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CSR - A marketing tool?

A case study of ICA's and Lindex's Pink Ribbon campaign

Paper within Marketing and Management

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Bachelor Thesis within Business Administration

Title: CSR – A Marketing tool? A Case Study of ICA’s and Lindex’s Pink Ribbon Campaign

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Key Words: Pink Ribbon, ICA, Lindex, CSR, CRM, Marketing

Abstract

Purpose: The purpose of this thesis is to investigate how a CSR strategy can be used as a marketing tool by analyzing ICA’s and Lindex’s marketing approach within the Pink Ribbon campaign.

Background: The concept of CSR has become more and more common in business practices and customers today almost expect companies to be socially responsible. Even though CSR is very important for companies, it has historically not been a very lucrative approach for them to involve in these activities. However there are ways of combining the social responsibility with earning profits. The concept of CRM is a very effective tool for earning a profit while at the same time being socially responsible. In Sweden one of the biggest and most well known CSR activities is the Pink Ribbon campaign. Could this campaign be utilized to market a company and how would this then be done?

Method: The research approach for the thesis was that of a multiple case study with qualitative data collection concerning the Pink Ribbon campaign. To put the campaign into perspective two companies were chosen and they were investigated in terms of their marketing approach and CSR approach. The empirical findings consisted of a number of interviews with managers at different levels within the companies ICA and Lindex.

Conclusion: Our findings suggest that CSR within the context of the Pink Ribbon campaign works well as a marketing tool. The companies have utilized the campaign to gain a better reputation as well as getting a boost in sales because of it. This is in essence what marketing is all about and by using CSR in the form of CRM you also involve the customers in the process.

Kandidatuppsats inom företagsekonomi

Titel: CSR – Ett marknadsföringsmedel? En fallstudie av ICA's och Lindex Rosa Bandet kampanj

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Datum: December 2009

Nyckelord: Rosa Bandet, ICA, Lindex, CSR, CRM, Marknadsföring

Sammanfattning

- Syfte:** Syftet med den här uppsatsen är att undersöka hur en CSR strategi kan användas som ett marknadsföringsmedel genom att analysera ICA's och Lindex tillvägagångssätt under Rosa Bandet kampanjen
- Bakgrund:** CSR som koncept har blivit mer och mer vanligt bland företag och kunder idag förväntar sig att företagen ska ta socialt ansvar. Även om CSR är viktigt för företag så har det historiskt sett inte varit någon lukrativ verksamhet att syssla med dessa frågor. Det finns dock sätt som kombinerar lönsamhet och socialt ansvar. CRM är ett exempel på ett medel som leder till lönsamhet samtidigt som företaget tar socialt ansvar. I Sverige så är Rosa Bandet kampanjen en av de största och mest igenkända CSR aktivitet som företag tar del i. Kan denna aktivitet användas till att marknadsföra företaget och hur ska detta i så fall ske?
- Metod:** Vår undersökningsmetodik har bestått av en multipel fall studie med kvalitativ data angående Rosa Bandet kampanjen. För att sätta kampanjen i ett perspektiv så valde vi ut två företag och undersökte deras tillvägagångssätt med marknadsföring och CSR. Vår empiri bestod av ett antal intervjuer med managers på olika nivåer inom ICA och Lindex.
- Slutsats:** Vår empiri visar att CSR i sammanhanget av Rosa Bandet kampanjen funkar bra som marknadsföringsmedel. Företagen har använt kampanjen både till att förbättra deras anseende samt för att förbättra deras försäljning. Detta är i princip vad marknadsföring handlar om och genom att använda CSR i formen av CRM så involveras även kunderna i processen.

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1 Introduction

This chapter will introduce the reader to the background of the research area and provide an introduction to the charity and companies that are to be investigated. It will also present the problem area as well as the purpose of the study. Included are also the research questions we aim to answer with the thesis.

1.1 Background

When considering the business climate of today we can see many initiatives that benefit society in one way or the other. Some companies choose to donate money to charities; others implement standards that improve working conditions, reduce toxic waste and so on. Researchers have found these activities very interesting and many papers have been written within the field of Corporate Social Responsibility (CSR).

Introduced in the 1950's the concept of CSR initially came from an idea that meant for businessmen to pursue those policies, to make those decisions, or to follow those lines of action which were desirable in terms of the objectives and values of our society (Carroll, 1999). As the concept became more researched in the 1960's it came to include making a positive contribution to the rest of society which could act above and beyond a company's legal obligation (Carroll, 1999).

In pursuit of trying to define how managers should go about when conducting business, two distinct views have dominated the scope. On the one side there has been Milton Friedman with his *shareholder theory*. In his famous article "The Social Responsibility of Business is to Increase its Profits" Friedman stated that:

"There is one and only one social responsibility of business—to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game ..."

(Friedman, 1970)

In Friedman's (1970) mind companies should only be willing to be as socially responsible as the law forced them to be and all earnings should be distributed to the shareholders. It was then up to them as individuals to contribute to charitable organizations, the companies should not bother with this.

Opposing Friedman's theories was Freeman's (1984) *stakeholder theory* which stated that companies are responsible to their stakeholders, customers, the government and so on, and the company should act in their best interest. Freeman carries on by stating that stakeholder management must be based on the idea of voluntarism. In essence this means that they themselves (managers) must satisfy their key stakeholders, they should not be forced by the government (Freeman, 1984). Voluntarism in this sense effectively suggests companies to oblige to the voluntarism notion that they should act above and beyond their legal obligation leading back to the definition of CSR seen in Carroll (1999).

Acting above and beyond their legal obligation inevitably means that the companies involving in CSR activities will be subjected to additional costs which companies disregarding

CSR do not experience. However it does not necessarily mean that CSR cannot generate profits for companies.

A popular strategy employed in order to transmit social responsibility to the public without this necessarily leading to negative cash-flows, is by using the concept of Cause-Related Marketing (CRM). CRM refers to corporations collaborating with non-profit organizations, selling their products and contributing a certain share of the gains to a predetermined charity (Kotler & Lee, 2005). CRM is an easy way for companies to attract consumers to its products while at the same time acting socially responsible. Marketing the organization in this way or similarly have become more and more common and one of the most prominent examples of this are the red products sold by GAP, Apple, Starbucks and many more (RED, 2009A). By the use of CRM, companies not only contribute to a good cause, they also build their brand image and, if successfully performed, increase sales (Varadarajan & Menon, 1988).

1.2 Pink Ribbon

The Pink Ribbon charity was established in the United States in 1991 as an initiative by Evelyn Lauder from the cosmetics company Estée Lauder as well as a few other individuals. Since then the movement has grown into an international association with a local version in many countries around the globe (Rosa Bandet, 2009A). The charity is focused on fighting breast cancer and raising breast cancer awareness and has up until last year raised SEK 220 million in Sweden (Rosa Bandet, 2009A). This year's campaign topped this number with an additional SEK 47 Million which will benefit many women (Rosa Bandet, 2009B).

To raise money for the cause the public can buy pink ribbons at any of the stores participating in the campaign and wear it on their coat lapels or start their own fundraising at the charity's website. Adding to these incentives there has, since the charity started its operations in Sweden six years ago, been breast cancer awareness month in October. At the end of the month there is a televised gala where a lot of celebrities help out with raising funds for the charity (Rosa Bandet, 2009A). However not only the public involve themselves in the campaign, many companies have also chosen to take part in the campaign and the main sponsors of the charity are ICA, Lindex and Apoteket.

The companies that participate in the campaign are voluntarily contributing to the cause and the well-being of society. Through their raising of funds they are taking part in a socially responsible activity, meaning that they are employing CSR.

1.3 ICA and Social responsibility

ICA is one of the largest food chains in Scandinavia, last year producing SEK 90,963 million in net sales (ICA, 2009B). The chain's structure is very unique and is similar to franchising with one large parent corporation with many individual companies selling the products under the ICA name (ICA, 2009C). What makes ICA's concept unique is that the individual storeowners own half of the company and therefore take part in the decision-making. This is done through a storeowner's council where they make decisions about how to develop the company (Local storeowner at ICA, personal communication, 2009-11-20).

Due to their size there is a lot of pressure from the public for ICA to act responsibly and they have therefore put social responsibility and ethics high on their agenda. Much of the focus is on sustainability and providing the means for a healthy lifestyle (ICA, 2009D). To quantify the corporate responsibility somewhat, ICA have stated their stance in their “Good Business” document. According to this ICA will:

- be driven by profitability and high ethical standards
- listen to customers and always base its decisions on their needs
- nurture diversity and growth among employees
- maintain an open dialogue internally and with the community
- ensure quality and safe products
- promote a healthy lifestyle
- adopt sound environment practices to promote sustainable development

(ICA, 2009D)

For the past seven years ICA has also released a separate CSR report stating their CSR activities and co-operations. ICA works with several charitable organizations including WWF, World Childhood Foundation, the Red Cross and Amnesty International to mention a few. However one of their main CSR activities every year is the Pink Ribbon campaign where they are one of the main sponsors. Last year [2008] ICA alone, being the single largest contributor to the campaign, was able to raise SEK 6.3 million for the charity (Rosa Bandet, 2009C).

1.4 Lindex

Part of the Stockmann group since 2007 (Lindex 2009A), Lindex is a Swedish fashion chain that was founded in 1954 by Ingemar Boman and Bengt Rosell, with sales amounting to EUR 672.5 million 2008 (Stockmann group, 2009). Lindex has about 5000 employees in 380 stores located in Scandinavia, the Baltic States, Russia, central Europe and the Middle East with a focus on cosmetics, women’s wear, lingerie and children’s wear (Lindex 2009B). During the early 21st Century Lindex have teamed up with former supermodel Emma Wiklund and she has been a very important creative force for the company. Lindex have made it their strategy to be a socially responsible corporate citizen and strive to incorporate this thinking at every level, including overseeing suppliers and supply chains between them.

For the past three years, Lindex has released a CSR-report making a clear statement about being socially responsible, taking into account things such as human rights and working conditions, fighting child labor, animal rights as well as the environment. This is made clear in their CSR mission statement:

“What Lindex does today takes place with the future firmly in focus. Not only do we assume responsibility for our products we also employ long-term sustainability initiatives to ensure good working conditions, a sustainable environment, good business ethics and observance of human rights”

(Lindex, 2009C)

Countermeasures include; environmentally conscious manufacturing, sustainable transport, effective energy consumption, reduction of refuse or environmentally compliant packaging.

Being one of the main sponsors of the Pink Ribbon, Lindex last year [2008] contributed with SEK 4.6 Million to the cause (Lindex, 2009C). They have been involved in this particular cause since 2003 and have thus far contributed with SEK 18 Million.

1.5 Problem Area

The use of CSR, which in its nature is used to provide efforts above and beyond a company's normal obligations (Carroll, 1999) has been increasingly important for companies lately. The concept of CSR will most likely soon be a part of every modern company's agenda (CSR Manager ICA, personal communication 2009-11-05) and more and more companies want to take their social responsibility. The massive increase in companies using CSR and CRM in particular has blown through the roof and everyone wants a piece of the pie (Bronn & Vrioni, 2001). By acting socially responsible, undertaking CRM or similar activities, consumers will end up with a positive view of a company and are more likely to purchase their products (Brown & Dacin, 1997).

