive response to it.

4.2.5 The Future

The future is focused on the environment and health as well as social responsibility to build a strong brand. This need to be communicated in a good way to the consumers and it has to be done with honesty. The focus of Santa Maria is now to enter new markets and to grow stronger in Europe. They are not planning to expand outside Europe but to extend the regions they are working in today and to spread their concept all over Europe. The Nordic countries are limited in their small population and the focus of Santa Maria in these countries is now therefore to maintain the position of the company of today.

When regarding the organic assortment, the work will continue to develop new products with added value to offer to customers. As long as these are found and developed they will be introduced on the market. The lack of consumer demand still needs to increase though, says Henrik. Santa Maria will for the present time continue its work with the certifications it has today, but for how long is still a matter of discussion.

4.2.6 Other

Henrik told us that he believes that the organic product signals a responsibility taken for the environment but he also says that if the organic products would be unprofitable and did not add anything to the portfolio he believes that Santa Maria would still be able to keep its position of today without them. He also has problems trying to localize what kind of category and role the organic products are.

4.3 Case 3: Arla Foods

RESPONDENT: ANN FREUDENTHAL, SENIOR BRAND MANAGER

DATE OF INTERVIEW: 17TH OF MAY 2010

INDUSTRY: DAIRY PRODUCTS MANUFACTURER

NUMBER OF EMPLOYEES: 3 200 (2008)

TURNOVER: 15 BILLIONS SEK (2008)

Arla Foods started out as two companies, the Swedish company Arla and the Danish MD Foods. The Swedish Arla was founded as a co-operative society of milk producers in Västmanland, Sweden in 1881. In 1915 more and more producers had gathered together and the cooperative Mjölkcentralen was formed. This grew stronger during the years and in 1974 it changed name to Mjölkcentralen Arla and a year later Arla was founded and the Arla Cow became the symbol. In 1999 Arla produced 65 % of all milk produced in Sweden and the year after they merged with MD Foods and formed Arla Foods. Arla Foods produces milk products in three different categories of Butter, Cheese and Milk. They offer a wide range of organic produce in these areas.

The Vision of Arla Foods is,

"To be the leading dairy company in Europe through considerable value creation and active market leadership to obtain the highest possible milk price".

The Mission is thereby,

"To provide modern consumers with natural milk-based products that creates inspiration, confidence and well-being".

The turnover for Arla Foods in Sweden in the end of 2008 was 15.3 billion SEK and at that time the company had 3215 employees in Sweden. The same figures for Arla Foods internationally was in the end of 2009 46 billion DKK and 16231 employees. (Arla Foods 2010)

4.3.1 Introduction

Arla Foods is a Swedish-Danish owned dairy product manufacturer present in approximately a hundred countries. The major markets of the company are Sweden, Denmark and United Kingdom. The company is a co-operative society owned by Swedish and Danish farmers since the Swedish company Arla merged with the Danish MD Foods in 2000. We made contact with Ann Freudenthal who is Senior Brand Manager of the Arla Brand at Arla Foods. She has been working at Arla since 1990 and has since 1998 been involved in the work with the organic products.

The dairy industry is very heavy on volume and the products sold are to high extent low-interest products. The markets are local and brands are active locally. There are differences in how people consume the different dairy products between countries as well as between regions. Arla Foods has one major umbrella brand in the green Arla brand which is seen on the package of most of the products. Apart from this there are a lot of brands in the portfolio. Arla Ko is the dominating brand in volume when looking at the Swedish market. Arla Köket, Yoggi, Bregott, Keso, Kelda are some of the other subbrands in the portfolio as well as Castello and Lurpack which are big in other parts of the world but are not sold in Sweden. Since Arla Foods is a co-operative society whose main focus is not to generate profit but to keep the price of milk at a good level for its farmers the importance of the brands is seen with a volume perspective. This makes the Arla Ko brand the most important one on the Swedish market. Apart from this there are brands that are important in other ways such as Arla Köket which has created an inspiring product category.

Arla Foods dominates around 50 % of the Swedish market for dairy and milk products and the competition faced on the market is mostly from local actors. The primary market for Arla Foods is geographically in between Skåne in the south, and Dalsland in the north. Skåne is dominated by Skånemejerier, north of Dalälven is controlled by Milko and the most northern part is Norrmejerier territory. Apart from the bigger ones there are a lot of small dairies that are dominating on small local markets. If looking at special product categories such as butter, Unilever is the major competitor and in products without lactose, Valio is a big competitor.

4.3.2 Organic Certification

Arla Foods does not have a clear vision for the work with organic certificates. Instead, they have been working with different goals for shorter periods and these are mostly focused on the added value of the products and the volume. There has been a lot of investment in convincing farmers to change from conventional to organic farming. Today a lot of farmers have changed from conventional to organic and the supply of organic milk has increased. The focus is now on getting consumers to buy organic products. Arla Foods has been working with organic farming in Sweden since 1991 and in Denmark since 1988. Today 25 % of the milk sold in Denmark is organically produced and the figure in Sweden is 9 %. Arla has a greater part of the organic market compared to the part of the total market of dairy products in Sweden and it has been in the forefront of the development of organic produce in Sweden. Today Arla Foods is still the largest producer of organic milk in Sweden. The competitors have initiated organic farming and products but have not yet reached the same volume as Arla Foods.

Arla Foods are working with the KRAV certification in Sweden. The company has been involved in the founding of KRAV and is today its biggest customer. The KRAV logo is used on most of the organic products. Arla Foods find the cooperation with KRAV as well functioning and in the other countries where the company is present they work with local organizations as well as the EU organic farming logo which will also be placed on all products in Europe after the demand for it by law starts in July 2010.

When regarding the target groups for the organic products, Arla Foods has three major groups; the *committed*, the *concerned* and the *eco-flexible*. The committed is the group of people who always buy organic and the only communication needed for this target group is information about new products. The concerned is the group of people who care about the environment but it does not have to be organic produce but can also be locally produced, healthy or environmentally friendly in any way. This group needs to be informed about the added value of the organic products. The last group is the eco-flexible which is a group of people who are most interested in their own health and the environment but who does not necessarily buy organic. Overall it is mostly women who are the decision makers and women with a higher education are especially interested in organic. The interest is also higher in the larger cities where Arla Foods are the dominating dairy company. Ann mentioned that by offering organic produce with an extra added value in form of for example "good for your health" the products can reach a new category of people on submarkets not reached before.

The demand for organic dairy products has been growing for years now, but still the added value of the products has to be communicated and the product range need to be extended to be able to offer it to all consumers. When discussing the subject Ann Freudenthal says that,

"If the product I usually buy is not available in organic I do not buy another product, "my" product needs to be available otherwise I buy the conventional one"

The profitability on the organic products offered by Arla Foods is today better than on the conventional ones. The fact that organic farmers earn more than the conventional ones creates an incitement for conventional farmers to change to organic. It has not always been this way. The volume of the products produced in the beginning was small which made them not as profitable but this changed when the demand on organic milk products increased.

4.3.3 Brand Portfolio

Arla Foods has a clearly developed brand portfolio strategy. They have recently slimmed down the number of brands in the portfolio and the Arla Brand has come to take a larger part as the umbrella brand. The other major brands in the portfolio are as mentioned before, Arla Ko, Bregott, Arla Köket and Castello. Castello and Lurpack still have their own portfolios and are not included in the Arla Brand while the Arla Brand will be more prominent on the other products in the future.

Most of the brands sold in Sweden such as Arla Ko and Arla Köket are connected with a "we-feeling" and represent a feeling of nature, family and comfort. Arla Köket also represents a lot of inspiration and new ways of cooking. The brands Castello and Lurpack are much more of "ego-brands" and address gourmet lovers. Compared to its competitors, Arla Foods are more successful with the organic added value while Skånemejerier are better on the health products. It is, according to Ann Freudenthal, hard to differentiate the company in this business when every company stands for almost the same core values and the products are in the majority the same.

The structure of the brand portfolio mostly resembles a tree structure. The Arla Brand is the umbrella brand and the subbrands are Yoggi, Bregott, Arla Ko as well as Arla Köket. These brands are in turn divided in the different product categories of milk, butter, cheese, soured and cookery. There are also smaller concepts such as lactose free milk. The brands Castello and Lurpack are not included in the structure of the Arla Brand but have their own structures. Ann Freudenthal told us that a unique brand for all organic products has been discussed instead of including the organic products in the brands already in the portfolio. This suggestion has, though, been withdrawn because of the risk of bringing confusion to the portfolio.

4.3.4 Portfolio Roles

The most strategic brands in the portfolio is Arla Ko, Arla Köket and Bregott who are included in the Arla Brand. Adding to this is Castello and Lurpack that have their own strategies. The brands that add an extra value in the portfolio are, according to Ann, concepts such as barista milk or lactose free milk. They are not as common as the normal milk products and therefore add something extra to the portfolio. The organic products as well as the lactose free are according to Ann some of the silver bullets of the company. These products as mentioned before add an extra value to the portfolio and the brand and these are seen as premium concepts. The organic concept is now a silver bullet which is profitable.

In a business which is focused on volume such as milk there are a lot of cash cows. According to Ann, Arla Foods have too many cash cows. The whole assortment of milk, soured milk and yoghurt are cash cows. Arla Foods has bought a brand called Klöver which they have launched cheaper milk under. This milk is non-perishable during a longer period of time and it is sold for a lower price than the milk from Arla. Klöver is now sold all over the country.

When discussing synergy among the brands in the portfolio, Ann brings up the fact that Arla does not have a single brand that delivers organic products. They do have it on the Danish market but not on the Swedish. This means that included in the different brands are organic products. This creates cooperation between the conventional and organic products. The values of the organic products are in this way passed on to the conventional ones to some extent and a synergy among the brands is created.

4.3.5 The Future

Arla Foods has offensive targets in the future both regarding value and volume. Organic in combination with locally produced is one of the major driving forces of the work, another one is health. Arla Foods are looking at the possibility to coordinate the organic choices with food inspiration and comfortable package solutions and so forth. The company sees a possibility in continuing to drive the organic development in all categories that they are present.

Arla Foods are today facing a decline in the demand for organic milk from consumers which they have to work to improve. The consumer more often buys locally produced milk today instead of buying organic. The best option would be to produce organic milk locally and even though Arla Foods have 4000 local farmers they do not have dairies everywhere. The demand for the organic milk is although growing in the food-service segment which means that the total volume is not decreasing.

When discussing the certifications in the future Ann believes that they will continue to work with KRAV. She does not see a problem with the costs of the certification, if they would not use an external certification they would anyway have to carry out those controls themselves, so it is more a question of where the money goes. Arla Foods are also considering other certifications. For example a Fairtrade certification on the Yalla-Yoggi, that targets a younger population. This younger target group corresponds well with Fairtrade which has been successful in those ages. She also tells us about their own certification of Arla Foods. It is called Arlagården and has stricter rules to follow than the EU and Swedish regulations for agricultural production. Although all farmers are not organic they all have to follow these rules.

4.3.6 Other

When asked if she wanted to add something, Ann mentioned the complexity of working with a co-operative society of farmers. Since they are the members of the board, it is the farmers who control the direction of the company. 90 % of the farmers are conventional ones which makes it harder to promote organic farming and the importance of organic products. The price is nowadays higher on organic milk which makes it more profitable being an organic farmer, this has made more and more farmers to convert into organic farming. For many farmers there are no major changes that need to be done, in some cases only small changes are needed since their production process is already developed in an organic way.

5 Analysis

This chapter will analyze the empirical data presented in the previous chapter. Similarities and differences between the cases are clarified and discussed. A foundation will be cast for the coming conclusions in the next chapter. Each section in this chapter corresponds to its structural counterpart in the empirical data.

5.1 Case Conditions

The cases chosen for the empirical study have a few common denominators, they are all Swedish companies active in the food producing industry and they all have organic products in their brand portfolio without excluding conventional products. Apart from this, there are a lot of differences between the individual cases. They are all of different size; Lejonet & Björnen is a small actor in the premium segment of the ice-cream market in Sweden while Santa Maria is present in large parts of Europe and Arla Foods in about a hundred countries all over the world. Although they are different in size, and their markets differ, they all have their base in Sweden and they all consider the Swedish market as important. The different sizes of the companies are naturally reflected in the size of the yearly turnover, ranging from 14 million SEK (Lejonet & Björnen) to 15 billion SEK (Arla Foods).

Although all the case companies are actors in the Swedish food industry, they serve different market segments with different product offerings. These segments vary in size and prerequisites which affects the company. Lejonet & Björnen serves a small part of the Swedish ice-cream market, the super premium segment. There are only two competitors in the segment and the market for super premium ice-cream in Sweden is rather limited. Lejonet & Björnen is also currently geographically confined to regions around Gothenburg and Stockholm. Arla Foods is on the other hand one among many competitors in the milk and dairy segment of the market. Even though Arla Foods is the market leader, there are several other large actors on the market as well as small local ones in specific areas. They therefore face another type of competition than the one faced by Lejonet & Björnen. Santa Maria is a mix of the previously mentioned. The competition faced by Santa Maria is from a small number of large international actors.

The brand portfolio of the companies is largely dependent on which segment the company is active in and of the size of the company. Lejonet & Björnen is in an expanding phase and the brand portfolio of the company is likely to be changed to a high extent in the coming years. The portfolio of Lejonet & Björnen is small compared to the other case companies but not necessarily compared to its competitors. Since the products sold by Lejonet & Björnen are all sold under the same brand, the portfolio is instead divided into product categories which are referred to as brands. In the portfolio of Arla Foods this is not the case since there are several subbrands under the Arla Brand which constitute the complete portfolio. The brand portfolio of Santa Maria is similar to the one of Lejonet & Björnen although more extended and larger in size. Santa Maria has developed clear concepts which are all included in the Santa Maria brand; they have in turn divided the portfolio according to these.

The differences presented above all contribute to different conditions in the work with an organic brand/product category in the portfolio. The companies chosen are also in different stages of their development of an organic category of products. The consequences of this difference will be discussed in section 5.2.

As discussed in the method one has to bear in mind that during the interviews the answers of the questions are influenced by the position of the respondent. In this case all respondents have different positions and different assignments. Katarina Gustafsson at Lejonet & Björnen is the CEO of the company and since Lejonet & Björnen is a small company with only a few employees this means that Katarina has a good overview of what happens in all divisions of the company. Although Katarina was not familiar with all the terms and theories used in this study, she was already thinking along similar lines and had no difficulties answering the interview questions. In the case of Santa Maria, the respondent was Henrik Billger, Marketing Manager and head of the Brand Development division, with an overarching responsibility for the brand portfolio. The brand development division at Santa Maria includes the product development, the quality assurance, as well as the marketing subdivisions. This organizational structure makes Henrik the head of both the products and issues this study is focused on. Henrik proved insightful in brand portfolio strategy theory and the accompanying terms, as well as with organic products and the organic certifications. At Arla Foods we were directed to Ann Freudenthal, who is Senior Brand Manager at Arla Foods. She has been working in the company for a long time and has over the last couple of years focused on the organic products. Ann's long experience in working at one of Sweden's major food producers and an important and longstanding partner of KRAV, proved valuable. As Senior Brand Manager, Ann is working daily with questions regarding organic products and Arla Foods' brand portfolio. She was familiar with most of the terms and theories used in the interview beforehand. Although all respondents have different positions in the company, we are confident in that these were the right people to talk to and they were in all cases able to answer our questions with well-reasoned answers.

5.2 The Organic Perspective

An organic assortment is offered by all the case companies but there is a large variation in how long it has been a part of the brand portfolio. Lejonet & Björnen had not been offering the organic products for more than a month when we met them. The product category was new for the season of 2010 and has been a success so far with back orders to fill. Although in comparison to the rest of the products sold by Lejonet & Björnen the quantity of the organic products is still limited. The organic product category of Santa Maria is more extended. Santa Maria has been working with the organic certifications since the 1990s and has thereby had time to try the organic products in different concepts. The offering of one or more organic products is now present in all product categories. Arla Foods also offers a variety of organic products in different product segments and has done so since 1991. They have played an important part in the founding of KRAV and is their largest customer of today. Similar to Santa Maria and Lejonet & Björnen, Arla Foods does not currently have a separate brand for the organic assortment in Sweden. Lejonet & Björnen does however showcase their organic certified products more exclusively from the conventional products, but still under the same brand.

All of the case companies have had different experience in working with organic products and certifications. The differences can be deduced to depend on the size of the company and the development stage of the organic product offering. The reasoning of Lejonet & Björnen, that recently added the organic certified products to its offering, differs a lot from the reasoning of Arla Foods. The vision with the organic certified products of Lejonet & Björnen was to create a range of products that symbolizes the company taking responsibility. By taking this range of products one step further they wanted to offer an assortment of products that is free of substances at the same time as it is approved with the KRAV certification as well as the Fairtrade certification. The KRAV certification would strengthen the picture of Lejonet & Björnen as an authentic company offering authentic products by verifying it via the third party control as well as helping consumers to make conscious purchase decisions.

The two first criteria were met in the development of the organic assortment but the Fairtrade certification was never added on the products. The Fairtrade certification proved too expensive for a company the size of Lejonet & Björnen. However, the price aspect was never a problem with the KRAV certification. Even for a small operation like Lejonet & Björnen the cost-benefit analysis showed that the benefits outweighed the costs. The external review helped to increase efficiency in the production and the whole supply chain. The knowledge that the review organ has accumulated from years of reviewing other organizations can be tough and take a long time for a smaller company to acquire. By adjusting to the recommendations Lejonet & Björnen can leap ahead in its production evolution and increase product efficiency quicker. Also the values that KRAV add to the brand are important to a smaller brand with limited recognition by the consumer. When expanding to new geographical areas in Sweden, where the Lejonet & Björnen brand is unknown, KRAV is known and has meaning to the consumer.

Somewhat surprisingly Santa Maria on the other hand did consider the price of KRAV as a potential factor for ending the cooperation with KRAV. This was not the only reason though. Santa Maria stressed the fact that the spice industry is not a notorious industry, meaning that the conventional methods of production are not known to cause much harm, which in turn means that the importance of a certification such as KRAV and EU organic farming is not as meaningful in their case as it might be to others. Santa Maria are at the moment discussing removing all regional certifications from the products and only keep the EU organic farming, which they will have to keep according to the law that takes effect 1 July 2010. They believe that the credibility of the organic products will not be affected by the removal of the third party control of the products and that a certification developed by the company would also be credible and satisfying to their customers. An important factor to consider regarding costs associated with KRAV is that KRAV is national certification. Santa Maria is an international company, distributing organic products to many different countries. Currently they use the national certification where possible, as in Sweden, but this has financial consequences beyond the fees of certifications. To cut down costs on product packaging, countries are divided into divisions with a shared packaging design. National organic certifications break this system and demand an individual package for each country, increasing production costs. The alternative would be to have a flora of national certificates on every package. This however was an expressed concern from all case companies.

Arla Foods reasons yet another way regarding the costs. They already review all their associated farms for the internal certification Arlagården, meaning that a review would be conducted either way that would create internal costs instead of the now external costs for a third party review. Being such a longstanding and important partner of KRAV has likely influenced the processes of the KRAV certification to suit Arla Foods rather well, diminishing potential downsides. Arla Foods do however have barriers to overcome before extending the organic product offering. The focus of the work has so far been on convincing conventional farmers to convert to organic to increase the supply of organic milk to the market.

Supply of organic raw material has been a limiting factor according to all three case companies. In the case of Arla Foods, the supply situation just recently changed. Since Arla Foods has a well established organic assortment of products they have managed to raise the volume of the organic products sold to a level where the production costs are reduced and the profitability thereby raised on the products. Even though the price difference of the organic and the conventional milk is small, the organic milk is today more profitable for Arla Foods and their farmers than the conventional. This change in profitability is the primary reason behind the recent change in supply. More farmers are now able and willing to convert the production to organic. However, some are not able to fully adapt to the specification of KRAV and are frustrated at the situation.

Arla Foods promotes their organic assortment heavily and those unable to convert to organic feel left out. Both Lejonet & Björnen and Santa Maria rely on more exotic raw material where supply still is scarce. If the supply is increased on exotic raw material both companies would be able to increase production volumes as it stands, and thereby increase efficiency, resulting in increased profitability. In Arla Foods experience, this process is slow but eventually pays off. It does however require an increased demand from the market. Stimulating market demand for organic products is Arla Foods current focus.

All company cases agree on that the demand for organic products has to increase to make the market desirable for more companies. The demand for organic milk products is increasing steadily but the consumer demand is actually decreasing. It is the demand for organic milk in food-service businesses that makes the total demand increase. Arla Foods believe that a product being organic is not sufficient added value for the customer. The demand for organic ice-cream from Lejonet & Björnen is hard to define, since the assortment has been newly launched, but in their experience the retail customers demand it but the consumer demand is still lacking and in need of more promotion. Santa Maria's organic products were not the success Lejonet & Björnen's seems to be and they are therefore not as convinced about the value of the organic products. This has probably, as mentioned earlier, to do with that the seasoning industry is not as notorious as others might be. Regarding demand Santa Maria notices a similar pattern to the other two cases. Although the demand from consumers might be failing at times, their retail customers have for a long time demanded these products to be able to offer it to consumers.

The target customer for organic products does vary among the three companies, but considering the fact that they offer very different products this is not surprising. Lejonet & Björnen has observed that level of income does affect the purchase decision, which the other two cases have not noticed to the same extent. This however might be dependent on the price of a single unit of the different products. The price difference on organic compared to conventional products are similar but a pack of milk costs a lot less than a pack of Lejonet & Björnen ice-cream. Milk is considered a staple commodity where as super premium ice-cream is luxury goods. The target audience for organic food is independent of age and gender. However, the reasons of interest in these products vary with age. Younger people are interested in health aspects, middle aged are concerned with the environment and seniors are attracted by the authenticity of these products. Regardless of age the target person has had higher education. Also, even though both genders are concerned, women are still the primary decision makers regarding food supply making them more important targets than men. The fact that the target customer are wide spread has made all three companies realize that being organic is not enough. Customers expect more added value on organic products.

Santa Maria does not believe in a so called organic mirror product, meaning that it has exactly the same attributes as the conventional product, but organic. More value needs to be added. Organic products could for instance taste better, have more appealing or smarter package or have less added substances. Increasing added value is one of the reasons Santa Maria is using national organic certifications where possible. They believe the national organic certifications add more value to the product than an international. Both Arla Foods and Lejonet & Björnen agree with this. Arla Foods also try to use national organic certifications where available and they do also have the same reasoning regarding packaging and health for the organic products. Lejonet & Björnen does not currently have to consider the international aspect but is maybe the company of the cases which considered added value the most. The recipe for the organic products was radically changed from the conventional. Much effort was put into producing the organic ice-cream using as few ingredients as possible, and completely without added substances even though some are allowed by KRAV.

Both Santa Maria and Lejonet & Björnen also designed the packaging for the organic products visibly different from the conventional. Arla Foods however are having some difficulties related to consumers not considering organic milk enough added value. Organic milk is too much the mirror product that Santa Maria is talking about.

Introducing organic products has enabled Arla Foods to differentiate in a market segment with generic products and little difference between competitors. Although sales of organic milk to consumers are currently in decline. The growth that Arla Foods now experiences on organic milk is largely coming from the food-service sector. Smaller competitors are successfully focusing on them being local and close to the consumer. The locally produced milk is causing the decline in organic sales for Arla Foods, therefore the company works on a solution to make their organic milk both organic and local. Just like Arla Foods experiences a growth in sales of organic milk to food-services, Lejonet & Björnen experienced that restaurants and retailers were demanding organic produce. Lejonet & Björnen have the only organic super premium ice-cream currently available on the Swedish market. This competitive advantage has opened a lot of new doors and enabled differentiation beyond the ordinary competitive factors. All three case companies were first to introduce organic products in their respective market segment but today Santa Maria seems to face the toughest competition on the organic submarket. The organic product is no longer a differentiator or door opener as it was for Arla Foods and Lejonet & Björnen. This has lead Santa Maria to focus even more on added value included with organic products. Santa Maria today has the market's only organic and substance-free tortilla.

5.3 Brand Portfolio

All companies included in the empirical study more or less use a portfolio strategy. As mentioned earlier in the case of Santa Maria and Lejonet & Björnen where all products of the company are sold under one brand the portfolio strategy is still applicable. The product categories are referred to and thought of as different brands. Aaker states that using a brand portfolio strategy facilitates the work of managing a portfolio with a number of different brands. It creates an overview and makes it easier to trim the portfolio and remove unprofitable brands and invest more in profitable and strategic brands. This is experienced by all companies and they all agree on that a portfolio structure is needed. After the owner reconstruction of Lejonet & Björnen the new CEO brought a portfolio perspective to the company. One of the first measures taken was using the portfolio strategy to trim down Lejonet & Björnen's portfolio. No one had used the portfolio approach before and it made it possible to organize the portfolio of products used today. Santa Maria is also working with one major brand as an umbrella brand. The different product categories are gathered and organized under the brand Santa Maria. They are confident that working with an umbrella has advantages. The Santa Maria brand can be seen on all their products, constantly retaining consumer top-of-mind and endorsing all categories in the portfolio. Creating a new brand for each category is very expensive and only doable for large companies such as Procter & Gamble which use a different brand for each product category. Santa Maria's brand development division is seemingly on top of the brand portfolio, always making sure the products are up to standards and keeping it trimmed. As Aaker advocates in his brand portfolio strategy, modern business requires a slimmed and efficient brand portfolio which is what we are seeing in all our cases. Arla Foods are now in a transition from a more multi-brand oriented portfolio to an umbrella brand strategy. The umbrella brand in this case is the green Arla Brand that recently has been given a more visible placement on many Arla Foods products. This transition does also mean a restructure of the previously rather complex portfolio structure.

The brand portfolio of Arla Foods is now more distinct and does to a higher degree follow the brand hierarchy tree defined by Aaker. In the Santa Maria case, the brand hierarchy tree is best applicable as well. Although the portfolio structures are not something that the companies actively included in their work, when shown the examples they were able to identify themselves with ease in the hierarchy tree structure. The reason for this is that the products of these companies are easily divided into categories as in the example presented in the frame of reference with Colgate and the tree structure. In the portfolio of Arla Foods the different subbrands of the Arla Brand are for example Arla KO, Arla Köket and Bregott. Santa Maria, as previously mentioned, are not using any actual subbrands but instead divides their structure by product categories like Spices, Tex Mex, India, Thailand and so forth, with the Santa Maria brand on top of the tree. These product categories are clearly differentiated and play different roles which make them easy to separate and organize in a tree structure. Lejonet & Björnen did on the other hand choose the network structure. This structure enables the brands to interact with each other in more than one way and with different linkages in between the brands. Lejonet & Björnen see linkages between for example the ice-cream and the ice-cream cakes and overall a lot of cross-interaction in the portfolio, which made it more suitable to organize the portfolio according to the tree structure. Also discussed in the interview was if cooperation such as the one Lejonet & Björnen currently have with the radio channel Bandit Rock could be included in the network. This wider perspective on the portfolio is advocated by Aaker, Hill as well as Ugglå and fits the mindset of the network structure. Lejonet & Björnen however, was not convinced by this line of thought but still recognized the synergy between their products.