In the past using CSR has been a zero-return activity for firms and there have been no short-term profit in undertaking such activities (Burke & Logsdon, 1996). However CRM campaigns have proven the opposite in many cases, attracting a lot of consumers to the brand and realizing profits for the organizations involved (Wall, 1984). Even though CRM in its nature is providing to a good cause consumers have in later years started perceiving it with suspicion due to its massive use (Bronn & Vrioni, 2001). The problem in many cases seems to have been the lack of fit between the company and the charity they have chosen to support. A CRM initiative cannot be something managers just apply without considering this fit. The campaigns must have a long-term time frame for them to be successful (Pracejus & Olsen, 2004).

In Sweden one of the biggest and most popular CSR campaigns is the Pink Ribbon campaign. Every year the entire nation side with the Pink Ribbon charity and raise many millions to the cause. Besides the public there are many corporations supporting the charity, the most prominent ones being ICA, Lindex and Apoteket (Rosa Bandet, 2009C).

The support from these actors helps raise a lot of funds for the charity but what are the companies motivation for involving in this campaign? Can they get something in return by participating in this campaign? Is marketing the organization one of the secondary reasons, besides raising funds for the cause? The companies taking part in the campaign have each picked out products for the campaign in addition to selling the actual ribbon. We are interested in how this activity fits into the concept of CRM. We further believe that the overlap between marketing and CSR that CRM represents is worth looking more deeply into and see how this is employed in everyday business. Therefore we have come up with the following purpose:

1.6 Purpose

The purpose of this thesis is to investigate how a CSR strategy can be used as a marketing tool by analyzing ICA's and Lindex's marketing approach within the Pink Ribbon campaign.

1.6.1 Research questions

To put the purpose a bit more in context and to guide the research we have come up with the following research questions:

Q1: Why have ICA and Lindex chosen to involve themselves with the Pink Ribbon campaign and how does it fit into their CSR strategy?

Q2: How can the concept of CRM explain ICA's and Lindex's marketing approach towards Pink Ribbon?

Q3: How does Pink Ribbon fit into ICA's and Lindex's marketing strategy?

1.6.2 Definitions

Pink Ribbon – Refers to the Pink Ribbon campaign

pink ribbon [*lower case only*] – refers to the small ribbon you wear on your coat lapel.

2 Frame of reference

This chapter includes theories of CSR, CRM and concepts within Marketing. The Marketing part includes an explanation of the 4P's as well as theories about segmentation and positioning.

2.1 Corporate Social Responsibility (CSR)

2.1.1 The conceptualization of CSR

Since the 1950s, the concept of corporate social responsibility (CSR) has expanded and has turned to become an important subject within both business practice as well as management literature. At the same time its theme and definition has evolved and expanded along with the development of the rest of society (Bowen, 1953). In one of the earliest definitions of CSR, Bowen (1953) stated that:

“It [CSR] refers to the obligation on businessman to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society.”

Even in its initial state the concept of value to society was very important. As more researchers wanted to give their view to the subject, CSR came to include the aspect of *social obligations* that organizations must consider. In his paper, Carroll (1979) argues that social obligations can be distinguished as three distinct entities:

- a) economic obligations
- b) legal and ethical obligations
- c) philanthropic obligations.

There have however been concerns that *stakeholder obligations* should be included and Clarkson (1995) along with other scholars have argued that businesses should not be responsible towards society as a whole. Instead they should only be responsible towards those who directly or indirectly affect or are affected by the firm's activities. More elaborately, the stakeholders mentioned can be categorized into four main categories: organizational (e.g. employees, customers, shareholders, suppliers), community (e.g. local residents, special interest groups), regulatory (e.g. municipalities, regulatory systems), and lastly media stakeholders (Henriques & Sadosky, 1999).

In both *social and stakeholder obligations* theories CSR practices are motivated by self-interest which enables businesses to gain legitimacy among their constituent. Furthermore, seeing CSR as an obligation actually fails to provide normative criteria which negatively affect the view of social responsibility. In accordance to Swanson (1995), philanthropic donations could be evaluated as an expression of corporate powerfulness. Based on such matter, some scholars argue for an *ethical* driven view of CSR that claims the rightness or wrongness of specific corporate activities without any matter of social or stakeholder obligations (Donaldson, 1994; Preston, 1995; Swanson, 1995).

Without an argument it is quite obvious to see that the previous three views (social obligations, stakeholder obligations and ethics) indicate CSR and its involvement with business practice even though it didn't actually state it. A claim brought forward by Ackerman (1975) is that CSR is an organizational process where three main activities could be identified (a) monitoring and assessing environmental conditions, (b) attending to stakeholder demands, and (c) designing plans and policies aimed at enhancing the firm's positive impacts.

Given all these viewpoints, comparing and integrating the definition of CSR is quite challenging since several different perspectives as well as conceptual entities exist that could refer to business in general, the individual firm or the decision maker (Wood, 1991).

2.1.2 The purpose of CSR

Kramer and Kania (2006) stated that corporate social responsibility can be divided into two approaches, offensive and defensive. More precisely, undertaking a defensive approach could be explained as maintaining the company's reputation, avoiding legal liabilities, and is generally engaged when companies are seeking to resolve problems of their own making. In contrast, the offensive approach can be applied when companies offer themselves as the solution, even though they had no intention to create problems. It requires companies to find solutions as well as implementation for those problems that are created, in such a process four key issues arise:

1. Pick the right issue—one that is important, timely, and that leverages the company's core competence.
2. Establish concrete goals and report on progress, both inside the company and externally.
3. Deploy the company's key assets in addressing the issue, including, for example its products and services, the relevant skills of its employees, industry expertise, and its infrastructure.

4. Work in partnership with other sectors.

Adding to this Waddock (2007) argued that the defensive-offensive approaches are still missing some aspects of corporate responsibility. Thus, she added a third distinction which states that corporate responsibility must include the act of responding to concerns in society that take place from the very success of the company's strategy. In other words, such distinction elaborate that public expectations are neither the result of particular abuse, nor linked to demands that companies fill societal needs, when it comes to business behavior. Rather, the expectations are more involved with the result of business implementing a system which success is equated with:

1. Continual growth and expansion
2. A focus on efficiency and externalizing costs wherever possible;
3. Corporate control of influence over resource, markets, customer preferences, and employees.

2.2 Adopting CSR in an organization

As argued by many researchers adopting CSR is a good activity for the company. The positive publicity that implementing a CSR strategy convey can be the competitive advantage companies have sought after. It has become apparent however that the companies that are engaging in CSR the most are also the ones that have to endure the most pressure from the public (Vallentin, 2003). Adding to this there are also regional differences in how consumers perceive companies when they communicate their CSR activities to the public. In Europe, and Scandinavia especially, if a company promotes its CSR activities too much this will lead to people mistrusting the intentions of said company (Morsinga, Schultza, Nielsen, 2008).

In the US on the other hand contributions to charitable causes are expected of companies and the American companies have therefore adopted an "explicit" strategy when communicating their CSR activities to the public. The explicit strategy is recognized as by developing explicit CSR policies and communication of the same. In Europe there has historically been the opposite where an "implicit" approach has dominated the scope. The implicit strategy is recognized as not having explicit and articulated CSR strategies. CSR is mostly an internal activity and is not regularly communicated to the public. (Matten & Moon, 2004)

The fit between a company and the cause they support is also an important aspect for people to perceive CSR as a trustworthy initiative (Pracejus & Olsen, 2004).

In line with the discussion of trust there is also the notion of building a long-term relationship with the cause. Building a long-term relationship is an important factor for gaining a good reputation from the cause (Duncan & Moriarty, 1997). It has been showed that working with a cause for an extended time-period and consistently supporting said cause will improve a company's brand image considerably (Welsh, 1999).

2.3 Different CSR initiatives

As CSR is a very broad area there have been several attempts at narrowing it down. Dividing CSR into subareas is one way of making it more comprehensible and easier to define. In their book, Kotler & Lee (2005) have divided the firm's socially responsible commitments into the following activities:

- **Cause promotions** is about supporting a social cause through promotional sponsorship and the support can be contributed as fundraising, participation and so on. It leads to an increase in cause awareness as well as allowing a positive outcome to a corporation's reputation.
- **Cause-related marketing** activity starts when a corporation decides to donate a given revenue percentage to a cause that is based on the product sales or usage. It takes place when a corporation agrees to make a partnership with a non-profit organization, and therefore the cause will benefit both parties. Moreover in order to be successful, sales of the specific products included in the campaign ought to be good.
- **Corporate social marketing** focuses more on behavioral change which supports the campaign that rely upon such matter and for instance it could be an example of public health, safety, and community well being. This takes place when a corporation involves with public sector agencies, therefore it supports the awareness through activities such as fundraising.
- **Corporate philanthropy** is the most common form of activity among the ones mentioned and it differs from the rest through its direct giving to the cause, rather than involving in the actual process. It takes place in the form of donation which obviously, in the first hand means to support the cause however it also contributes to the corporation's positive image.
- **Community volunteering** occurs when a corporation supports a cause through its help of employees, retail partners, or franchise members. In other words, such activity takes place in the form of employee's volunteer work into the cause, rather than giving away cash or fundraising.
- **Socially responsible business practices** is about a corporation's willingness to conduct more of discretionary business practices that concerns to support of any causes in order to improve community well being and furthermore protect the environment.

Out of all these social initiatives, our focus is directed more towards cause-related marketing, since it differs through its involvement in sales of a product in line with customer participation into the actual cause.

2.4 Cause-Related Marketing (CRM)

Varadarajan and Menon (1988) have argued that the concept of Cause-Related Marketing (CRM) is a form of social responsibility initiative that builds upon the evolutionary process of corporate philanthropy and is based on rational profit-motivated giving. In their view,

corporate philanthropy, its evolution process is passed through the points where it initiated from a *voluntarily doing good* and which shifted to more of a *mandated corporate social responsibility*, furthermore that evolved to the point where it encompasses the *doing better by doing good*. According to them, *doing better by doing good* is a middle-ground that combines the characteristics of both voluntary and mandated corporate philanthropy, which encompass CRM. It is directed to the corporation, particularly it enlightens the competitive advantage, and thus such type of social responsibility treated as an investment is meant to improve the long term performance of an organization.

The initial development of the CRM concept was done by America-based companies. They developed it and it soon became a more popular practice of implementing CSR. The American Express's Statue of Liberty campaign was one of the first and most popular CRM campaigns. The campaign was carried out in 1983, and was directed at supporting locally based charitable causes in a way that also promoted business. A penny for each use of the American Express card, and a dollar for each new card issued were given to the Statue of Liberty renovation program. Through this campaign American Express gained 28% increase in card usage in that period, as well as a tremendous increase in the number of new cards issued. In the end, the Statue of Liberty campaign raised USD 6 million and USD 1.7 million of them were donated to the Ellis Island Foundation. (Wall, 1984)

A more recent example of a CRM activity is the Product Red campaign which is a clear indication of how CRM has gained more popularity within companies. Product Red is a licensed brand that collaborates with companies such as American Express, Apple Inc., Starbucks, Converse, Motorola, Gap, Emporio Armani, Hallmark, Microsoft and Dell and the aim of the campaign is to fundraise for the Global Fund which is an organization that strives to find cures for AIDS, Tuberculosis and Malaria. In the Product Red campaign, each partner company creates a product with the Product Red logo and donates a certain amount to the cause, in return the companies increase their sales and revenue. Since it was launched, the campaign is said to have raised as much as USD 130 Million. (Red, 2009B)

Such type of campaigns were characterized as a *doing better by doing good* form of corporate philanthropy and with that in mind Varadarajan and Menon (1988) claimed CRM to be a marketing program that attempts to achieve two objectives: improve corporate performance and help a worthy cause. Based on such notion they came up with the following definition of CRM:

“Cause-related marketing is the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives.”

(Varadarajan & Menon, 1988)

In practice, CRM begins with a purchase that generates money to the cause, allowing the company to increase its sales and the consumers to feel pleased about donating. This on the other hand, seems like the charity is a mean to be used as the motivation to buy the product, since the money that the charity receives is directly dependent upon the purchase of consumers (Svensson & Wood, 2009). Furthermore, most of the philanthropic activities are about donating money to a cause with the expectation that sales will increase; however

in cause-related marketing; sales are driven by the consumers. This feature explains that cause-related marketing is more about post purchase, whereas sponsorship is about pre-purchasing. (Svensson & Wood, 2009)

According to Smith and Alcorn (1991) cause-related marketing take place in following forms:

1. **Media support** can be explained as an activity directed at a charitable cause and the company's products which most often involves sponsorship.
2. **Media support plus conditional donations** involves corporate contribution to a cause and its product purchase or use of services would measure the contribution.
3. **Media support plus dual incentive donations** is quite similar to the conditional donation, however it differs mainly through its involvement of coupon and point of purchase, where coupons are presented as further cash discount incentives to the customer.

When it comes to what CRM can offer, Mullen (1997) has suggested that the use of CRM is a dramatic way to build brand equity as it creates the most added values in which directly enhances financial performance. Furthermore, elaborating on Mullen's (1997) view, through its value adding characteristic, CRM also allows a company to achieve a competitive advantage (Collins, 1993). Besides that, CRM is argued to provide other benefits such as advertising space, low cost exposure, a broader customer base, the ability to sway customers, positive publicity and better employee relations (File & Prince, 1998). Lafferty & Goldsmith (2003) demonstrated how companies were in a better position than the causes themselves, as companies benefited of a cause-brand alliance regardless if their brand was low or high in familiarity when helping a worthy cause, whereas the cause's brand was dependant on its familiarity.

2.4.1 Motives for using CRM

There have been a somewhat broad discussion that tries to analyze what CRM can offer, however Varadarajan and Menon's (1988) original framework provided a quite broad dimension which is still applicable. According to them companies should look for the following results when making use of cause-related marketing:

Increase in sales, one of the most basic and obvious benefits that a company can gain by participating in a CRM campaign, through usage of coupons tied with charities this will lead to increase in the sales of products or services offered. Furthermore it leads to increases in trial purchase, repeat purchase as well as promoting multiple unit purchase.

Enhancing corporate stature, as a result of association with popular and respected cause the companies are presented with an opportunity to gain national visibility, improve corporate image, and convey social-responsibility, public mindedness, and patriotism (Josephson, 1984).

Preventing negative publicity, in a case where a company is facing an issue of its own making, supporting a popular cause will lead to an increase in positive attribution from public, which in turn can act as a measure to counter negative publicity.

Customer pacification, this offering is quite similar to preventing the negative publicity. However, it focuses more on appeasing the offended public or customers who were against the recent practice or message of a company. CRM will improve relations with customers in such controversial cases.

Facilitating market entry, such offering is based on companies' choice of approaches to a cause and the way of using the CRM, for instance supporting a cause will increase popularity of a company in public, thus some companies take advantage of it by increasing brand recognition and awareness.

Increasing the level of trade merchandising activity for the brand promoted, when promoting CRM, companies try to gain leverage from that cause. With that in mind, it is often that companies have looked at CRM as a way of broadening customer base as well as reaching a new market segment and lastly to increase the level of merchandising activity for their brand.

2.4.2 Promoting CRM campaigns

Furthermore Varadarajan and Menon (1988) mentioned some important factors that should be considered when implementing the campaign and they highlight the extent of relationship between a firm and cause as well as the time frame of the campaign.

- Through the concept of *proximity* they have emphasized the possible relationship that can be sought between a firm and cause when assembling the campaign and in this category; the campaign can be based on either arms-length relationship or closely interacted relationships.
- Depending on the nature as well as the desirability of cause and firm, it is important to emphasize the duration of the campaign. The campaign can be based on the following time frames: long term, medium term and short term. In order to clarify further Varadarajan and Menon (1988) compared different CRM practices and demonstrated the importance of the accurate length of time in participating in a CRM campaign.
- Moreover they have mentioned some other aspects that are relevant to associations between the brand and cause, which elaborates more of companies approach to a cause in regards to its selection of brands. Thus, it illustrated two main possible dimensions that can be selected when it comes to correlating the brand and cause and they are brand specified CRM campaign and multibrand CRM campaign. The brand specified CRM approach focus on possible correlation of a brand with a single cause in a campaign, however in contrast, multibrand CRM focus on correlation of more than one brand to a single cause.
- The extent of cooperation of a firm and cause within the CRM campaign can be done in three different levels. The organizational level, product line level, and brand

level. The Organization level underlines the level which firms choose to involve all or numerous number of brand offerings into a campaign, including the corporate name. However, Product line level is about linking a specific line of products into the campaign. Lastly, Brand level emphasizes involvement of a specific brand into the campaign.

- When choosing what cause to collaborate with the following factors could be the main influences (1) the characteristics of its product offerings, (2) brand image and positioning, and (3) the characteristics of its served market.
- Geographically CRM campaigns can be organized into national, regional or local and depending on the scope, the gains from the campaign will vary.
- Lastly, Varadarajan and Menon (1988) have developed three possible ways for firm's use of a CRM campaign. It can be used as a strategic tool, a quasistrategic tool and a tactical tool. In the strategic tool the firms' commitment to the cause is relatively high with top management's involvement into the key decisions, as well as substantial investment of resources are provided towards the development and implementation of the program. However in quasistrategic way of using covers more to the coordination and integration of advertising, personal selling, sales promotion, and publicity components of the promotion mix. Lastly the tactical tool is more useful towards an increase in the effect of sales promotion, particularly the involvement of coupon into it and in this criterion; top management participation is likely to be limited.

2.5 Marketing definitions and developments

Lazer (1969) argued 40 years ago that if marketing management was broadening, the societal impact should be taken into consideration noting 'that marketing must serve not only business but also the goals of society. Taking that into account, we look at today's definition of marketing. Today the concept of marketing covers more than just a one-way interaction with customers, it is also about delivering value and satisfaction, positioning your offer, listening and providing continual quality. It becomes apparent in the way Kotler, Wong, Saunders & Armstrong (2005) regard marketing as:

"...a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others".

Another recent definition is that of the American Marketing Association (AMA, 2008), who define "marketing" as:

"Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large".

Comparing this to the AMA's previous statement as well as the Kotler et al. (2005) definition this new statement also considers *society at large*. The considering of motives other than purely economical ones has become more apparent recently in commercials such as the natural beauty campaign of Dove (Dove, 2009).

2.6 Marketing Mix

Looking at the school of marketing management, which is defined from the manager's perspective, it deals with marketing initiatives originating from that perspective. In general, publications within the field of marketing management are organized around the notion of a marketing mix (Shaw & Jones, 2005). The concept of the marketing mix was introduced by Neil Borden (1964) as he read through a paragraph in a publication written by his associate James Culliton, where he described marketing along the lines of a manager being "*the mixer of ingredients*". Borden (1964) was relatively early contemplating over what combination of policies and procedures would form consumer behavior in a desirable way and if the manager was the mixer of these ingredients, the manager would thus be designing a marketing mix. He designed a list of 12 elements making the foundation of this marketing mix.

It was not until 1960 that the four P's of *Product, Price, Place* and *Promotion* were introduced by Jerome McCarthy (Shaw & Jones 2005) after reducing some factors from Borden's work, and these four remaining factors have long since been considered the main ingredients of the marketing mix. Other concepts such as the four C's (Lauterborn, 1990) and the SIVA approach (Dev & Schultz, 2005) have been conjured, but as they all have their origin from the four P's, this further show the fundamental role that the four P's have within marketing.

While several authors have tried to reformulate the Four P's, many scholars still stand by them, including the renowned marketing guru Kotler. Another marketing scholar, Yudel-son (1999) believe in not revolutionizing but rather adding and complementing features to them. The components are listed and explained below: Further explained, product is whatever is offered for consumption by the seller to the consumer (Kotler et al., 2005) and generally concerns the attributes and quality of the product. Yudel-son (1999) suggests that product should be defined as "*all the benefits (present or anticipated) that the buyer or acquirer obtains from the exchange*". With this formulation, services could be included under this category as well.

Price, usually monetary amount, is what a consumer has to give up, in order to acquire the product (Kotler et al. 2005). Several strategies can be employed in this category. Price has long been an instrument of differentiation, allowing sellers to attract customers by shifting it upwards or downwards. It can also be an indicator of quality for consumers, as Rao & Monroe (1989) showed a positive relationship between price and perceived quality. Therefore it can be a balancing act of attracting consumers and keeping perceived quality as high as possible. Another factor that Yudel-son (1999) believe should be included in this P is the factor of time, in the sense of what amount of time the consumer spends in order to acquire the product.

The activity of promotion is about communicating the benefits and quality of a product which in a way can be perceived as persuading the consumers to purchase it (Kotler et al, 2005). What some criticize about promotion is the suggestion that it somehow is about manipulating the consumer into buying the product. Some, like Lauterborn (1990) have chosen to replace it with the word communications. Under this term, selling and sales

promotion are subsets, but are sometimes entirely confused with promotion itself (Yudelsson 1999).

Place can be a where a product is sold, country, city, district, type of store and even where the shelf itself is placed in-store. However, it also “*includes all activities that make the product available to target consumers?*” (Kotler et al. 2005), in other words all things required to facilitate the transaction. Yudelsson (1999) suggests that process is a better label, as it is not limited to a single location as the name might suggest, but rather portrays all transactions and activities involved. This goes well in hand with the introduction of the internet, as homepages more than ever act as virtual stores.

The idea of the four P’s have been largely unchallenged since the 1960’s, however Kent (1986) some twenty years after McCarthy’s work, argued that “*the mnemonic of the four P’s, by offering a seductive sense of simplicity to students, teachers and practitioners of marketing, has become an article of faith*”. Another quite notable author that also disagrees with the general discourse, Grönroos (1994), renowned scholar within service marketing, questions the four P’s as a useful tool for practical purposes. He argues that no personal relationship can be established by using the four P’s as a roadmap in the context of a service market. Still, the four P’s in themselves have merit no lesser than before, considering the fundamentals they cover, there is only a need for completion with other variables.

2.7 Market segmentation

The market segmentation approach consists of three stages; the actual segmentation, targeting, and positioning. As individual customers have different needs (Dibb, 2000), it builds the principle for the market segmentation concept. A total mass marketing approach is not always the most successful approach, and therefore this concept is a vital method in many cases. Henry Ford, made this evident with his offering of the T-Ford in any color; as long as it was black, which potentially cost him future market leadership (Kotler et al., 2005)

The core belief around segmentation is that the final elements grouped together will respond similarly to marketing campaigns undertaken (Dibb, 2000). “*A business is more successful if it designs a specific marketing mix for a group of customers with similar needs*” (Dibb, 2000).

What this entails is to bunch potential customers with similar needs and behavior together into *segments*, by using a set of variables (Dibb, 2000). These variables can be demographic, geographic, socio-economic, behavioral, lifestyles, gender, etc.