Arla Foods in resemblance to Lejonet & Björnen emphasizes the meaning of the brand portfolio perspective and the importance of keeping an accurate portfolio. It is a powerful tool to manage brands and to get the overview necessary to identify brands and products no longer filling their roles. Lejonet & Björnen also used the portfolio strategy to achieve clarity in their offering, to more strongly communicate the values and differentiation against the competition towards their customers. According to Aaker this is one of the benefits of the brand portfolio strategy, which evidently is being put to use by companies.

All companies included in the study were able to identify their portfolio structure in one of Aaker's two presented structures, even though all three stated that they previous to the interview was unaware of these exact structures, they were using something similar. They all agreed on the importance of using portfolio structures to keep the portfolio trimmed and in order. This goes together with Aaker's idea about the brand portfolio and its ability to help companies organize their brands and find a structure of the relationship of the brands and clarify the roles each brand is playing. Getting the companies to visualize their portfolios in structures was also helpful for us as researchers, not very familiar with the portfolios beforehand, to get an understanding for how the companies view their own portfolio.

5.4 Portfolio Roles

What we were especially interested in regarding brand portfolio roles, was the role of the organic product. The different roles and their definitions were not all familiar to Arla Foods and Lejonet & Björnen. In order to get the respondents to think in those terms and get insightful answers, we posed questions regarding all possible roles in the portfolio as identified by David A. Aaker. If the questions clearly asked what role the organic product played there was an evident risk of narrow answers, influenced by the question.

It became evident that the organic product can play different roles depending on which portfolio is in question. Since all companies did admit in different ways that the organic product did influence the other products in the portfolio this means that it has to be seen as a strategic brand of all companies, although in different ways. Lejonet & Björnen does clearly state the organic products as strategic. It is a product category that has affected the whole production process of the company. Having organic products in the portfolio automatically helps to communicate the core values of Lejonet & Björnen as a responsible, aware and innovative company. Lejonet & Björnen also identify the category of products as being an energizer to the brand. In this case the organic products have not only affected the production process and created positive associations to the brand; it is now also the product category that has taken the company further in the development of new products and in the innovative thinking.

Santa Maria had some difficulties in identifying a specific role played by the organic product. They do believe that each category of products including the organic category does influence the others in some way and does play a role in the portfolio, although it can be difficult to identify which roles it plays. Santa Maria do, as well as Lejonet & Björnen, also mention the organic products role of creating an association of environmental responsibility to the brand. Based on the information on the perceived roles presented by Santa Maria in the interview, we do believe the organic certified products play both a strategic and energizing role in Santa Maria's portfolio. Playing a key role in the company's corporate social responsibility plan definitely makes them strategic. The energizing role might have been diminished by the fact that the competitors also offer organic products, but when first introduced on the market ahead of the competition it most likely energized the brand.

Arla Foods does on the other hand see a clear role played by the organic products. They identify the organic product as one of two silver bullets in the brand portfolio. The organic product category is a category that adds extra value to the brand in the same sense as the lactose free milk does. The organic products create a premium and innovative concept of products in a market that has little room for product differentiation. It brings positive associations to all brands in the portfolio. At first the organic product category is a silver bullet that started out as unprofitable but has now turned profitable. Since Arla Foods does not have a unique brand for the organic products these are included in all subbrands and do therefore create a synergy effect on all brands in the portfolio. Arla Foods stresses the ability of the organic products to co-exist and pass on values to the conventional products. At the same time they believe it is important to have conventional products in connection with organic products, so that both categories benefits from each other.

5.5 The Future

The future strategy of the companies does differ, a lot depending on the size of the company and what phase they are in. Both Santa Maria and Lejonet & Björnen have a focus on expanding geographically although on different levels; Lejonet & Björnen to other parts of Sweden while Santa Maria has their focus on the European market. Apart from other changes in the product offerings of the different companies, they all have a strategy for the continuing work with the organic product offering. Lejonet & Björnen will after the first season for the new product category evaluate if any of the flavors needs to be changed or replaced, if the category is ready for an extension with new flavors and so forth. The goal with the organic products is to keep the share of organic products in the portfolio to at least 10 % of the total product offering. Conventional products will still constitute the majority of the assortment in the foreseeable future, one of the reasons being that the organic products require eggs as an ingredient, which is known to cause an allergic reaction to some. Lejonet & Björnen also believe that the importance of having a category with healthier variations will increase in the future. Such product development is planned for the future.

All the companies included in the study emphasize the importance of adding new features to a product in combination with the organic attribute to reach new markets and customers. Santa Maria will continue producing organic products and developing new organic products as long as there is an added value in the products. There has to be something else offered than just the product being organic. Santa Maria do believe that there will be a focus on the environment, health and social responsibility in the coming years and this will therefore also be the focus of Santa Maria. Currently the organic products are an important part of that focus. Santa Maria will presently continue the work with local organic certifications in each country but are considering developing their own organic certification or only using the EU organic farming certification. As the company expands in Europe the need for an international certification increases.

Arla Foods also present offensive targets for the coming years. Arla Foods will continue to be a driving force in their market segment for organic products and thereby they have a need to develop new products in all categories. Since many of the consumers that earlier did consume organic milk have now changed to locally produced milk, there is a need for Arla Foods to produce a milk that is both locally produced and organic. This will be the added value needed to the organic milk. Arla Foods will continue the co-operation with KRAV and the work of convincing more of the 90 % conventional farmers in the board of directors to change to organic.

Both statistics and all of the case companies agree on the fact that organic products are here to stay. None of the companies are considering ending their organic product offering and all have future plans for further organic product development. That being said, all the companies also plan to continue develop the conventional assortment. Except for the obvious financial aspects there are also other compelling reasons to proceed in developing the conventional products. Since all companies practices a portfolio perspective they are able to facilitate synergy effects created in product development, making both organic, conventional and others benefit from further evolution.

6 Conclusions & Future Research

In the following chapter our conclusions and recommendations to future research in the area will be presented. The purpose of the conclusion is to answer the research questions presented in chapter 1 and to link the empirical data and analysis to these as well as the aim of the thesis.

6.1 Conclusions

The aim of this thesis was to explore what role an organic certified product plays in the brand portfolio of Swedish food producing companies. How this product interacts with the other brands and subbrands of the company, and if this product create any added value to the portfolio.

The aim was further divided into three research questions which the thesis was intended to answer:

Research question 1:

- What role does the organic certified product play in a food producing company's brand portfolio?

Research question 2:

- What effect does the organic certified product have on conventional products in the brand portfolio?

Research question 3:

- Does an organic certified product create added value to the brand portfolio?

Our conclusions are as follows:

- The organic product is clearly strategic for companies, depending on in what stage and in what segment of the food market the company is. It is often an energizer, or even a silver bullet. It can be a strong differentiator for companies if the competition has not yet developed a similar product range. The organic product always signals a social responsibility taken by the company.
- The target audience for organic products differs from that of corresponding conventional products. Launching an organic range of products opens new doors and creates new opportunities by attracting new customers.
- The organic product plays an important role as a differentiator in a market where there are few possibilities of differentiation. Offering organic products can thereby be a way of differentiating the company when the product offering is generic and difficult to elaborate on.

- The development of an organic product forces the company to open its eyes to new possibilities in the production process. These changes may also be applicable on the conventional products and creates innovativeness in the company.
- Organic products signal a social responsibility taken by the company which affects the view of all products sold by the company brand. The organic products thereby send positive signals which create positive associations for the company brand by consumers. By using an organic certification this association is strengthened and the associations of the certification are brought on to the company brand. This has the largest effect on smaller company brands.
- The added value of organic is not enough today to convince consumers to buy organic products. The organic product has to offer an extra added value to convince today's consumers of buying it. Organic products that only mirror conventional ones are not as effective anymore which forces companies to develop new attributes on its products to add even more value for consumers.

6.2 Future research

With the scarce number of interviews in this thesis it is difficult to generalize the results given. We do believe that there is a need for a similar but extended research with a greater number of case companies. This would make it more generalized and we believe that the information gathered from such a research would be helpful in many ways for companies who are considering starting working with organic products and certificates.

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7.5 Interviews

Arla Foods, Ann Freudenthal, Senior Brand Manager, 2010-05-17, 14.30

Lejonet & Björnen, Katarina Gustafsson, CEO, 2010-05-07, 09.00

Santa Maria, Henrik Billger, Marketing Manager, 2010-05-11, 12.00

7.6 Databases

Affärsdata (2010) <http://www.ad.se.ezproxy.ub.gu.se> (2010-05-05)

Appendix 1 - Interview guide

1. Introduction

- 1.1 Please briefly describe yourself and your role in the company.
- 1.2 Please briefly describe your company and the industry you are active in.
- 1.3 Which brands would you say that the company owns?
- 1.4 Which of the brands mentioned above are the most influential ones?
- 1.5 Who would you say are your competitors?

2. Organic certification

- 2.1 How does your company look at the work with organic certified products? What is your vision and goal with the work with these products?
- 2.2 Why did you choose to work with the organic certification you have today?
- 2.3 Which is the primary target group for these products?
- 2.4 Do your competitors offer organic certified products?
- 2.5 Are the organic certified products more or less profitable than the other products sold?
- 2.6 How do you experience the demand for organic products?
 - 2.6.1 Are you responding to a demand or are you trying to create one?

3. Brand Portfolio

- 3.1 Does the company have a clear portfolio strategy regarding the company's brands?
- 3.2 What do the different brands in the portfolio stand for?
- 3.3 How does the company differentiate the brands from the competitors' brands?
- 3.4 Is it possible to sketch the brands in a coherent structure? Which of the following would suit your company brand portfolio the best?
 - 3.4.1 Tree-structure?

3.4.2 Network structure?

The interviewee is shown examples of the two options mentioned above.

4. Portfolio Roles

4.1 What brands are strategic ones? What roles do they play?

4.2 Some brands in a brand portfolio can possess an energizing role, this means that they create positive associations to the other brands in the portfolio. Do you experience any of your brands as this type of brand?

4.3 A "Cash Cow" is a brand that is well established and thereby generates a stable income to the company without noticeable marketing efforts. Do you experience any of your brands as this type of brand?

4.4 A "Flanker Brand" is a brand that is sacrificed to protect the other brands in the portfolio, for example in a price war with a competitor. Do you experience any of your brands as this type of brand?

4.5 A "Silver Bullet" is a brand that creates image and prestige to the other brands in the portfolio by changing or supporting the picture of the brands without necessarily being profitable for the company. Do you experience any of your brands as this type of brand?

4.6 Do you experience a synergy among the brands in the portfolio? Why or why not?

5. The Future

5.1 What does the future strategy of the company look like?

5.1.1 What markets/segments do you believe have growth potential?

5.1.2 Are you planning to expand the business in these markets/segments?

5.1.3 What markets/segments do you believe are decreasing in growth?

5.1.4 How are you planning to tackle that?

5.2 Are you planning to extend the use of organic certificates on the company's products?

5.3 Are you planning to continue with the company's conventional products?

6. Other

6.1 Is there something that you want to add that we have not discussed?

Thank you so much for agreeing on an interview!

Appendix 2 - Intervjumall

1. Introduktion

- 1.1 Vänligen beskriv dig själv och din roll i företaget.
- 1.2 Vänligen ge en kort beskrivning av ert företag och branschen ni befinner er i.
- 1.3 Vilka varumärken har ni?
- 1.4 Vilket eller vilka varumärken är mest inflytelserikt?
- 1.5 Vilka är era konkurrenter?

2. Ekologisk certifiering

- 2.1 Hur ser ni på arbetet med ekologiskt certifierade produkter? Vad är er vision och ert mål med arbetet?
- 2.2 Varför har ni valt att arbeta med den certifieringen ni har idag?
- 2.3 Vilken är er primära målgrupp för dessa produkter?
- 2.4 Arbetar era konkurrenter med ekologiskt certifierade produkter?
- 2.5 Är de certifierade produkterna mer eller mindre lönsamma än övriga?
- 2.6 Hur upplever ni efterfrågan på certifierade produkter?
 - 2.6.1 Bemöter ni en efterfråga eller försöker ni skapa en?

3. Varumärkesportfölj

- 3.1 Har ni en tydlig portföljstrategi gällande era varumärken?
- 3.2 Vad står de olika varumärkena i portföljen för?
- 3.3 Hur differentierar ni era varumärken från konkurrenternas?
- 3.4 Är det möjligt att skissa upp era varumärken i en sammanhängande struktur?
Vilken modell skulle passa er bäst?
 - 3.4.1 Träd-struktur?

3.4.2 Nätverks-struktur?

Intervjupersonen visas medhavda exempel på de två strukturerna.

4. Portföljroller

4.1 Vilka varumärken är strategiska varumärken och vilka strategiska roller fyller de?

4.2 Vissa varumärken i varumärkesportföljen kan ha en energigivande roll, det vill säga att de skapar positiva associationer till övriga varumärken. Upplever ni någon av era varumärken vara ett sådant?