After careful data collection and analysis, the process of targeting begins, which entails the firm making decisions about what segment or segments to focus on. Being too narrow will only cover a small part of the market, and being too broad might be too costly (Dibb, 2000). The firm also evaluates each market segment’s feasibility and selects one or more to focus on. In conjunction with this, the firm looks over its strengths and weaknesses and decides which and how many segments to enter (Kotler et al., 2005). Even if a segment may look promising a company might not have resources to handle it properly.

When segmentation and the targeting of segments is completed the company positions itself. At this stage, customer perceptions of the company are critical. “*It is about constructing a clear, distinctive and desirable place in consumer’s mind*” (Kotler et al., 2005). Ries & Trout (1981) point out that the successfulness of how a company positions itself is dependent upon how they manage to differentiate themselves in a good way aside from their competitors in the minds of the customers. Porter (1985) also discusses the importance of differentiation, as it builds a type of competitive defense around a firm, by reducing possible substitution of one’s products or services, as well as its base for loyalty. This should then result in improvement of market performance (Porter, 1985).

Consumers tend to purchase things that grant them the greatest value (Kotler et al., 2005), it is only a matter for a company to figure out what brings value to them, and do this better than the competitors through differentiation. Image differentiation can be the answer when competing offers look the same. Symbols may provide strong recognition and image differentiation of a firm, such as logos, characters or association through sponsoring (Kotler et al., 2005). Many companies, like Perrier sponsoring exercise tracks and sports events, or similar to Heinz supporting hospitals, have created an image out of these types of causes or events. It is important to communicate and constantly advertise this position, and as Ries & Trout (1981) put it; it should be the primary strategy to strengthen ones current position. Ideally, the firm formulates a vision (Temporal, 1999) to communicate both internally and externally, the goals and identity of the firm, to motivate employees and attract customers.

3 Methodology

In this part there will be a presentation of the methods chosen for the research. It also includes a thorough explanation regarding what kind and how the research will be undertaken.

3.1 Research approach

The purpose of the thesis is to investigate how a CSR strategy can be used as a marketing tool. Since the aim of the study has been to find out how this works, the data has guided our conclusions and not vice versa. As a consequence of this and given the nature of the problem we performed a case study comparing ICA's and Lindex's approach when participating in the Pink Ribbon campaign. This context was mainly chosen to get a real life example of how companies actually go about taking part in a CSR campaign; and how this is transmitted to the public. (Saunders, Lewis & Thornhill, 2007)

3.1.1 Inductive vs. Deductive

Since CSR is a rather ambiguous concept and does not have an established definition (Marrewijk, 2003), flexibility has been crucial to the research. We have therefore opted for an inductive research approach in order to both keep flexibility as well as letting the results determine the outcome (Bryman & Bell, 2007). The research was undertaken through data collection followed by cross-case analysis and conclusions. This approach was chosen, as stated by Saunders et al. (2007), "to get a feel" of how and why managers choose to market their CSR activities.

3.1.2 Qualitative vs. Quantitative

Based on the choice of the inductive approach we believe that for the collection of data a qualitative approach would render the most suitable results for our research. Our intention has been to collect attitudes and opinions and through the use of qualitative data this allowed us to go deeper into the problem (Bryman & Bell, 2007). The data was subjected to individual analysis and provided us with a comprehensive picture of how the managers deal with marketing and CSR in their respective organizations. The data collection consisted of interviews as well as historical data and to a certain extent observations.

3.2 Research design

When designing your research, according to Yin (2009), there are 5 components that need to be taken into consideration. First are *the study's questions* which deal with what form the questions should have. Since we want to find out *how* a CSR strategy can be used as a marketing tool a case study approach was selected to put the problem in a real life context (Saunders et al, 2007). After deciding upon what form of research to conduct, the *study's propositions* needed to be determined. Within our research this corresponds to our research questions which narrowed the scope of the purpose and clarified what we actually intended to find out with the research. Thereafter the *unit(s) of analysis* were to be determined, which consisted of the two companies ICA and Lindex. Once this was settled, there needed to be a *logic linking of the data to the propositions*. In order to clarify this somewhat, how would the

data be able to answer our research questions? After the linking was finished we needed to establish *criteria for interpreting the findings*. The criteria were made up of our frame of reference, including theories within the field of marketing, CSR and CRM.

3.2.1 Case Study Approach

As mentioned above we have opted for a case study approach, more specifically a multiple case study approach where the organizations that were analyzed were ICA and Lindex. The multiple case study design is a study including different cases within the context of the problem (Yin, 2009). The reasoning behind including more than one case was to get an additional perspective on the problem. Further, since none of the cases studied were unique or representative (Yin, 2009) we believed that another perspective had to be added.

To guide our research and help us to stay on track we decided to make use of the following model. The different cases in this context consisted of ICA and Lindex. The model concerns the replication approach which as opposed to the sampling technique allows for fewer subjects to be investigated and is crucial to be able to draw any conclusions from a case study (Yin, 2009)

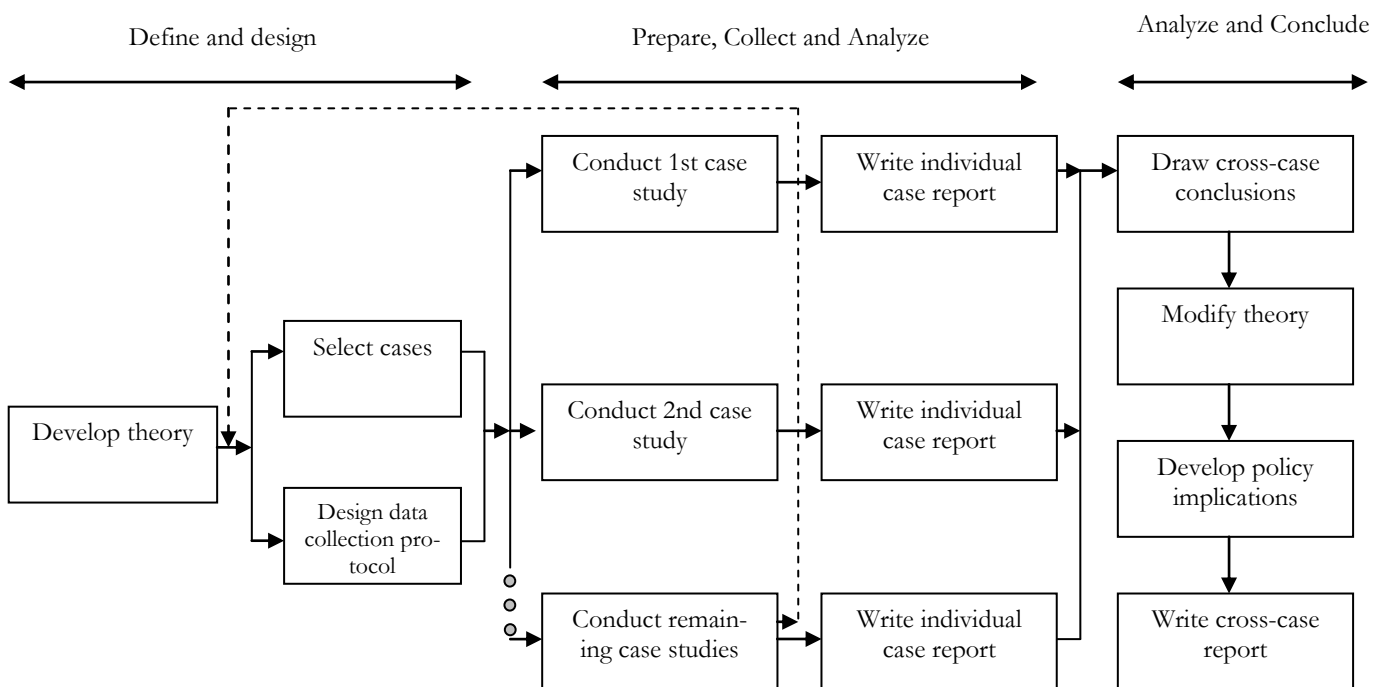


Figure 1. Case Study Method

(Yin, 2009)

3.2.2 Define and Design

From our perspective we first looked into what research has been performed within the field of CSR and CRM previously and this then made up our frame of reference. The second stage was composed of selecting the units of analysis that we based our findings on. Since the aim of our research is to find how CSR can be used as a marketing tool we be-

lieve that a company perspective needs to be adopted and investigated to understand how this works in reality. The research has been focused on the managerial or organizational perspective since we do not believe the customer perspective to be relevant in our specific case. Customers could be interesting to include in case we were investigating purchase intentions, but since the study is focused on strategy in using CSR as a marketing tool the managerial perspective will yield the most satisfying results.

Following this we designed our interview questions and these were then validated by our tutor and some minor changes were done in-between interviews to obtain as a full picture as possible.

3.2.3 Prepare, Collect and Analyze

Regarding the actual collection of the data this was performed through interviews with managers at ICA and Lindex. The conducting of these interviews and the questions asked will be further explained in the data collection section 3.3. After the data collection the cases were examined individually and they each made up a separate section in the empirical part of the thesis. This approach was chosen in line with Yin's (2009) model [*Fig. 1*] and it allowed us to more easily compare the different strategies which eased the workload in the analysis.

3.2.4 Analyze and Conclude

Once the individual analysis was done we compared the findings of the individual cases to see how the different approaches correlated with each other. The data gathered from the managers allowed us to map the strategies of the respective companies. Based on the findings here we then performed the analysis and the findings here helped us answering the research questions as well as fulfilling the purpose. The analysis of the data will be further explained in section 3.4

3.3 Data collection

3.3.1 Sample selection

As mentioned previously the companies that were studied were ICA and Lindex and they were chosen because of them being the main sponsors of the Pink Ribbon charity in Sweden (Rosa Bandet, 2009B). There is however one more main sponsor which we chose not to include and that is Apoteket. The reason for not including Apoteket is due to them being owned by the government (Apoteket, 2009) and the focus of the paper is on private companies only. We believe that since Apoteket is state-owned they will most likely operate in a different manner than the private companies ICA and Lindex and they were therefore not included.

When choosing what cases and managers to investigate for the thesis, we chose them in line with the criterion sampling approach where the cases are chosen based on predetermined criteria (Patton, 2002). We therefore established a set of criteria that needed to be fulfilled. Firstly the managers had to be involved in the decision-making either regarding marketing or the general strategy of the company. This since they, the managers, needed to have some part in deciding about the companies CSR activities. Secondly since the study's

focus has been the Pink Ribbon charity the managers questioned also had to have some part in the decision-making regarding this campaign.

The managers that were chosen consisted of CSR managers, Marketing managers as well as local store-managers. The local managers were included since they are in contact with the customers and have the final say in how the campaign is perceived in the stores. Once again these managers had to be involved in the Pink Ribbon campaign, but in their cases on the local level.

3.3.2 Interview questions and design

The data collection for our empirical findings was undertaken through interviews with managers to understand the thoughts behind transmitting CSR activities. As mentioned previously this approach was chosen based on gathering opinions and trying to map the strategies of the companies. A copy of the interview questions can be found in the appendices both in its original English version and the translated Swedish version, which was used during the interviews.

When conducting the interviews we chose to perform semi-structured interviews. The semi-structured interviews are based on questions or themes that are asked to the respondents (Saunders et.al, 2007) and in our case we adjusted each interview based on the area of competence of the person interviewed. On the whole however, we have tried to make sure that the same questions were asked to both companies researched which is in line with Bryman and Bell's (2007) definition of semi-structured interviews. The rationale behind using the semi-structured approach was to allow us to compare the strategies of the companies without resorting to a questionnaire. Further this approach allowed us to adapt the interviews based on developments in the interviews (Bryman & Bell, 2007). The semi-structured approach was also chosen based on its fit with explanatory research which we have opted for (Saunders et.al, 2007).

Prior to the actual interviewing, the first task when designing questions should always be to determine the objectives that are to be answered (Bryman & Bell, 2007), namely the research questions. When designing our questions we went for a funnel approach starting with the purpose and extracting the research questions from there. Out of the research questions we then formulated questions that we found necessary to successfully answer the research questions. After conducting interviews with the managers at the headquarters we could adapt the interviews to the local managers and get their perspective on the campaign as well.

3.3.3 Conducting the interviews

As a method to ease the planning for both ourselves as well as the managers we opted for phone interviews for most of the interviews. All interviews at headquarters were undertaken by phone but the local interviews were performed in person with one exception. In the cases where the phone interviews were used we believed as previously mentioned that this eased the planning for the managers. Since their schedules in many cases did not allow for longer periods of absence the phone interviews allowed them to be more flexible and we could reschedule based on their workload. Bryman & Bell (2007) conclude that interview-

ing over the phone can actually be advantageous when interviewing subjects at different locations. The main reasons for this are the costs of travelling as well as the time it would require to travel to all the respondents. They (Bryman & Bell, 2007) also lift the issue of the respondents answers being affected by the interviewer based on the background characteristics of the same (class, ethnicity and so on). In our specific case this was not a problem but it is still worth mentioning as a potential bias to avoid.

When examining the negative aspects of using phone interviews one of the most prominent issues mentioned for our case is the lack of observation. When performing the interview over the phone you cannot see the other person which can lead to missing facial expressions which might be an indicator of the reliability of the answers (Bryman & Bell, 2007). We noticed in the interviews performed in person if the respondent was confused by the question, or if we needed to elaborate more on it. This was not possible during the phone interviews, but we then instead had the comfort of performing the interviews in a secluded area with no disturbances. When we performed the interviews in person there were no designated areas where this could be done and it was therefore quite a lot of noise and other disturbances. It is therefore worth mentioning that the outcome of these interviews could have turned out differently had them been performed over the phone as well. On the whole however, despite the drawbacks with phone interviews we still believe that this approach was the best for our thesis.

Prior to interviewing the subjects we contacted them by e-mail to ask if they were okay with taking part in the interviews. Thereafter we scheduled the actual interviews which were performed in Swedish. When performing the interviews we informed the respondents about the topics of the questions and also asked permission to record the interview. All of the respondents except one agreed to this and it allowed us to go back to the interviews and provide us with a more complete picture than strictly using notes would have. The recording of interviews is almost mandatory when performing qualitative research and it is helpful for thoroughly examining answers and properly quote the respondents (Bryman & Bell, 2007). As a backup we took some notes during the interviews in case of a malfunction in the recording; this however did not happen.

Following the conducting of the interviews we transcribed the interviews and translated them into English. This was done to allow us to easier include them in the paper and we could review the interviews quicker.

The interviews were undertaken in accordance with the schedule below. Due to discretion the interview subjects will not be named and instead they are mentioned as Manager with the corresponding area of expertise and company added to their title.

Company and Position	Date of interview	In-person or over the phone
ICA Marketing Manager	2009-11-02	Phone
Lindex Information Manager	2009-11-05	Phone
ICA CSR Manager 1	2009-11-06	Phone
ICA CSR Manager 2	2009-11-17	Phone
Lindex Local Manager	2009-11-18	In-person
Lindex Information Manager, extra interview	2009-11-19	Phone
Lindex Local Manager	2009-11-19	In-person
ICA Local Manager	2009-11-20	In-person
ICA Local Manager	2009-11-20	Phone
ICA CSR Manager 2, extra interview	2009-11-23	Phone

Table 1. Interview guide

All the interviews were, as seen in the table above, undertaken in November which is after the Pink Ribbon campaign was over. The reason for this was to get as much information regarding how the campaign was undertaken as possible. Further by performing the interviews after the campaign was over the managers could evaluate the success of the campaign and they could give us better estimates in terms of how much was donated. Regarding the actual interviews these ranged from 15 to approximately 30 minutes in time.

It should further be noted that the interviews undertaken with Lindex headquarters were dealt with by the same person due to their policy of not participating in interviews (Lindex, 2009D). They instead have a designated information manager who contacts the individual managers for extra information regarding issues beyond said manager's competence.

3.3.4 Observations

As one cannot at all times rely entirely upon the work or words of others, some situations demand the attentions of one's own perspective. The purpose is to bring the reader into the environment that was observed (Patton, 2002). In this case, the environment, or field that was observed was the shop floor of ICA's and Lindex's local stores. Observations should be factual, accurate and free from unnecessary detail (Patton, 2002), as such we only paid attention to Pink Ribbon-related products. Observations give the researcher a chance to be open, discovery oriented and to see things that would normally not be noticed by other people in the setting (Patton, 2002). Saunders et al. (2007) maintain that "...it may add considerably to research data".

Indeed the purpose was to complement and triangulate our other data, and hence it was not our primary source of empirical data. The type of data gathered was experiential data which is the researcher's own perceptions and feelings experienced in the process (Saunders et al., 2007). Rather than keeping a diary, a number of photos were taken as material for further discussion and later discarded. There was no risk for observer effect as the subjects were the products and their placement, rather than people.

3.3.5 Trustworthiness

As discussed by Lincoln & Guba (1985) the concepts of reliability and validity discussed by most quantitative researchers can not be effectively applied to qualitative research. They (Lincoln & Guba, 1985) have instead proposed the notion of trustworthiness to be used when validating qualitative studies. Trustworthiness is made up of four criteria: Credibility, Transferability, Dependability and Confirmability.

Starting with the issue of Credibility, this concerns the acceptance among other researchers as well as the respondents (Lincoln & Guba, 1985). For our research we have therefore transcribed interviews and mailed them to the respondents so they themselves can validate the material to be used and make sure that we haven't misunderstood them.

Further since the study is qualitative in nature the issue of being able to replicate or transfer the study can not be taken into considerations since the interviews in their nature portray events as they are now. Trying to replicate the study will definitely yield a different outcome. In popular research literature the necessity of being able to replicate the qualitative study is deemed useless (Bryman & Bell, 2007). However as a measure to strengthen our argumentation we have also made use of an additional method besides interviewing as to triangulate our findings (Bryman & Bell, 2007). At two occasions during the campaign we went to individual stores and observed how the campaign was carried out in the actual stores. This as previously mentioned, to triangulate the interview results and to put them in context through observing what the campaign looked like in the actual stores. This was undertaken both to validate the answers from the managers and to test ourselves in the perspective of consumers.

Concerning the Dependability of the research we have kept records of the research however due to discretion we will not include transcripts in the appendices. The statements from our sources are summarized and included in the empirical findings. Finally the issue of Confirmability is concerned with us as researchers not affecting or biasing the results based on our personal values. In Lincoln & Guba's (1985) mind this should be determined by the auditors, however we have tried to be as objective as possible when conducting our research.

3.4 Data analysis

The analysis of qualitative data can be quite cumbersome since it is not easily derived from the interviews. The analysis is not straightforward and lacks the clear-cut rules that can be applied when analyzing quantitative data (Bryman & Bell, 2007).

In order to have a starting point we made use of the aforementioned Yin (2009) model with the individual case reports that were put of for cross-case analysis. The individual case data collected was mainly used to map the strategies of the companies in terms of marketing, CSR and the Pink Ribbon campaign. In addition to Yin's model we followed the Saunders et al. (2007) framework with categorization, unitizing of data, recognizing relationships and drawing conclusions from the findings. Therefore we first categorized the data into different sections starting from the Pink Ribbon charity and ending up with Marketing. The categorization was based on the research questions as well as the purpose in line with Saunders et al. (2007) recommendation. The unitizing of the data came about by connecting the relevant empirical data to the appropriate paragraph. Findings about CSR were placed early in the analysis whereas Marketing findings were put at the end. Following this we focused on recognizing relationships between the data and the headings were arranged to further fit the funnel approach of explaining how CSR can be used as Marketing. Finally the empirical data was connected to the frame of reference which allowed us to draw conclusions from the data.

4 Empirical findings

In this chapter we will present the empirical findings from the interviews with the managers at ICA and Lindex as well as some information from their CSR-reports. Due to discretion we will not name the interview subjects and they will instead be referred to as Manager at ICA/Lindex.

4.1 ICA

I don't think that as a modern company you can avoid engaging in these activities [CSR]

(CSR Manager at ICA, personal communication, 2009-11-06)

4.1.1 CSR strategy

Even prior to knowing the actual term for it, ICA has been working with social responsibility in one way or the other. Issues concerning the environment have always been important and adding to this, issues of quality, health, working conditions and business ethics have been included to strengthen the CSR policy. Since the 1980's they have been addressing these issues more on a strategic basis and collaborated with a number of organizations and projects throughout the years. For the past 7 years they have even constructed a separate CSR report, where they have been describing the activities they take part in (ICA, 2009D). The CSR-report includes recent developments in ICA's CSR progress and is approved according to the Global Reporting Initiative's (GRI) third-generation guidelines.

From ICA's corporate group the operating unit receives long-term plans where keywords are stated such as health, price and quality. Adding to this the CEO also explicitly stated that ethics and social responsibility should be strengthened and further developed by ICA. One way to do so is to take part in for instance the Pink Ribbon campaign or similar initiatives. When selecting what campaigns to work with, ICA first look at the problem itself. How many people does this affect? How does this issue affect the Swedish society or in other cases the global environment? To break the issue down and find a specific problem the customer perspective is included. Is this something that is important to the customers? The customer perspective is very important and ICA tries to incorporate their values and beliefs when developing the CSR policy.

Further since ICA does not have any production of their own they have to keep close attention to their suppliers. All the suppliers, but especially the ones who provide the products ICA put their own name on, have to comply with ICA's code of conduct. Profitability and ethics must go hand in hand and ICA work hard to combine health, quality, safe projects and they strive for a sustainable environment throughout their whole supply chain.

4.1.2 Fit between ICA and the Pink Ribbon charity

Usually when selecting CSR campaigns, ICA consider demographics and in the case of the Pink Ribbon, which is focused towards women, the target group is women who make up a majority of the customer base at ICA. The connection between ICA and the Pink Ribbon charity is explained through promoting a healthy lifestyle in terms of food habits, the choice of lifestyle and so on.

Since ICA is a retailer they provide not only their own products in their stores. Further, given that ICA is a large company many of the suppliers in the stores that want to take part in the Pink Ribbon campaign approach ICA and ask their permission to sell their pink products in ICA's stores. Through this collaboration the suppliers can gain publicity with the help of ICA and it further helps raise funds for the charity and increase awareness even more.

4.1.3 Marketing strategy

4.1.3.1 General Marketing strategy

ICA is one of the more well-known brands in Sweden and has stores in almost all parts of the country. Since the company is organized almost as a franchising concept where each individual store is owned by a local entrepreneur (ICA, 2009D), the marketing of such an organization can be troublesome in many cases. However for the general marketing of the company, probably the most well known tool ICA use is their television commercials. Besides this tool, ICA also market themselves at both their own website as well as other websites. They further have ads in the daily as well as weekly newspapers; and this year they have also tested radio commercials. ICA is constantly trying to improve all the different tools but most effort in actual development is put in the newer tools such as the internet.