4.3 En "Cash Cow" är ett varumärke som är väl etablerat och därmed genererar stadiga inkomster utan märkbara insatser i marknadsföring. Upplever ni att något av era varumärken är en "Cash Cow"?

4.4 Ett "Flanker Brand" är ett varumärke som offras för att inte skada andra varumärken i portföljen. Det kan handla om att till exempel sänka priset drastiskt på detta varumärke i ett priskrig med konkurrenter eller liknande för att övriga märken i portföljen inte ska komma till skada. Upplever ni att ni har ett "Flanker Brand"?

4.5 En "Silver Bullet" är ett varumärke som ger prestige till övriga varumärken i portföljen genom att förändra eller stödja bilden av ett annat varumärke i portföljen utan att nödvändigtvis vara direkt lönsam för företaget. Upplever ni att ni har en "Silver Bullet"?

4.6 Upplever ni att det finns en synergieffekt mellan varumärken i er varumärkesportfölj? I så fall på vilket sätt eller varför inte?

5. Framtiden

5.1 Hur ser er framtida strategi ut?

5.1.1 Vilka marknader/segment ser ni har tillväxt potential?

5.1.2 Planerar ni expansion inom dessa?

5.1.3 Vilka marknader/segment är avtagande i tillväxt?

5.1.4 Hur planerar ni att möta detta?

5.2 Tänker ni utöka användandet av certifieringar?

5.3 Kommer ni fortsätta med ocertifierade produkter?

6. Övrigt

6.1 Finns det någonting du tycker att vi missat att ta upp eller har du någonting du vill tillägga?

Tack så mycket för att du tog dig tid att ställa upp på en intervju!

Appendix 3 – Interview with Lejonet & björnen

1. Introduktion

1.1 Vänligen beskriv dig själv och din roll i företaget.

Jag heter Katarina Gustafsson och är VD och delägare i Lejonet och björnen. Jag har tidigare arbetat på Löfbergs Lila. Därefter startade jag ett eget bolag, AD pack. Där arbetade jag som konsult med att utveckla och förbättra produktförpackningar. Efter några år saknade jag känslan av att arbeta i ett team och var redo att gå vidare. En kväll blev jag uppringd och fick reda på att Lejonet och björnen gått i konkurs. Det var just ett sådant företag, med produktion och ett känt varumärke, som jag var intresserad av att arbeta i. Jag, min sambo, en gammal arbetskamrat och mentor från Löfbergs samt en vän från Trollhättan köpte då upp Lejonet & Björnen.

1.2 Vänligen ge en kort beskrivning av ert företag och branschen ni befinner er i.

Lejonet & Björnen är en glassproducent i superpremium-segmentet.

1.3 Vilka varumärken har ni?

Vi har endast ett varumärke, Lejonet & Björnen.

1.4 Vilket eller vilka varumärken är mest inflytelserikt?

Det är vårt enda och tillika företagsnamn, Lejonet & Björnen.

1.5 Vilka är era konkurrenter?

Häagen-Dazs och Ben & Jerry's är våra främsta konkurrenter eftersom de är positionerade i superpremium-klassen liksom vi.

2. Ekologisk certifiering

2.1 Hur ser ni på arbetet med ekologiskt certifierade produkter? Vad är er vision och ert mål med arbetet?

När vi började produktionen var min ambition att vi skulle ha både KRAV och Fairtrade-märkta produkter och att vi skulle ta det hela vägen utan tillsatser. Det pågår en debatt om det är skadligt med E-nummer eller inte. Vi har använt det under många år i glassen och de E-nummer vi använder godkänner KRAV så vi hade inte behövt ta bort dem i våra ekologiska glassar. Men jag kände att det här sortimentet ska vi ta så långt det bara går. Det är ett sätt för mig som VD och delägare att se vad vårt företag klarar av, och om vi inte gör det, vad behöver vi då förändra.

Efter två månaders produktutvecklingar var vi väldigt glada och stolta. Det känns fantastiskt att ha en produkt baserad på bara fyra ingredienser (sorbet) eller sex stycken (glass). Vi vill vara ärliga och har till skillnad från Häagen-Dazs skrivit ut mjölkpulver där de säger sig använda "skimmed milk" vilket är skummjölkspulver blandat med vatten, vilket är tillåtet.

2.2 Varför har ni valt att arbeta med den certifieringen ni har idag?

Om vi endast har EU-märkningen så får vi inget reviderande organ. Jag tycker det är viktigt att bli granskad så man får ett kvitto på att man arbetar på rätt sätt. KRAV är också en marknadssymbol. Den säger någonting. Det är en garant. Den säger att produkten och företaget lever efter KRAVs regler. Det förenklar beslutet för konsumenten. Det bekräftar att hela kedjan fungerar på rätt sätt. Även våra leverantörer. Det är en styrka med KRAV.

Vi har valt att inte arbeta med Fairtrade. Vi gör inte detta (arbetet med ekologiska produkter) för att få en massa märken på våra produkter. Vi gör det här för våra produkter bäst kommunicerar vår verksamhet och våra kärnvärden. Lejonet & Björnen är ett företag som bryr sig om och tar ansvar. Därför har vi ett ekologiskt sortiment, det speglar vår verksamhet. Fairtrade var från början en självklarhet för mig. Men vi såg tidigt att här handlar det om pengar. De är stora och internationella, och kostar väldigt mycket. Det hade blivit märkbart kännbart för Lejonet och björnen. Äkta vara tyckte vi kunde ha deras märkning också men vi avstår för att inte få en förpackning med en massa märken. Vi skriver det hellre diskret på förpackningens baksida.

2.3 Vilken är er primära målgrupp för dessa produkter?

Medvetna konsumenter. En medveten konsument i antalet har ökat, jättemycket. Det vi konsumenter kan bestämma över är vad vi ska lägga pengarna på. Det är farligt att generalisera att det är kvinna 45. Många ungdomar är väldigt medvetna. Även min dotter hemma. Hon har lärt sig sophantering sen dagis. Alla undersökningar säger att det finns en koppling till ekonomi. Många vill handla med hjärtat men om prisskillnaden blir för stor är det plånboken som avgör.

2.4 Arbetar era konkurrenter med ekologiskt certifierade produkter?

Ben & Jerry har två artiklar med fairtrade men ingen ekologisk. Häagen-Dazs har ingen. I vårt segment är vi alltså ensamma med ekologiska produkter.

2.5 Är de certifierade produkterna mer eller mindre lönsamma än övriga?

Prisskillnaden är 5kr per 0,5l förpackning jämfört med den konventionella glassen. Det vill vi att butikerna ska nöja sig med. Det får inte bli för stor skillnad. Vi har verkligen försökt hålla nere kostnaden på produkten för att möjliggöra att fler kan välja ekologisk glass. Det finns tyvärr inte många alternativ för konsumenten idag. Lönsamheten är sämre. Det är mindre marginaler.

2.6 Hur upplever ni efterfrågan på certifierade produkter?

Sortimentet är helt nytt och vi började med en försiktig prognos. Det har gått fantastiskt bra. Vi har restorders att fylla. Det känns jättebra. Vi har haft en fördel. Vi har produkttestat i vår egen butik och i samarbete med KRAV utfört många produkttester. Om en kund kommer in i vår butik i dag och inte har bestämt sig är tjejnerna instruerade att föreslå någon av de ekologiska sorterna. Vi får väldigt mycket positiv feedback på den. Vi är generösa med den och erbjuder ofta folk att smaka. På till exempel Coop säljer det väldigt bra.

2.6.1 Bemöter ni en efterfråga eller försöker ni skapa en?

Både och. Vi hade säkert ett tjugotal butiker i Stockholm som efterfrågade ekologisk glass. Vad gäller slutkonsumenten får vi mer försöka skapa en efterfråga. Det är olika sätt att marknadsföra oss på. Mot butikerna behöver vi inte skapa en efterfråga. Coop har arbetat väldigt länge med ekologiska produkter med sitt varumärke Änglamark. De applåderade vårt ekologiska sortiment utan tillsatser och funderar på att ersätta sin egna ekologiska glass med vår.

3. Varumärkesportfölj

Vi kommer härefter att diskutera runt Lejonet & Björnens produktkategorier som olika varumärken då de endast har ett varumärke.

3.1 Har ni en tydlig portföljstrategi gällande era varumärken?

Ja. Den är egentligen ganska enkel hos oss. Vi har sagt att när det gäller vår sortimentstrategi är den superenkel. Vi utvecklar släta glassar och sorbeter i första hand. Gärna med bäriga och fruktiga smaker. Det beror på våra två konkurrenter, Ben & Jerry och Häagen-Dazs. De utvecklar motsatsen, och de är så bra på det. De är nischade mot sin målgrupp, lika nischade ska vi bli mot vår målgrupp. Vi fortsätter att utveckla glass och sorbet och vad man kan göra med det, som glass och sorbettårta. Vi kommer aldrig göra något annat som Lejonet & Björnen. Glassbakelser är det senaste vi tog in. Sorbetbakelserna har blivit en riktig succé.

3.2 Vad står de olika varumärkena i portföljen för?

Om man jobbar med släta bär och fruktiga smaker är målgruppen väldigt bred. Den passar vid olika tillfällen. Om man tar Ben & Jerry är de väldigt nischade mot ungdomar. Vi har en mycket bredare målgrupp. Vi har sagt att viktiga målgrupper för oss är barn och den matintresserade. Den som uppskattar och är beredd att betala för allt det arbete vi lägger ner på att hitta och hantera råvarorna, att det faktiskt är äkta. Nu har vi på senare tid, efter ett studentprojekt, börjat titta på studenter som målgrupp. De sa att vi måste arbeta mer med studenter. Så vi har barn, studenter och matintresserade. Det är svårt att säga. Men medvetna är genomgående, oavsett ålder. Äkta är jätteviktigt. Jag väljer att inte prata så mycket om kvalitet. Ta till exempel Sia glass. Att jämföra dem med Lejonet & Björnen vore att jämföra äpplen och päron. För vi jobbar på så olika sätt. De är väldigt duktiga på vad de gör. De tycker sin kvalitet är jättebra, men det räcker inte för oss. Vi arbetar på ett annat sätt. Vi arbetar med äkta råvaror. Därför pratar vi om äkta. Det är i enlighet med vår kommunikationsplattform utvecklad i samarbete med vår kommunikationsbyrå Motherland i Karlstad. Svenska är också ett kärnvärde. Vi är stolta över att vara svenska. Vi måste ta fram en grafisk profil som kommunicerar det vi vill stå för.

Vi gick från den gamla loggan med lejonet och björnen på var sin sköld till att ha dem på en gemensam sköld som skulle vara exakt som Göteborgs. Även om jag älskar IFK (blåvitt) så måste gult också vara med. Är det något som särskiljer oss från våra konkurrenter så är det att vi är svenska. Figureerna måste vara mer sofistikerade, de var tidigare lite barnsliga. Elementen måste också vara användbara om man bryter ut dem. Till våra kylar i butik bryter vi ut vimpeln för att skapa en igenkänning. När man frågar svenskar vad de känner när de äter glass svarar de: glada och avslappnade. När är man det? Jo på fest. Därför har vi kalasband i vår profil.

3.3 Hur differentierar ni era varumärken från konkurrenternas?

Slät, svenskt, äkta. Häagen-Dazs är mest lika. De är sofistikerade. Där är det svenska den tydligaste skillnaden. Vi trycker på det lokalproducerade. Även Stockholmare brukar anse oss lokalproducerade.

3.4 Är det möjligt att skissa upp era varumärken i en sammanhängande struktur? Vilken modell skulle passa er bäst?

3.4.1 Träd-struktur?

3.4.2 Nätverks-struktur?

Intervjupersonen visas medhavda exempel på de två strukturerna och ombeds skissa upp de egna varumärkena i en liknande struktur.

Nätverksstrukturen utan tvekan. Trädstrukturen är den formella, den funktionella. Jag tror på struktur, men den behöver inte vara som den alltid varit. Trädstrukturen är väldigt enkel att ta till sig. Det har vi lärt oss. Nätverksstrukturen är mycket mer dynamisk. Här får du helt andra effekter om du arbetar på det sättet. Det är mycket lättare att korsa, att gå utanför boxen, du tillåts gå över gränserna. Därför gillar jag nätverksstrukturen. Om vi har glass och sorbet, och glasstårta. Det blev ju begränsat. Men jag vill se glass och sorbet som en kategori då det är ett alternativ till glass. Båda passar som dessert och de kompletterar varandra i försäljningen över året. Målgrupperna är desamma. Intressant att få göra en övning över sin egen verksamhet. Det finns absolut en länk mellan glasstårta till glass och sorbet.

B & E: Bandit Rock som ni samarbetat med på senaste ska kanske vara med i ert nätverk?

Nike har ju ett kontinuerligt samarbete med till exempel Tiger Woods. Vi gör mer punktinsatser. Tycker ni Bandit ska vara med? När jag valt att samarbeta med dem, då har jag tagit ett strategiskt beslut. Jag har valt att arbeta med dem på sikt. Löfbergs lila och glasscaféet kanske också ska vara med.

4. Portföljroller

4.1 Vilka varumärken är strategiska varumärken och vilka strategiska roller fyller de?

De enklaste och minsta är glasstårten. Den är oerhört strategisk. Det är en imageprodukt för oss. Den gör oss också unik. Många göteborgare har fått en glasstårta när de var små och fick på så sätt sin första kontakt med Lejonet & Björnen. Därför ska barnen få en egen avdelning på vårt nya café. Glasstårten är ett strategiskt val. Vi har valt att utveckla sortimentet och tillsatt en produktchef för att säkerställa att sortimentet av glasstårta ständigt utvecklas.

Vårt ekologiska sortiment är helt klart också strategiska produkter. Det är så vi vill jobba långsiktigt. Det är så vi nu jobbar i hela produktionen. Det påverkar hur vi hanterar avfall, allt. Det kommunicerar att det är viktigt för verksamheten. Det signalerar att vi är ett ansvarstagande företag och att vi bryr oss om.

Sen är historien väldigt viktig. Den gör dig till vad du är. Historiskt fanns det två artiklar, italiensk vanilj och italiensk choklad. De kommer vi aldrig ta bort! Aldrig någonsin. De är strategiska för att de signalerar en historia för Lejonet & Björnen. Vi har dem till och med i en glasstårta som vi kallar "Klassikern".

4.2 Vissa varumärken i varumärkesportföljen kan ha en energigivande roll, det vill säga att de skapar positiva associationer till övriga varumärken. Upplever ni något av era varumärken vara ett sådant?

Jag tänker spontant på glasstårten, men det ekologiska sortimentet. Det påverkar hela vår produktion. Från att vi tog in citrusfiber till vår (ekologiska) sorbet så har vi nu bestämt att det ska vara i all vår sorbet och vara helt utan tillsatser. Arbetet med de ekologiska produkterna har varit injektionen, nerven, som sett till att vi kommit vidare i vårt arbete. Att vi vågar utveckla det konventionella sortimentet. Det har tvingat oss att tänka nytt på det gamla. Det smittar av sig.

4.3 En "Cash Cow" är ett varumärke som är väl etablerat och därmed genererar stadiga inkomster utan märkbara insatser i marknadsföring. Upplever ni att något av era varumärken är en "Cash Cow" för företaget?

Italiensk vanilj. Utan tvekan. Den säljer sig själv.

4.4 Ett "Flanker Brand" är ett varumärke som offras för att inte skada andra varumärken i portföljen. Det kan handla om att till exempel sänka priset drastiskt på detta varumärke i ett priskrig med konkurrenter eller liknande för att övriga märken i portföljen inte ska komma till skada. Upplever ni att ni har ett "Flanker Brand"?

Om en konkurrent skulle börja prispressa skulle vi inte följa med. Vi kör vidare på vår linje. Vi har bestämt att vi ska arbeta på en viss nivå. Då får vi hellre anpassa storleken. Vi kommer aldrig gå ut i ett priskrig. Om Ben & Jerry skulle ta fram en direkt konkurrerande produkt, som till exempel italiensk vanilj, då skulle vi inte ta fram en cookie-dough. Vi skulle fronta vår italienska vanilj hårt och verkligen ut och visa med smakdemonstrationer. Ingen slår den!

4.5 En "Silver Bullet" är ett varumärke som ger prestige till övriga varumärken i portföljen genom att förändra eller stödja bilden av ett annat varumärke i portföljen utan att nödvändigtvis vara direkt lönsam för företaget. Upplever ni att ni har en "Silver Bullet"?

Det är den historiska. Om jag måste välja en.

4.6 Upplever ni att det finns en synergieffekt mellan varumärken i er varumärkesportfölj?

I så fall på vilket sätt eller varför inte?

Det ekologiska sortimentet har haft väldigt stor påverkan på hela produktionen som vi tidigare pratat om. Sen blir det alltid en synergi när vi tar fram en ny glass eller sorbet. Då tänker vi alltid på hur vi kan använda detta på vårt sortiment av tårter och bakelser. Genom tårter kan vi också få folk att upptäcka glass. I en tårta har vi nyligen bytt ut vit choklad mot pannacotta för att uppmärksamma folk på vår pannacotta glass. Den får inte den uppmärksamheten den förtjänar. Många vågar inte prova den. Man vill vara trygg när man betalar 50 kr för glass. Många går på trygghet och tar italiensk vanilj. Därför har vi haft pannacotta-glassen på demonstrationen hela hösten. Demonstrationer är vårt viktigaste verktyg.

5. Framtiden

5.1 Hur ser er framtida strategi ut?

Vi vill växa geografiskt. Just nu är vi i färd med att starta ett pilotprojekt med en grossist i Skåne. En säljare kommer anställas som ska arbeta i regionen. Vi kommer också ta fram en wellness produkt. Vi kommer titta på yoghurt-glassar. Vi kommer inte ha en sugar free glass. Socker är en del av glass. Vi kommer fortsätta utveckla både det konventionella och det ekologiska sortimentet. Vi har nu tre ekologiska produkter som vi testar, mocca/espresso, blåbär och jordgubbssorbet. Är det någon som inte får fäste så byter vi ut den. Alla produkter får ett år på sig. Vi vill inte ha mindre än 10 % ekologiskt sortiment men vi kan tänka oss att byta ut de vi har idag eller addera. Det måste komma nyheter varje år när det gäller glass. I år höll vi på att lansera tre nya smaker i samband med de ekologiska men fick backa i sista sekund. Vi kan inte fokusera på så många produkter, alla kommer inte synas. Så nu är redan nästa års nyheter klara. Det konventionella sortimentet kommer hela tiden utvecklas utifrån de kriterier vi sagt, släta, bäriga och fruktiga glassar.

5.1.1 Vilka marknader/segment ser ni har tillväxt potential?

Tårtorna. Glasstårterna växer mycket. Att komma in på nya geografiska marknader med glass. Antalet så kallade medvetna konsumenter ökar som sagt ständigt. Där spelar hela vårt sortiment en roll och särskilt de ekologiska utan tillsatser, gjort på äkta vara. Det har varit förvånansvärt lätt att komma in i butikerna med vår ekologiska glass. Dock så hos har vi ställt ut frysar hos många kunder. Då bestämmer vi själva sortimentet. Det är bra med butik. Problemet med den ekologiska glassen i café är att utrymmet är väldigt begränsat. Men de ekologiska glassarna har öppnat dörrar och gett oss nya kunder i år, som bara jobbar med ekologiska produkter. De har nu valt oss istället.

5.1.2 Planerar ni expansion inom dessa?

Vi kommer jobba mer med direktutskick till kontor vad gäller tårtorna. Det är många möten och avtackningar där en glasstårta är uppskattad.

5.1.3 Vilka marknader/segment är avtagande i tillväxt?

Redan förra året trimmade vi produktsortimentet hårt. När jag tog över satte vi oss ner och gick igenom sortimentet och försäljningsstatistik. Det fanns många anledningar till att en del produkter fanns i sortimentet, en del bra, andra mindre bra. Flera smaker i vårt sorbetsortiment var tveksamma. En hasselnötssorbet känns inte uppfriskande. Det var genom det arbetet vi kom fram till att det ska vara frukt och bär på smakerna. Man äter mest glass på sommaren. Det ska vara svalkande och kännas fräscht. Det ska inte vara tung sorbet som sitter i gomseglet. Man har inte råd i dag att ha en svans av oattraktiva produkter.

5.1.4 Hur planerar ni att möta detta?

I september varje år summerar vi säsongen och utvärderar baserat på försäljningsstatistik inför nästa produktutveckling.

5.2 Tänker ni utöka användandet av certifieringar?

Vi vill att cirka 10 % av sortimentet ska vara ekologiskt. Vi kommer att hålla det vid det. Vi kallar det ett delsortiment. Det ska finnas ett bassortiment av ekologiska produkter så vanilj och choklad började vi med och de ska alltid finnas.

5.3 Kommer ni fortsätta med ocertifierade produkter?

Ja. Det finns en naturlig anledning till det. I det ekologiska sortimentet är det nödvändigt med höga halter av ägg, vilket många kan vara allergiska mot. Det vet vi sedan tidigare med våra smaker som Tiramisu som innehåller mycket ägg.

6. Avslutning

6.1 Finns det någonting du tycker att vi missat att ta upp eller har du någonting du vill tillägga?

Lejonet & Björnen har två samarbeten med andra kända varumärken. Vi samarbetar just nu med Bandit Rock, en radiokanal baserad i Göteborg, där vi deltagit i och vunnit en väldigt uppmärksammas glasstävling. Det vinnande bidraget är just nu i produktion. Genom deras morgonshow har vi fått mycket nationell uppmärksamhet.

I vårt café på danska vägen serverar vi enbart glas och kaffe, inga kanelbullar eller dylikt. Kaffet är naturligtvis Löfbergs Lila. Katarina har fortfarande väldigt god kontakt med Löfbergs Lila eftersom hon själv jobbade där i många år och hennes vän och en av de andra delägarna är en nu pensionerad marknadsdirektör från Löfbergs. Katarina ser inga problem med att Lejonet & Björnen förknippas med Löfbergs Lila. Enligt henne har de samma värderingar. Ett genuint tänk kring produktionen och kvalitet på produkten, endast det bästa duger. Även om Löfbergs Lila idag kanske inte anses vara ett premium märke på kaffemarknaden, motsvarande vad Lejonet & Björnen är på glassmarknaden, tycker Katarina att de förtjänar det och att mycket arbete läggs ner för att etablera denna syn hos konsumenterna.

Tack så mycket för att du tog dig tid att ställa upp på en intervju!

Appendix 4 – Interview with Santa Maria

1. Introduktion

1.1 Vänligen beskriv dig själv och din roll i företaget.

Jag heter Henrik Billger och är marknadsdirektör. Jag sitter även med i ledningen på Santa Maria och har varit här i 15 år. Santa Maria är i grunden ett familjeägt företag. Vi har gjort så att vi har en supply sida med all produktion och inköp, och sedan en säljsida där vi delat upp alla länder i regioner. I mitten av det här ligger något vi kallar Brand Development, Varumärkesutveckling. Vi är ett varumärkesorienterat företag. Vi har fokus på det. Vi har slagit ihop tre klassiska avdelningar, produktutveckling, marknad och även kvalite till en enhet. Det är den vi kallar för Brand Development och som jag är chef för. Det handlar om att få in momentet brand development. Inte om att produktutvecklare ska vara marknadsförare och att marknadsförare ska ta fram produkter. Vi måste integrera det tidigare i processen. Kvalitet är en sån sak. De värdena måste byggas in tidigt för att få kvalitetsaspekten. Vi har BRC-certifiering, ISO-certifiering etcetera, men det är inte det vi menar med kvalitet. Det är den extra kvalitetsdelen som vi vill få in tidigt, tidigt i varumärket. I enheten ligger också vår CSR-avdelning. Den här typen av organisation, med kvalitetsaspekten, har jag inte sett någon annanstans. Det tror jag inte är vanligt. Detta är för att kunna bygga ett starkt varumärke. Det är det som det handlar om.

1.2 Vänligen ge en kort beskrivning av ert företag och branschen ni befinner er i.

Vi sysselsätter 1400 medarbetare idag. Historiskt är det kryddor vi arbetar med och det är där vi hämtar vår kraft. Utifrån det har vi framförallt skapat det mexikanska sortimentet. Det sortimentet lanserades i början av 90-talet. Den stora konkurrenten Old El Paso som ägs av General Mills dominerade då marknaden. Santa Maria kom in som nummer tre på marknaden. Marknaden för mexikansk mat i Sverige omsatte då 60-70 miljoner. Att gå in på en marknad i det läget hade inget börsnoterat företag gjort. Ingen kalkyl skulle visa att det var ett lönsamt drag. Men bolaget hade en stark drivkraft med sin smaksättnings historia så vi lanserade mexikansk mat. Idag har vi 70 % av marknaden som omsätter över 1 miljard. Vi är Europas största producent av tortillas och chips, från Mölndal. Det känns väldigt roligt. Det började med kryddorna. När sedan grundarens son tog över 1968 omsatte bolaget 8 miljoner om året på just kryddor. Vi är fortfarande extremt duktiga på kryddor. Våra inköpare är väldigt kompetenta på att avgöra och välja ut det bästa från busken. Det blir en speciell kompetens i bolaget. Utifrån det, smaksättning, så är vi nu ett smaksättningsföretag. Det är det som har skapat varumärkesutvecklingen. Från att vara ett varumärke med stark förankring i kryddornas värld är vi nu ett paraply-varumärke som bär upp en helt annan struktur när det gäller smaksättning. Vi omsätter idag €407 miljoner (2009) och kommer dubbla det inom en 5-6 års period. Ska man ut på en europeisk marknad i dag krävs en viss storlek annars överlever du inte. Det krävs så pass stora investeringar. Vi har lyckats klara de viktiga trösklarna för att komma ut. Är du inte tillräckligt stor kommer du bli uppköpt. Santa Maria finns nu i hela Europa i fyra definierade regioner. Norden är en stark regionen, sedan har vi UK, Baltikum och Benelux. I övriga länder jobbar vi med distributörer. Det är så vi jobbar tills vi har en tillräckligt stor bas. Benelux är vårt senaste område där vi håller på att etablera oss.