When looking on a more local level, the individual ICA-store owner has a lot of freedom in what products to promote. There can be big differences in how the stores are organized even in the same area, however most of the local storeowners rely on leaflets where they promote their products. Since there are also big differences in tastes between the northern and southern parts in Sweden, ICA's structure allows the store-owners to account for this when deciding on promotional material. As one manager said:

No one knows their own market as well as the local entrepreneur.

(Marketing Manager at ICA, personal communication, 2009-11-02)

The structure of ICA is what makes the organization unique and allows it to adapt to local wants and needs. For instance one store-manager stopped selling cigarettes in his store, this without any direct instruction from the national headquarters (ICA, 2009D).

On the national level the reasoning, when choosing what marketing tool to work with, is based on penetration; that is to reach as many customers as possible. By having the television commercials as a constant brand building activity with relatively general products, the individual store-owner can then tailor the product mix to the local market. The in-store promotion is one of ICA's biggest focuses and that is where most effort is put. From the headquarters perspective they try to raise awareness and attract consumers to the stores then it is up to the local storeowner to tailor the assortment to the local market.

4.1.3.2 Marketing the Pink Ribbon campaign

The Pink Ribbon campaign is a big activity for ICA every year and to help raise as much funds as possible ICA use the marketing tools available to them. This year they have for the first time chosen to market the campaign through their television commercials but then only the actual pink ribbon [*the small pin you put on your coat lapel*]. The choice not to promote

the Pink Ribbon more in that context was due to it not fitting with the current theme as well as avoiding overexposing the campaign which might have lead to negative publicity.

Further due to the nature of ICA's organizational structure the individual store owners have had a choice themselves to what extent they wanted to participate in the campaign and market it in the stores. From headquarters ICA have made suggestions and provided promotional material such as signs to put up in the stores and then the individual store owner have been able to adapt the Pink Ribbon campaign to current promotions they are participating in. The local promotion of the campaign has also taken place in the leaflets that are sent out by each store. There they could choose to market the pink products and they could also include short texts describing the campaign.

Adding to these initiatives ICA has written longer articles in their own magazine *Buffé* which reaches approximately 2 million households discussing the importance of breast cancer awareness. They have made use of in-store television ads; and through their website they have provided a special recipe including pink products sold at the ICA stores. For this years campaign [2009] ICA had picked out 5 products to market with the campaign. These were eco-friendly carrots, a pink flower bouquet, candles, a pork fillet and a pink calendar. The products were chosen because of them being in line with the healthy life-style and because they were relatively easy to pick up in the store. Further ICA knew from past experience that selling the products would generate more funds for the cause and also increase the sales for ICA themselves. The prices of the products have been similar to the regular assortment and the donations provided by each product ranged from 5-10%. Further as mentioned above the products were included in a special pink recipe to be eaten during a candle-light dinner. Promoting this dinner is meant to inspire customers to talk about the issue of breast cancer.

As mentioned previously ICA is a retailer and has apart from including their own products also offered many products from their suppliers who have also taken part in the campaign. Companies such as Vileda, Kellogg's, Garnier and many more have sold their pink products in ICA's stores. Since ICA would be responsible for the products sold in their stores, they reviewed the products prior to selling putting them on the shelves. Most of the suppliers however were old contacts and have been partners to ICA for many years.

From the charity's point of view all products have to be approved before any of the participants are allowed to sell them. ICA therefore cleared the products with the Pink Ribbon charity many months before the actual campaign. For instance the television commercial was shot in August but wasn't aired until early October.

4.2 Lindex

4.2.1 CSR Strategy

Since Lindex operates in the fashion industry they have the odds against them when it comes to sustainability. But this has not stopped them from making the best out of the situation. As stated by the CEO:

It is therefore more important than ever that as an individual fashion company we assume responsibility for the world in which we live in and that we contribute by making our part of the industry as sustainable as possible.

(Lindex, 2009C)

The concept of sustainability is very important to Lindex and should be part of all strategic decisions they make. Protecting the environment and reducing emissions are two important issues Lindex work with. Adding to the sustainability issues in terms of the environment Lindex also take part in initiatives to improve working conditions. Since most of the production is situated in the developing part of the world (Lindex, 2009C), a lot of the initiatives are directed at these areas. Lindex have also developed a code of conduct which all their suppliers have to sign. Since Lindex is relatively large in the Swedish market but not a big player on the world market they have joined an initiative called Business Social Compliance Initiative (BSCI) and they use their code of conduct. BSCI have approximately 250 member companies around the world and they as a unit can put greater demands on suppliers to improve their CSR work and their mode of business.

The reasons for using the code of conduct is because Lindex do not have their own production and cannot exercise any control otherwise. A further initiative they take part in, which combines the issues of production and environment, is the Better Cotton Initiative (BCI) which strives to improve the cotton production.

Adding to the issues regarding environment and working conditions, Lindex is involved in many projects that are aimed at human rights and reinforcing groups at risk in society (Lindex, 2009C). Much effort is put in improving women's and children's rights in society through participating in organizations such as *Woman to Woman* who works with helping women to empower themselves through education and political influence (Lindex, 2009C).

4.2.2 Fit between Lindex and Pink Ribbon

Lindex is one of the main sponsors of the Pink Ribbon charity in Sweden and has been so since the start six years ago. Being one of the largest retailers of brassieres in Sweden and since almost all customers and employees at Lindex are women, supporting the Pink Ribbon campaign was a very natural choice for the company. The campaign has proven to be a very good activity that the employees feel strongly about and are committed to and it has been very suitable to include the customers in it as well. Taking part in the Pink Ribbon campaign is said to have boosted the employees' motivation by being able to participate and contribute to a good cause and many of the customers have expressed their support for the cause as well.

4.2.3 Marketing Strategy

4.2.3.1 General Marketing Strategy

Lindex being a large retailer with 400 stores relies on many tools when marketing themselves. They use many of the usual tools such as television commercials, big board ads, the internet, magazines and they also have their own customer club, Lindex club. Through Lindex club they can communicate discounts or other general information to their regular customers and they have found this to be an effective marketing tool.

Lately they have been working on developing the newer tools like the internet marketing, both their own website as well as other kinds of internet marketing. At Lindex all of the marketing is centrally controlled because as stated by one manager at Lindex:

“...We [Lindex] are a large fashion chain with 400 stores and we are a concept store. We don't take part in franchising.”

(Information Manager at Lindex, personal communication, 2009-11-05)

The concept is centrally developed and then implemented by the individual stores. This has given Lindex an advantage through having consistency and helped them when implementing new ideas and when promoting their ideas and values in the stores.

4.2.3.2 Marketing the Pink Ribbon campaign

Lindex are taking part in many social responsibility projects but the Pink Ribbon is the only one that has been communicated to the customers and not just handled internally. The actual marketing of the campaign has been undertaken through web based communications, in-store promotion and through their customer club, Lindex club. They have also marketed it through different newsletters the organization provides to their customers. No television commercials have been used to market the campaign in Sweden and a lot of the effort has been placed on in-store promotions.

Since Lindex is a very centralized organization where individual stores follow directives from headquarters, the campaign has been marketed in the same way in all of the stores. The differences between stores can be noted in different placements of products within the actual stores but other than that all marketing has been handled by the headquarters (HQ's). In the stores you have been able to buy the pink ribbons and for each brassiere sold during the campaign one SEK was donated to the Pink Ribbon charity. This year one of the spokespersons for the brand, Emma Wiklund has also designed a special collection for the campaign, called *Pink collection*. The collection consisted of 14 products designed by Emma and manufactured by an Indian firm who feel strongly about CSR issues. The prices of the products were the same as the regular assortment in line with Lindex business idea to provide affordable fashion. For each product sold from this collection 10% was donated to the Pink Ribbon charity. The Pink Collection has been given much space in the stores and has been well received by the customers. According to one manager at Lindex the fundraising this year has been better than expected and Lindex most likely owes this to the Pink Collection.

As mentioned the campaign differs since it has been communicated to the customers and they have been able to participate in contributing to the cause as well. Lindex hopes that taking part in the campaign will help raise awareness for the cause and raise funds for the charity. Apart from this they hope that the campaign can help develop Lindex's brand through a win-win situation where they gain publicity while at the same time doing something good for society.

5 Analysis

In this chapter we will analyze the empirical findings and connect it to the frame of reference.

5.1 Pink Ribbon as CSR

As referring to Pink Ribbon movement, it is about fighting breast cancer and raising breast cancer awareness and it is an issue that is close to the hearts of the Swedish population. This is shown through the fact that it has raised SEK 220 Million during the last six years in Sweden. By raising funds to this cause it is apparent that Pink Ribbon can be defined as a charity and any organization that takes part in such campaign or adapts such an activity can be argued as being socially responsible corporation. This since the concept of CSR covers the subject of social obligation (Carroll, 1979) which refers to the actions taken by a company moving towards desirability of society. Furthermore such activity can also be included under the concern of stakeholder obligation (Clarkson, 1995) since it concerns both community as well as the regulatory. Adding to this the ethical viewpoint of the campaign can be derived from the cause helping to prevent an issue of great concern to society as discussed by Swanson (1995).

5.2 ICA and Pink Ribbon

At ICA the issue of healthy living is of uttermost importance and this is regularly transmitted to the customers through sales of eco-friendly products or the like. The general CSR strategy of ICA is to be a healthy provider and provide for a sustainable society and the Pink Ribbon charity is in line with this effort. The issue of fit is very important for the public to perceive CSR as a trustworthy initiative and not just something undertaken for the sake of protecting the company's status (Pracejus & Olsen, 2004). Being the main sponsor for the past six years the long-term commitment with the Pink Ribbon charity is apparent to the public and will make the customers trust the company more, to really believe that ICA is in this for the long run. Further ICA's fit with the charity can also be derived from ICA's customers consisting of a majority of women. When choosing what CSR campaigns to work with the fit with the customers have to be considered. Since the cause of the Pink Ribbon charity [*breast cancer*] affects females, even though as stated by one manager at ICA: the whole family have to deal with the disease, the fit becomes even stronger here.

Moreover, they [ICA] have also explained more about their CSR view in their "Good Business" statement, the importance of their vision in spreading healthy lifestyle clearly connects to the meaning of Pink Ribbon campaign. The "Good Business" statements combined with the UN's Global Compact are what ICA base their values upon today. CSR is much intertwined with strategy at ICA and as one manager said, as a modern company you cannot avoid being involved in these issues. Further since ICA is deeply rooted in the Swedish society it's almost demanded from them to be socially responsible. ICA has built their brand image based on being socially responsible and they have in many ways been a forerunner for CSR issues in Sweden. By being a supplier to ICA this means that you too have to consider these issues. In line with the CSR strategy ICA has built an atmosphere of CSR around their whole supply chain, including customers, suppliers and employees in the process.

5.3 Lindex and Pink Ribbon

Lindex CSR strategy is based on sustainability, proper working conditions and environmental issues. Adding to this much effort is put in protecting women's rights around the world and helping them through education. The CSR policy of Lindex is very strong and is communicated a lot within the organization. Their customer base is almost entirely made up by women and most of their employees are women as well. Since Pink Ribbon concerns breast cancer which affects women and is of great concern to many women, involving with the Pink Ribbon charity comes natural to Lindex. When looking at their strategy concerning the Pink Ribbon campaign we see a quite clear connection between the company and the cause. The fit between the two consists both of an excellent fit with Lindex's assortment as well as with their employees and customers. Being one of the largest retailers of brassieres in Sweden and as mentioned previously more than 95% of the employees are female and the customers are mainly women as well, this further strengthens the fit. The employees feel strongly about the cause and the customers have been positive to it as well. Since most of the CSR issues are only marketed internally the Pink Ribbon campaign differs by including the customers as well. The customers can still access the CSR-report where Lindex state all their involvements in CSR at their website but the general customer probably doesn't do so.