1.3 Vilka varumärken har ni?

Vi har ett varumärke, Santa Maria. Det är ett paraply-varumärke. Kända varumärken föds inte varje dag, men vi är på väg att skapa ett sådant varumärke ur ett Europa perspektiv. Vi har en väl genomarbetad varumärkesstrategi. Den måste gå i linje med företagets vision och mission och så vidare men måste också gå ut i olika delar som utvecklar design och en verktygslåda och så vidare. Det är mer och mer viktigt att hålla ihop varumärket då det är oerhört enkelt att förstöra ett varumärke. Det gäller att hitta en position för varumärket, det varierar lite mellan vilken region och vilket produktsegment. Men vi ligger i segmenten *Exiting*, *Impress* och *Fun*. Tex Mex ligger lite mer åt *Fun* och kryddorna lite mer inom *Impress*. Kryddorna till den lite finare lördagsmiddagen medan Tex Mex är mer fredagsmys eller mitt i veckan. Vår vision har varit att bli ledande i Sverige på Tex Mex, i Norden på Tex Mex och nu i Europa på Tex Mex då vi allt eftersom uppnått visionen. Parallellt med detta, att bli störst på kryddor i Norden. Vi håller oss inom smaksättningssegmentet och vi väljer att göra detta under ett paraplymärke mycket för att det kostar enormt mycket att lansera varje segment under ett nytt varumärke. Man skulle annars kunna göra som Procter & Gamble, men detta är väldigt svårt för småföretagare. Eftersom vi har en kännedom om kryddorna så kan denna endorsa och ge ifrån sig det till alla de andra kategorierna. Om vi sprider ut alla kategorierna över ett år så har vi de olika säsongerna och så har vi Santa Maria där uppe.

1.4 Vilket eller vilka varumärken är mest inflytelserikt?

Vid starten stod kryddorna för 75 % av businessen men det har skiftat till att nu mexikansk mat står för 80 % av verksamheten. Kryddorna omsätter mer idag men har en mindre del av portföljen.

1.5 Vilka är era konkurrenter?

Våra konkurrenter är numera de stora, det är Unilever, General Mills, McCormick, Nestlé. Kockens ses inte längre som en konkurrent. De stora konkurrenterna är de vi möter ute i Europa men de är även största konkurrenterna i Sverige och de tänker också i större koncept liksom vi. Kockens är så små i Sverige idag så de ses inte som en konkurrent. Vi har en premiumposition bland kryddorna och vi har vissa produktkategorier som stödjer dessa. Våra konkurrenter på det mexikanska sortimentet är fast i sombreros och det genuina mexikanska medan vi jobbar på en nyare image. Dom har en mer genuin image vilket är bra i ett inledningsskede av en marknad men efter ett tag så fastnar man i det här med kaktusen och den gamla dammiga uppfattningen av det mexikanska.

2. Ekologisk certifiering

2.1 Hur ser ni på arbetet med ekologiskt certifierade produkter? Vad är er vision och ert mål med arbetet?

Det är ju någonstans så att man behöver ju inte vara särskilt klok för att inse att denna gången så är det inte en dagslämna i miljötrenden. Denna gången handlar det mer om att vi lever på en planet och ska lämna över ett arv. Miljöaspekten har idag gått från att vara väldigt klimatorienterad till att bli mer hälsoorienterad. Det går ju in i varandra det där. Om man ställer frågan till en konsument så får man många olika anledningar till varför man köper ekologiskt. Det skapar added value.

Vad vi gjorde i mitten av 90-talet var att vi var först på marknaden med krav certifierade kryddor. Vi gjorde det inte för att konsumenterna efterfrågade det utan för att våra kunder ville kunna erbjuda det som ett segment. (Med kunder avses dagligvaruhandeln eller restaurangbranschen). Exemplevis Coop ville ha ett miljösortiment och erbjuda KRAV-märkta produkter inom kryddor. Det var mycket kunderna som drev denna utvecklingen. Efter ett tag kände vi mer och mer att i det mexikanska sortimentet måste vi också ha lite mer av det där med miljö och KRAV. Varje land har sin miljöorganisation, det blir en liten julgran på förpackningarna med alla märkningar och man måste försöka hitta ut ur allt detta. Vi har valt att använda de lokala märkningarna fram tills nu men det är väldigt tveksamt i framtiden. Vi tänker eventuellt använda EU-märkningen eller att utveckla våra egna standards och lansera en egen garanti på att det är ekologiskt.

Vissa regler måste uppnås för att kalla sig organic. Det är under ständig diskussion och utveckling. Det handlar inte om att arbeta med det på en corporate level nu för de kraven är ett grundkrav. Vi kommer att ha miljöarbetet som en motivator. Santa Marias organiska produkt ska inte vara en spegel av organialproducten. Om du sätter ekologiskt på en produkt så ska det vara för att den smakar bättre eller har ett eller annat added value. Detta grundar sig i att Santa Maria är inget miljö farligt alternativ. Man är då endast beredd att betala mer om man får något mer mervärde än att det är bra för miljön. Vi arbetar hela tiden med att "adda" något extra i de ekologiska produkterna. Den ekologiska svartpepparn måste också vara godare, då den inte är så miljöfarlig i grunden.

Hur upplever du att det är att arbeta med KRAV?

Det finns en tendens som gör det lite trögare, vi har problem med certifieringen och det är kostsamt. Det känns inte som en varumärkesallians. Det är ett added value.

2.2 Varför har ni valt att arbeta med den certifieringen ni har idag?

För att de lokala märkningarna underlättar för konsumenterna så valde vi dessa. Men det är under ständig diskussion hur vi ska göra i framtiden.

2.3 Vilken är er primära målgrupp för dessa produkter?

Den är under omformning. Jag tror att barnfamiljen är en ganska stor grupp idag, man ser sina barn och vet att man har ett arv att lämna över till dem men man ser också vikten av att äta rätt och ge bra förutsättningar för sjukdomar och allergier. Jag kan också se att unga människor idag har en annan drivkraft. De har en mer global syn och är väldigt öppna. Mina föräldrar är körda tror jag, släpp dem och fokusera på de yngre.

2.4 Arbetar era konkurrenter med ekologiskt certifierade produkter?

Ja det gör dem.

2.5 Är de certifierade produkterna mer eller mindre lönsamma än övriga?

Lönsamheten är sämre. Det är dyrare att hålla det sortimentet och det är svårare tillgång på råvarorna. Vi försöker samtidigt hålla en prisnivå som är acceptabel. Vi har inte aktivt valt detta men vi känner att det finns ett tydligt spann som konsumenterna är villiga att betala. I pris är de cirka 10-20 % dyrare. I takt med att det går framåt så blir tillgången större och priserna lägre men så kommer det en Tsunami och allt förändras, så är det.

2.6 Hur upplever ni efterfrågan på certifierade produkter?

För dålig, för lite. Inte i detaljistledet. Det finns bra exempel, se på ICAs I Love Eco som gör det bra och tydligt. Det gör de för att bygga ICA som varumärke också och inte bara bemöta konsumenterna men det skapar ett ökat intresse.

2.6.1 Bemöter ni en efterfråga eller försöker ni skapa en?

Vi möter en efterfrågan i detaljistledet. Vi ska mer utveckla vårt sortiment, inte med spegelprodukter utan med mervärde. Men dessa produkter går före efterfrågan snarare än bemöter en.

3. Varumärkesportfölj

3.1 Har ni en tydlig portföljstrategi gällande era varumärken?

Ja.

3.2 Vad står de olika varumärkena i portföljen för?

Samma kärnvärden som Santa Maria. Det beror lite på vilka positioner de olika har men det är i stort sett samma. Santa Marias kärnvärden är exiting and seductive, colourful and full of life, det är personligheten. Ständigt komma med nya och spännande saker. Det som sammanfattar alla värden hos företaget är "irresistable taste sensations". Det handlar om att det ska vara så bra smaker så att du ska vilja äta den igen, köpa den igen, är vi inte där så måste produkten förbättras.

3.3 Hur differentierar ni era varumärken från konkurrenternas?

Mycket på kvalitet och inspiration. Vi har en innovationskraft som måste vara dubbelt så bra och dubbelt så snabb. När vi känner att vi är jätte duktiga och top of mind så fortsätter vi bara bli bättre och bättre och se vad vi kan göra för det.

3.4 Är det möjligt att skissa upp era varumärken i en sammanhängande struktur? Vilken modell skulle passa er bäst?

3.4.1 Träd-struktur?

3.4.2 Nätverks-struktur?

Intervjupersonen visas medhavda exempel på de två strukturerna och ombeds skissa upp de egna varumärkena i en liknande struktur.

Trädstrukturen. Den bygger mer på olika kategorier och sedan ett varumärke som hänger ihop.

Du nämnde Marcus Samuelsson skulle du kunna säga att han är en del av er portfölj?

Jag är lite rädd för att koppla personer till varumärket. Å andra sidan är människor idag en del av vår värld och påverkar människor på många sätt. Marcus har förutsättningar för att bli en av oss men jag vet inte hur det kommer att se ut. Han är uppväxt i Partille och har lagat Barack Obamas första måltid i Vita Huset samtidigt som han rest runt i Afrika och lagat mat. Han är svart samtidigt som han är Göteborgare vilket är en härlig mix. Han är väldigt mycket Santa Maria. Men därifrån till att sätta honom i stora kampanjer, det vet jag inte. Idag kan man se honom på hemsidan i olika inslag och så vidare.

4. Portföljroller

4.1 Vilka varumärken är strategiska varumärken och vilka strategiska roller fyller de?

Kryddor och mexikanskt medan de andra produktgrupperna inte har samma grad av vikt. Det är en prioriteringsfråga och en investeringsfråga i grund och botten. Eftersom det mexikanska och även kryddorna tagit steget ut i Europa så har de en viktigare roll. De andra kategorierna möter en större konkurrens i Europa.

4.2 Vissa varumärken i varumärkesportföljen kan ha en energigivande roll, det vill säga att de skapar positiva associationer till övriga varumärken. Upplever ni någon av era varumärken vara ett sådant?

Kryddorna. Vi jobbar ju med kryddorna på det sättet att vi har inte har alla från A till Ö utan jobbar med olika koncept inom kryddorna. Vi har till exempel "More-konceptet" som blir som en silver bullet i kryddornas värld då de ständigt är där med nya och ska ligga på topp. Det är inga jätte volymprodukter men det är de vi väljer att marknadsföra och skicka fram. De marknadsförs som spännande smakblandningar och syftar då till de tillfällena då du är med familj och vänner och du vill äta och umgås, inte att äta och bli mätt. "More-kryddorna" blir nästan lite grann som kosmetikabranschen. Sätter man dem på en tillräckligt hög nivå så växer intreset på ett helt annat sätt.

4.3 En "Cash Cow" är ett varumärke som är väl etablerat och därmed genererar stadiga inkomster utan märkbara insatser i marknadsföring. Upplever ni att något av era varumärken är en "Cash Cow" för företaget?

Ja det har vi några stycken som vi har fått upp en så bra och effektiv produktionsring på med bra marginal. De blir i grund och botten lite grann av en motor för att finansiera de andra expansionerna. Dessa produkter är inom kryddor men jag vill inte nämna vilka de är, men jag kan säga som så att inom det mexikanska sortimentet finns en hel del kryddor också.

4.4 Ett "Flanker Brand" är ett varumärke som offras för att inte skada andra varumärken i portföljen. Det kan handla om att till exempel sänka priset drastiskt på detta varumärke i ett priskrig med konkurrenter eller liknande för att övriga märken i portföljen inte ska komma till skada. Upplever ni att ni har ett "Flanker Brand"?

Vi har köpt på oss några stycken i den mexikanska kategorin. En tidigare konkurrent, Casa Fiesta. Vi använder det idag som ett litet slimmat sortiment. Vi kan inte bara använda precis samma produkter. Smaken kan inte vara densamma. Casa Fiesta är sålt till Bergdahl men Ica har det inte och det är mer representerat i Europa än i Sverige.

4.5 En "Silver Bullet" är ett varumärke som ger prestige till övriga varumärken i portföljen genom att förändra eller stödja bilden av ett annat varumärke i portföljen utan att nödvändigtvis vara direkt lönsam för företaget. Upplever ni att ni har en "Silver Bullet"?

"More-sortimentet" är en silver bullet. Delar av krydds Sortimentet har varit och är en silver bullet. Red Fusion var en silver bullet som vi nu har plockat bort. Man måste våga städa i portföljen då produktlivscykeln på dessa produkter är mycket kortare. Skulle man slå ut den marknadsinvestering som man gör på dessa produkter så är det en jätteförlust, absolut.

Vi tillåter vissa kampanjer att gå back då de bygger helhetsintrycket av märket men det är totalen som räknas på slutet. Vi hade ett sortiment som vi lanserade för 5 år sedan som hette Red Fusion. Vi ville nå gruppen som lämnar hemmet och som senare kan återvända till Taco-träsket. Vi satsade på mer förfestrelaterade produkter men inom taco segmentet. Detta sortimentet var inte lönsamt men det var för att boosta hela kategorin. Det värsta som skulle kunna hända oss är att det skulle bli töntigt att kaka tacos på fredagarna men för att hindra det så måste man vara med hela tiden.

4.6 Upplever ni att det finns en synergieffekt mellan varumärken i er varumärkesportfölj?

I så fall på vilket sätt eller varför inte?

Vi skulle aldrig göra något som kan vara direkt farligt för våra produkter. Gör vi någonting så tror vi att det adderar. Vågar du skrapa på något och arbeta med något som kanske inte är din bakgård så oftast så kommer det något positivt av det. Vi har alltid haft en väldigt öppen attityd till samarbete och med andra företag eftersom det alltid finns en möjlighet att det skulle kunna addera något.

5. Framtiden

5.1 Hur ser er framtida strategi ut?

Miljö och ekologi och hälsa är viktiga ingredienser, socialt engagemang likaså i starka varumärken i framtiden. Det handlar om bra kommunikation till dina slutkonsumenter och ärligt uppsåt. Jag tror det är en viktig del.

5.1.1 Vilka marknader/segment ser ni har tillväxt potential?

Det handlar mer om den geografiska spridningen. Vi gör rätt saker men vi vill göra det på fler marknader. Vi vet att i Sverige så har vi högsta per capita konsumtion av kryddor och vi tycker att det viktiga är vad vi kan göra med kryddan snarare än vad den kostar medan detta inte nått resten av Europa än. Vi tror att vi kan göra denna transformation i resten av Europa, då blir vi stora.

5.1.2 Planerar ni expansion inom dessa?

Besvaras i fråga 5.1.1.

5.1.3 Vilka marknader/segment är avtagande i tillväxt?

Norden är begränsat av befolkningen och vi har redan stark dominans där. Vi kan därmed inte nå samma tillväxt. Det handlar om offensiv förvaltning av positionen. Detta kan vara svårare än att expandera, att bibehålla marknaden. Det handlar bara om att du kan förlora du kan nästan inte vinna. Konsumenterna måste bli belönade och inspirerade och detta är ofta dyrare. Den dagen man slutar göra det så kommer man åka ut ur kundernas sortiment. Att åka ut från ICA som har 50 % av den svenska marknaden har förödande konsekvenser.

5.1.4 Hur planerar ni att möta detta?

Besvaras i fråga 5.1.3.

5.2 Tänker ni utöka användandet av certifieringar?

Vi kommer utöka sortimentet i takt med att vi hittar mervärden och inte tillverka spegelprodukter. Det ska också köpas av konsumenten så det är en utmaning. Det första som hände i England efter finanskrisen var att försäljningen föll på miljöprodukterna.

5.3 Kommer ni fortsätta med ocertifierade produkter?

Ja. Vi ser över märkningarna och ser hur vi ska göra om vi ska fortsätta med certifieringar överhuvudtaget eller utveckla något eget.

6. Avslutning

6.1 Finns det någonting du tycker att vi missat att ta upp eller har du någonting du vill tillägga?

Nej jag tycker att ni täckt in allt i de tidigare frågorna.

7. Övrigt

Vad tycker du att de ekologiska produkterna spelar för roll?

Alla spelar sin roll. Det varierar lite men alla delar har sin viktiga del. Vårt sociala engagemang är också en viktig del. Det är svårare att välja vilka som är viktigast. De ekologiska produkterna signalerar ansvarstagande men om det är så att ekologin inte riktigt adderar något så ska vi kunna stå utanför det också. Jag tror att våra konsumenter är medvetna och så länge man har ett gått uppsåt och är ärlig så ska det lysa igenom.

Tycker du att det känns som att ha en ekologisk produkt börjar bli ett minimum?

I dagsläget tror jag att vi skulle kunna vara lika framgångsrika utan ekologiska. Men om det är added value i produkten. Om vi har en tortilla som är den enda på marknaden som inte har konserveringsmedel så är det ett added value men det är inte alla som köper av oss ändå.

Konsumenter kräver allt mer idag men vill aldrig betala för det.

Tack så mycket för att du tog dig tid att ställa upp på en intervju!

Appendix 5 – Interview with Arla Foods

1. Introduktion

1.1 Vänligen beskriv dig själv och din roll i företaget.

Jag heter Ann Freudenthal och är civilekonom. Jag har jobbat inom Arla sedan 1990. 1998 började jag arbeta mer med eko och miljöfrågor. Under flera år har jag nu varit ansvarig för varumärket Arla Ko. Som ansvarig för det har jag ett stort ansvar för våra ekologiska frågeställningar. Sedan två år tillbaka är jag så kallad Senior Brand Manager för det vi kallar Arla Brand. Det är det gröna Arla märket som blivit allt mer frekvent på våra produkter. Det är ett övergripande varumärke för Arla globalt sätt. Jag är ansvarig för den plattformen i Sverige. I plattformen ingår miljökommunikationsfrågorna och överkategori-ansvar för vår ekologiska profil.

1.2 Vänligen ge en kort beskrivning av ert företag och branschen ni befinner er i.

Vi är ett internationellt företag. Jag tror vi är det sjätte största mejeriföretaget i världen med närvaro i över hundra länder. Sverige, Norge och England är våra huvudmarknader eller hemmamarknader om man får säga det. Arla ägs av svenska och danska bönder och är därmed ett svenskt-danskt företag. Arla fuserade med MD Foods år 2000. Det är en ekonomisk förening. Mejeribranschen är en volymtung bransch. Det är hyfsat mycket lågintresse-produkter och branschen är i många avseende väldigt lokal. Uppdragen är lokala. Varumärkena fungerar lokalt. Även om det sker koordination. Allt från hur man äter hårdost till hur man äter fil variera lokalt. En annan aspekt av vår bransch är att det är väldigt mycket lokal konkurrens, just pga av att det är en volymtung bransch.

1.3 Vilka varumärken har ni?

Vi har det övergripande Arla varumärket. Det är det vi går ut med på alla marknader, det gröna så kallade Arla Brand. Jag tolkar det som att ni frågar efter svenskt perspektiv. I Sverige är Arla Ko det största varumärket i omsättning och volym. Det är det viktigaste varumärket. Sen har vi Arla köket som är inom matlagningsområdet, vi har Yoggi som är vårt fokusvarumärke för fruktyoghurt. Sen har vi ett antal varumärken. Arla Ko går över ett antal produktkategorier. Det sträcker sig över mjölk och syrat, dvs. fil, naturell yoghurt och så vidare sen går det även över hårdost och cookingsegmentet. Det är ofta basprodukterna inom de respektive kategorierna. Inom ost har vi dessertostar under varumärket Castello. Under smör har vi varumärket Bregott och Arla svenskt smör. Mindre varumärken med speciella profiler är till exempel Keso och Kelda. Lurpack är jättestort runt om i världen men vi har inte det i Sverige.

1.4 Vilket eller vilka varumärken är mest inflytelserikt?

Vårt uppdrag är hela tiden att ge bonden betalt för det bonden producerar. Det skälet och att vi inte är ett aktiebolag gör att vi inte alltid ska generera mer vinst på mindre medel, vi har ett volymperspektiv. Tittar man med de glasögonen är Arla Ko det viktigaste varumärket pga den volym det omsätter. Arla Köket är väldigt inflytelserikt för att det handlar om inspiration, att få folk att börja använda mejeriprodukter i matlagningen och att börja lag mat överhuvudtaget. Det har gett oss möjligheten att förädla mjölken till varor som inte är lika lätta att kopiera, på så sätt har det varit inflytelserikt. Bregott är också ett fantastiskt varumärke som har en väldigt stadig position och plattform där man jobbat med samma kommunikation under många år. Det bidrar väldigt positivt till Arla överhuvudtaget. Yoggi är ett dominerande varumärke inom fruktyoghurt som drivit marknaden under många år. Det inspirerar och har drivit frukostvanor och att få i sig näringsrik mjölk på det sättet.

1.5 Vilka är era konkurrenter?

Då har vi dels de stora mejeriföringarna som finns i Sverige. Arla är störst och har 50 % av marknaden, beroende på vilken kategori man pratar om. Skånemejerier har sitt säte i Skåne, Milko har sitt område där Arlas slutar, ungefär vid Dalälven. Norrmejerier har sedan norra Sverige. De är våra större, lokala konkurrenter. Sen har vi mindre lokala mejeriföretag som kommit som uppstickare på senare år. Där har vi Emåmejeriet i Småland, vi har Sjugårdar i Uppland, Östgöta Mejeri i Östergötland, Jordnära i Skaraborg, Wapnö på västkusten, lokala mejeriföretag där ett par bönder går ihop, eller litet mejeri som söker sig till bönder och startar lite näring lokalt. På smör är den största konkurrenten Unilever med Becel, Lätta och den typen av margarinprodukter. Inom det laktosfria och fruktyoghurt har vi Valio som är en viktig konkurrent. Inom matlagning finns det en uppsjö av konkurrenter som till exempel Knorr. Tittar man bara på grädde, kesella etcetera så är det samma mejeriföretag som tidigare nämnts som konkurrerar inom Sverige.

2. Ekologisk certifiering

2.1 Hur ser ni på arbetet med ekologiskt certifierade produkter? Vad är er vision och ert mål med arbetet?

Vi har inte en riktigt bra vision. Vi har jobbat med målsättningar ett par år framåt. Det handlar om att driva kategorierna med hjälp av ekologiska mervärden. Vi har haft volymer som målsättningar, volym och värde. Fram tills för ett halvår sedan har vi haft fullt upp med att få fram ekologisk råvara. Våra visioner har handlat mycket om hur vi får bönderna att ställa om till ekologiskt. Nu är vi inte där längre. Nu är det väldigt många bönder som har ställt om och vi har plötsligt väldigt mycket råvara. Nu handlar det om att få fler konsumenter att köpa mer produkter inom alla kategorier, att ta en större del av plånboken på ekologiska varor så att det inte håller sig på den här nischen som det är nu. Ekologiska produkter är ett viktigt arbete för Arla och började redan 1991, tror jag. Vi har drivit ekologi ganska länge i Sverige, och även i Danmark där det började redan 1988. I Danmark är det 25 % av mjölken som är ekologisk. I Sverige är det 9 %. Danmark är det land i världen som har mest ekologiska livsmedel. I Sverige har Arla en klar överandel när det gäller ekologiskt sortiment, dvs. vi har en mycket större marknadsandel än på det konventionella sortimentet. Vi har i mångt och mycket drivit det ekologiska. Det har varit lättare än för till exempel köttkategorin eftersom det är billigare med mjölk. Det är ett mindre kontantutlägg, skillnaden mellan ekologiskt och konventionellt är större när man ska köpa kött än mjölk.

2.2 Varför har ni valt att arbeta med den certifieringen ni har idag?

Vi har KRAV-certifieringen på nästan allting. Det har vi delvis av hävd och gammalvana, vi är KRAV:s största kund och har mer eller mindre varit med och byggt upp KRAV. Det har handlat mycket om ett ideologiskt arbete. Vi har under åren varit nära sammanflätade med KRAV och de som stått bakom KRAV. Det har inte funnits någon annan bra certifiering i Sverige. KRAV har för inte så länge sedan skiljt sig ifrån kontrollorganet ARANEA AB. De låg tidigare i samma organisation. Det var tvunget med en certifiering för att man skulle kunna kalla sig ekologisk. Vi tycker det har varit ett bra samarbete, det har varit en bra märkning. Vi har inte alltid marknadsfört den så mycket men vi har nu i allt större utsträckning satt märkningen fram på våra förpackningar och tycker det fungerar bra. Sen kommer man enligt lag att införa EU-certifieringen vilket vi kommer ha parallellt. I andra delar av världen är det EU-certifieringen som gäller om de inte har egna lokal certifieringar.

2.3 Vilken är er primära målgrupp för dessa produkter?

Vi har tre målgrupper. Det är ungefär hälften av befolkningen som är intresserade av ekologiska produkter och den hälften kan man dela in tre kategorier. Det är en kategori som vi kallar för *committed*. De har köpt det här länge. De köper alltid ekologiska produkter och vi behöver egentligen inte kommunicera så mycket till den gruppen. Där måste vi tala om att vi har produktnyheter. Sen har vi gruppen *concerned*. De bryr sig om frågorna men är inte nödvändigtvis bestämda över att det ska vara ekologiskt, det kan vara lokalt eller miljöriktigt på andra sätt. Den gruppen behöver vi kommunicera olika mervärden till och överhuvudtaget mycket mer. Sen har vi gruppen som kallas *eco-flexible*. De pendlar mellan ekologiskt och andra mervärden. Framförallt är man mer intresserade av egoistiska skäl som den egna hälsan och familjen än omvärlden. Det är värderingskartan med de tre personligheter. Demografiskt är det kvinnor vi har lättast att nå. Speciellt välutbildade kvinnor, både yngre och äldre. Sedan är intresset i storstad betydligt överrepresenterat när det gäller ekologiskt jämfört med övriga i landet. Genom att klustra mervärden som ekologiskt i kombination med till exempel en bekväm förpackningslösning och ett tilltalande koncept som har att göra med tillsatsfria råvaror eller nåt i den stilen kan vi nå nya grupper som tidigare inte köpt ekologiskt.

2.4 Arbetar era konkurrenter med ekologiskt certifierade produkter?

De har kommit igång mer på sistone. Vi har alla haft ont om råvaror inom mejeribranschen. Man ser mervärdet mer och mer av det ekologiska. Inom Arlas område som är både Göteborg och Stockholm så är det lite mer upparbetat, det ekologiska. Intresset för ekologi. I Skåne är det inte så stort. Det kommer mer produkter men intresset är inte lika stort ännu. Men de jobbar ungefär som vi gör. Även om vi har jobbat med det längre, har en bredare portfölj och låtit det ta mer plats i vår kommunikation än en del av våra konkurrenter.

2.5 Är de certifierade produkterna mer eller mindre lönsamma än övriga?

De är bättre lönsamhet på de ekologiska produkterna. Men så har det inte alltid varit. Det har varit en startsträcka med investeringar. När man har så små produktserier som man har i början, då blir det inte lönsamt. Då tar man det som företag för att bädda för en marknad. Nu är det lönsamt. Detta kommer bönderna som arbetar ekologiskt tillgodo. Alla tjänar på det.