When trying to connect the Pink Ribbon charity to the CSR policies of Lindex the issues of sustainability and working conditions does not really apply. However we do see a connection in how Lindex puts a lot of efforts in helping women throughout the world and raising awareness of women having equal rights as men. The female perspective is very important to Lindex and to some extent their CSR strategy is based on it.

5.4 Pink Ribbon Strategy

When looking at the CSR strategies of Lindex and ICA we see two very concerned companies working with a lot of social responsibility issues. In many ways their approaches to the Pink Ribbon campaign have been similar, most likely due to the directives given to them from the charity itself. They both provided the pink ribbons by the cash register and they have both sold pink products in addition to the actual pink ribbon. Due to including the pink products the managers believe that the raising of funds this year has increased and the overall satisfaction with the campaign has been high at both Lindex and ICA.

By putting the companies strategies in line with Kramer & Kania's (2006) theory about offensive and defensive approach to CSR we see that the companies approaches to the cause is very much in line with the offensive approach. Since both companies already have explicit CSR strategies, the Pink Ribbon campaign is just an extension of this. For the companies, employing CSR in the organizations is not undertaken to solve problems of their own making it is generated by raising awareness of issues and improving society.

When selecting CSR campaigns to work with Kramer & Kania (2006) suggests 4 issues that the companies have to consider. The first one is concerned with picking the right issue. Since both companies can be said to have a good fit with the cause, as explained before, they fulfill this criteria. Secondly the companies should establish concrete goals and report on progress. For ICA and Lindex the main reasons for participating in the campaign has

been to raise awareness for the cause and to receive positive publicity by involving with the charity. When the companies hand over their checks at the gala this activity could be seen as reporting on the progress or outcome of the CSR campaign. The goals the companies have had were concerned with raising awareness and trying to raise as much funds as possible for the cause. There has not been any quantification in specific amounts to be raised, there has instead been a general idea that the company should follow.

Next follows the issue of deploying the company's key assets in terms of including products and services, relevant skills of the employees, industry expertise and infrastructure. Both companies can live up to the criteria of including products in the campaign through their pink products but the other three sub criteria does not really have a strong correlation with the companies mode of operation.

Finally there is the notion of working in partnership with other sectors. Since the campaign is developed by neither Lindex nor ICA and more companies are involved than the two this is fulfilled in a sense but from the charity's viewpoint. The Pink Ribbon campaign is nationwide and involves many companies from several industries who team up to raise as much funds as possible for the cause. Since ICA as a retailer have several suppliers, they have collaborated with them when selling their products in their stores. It should however be noted that these suppliers all have previous relationships with ICA and are part of the ordinary assortment but they have still collaborated with them during the campaign.

5.5 Marketing approach – CRM?

Concerning the Pink Ribbon campaign it has been more than selling of the actual pink ribbon. Adding to this, companies have sold pink products where a predetermined amount of the profit would be donated to the charity. For the customers the charity itself can be seen as a motivation to buy the product since the money the charity receives is directly dependent on them purchasing the products. This was especially evident in ICA's case where the products were easy to pick up and customers did not have to put a lot of thought behind the purchase. When defining the Pink Ribbon campaign from this approach the fundraising takes place post-purchase since the donations are conditioned upon if the consumers buy the products. If you look at the campaign as a whole it is about pre-purchase in the sense that it attracts consumers to the stores through siding with the cause (Svensson & Wood, 2009).

When focusing on the pink product part of the campaign, in ICA's case they have provided not only their own products but also third party products whereas Lindex have only sold their own products. Selling products in association with a charity can generally be defined as a CRM activity in line with Varadarajan & Menon's (1988) notion of *doing better by doing good*. In this notion, the companies involving themselves with the Pink Ribbon charity can be identified as *doing good* since they are raising the funds for the cause. The choice to involve with the cause is voluntary as it should be, in line with all corporate philanthropic activities. Concerning the *doing better* part this is achieved through both the improved reputation that ICA and Lindex experience as well as the increase in sales achieved by promoting the pink products.

A CRM campaign is most effective in increasing sales if it is undertaken during a longer time-period. To gain a good reputation from the cause, the companies need to part with the organization for a longer time-period (Duncan & Moriarty, 1997).

In the case of ICA and Lindex, they have been sponsors of the Pink Ribbon charity since the start in Sweden allowing them to get the long-term commitment and the increased reputation that is associated with this. By being the main sponsors for so long the companies build up a connection with the cause that can considerably benefit the brand image of the companies involved (Welsh, 1999).

When a company forms an alliance with a charity there are, according to Varadarajan & Menon (1988), three ways that this could happen in. The three ways are organizational level, product line level, brand level. In our particular case the companies fit most into the product line level approach where the company links a specific line of product with the cause. Lindex for instance chose to include both their brassieres and a specially designed collection in the campaign. On the contrary, in ICA's case there is no clear connection with a specific line of products tied to the cause. Their products were selected so that they combined would produce a whole [*candle light dinner*] and it is not evident that it fits into any of the three approaches.

In terms of how the campaign is used there are three ways to go about namely to use it as, a strategic tool, a quasi-strategic tool and as a tactical tool (Varadarajan & Menon, 1988). Since the campaign is a concept that is developed by the charity and not by the companies involved the way in which the companies use the campaign is as a tactical tool. The tactical tool is recognized as using CRM to increase the effect of a sales promotion. Since as mentioned the companies get directives from the charity, top management involvement is limited to providing promotional material. Further not a lot of funds are directed at promoting the campaign since it is a well-known activity even without promotion from ICA or Lindex. From the companies perspective the products are involved to further increase the fundraising which in essence also means that the companies' sales increase.

Continuing with Varadarajan & Menon's (1988) framework there are a number of motives for involving in a CRM campaign and they are: Increase in sales, Enhancing corporate stature, Preventing negative publicity, Customer pacification, Facilitating market entry, Increase the level of trade merchandising activity for the brand promoted.

At ICA the motive of enhancing corporate stature is the most prominent reason. This motive could be likened with improving brand image. Since ICA works closely with CSR and tries to market themselves as a good corporate citizen the Pink Ribbon campaign can be seen as an extension of this. Adding to this we also see tendencies for motives concerning an increase in sales. Concerning this motive, as one local storeowner said customers might be inclined to buy the products just based on their pink color and connection with the Pink Ribbon charity. Further ICA are also aware from past experience that the pink products will inevitably mean that more funds are raised to the cause which means more profits for ICA. It has been an explicit strategy from ICA to choose products that are easy to pick up and the choice to support the cause does not have to be something the customer has to put a lot of thought behind.

From Lindex point of view, the motives for involving in a CRM campaign are similar to ICA's. They too focus on enhancing corporate stature through a win-win situation where the charity gets more funds, Lindex gains good publicity and improve their brands image. Further, concerning the increase in sales Lindex explicitly stated that the Pink Collection has improved the fundraising to the charity. In essence this also means that they have increased total sales which mean that said motive is applicable in this case.

Adding to Varadarajan & Menon's framework, File & Prince (1998) argued that CRM can provide several benefits to a company such as improved employee relations, low cost exposure, and advertising space. During the campaign Lindex employees have expressed a lot of positive views about the campaign. According to the managers the activity has empowered the employees and this can be seen as improving employee relations. Further since the campaign is nationwide and most people know about it ICA and Lindex does not have to do a lot of advertising for the campaign. When the customers come into the stores they can market the products in the store and reduce the cost of marketing the campaign. In addition to this the campaign is given a lot of attention in media and this has further added the advertising space for the companies involved with the campaign.

5.6 Fit between Pink Ribbon and Marketing

5.6.1 CRM and Marketing

According to the definitions of both CRM and Marketing, it is easy to observe the link between these two concepts, for instance CRM is an activity that is about contributing to a cause based on the product purchase, which is a form of CSR initiative (Kotler & Lee, 2005). On the other hand, marketing is also an activity that is about creating and delivering the value to the customer with a product the company is offering, where the product is the essential part of the mix (Shaw & Jones 2005).

From the marketing perspective the concept of CRM can also be illustrated and initiated as a marketing concept rather than CSR initiatives, for instance Varadarajan & Menon (1988) explicitly stated that CRM is the process of implementing a marketing activity that is characterized by an offer from the firm to contribute based on the product purchase. Thus, in regards to such view the concepts that is covered in marketing will also applicable to CRM, such as targeting, as well as four P's.

In broad terms, conducting marketing is an effort to increase sales with existing products, which is basically the general idea with CRM, of course in combination with social responsibility. You add value to the consumer, by creating a sense of contributing to charity; increasing the well-being of society. Building upon this, the use of CRM shows how a brand and a specific cause can be intimately involved with each other, and through symbiosis, providing societal gains. It displays a salient advantage for companies in many situations (Lafferty & Goldsmith, 2003) as research showed company brands almost always benefit from cause-brand-alliances regardless of the familiarity of a company brand among consumers. With this in mind, conducting CRM could be regarded as more of a surefire method for companies in particular, when marketing themselves, as they are not necessarily connected to the same as the cause. It can however not be disregarded that prior to any al-

liance, there must be a reasonable fit, and a long-term time frame, for best possible returns (Pracejus & Olsen, 2004). Only the fact that so many companies today employ this method is an interesting trend.

5.6.2 Pink Ribbon marketing strategy

We have argued that ICA and Lindex have chosen to contribute to Pink Ribbon, because it raises awareness and builds brand image, as well as fitting into their CSR view. However, on top of that there are also other factors that affected them to participate in the Pink Ribbon campaign, one being that it easily fits into their target market. When marketing itself, a company should target certain segments for the best results (Dibb, 2000). When it comes to Lindex's case they target women, and sell women's clothing as well as the fact that they sell the most brasseries in Sweden, which clearly links to the cause of the Pink Ribbon campaign. With ICA's case in perspective, one manager stated that breast cancer is a family issue. Even though ICA's customer base mainly consist of women, it is more appropriate to claim that they target families. Based on that, choosing to involve in the Pink Ribbon campaign seems like a natural choice when taking into account whom they mainly serve. In a sense, a good fit between customers and a CRM campaign, is more or less based upon a successful positioning. There is also a clear fit of the Pink Ribbon charity into ICA's positioning, since they distinguish themselves as being the choice of healthy lifestyle. However, when it comes to Lindex's positioning, it is somewhat hard to note the Pink Ribbon's fit into that since it more about offering affordable fashion. But since Lindex has long positioned itself as being a socially responsible company, it is reasonable to see the fit of the Pink Ribbon charity into its positioning. As suggested by Temporal (1999) they have declared their attitude towards being socially responsible, by officially communicating this through visions and mission statements. In these, they talk about sustainability, working conditions. Beyond that, they have also involved themselves several other causes such as, In Lindex's case; "Kvinna till Kvinna" (Woman to Woman), "Round Up" together with the Red cross and Handslaget etc. (Lindex, 2009C). In ICA's case they support: WWF, World Childhood Foundation, the Red Cross, among others (ICA, 2009D).