2.6 Hur upplever ni efterfrågan på certifierade produkter?

2.6.1 Bemöter ni en efterfråga eller försöker ni skapa en?

Både och. Det finns efterfrågan på ekologiska produkter som har legat på positiva index under flera år, och fortsätter att göra så. Det finns ett stort behov. Al Gore till exempel använder ekologiska produkter som ett av sina argument, några av sina uppmaningar på vad man själv kan göra. Det finns ett stort intresse för ekologiska produkter och vi har fått del av det. Vi har delvis drivit på intresset men omvärlden har gjort att det funnits ett intresse. Men när det gäller allt ekologiskt så är det tillgänglighet, pris och kommunikation som tillsammans spelar en jättestor roll. Man ska kunna hitta produkterna i butiken, det ska finnas "min" produkt. Finns inte den så köper jag den vanliga. Folk köper inte en annan fetthalt. Det gäller att kommunicera fördelarna och att det inte är alltför dyrt.

3. Varumärkesportfölj

3.1 Har ni en tydlig portföljstrategi gällande era varumärken?

Ja, det har vi. Den är tydlig och den är numera lite förändrad eftersom vi har Arla Brand som ska vara det stora, viktiga varumärket för Arla i världen. Sen har vi en portföljstrategi som handlar om att dra ner antalet varumärken på sistone. Det är Arla varumärket, Arla Ko, Arla Köket, Castello och Bregott som har huvudfokus. Sen är det Yoggi och några andra som kommer som nästa steg. Det finns en tydlig portföljstrategi i prioriteringar. Det är uppdelat så att Castello och Lurpak står för sig själva. Där kommer Arla märket fortsatt inte vara framträdande. På övrigt sortiment kommer det framgå tydligare.

3.2 Vad står de olika varumärkena i portföljen för?

Arla Köket och Arla Ko står väldigt mycket för trygghet, naturlighet, familj, "vi", det sociala. Arla Köket ligger mer mot inspiration och spännande än vad Arla Ko gör. Båda är dock inom "vi" delen av värderingskartan. Yoggi ligger längre upp, lite mer lekfullt men fortfarande en familjeprodukt. Lurpak ligger mer på andra sidan, mer en "jag"-produkt, mer finsmakare, likt Castello. De flesta varumärken i Sverige ligger på "vi"-sidan och står väldigt mycket för trygghet, naturlighet och nära bonden.

3.3 Hur differentierar ni era varumärken från konkurrenternas?

När det gäller Arla Ko differentierar vi oss ganska lite från konkurrenterna eftersom vi allihop har de här värderingarna. Mjölken är så fastnaglad i det här trygga, naturliga. Så alla har lite samma bild. Sen sticker det ut lite. Vi har konsekvent legat högre på det ekologiska mervärdet medan Skånemejerier ligger bättre till på hälsa pga. av Proviva. Men vi överlappar varandra väldigt mycket.

3.4 Är det möjligt att skissa upp era varumärken i en sammanhängande struktur? Vilken modell skulle passa er bäst?

3.4.1 Träd-struktur?

3.4.2 Nätverks-struktur?

Intervjupersonen visar medhavda exempel på de två strukturerna.

Vi är väldigt kategoriorienterade. Vi har orienterat oss efter mjölk, syrat, matlagning, smör, ost. Sen har vi varumärken som är specifika för varje kategori. Till det kommer Arla Ko som går över flera kategorier. Under de olika subbrandsen så har vi en del koncept. Till exempel laktosfria produkter under Arla Ko. För vår del är det lättast att sortera in det i en trädstruktur. Där Arla är ett övergripande varumärke, möjligen med Castello och Lurpak vid sidan. Sen är Arla Ko ett subbrand, Arla Köket ett subbrand och Yoggi är ett subbrand. Bregott är ett. Under de olika finns de olika kategorierna. Det blir något av en matris men ändå hyfsat linjärt. Det är inte så mycket koncepttänk som i nätverkstrukturen.

4. Portföljroller

4.1 Vilka varumärken är strategiska varumärken och vilka strategiska roller fyller de?

Arla Ko, Arla Köket och Bregott inom Arla Brand. Sen har vi Castello och Lurpak som har sina strategier. Vi försöker hålla nere antalet varumärken.

4.2 Vissa varumärken i varumärkesportföljen kan ha en energigivande roll, det vill säga att de skapar positiva associationer till övriga varumärken. Upplever ni någon av era varumärken vara ett sådant?

Ja, till exempel ett koncept som baristamjök eller laktosfrimjök. Det ger ett tydligare koncept i det ganska generiska sortimentet. Det blir en energivare som gör att vi hamnar uppåt lite grann i värderingarna.

4.3 En "Cash Cow" är ett varumärke som är väl etablerat och därmed genererar stadiga inkomster utan märkbara insatser i marknadsföring. Upplever ni att något av era varumärken är en "Cash Cow" för företaget?

Vi har för stor andel cash cows och för liten andel New Product Development. Hela mjölken, filen och yoghurten är cash cows.

4.4 Ett "Flanker Brand" är ett varumärke som offras för att inte skada andra varumärken i portföljen. Det kan handla om att till exempel sänka priset drastiskt på detta varumärke i ett priskrig med konkurrenter eller liknande för att övriga märken i portföljen inte ska komma till skada. Upplever ni att ni har ett "Flanker Brand"?

Vi har Klöver. Det är vår lågpris mjök som säljs över hela Sverige. Skillnaden är att den har längre hållbarhet. I övrigt är det inte så stor skillnad. Vi har gjort ett annat varumärke som ska skilja sig från Arla ko för att köra ut det över hela landet, innan det är öppet för konkurrens på det området.

4.5 En "Silver Bullet" är ett varumärke som ger prestige till övriga varumärken i portföljen genom att förändra eller stödja bilden av ett annat varumärke i portföljen utan att nödvändigtvis vara direkt lönsam för företaget. Upplever ni att ni har en "Silver Bullet"?

Vi har haft några olika premiumkoncept. Delvis är laktosfritt ett sådant, även om det är mycket hälsa och en allergilösning så har det blivit något av en Silver Bullet. Det har blivit varumärkesvärde i hälsoprofilen. Eko överhuvudtaget är en Silver Bullet för oss. Den har vi ju lönsamhet i. Eko är sådant som driver värdet av varumärket. Hela Brand Equity-värdet drivs upp.

4.6 Upplever ni att det finns en synergieffekt mellan varumärken i er varumärkesportfölj?

I så fall på vilket sätt eller varför inte?

I fallet Arla Ko har vi både ekologiskt och konventionellt under samma varumärke. Nackdelen med det är det inte blir en spetsig eko-profil på varumärket. Fördelen är att allting kan rymmas inom samma varumärke. Det ekologiska i portföljen skjuter in värde till det andra. Vi kan känna att vi saknar ett helt ekologiskt varumärke. Det har vi till exempel i Danmark, i form av Harmoni. Det finns inom alla produktkategorier som Arla Ko, men är helt ekologiskt. Det skulle vi gärna ha i Sverige också men vi har tagit ett beslut om att inte starta fler varumärken. Vi ska bli bättre på de vi har och göra tydliga profiler. Arla Ko ska stå för en helhet som innebär naturligt, ekologisk, lokalt och laktosfritt. Vi ska bli duktiga på att arbeta med paraplyvarumärke helt enkelt. Det är likadant med Arla köket. Vår strategi i Sverige är att varumärkena ska kunna bära det ekologiska mervärdet parallellt med det konventionella. I och med beslutet med Arla Brand så ska vi fokusera pengarna på ett antal stora varumärken istället för att varje produktchef får sin beskärda del av budgeten att göra kommunikation för. En del blir helt utan för att få ett tydligare fokus. Det kommer av det globala behovet av att sätta Arla på kartan i många länder. Det påverkar även oss i Sverige, att samla ihop våra varumärken.

5. Framtiden

5.1 Hur ser er framtida strategi ut?

5.1.1 Vilka marknader/segment ser ni har tillväxt potential?

Vi har offensiva mål, både vad gäller volym och värde. Ekologi är definitivt ett av dem mervärden vi kommer att använda oss av för att nå dit. När man tittar på segment så har vi inom olika kategorier olika drivkrafter. Ekologiskt/lokalt är en viktig drivkraft. Hälsa är en viktig drivkraft. Frukost är en viktig drivkraft. Det är ett tillfälle och också en viktig möjlighet att komma med nya, bättre produkter och att kommunicera hur viktigt det är med frukost. Vi ser också hur möjligheter för att samköra det ekologiska med bekväma lösningar, med matinspiration, med klimatkompensation.

5.1.2 Planerar ni expansion inom dessa?

Det är viktigt att få ekologiskt och lokalt att samverka, men även med andra mervärden som bekvämt. Vi ser att vi kan fortsätta att driva på det ekologiska, att driva det ekologiska sortimentet inom alla kategorier där vi finns.

5.1.3 Vilka marknader/segment är avtagande i tillväxt?

Inom det ekologiska är det bara ett segment som är avtagande. Det är ekologisk mjölk inom detaljhandel i Sverige. Det beror på alla lokala initiativ som har tagit eko-mjölakens plats. Däremot växer ekologisk mjölk väldigt mycket på food service-sidan istället. Det är viktigt för oss att fortsätta driva det ekologiska sortimentet till konsument. Så att man inte nöjer sig med att köpa lokalt. Det bästa är om vi kan göra lokal och ekologisk mjölk, så behöver folk inte fundera över beslutet.

5.1.4 Hur planerar ni att möta detta?

Vi har 4000 bönder överallt, så de är lokala, men vi har inte mejerier överallt. Där vi inte har sådana lösningar måste vi försöka argumentera för det ekologiska istället. Det är något vi kommer fortsätta att göra.

5.2 Tänker ni utöka användandet av certifieringar? (Besvaras under 5.3.)

5.3 Kommer ni fortsätta med ocertifierade produkter?

Vi har ett kvalitetsprogram inom Arla som heter Arlagården. Det är vår certifiering av allt som är produkter från Arla, även ekologiska. Vi följer givetvis alla lagar men på vissa områden har vi också tuffare krav än lagkrav. Våra produkter är Arlagården godkända. Det är en certifiering. Sen kan man konstatera att alla våra mejerier är ISO-certifierade, så det beror på vad menar med certifiering. EU-ekologiskt är också en certifiering, även om vi tycker att KRAV är striktare och lite bättre. Vi vill hellre hålla kvar vid KRAV, speciellt om KRAV lyckas föra fram mervärdet av sitt märke. Jag kan inte säga att vi har några produkter som är ocertifierade på det sättet. Men KRAV är något av det mer tydliga vi har. Sen har vi till exempel Fairtrade. Det är också en möjlighet för oss att jobba med på vissa produkter, till exempel Yoggi Yala. Som har en ungdomlig publik. Fairtrade har lyckats väldigt bra i de ungdomliga målgrupperna. Det är en vi tittar på. När det gäller kostnaderna för KRAV så är det granskningen och den rörliga avgiften som utgör kostnaderna. Vi har en egen kontroll på alla gårdar genom vår egen certifiering. Den kostar oss också. Läger vi ut den istället så flyttar man kostnadsposten från intern till extern men det behöver inte bli dyrare, det handlar mer om var kostnaden ska ligga.

6. Övrigt

6.1 Finns det någonting du tycker att vi missat att ta upp eller har du någonting du vill tillägga?

Vi har historiskt sett ett dilemma i att vi ägs till 90 % av konventionella bönder och 10 % ekologiska bönder. Det är bönderna som sitter i vår styrelse. Det gör att det ibland blir svårt att driva ekologi ute hos vanliga konsumenter, eftersom vi har så svårt att få okeja fördelar med det ekologiska. De konventionella bönderna menar att de också är bra. Många gånger när vi framhäver det som är bra med det ekologiska så upplevs det som att vi försöker skapa ett A och ett B-lag. Vi tycker att våra konventionella bönder också är fantastiska. De stödjer en stor del av de statliga målen gällande biologisk mångfald och andra miljömål, även om de ekologiska är mer i framkant. Vi tror inte att alla kan vara ekologiska. Man lär sig av varandra. Det blir inte så nischat. Det blir ett bättre helhetstänk. Så känner vi med vårt ekologiska att det är en fördel att vi kan ha både och i vårt företag, att det blir en mix. Det är vår viktigaste arbetsuppgift, att kunna balansera dessa två, så att båda utvecklas. De ideologiska bönderna har gått över för länge sen, men sedan vi höjde priset på ekologisk mjölk har allt fler konventionella bönder börjat gå över. Det är business helt enkelt. Väldigt många bönder är så nära det ekologiska man kan vara, men det är någon grej som fattas, som är svårt att förändra. Till exempel kan arealen vara för liten för att stödja ekologiskt jordbruk. De kanske inte besprutar etcetera och blir irriterade över klassificeringen. De menar att de är till 98 % ekologiska. De som kan gå över, gör det gärna nu. Money talks.

Tack så mycket för att du tog dig tid att ställa upp på en intervju!

Appendix 6 - Companies Contacted

Companies willing to participate

Arla Foods
Lejonet & Björnen
Santa Maria

Companies not able to participate

Abba Seafood
Carlsberg
Estrella
General Mills
Göteborgskex
Kahls kaffe Kraft Foods
Löfbergs Lila Nestlé
Sia
Unilever
ZETA

Companies contacted without an answer

Axfood
Felix (Procordia)
Frebaco
Gevalia
Lantmännen
SCAN
Skånemejerier
Wasa crispbread Zoegas