When it comes to the marketing mix, the nature of a company's structure affects the choice of marketing approach for the company. For instance ICA's decentralized form of operations, leave the responsibility of marketing to the local stores in a sense. On a larger scale, ICA has chosen to use TV commercials, that they put much effort in. Their TV commercial, is mass market oriented and used for penetration. On top of that, they have also opted to work with internet marketing. However when it comes to the local store, the in-store promotion is what makes the final and most important touch, by promoting themselves to the local market, which varies in different stores. In other words, local store managers are responsible for the in-store promotion and tailoring their marketing to the local demand. When promoting the Pink Ribbon, ICA has decided to promote the Pink Ribbon in their TV commercials and then on the local level, some promotional materials were provided, managers had the choice to promote them in a manner of their own liking. For instance the store that we visited had focused on promoting the pink products in their fliers, on both the front as well as the last page of it.

Concerning Lindex's promotional activities, unlike ICA they focused less on TV commercials, and more emphasis was put on internet based promotions, in-store promotion, as well as their own customer club, Lindex club. Due to the nature of Lindex's structure, which is centralized, the Pink Ribbon campaign has been conducted in the same manner as their standard marketing approach, with many directives given to the local stores as well as the promotional activities which were chosen by the headquarters. In the Pink Ribbon campaign the marketing has been undertaken in a similar manner as their normal marketing with web based communications, in-store promotion and through their customer club. Unlike ICA, Lindex did not use the television commercials when promoting the campaign. They have instead portrayed the message through different newsletters the organization offer to their customers, and they put much effort in local store product placement, where the collections were located on the outside displays, as well as positioned near the entrance.

As we have mentioned, this time both companies decided to participate in the Pink Ribbon campaign with products involved. ICA had five pink products and the products ICA chose did not have a price premium and were low-involvement products. As such, the customer did not spend much time considering the purchase of the product, this also in the sense of Yudelson's (1999) thinking also reduces the actual cost for the customer in the terms of time spent considering the product, thus making a purchase more likely. The products were placed differently in different stores, for instance, one local store preferred to place all of them together at one area, however another store positioned them in different sections. In Lindex's case, they had the pink collection which consisted of 14 different products, designed by Emma Wiklund, which were similar to the usual products that they sell. When it comes to pricing of the products, the products they were selling at both Lindex and ICA were in the same range as other similar products.

6 Conclusions

This chapter provides conclusions based on the research questions in order to effectively answer the purpose.

The purpose of this thesis is to investigate how a CSR strategy can be used as a marketing tool by analyzing ICA's and Lindex's marketing approach within the Pink Ribbon campaign. To be able to properly display how this was done we stated three research questions that would connect CSR and Marketing.

Q1: Why have ICA and Lindex chosen to involve themselves with the Pink Ribbon campaign and how does it fit into their CSR strategy?

In ICA's case they involved themselves in the Pink Ribbon campaign to raise awareness of the cause and to utilize the activity to build their brand image and the same applies for Lindex. Since the concept of fit is very important for credibility in CSR, the companies needed to connect the cause to their company somehow. ICA's fit with the charity consists mainly in them being a company that focuses a lot on health issues and the charity is in line with this effort. Lindex instead have communicated the female perspective and their fit with the charity consists mainly from their customer base as well as the fact that their employees are female.

Q2: How can the concept of CRM explain ICA's and Lindex's marketing approach towards Pink Ribbon?

As for the marketing of the Pink Ribbon campaign, the concept of CRM is inadequate to explain ICA's and Lindex's entire marketing approach. However it can explain a great portion of the marketing of the campaign, especially on the local level. From headquarters there has not been a very big marketing effort in promoting the pink products sold in the stores that represent the CRM part of the campaign. ICA and Lindex have instead focused the campaign on brand building and expressing that they are socially responsible companies. This is in line with the definition of CRM, but what differentiates CRM from CSR is the inclusion of sales. On a more local level we see a different depiction, where the marketing has mainly been directed at promoting the products and this is where most of the CRM efforts are placed. ICA has utilized the marketing of the products more by including fliers whereas Lindex has focused on in-store promotion.

Q3: How does Pink Ribbon fit into ICA and Lindex's marketing strategy?

The Pink Ribbon campaign fits well into both ICA's and Lindex's marketing strategy, even though there is a difference in structure between the two companies. It fits in regards to their target markets, since to a large extent, they have both targeted families. Concerning the fit with the four P's, the Pink Ribbon campaign did not require a considerable modification of their conventional marketing strategies.

Concluding, we can see that CSR within the context of the Pink Ribbon campaign works well as a marketing tool. The companies have utilized the campaign both to gain a better reputation as well as getting a boost in sales because of it. This is in essence what marketing is all about and by using CSR in the form of CRM you also involve the customers in the process.

7 Discussion

This chapter is aimed at discussing the critique of the method chosen as well as implications for managers and further research that can be undertaken in the field.

7.1 Critique of method

The critique of the method chosen for this thesis can mainly be derived from not including the customer perspective in the empirical investigation. In our original planning, the study was a single case study of ICA where both the customers as well as the managerial perspective were included. The choice to leave out the customer approach was chosen after discussions with our tutor and a mutual consensus in the group that this perspective would be irrelevant for what we wanted to find out. In retrospect the choice was motivated since the perspective of the thesis has been on the strategic implementation of the campaign and customers are not involved in this process. It could be argued though that since we are discussing marketing, which is directed at the consumer, the customers' point of view should be included. However since most studies that discuss the customers' perspective only concern intentions and not actual purchases and we did not have access to actual sales figures, this would not generate findings of particular interest.

We do believe the semi-structured interviewing approach is the best approach for our thesis and this combined with the historical data, as well as our observations have provided us with a good depiction of how the campaign was carried out. It should be noted though that the comparison with the frame of reference may lack a bit of strength since most literature within the field concern American firms and their endeavors. Since our perspective is based in Sweden there might be differences in how the campaign was carried out and received by the consumers here compared to the US. We have however included discussions from the European and Scandinavian point of view to deal with this potential bias but the lion part of the frame of reference is American based.

It could also be argued that the Pink Ribbon campaign is not representative due to it not being developed by the companies involved, but instead being a separate entity. This might lead the general public to not consider the companies involved in the campaign as contributors to the cause. Further the charity has a lot of influence in deciding how the campaign should be undertaken which leads the campaigns at ICA and Lindex to become very similar. However contributing to the cause is still the issue at hand and many other companies' campaigns have made use of already existing charities for their CSR activities.

Concerning the local stores they were based in Jönköping and this might be a potential bias due to not involving stores from different parts of Sweden. Due to this we had to be relatively general in our conclusions regarding the local stores.

7.2 Implications for managers and further research

The findings of this thesis should be seen as a recommendation for how to implement CSR in marketing a company. Employing socially responsible activities requires managers to consider several things. In line with other research regarding Scandinavian countries we have observed a cautious approach when promoting CSR. The Pink Ribbon campaign

gained a lot of attention in the media by itself but the companies did not choose to promote it other than in the stores. We believe this is due to the companies operating in a Scandinavian manner and had the campaign been in the US we would most likely have had a different outcome in this context. Considering the audience and having a good fit seems to be two very important elements. Both ICA and Lindex have emphasized their fit with the cause as being an important parameter for making a successful campaign and since the customers are included in this campaign their needs had to be taken into consideration as well. The issue of fit is a very interesting area and it could be interesting to look more deeply into in a future study.

When considering what further research could be relevant to perform in this setting, it would be interesting comparing the Pink Ribbon campaign over several years to see how it has developed. Since it has been around for a while an evaluation of the whole campaign could be interesting and to see how the effect has been on sales for the companies involved.

Further topics of interest are to study the concept of CRM from a more Swedish or Scandinavian perspective to see how the campaigns differ compared to their American counterpart. The research in this context is limited and there are bound to be differences in the approaches to implement CRM.

Finally, this research has shown a real life example of how a CSR campaign can be undertaken. It has provided us with knowledge about what elements can be used from literature and which can not. Therefore this thesis should be seen as a recommendation for how to implement CSR in marketing of a company, with references from both the academic as well as the business world.

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Appendices

1 Interview

General Marketing

- What different marketing tools are you using in your organization?
- Why have you chosen these marketing tools?
- How much HQ directives are given in terms in-store promotion activities?
- Why have you chosen this approach?
- How do you select the products that are to be promoted?
- Are you generally satisfied with your current marketing approach?
- Do you feel a need to change any approaches to your marketing?

CSR general

We know ICA/Lindex is involved in many CSR activities but,

- How important is to be socially responsible to ICA/Lindex?
- To what extent do you consider CSR when making strategic choices about the organization?
- On what grounds are your CSR initiatives chosen?

- When selecting suppliers, how important is it for them to be socially responsible?
- How do you find out if they are socially responsible or not?
- Do you follow specific CSR criteria when selecting suppliers?

Pink Ribbon campaign

- How are you promoting the Pink Ribbon campaign?
- Why did you choose to promote the Pink Ribbon charity in that manner?
- How much directives are given from the Pink Ribbon charity regarding how it should be marketed?
- How many products did you include in the campaign?
- Have you sold these products during previous years?
- Why were these products chosen?
- Why did you choose to include these products in addition to the pink ribbon?
- What motivated you to sell the pink products?
- Do you think taking part in the Pink Ribbon campaign can enhance the image of your products?
- Do you think Pink Ribbon can add value to your products?
- Is there a conscious strategy behind the pricing of the products in the Pink Ribbon campaign?

- How does the Pink Ribbon campaign differ compared to other CSR activities you are involved in?

- Do you think taking part in the Pink Ribbon campaign can enhance the image of your company?
- How much directives are given from HQ in terms of the Pink Ribbon campaign?
- In your opinion, what do you as a company want to achieve by participating in the Pink Ribbon campaign?
- How much guidelines were given from HQ regarding how you should market your products?
- What different kinds of marketing tools are used in your organization?
- Why have you chosen these?
- How are the products selected that are to be marketed?
- Are you generally satisfied with your current marketing approach?
- Do you feel a need to change something in your current marketing approach?

Questions for Local managers

- How much guidelines were given from HQ regarding how you should market the Pink Ribbon?
- How did you market the Pink Ribbon?
- Why did you market it in that manner?
- Did you receive a lot of queries from customers regarding the Pink Ribbon campaign?

You included a couple of pink products in marketing the Pink Ribbon campaign

- Do you believe that the sales of the Pink products increased the fundraising for the Pink Ribbon campaign?
- Do you believe that selling the pink products increased the fundraising for the Pink Ribbon campaign?
- How were the pink products marketed in the store?
- How were they placed in the store?
- Did you receive a lot of queries from customers regarding the pink products?
- How does the Pink Ribbon campaign differ compared to other CSR activities in your store?
- Do you think taking part in the Pink Ribbon campaign can enhance the image of your company?
In your opinion, what do you as a company want to achieve by participating in the Pink Ribbon campaign?

2 Translated Interview

Generell marknadsföringsstrategi

- Vilka olika typer av marknadsföringskanaler använder ni i er organisation?
- Varför använder ni just dessa?

- Hur mycket direktiv har getts från huvudkontoret till butikerna gällande hur de ska marknadsföra era produkter?
- Varför har ni valt att göra på detta sätt?
- Hur väljs de produkter ut som ska marknadsföras?
- Är ni generellt nöjda med er nuvarande marknadsföringsstrategi?
- Känner ni något behov av att ändra något i er marknadsföringsstrategi?

Generell CSR

Vi är medvetna om att ICA's/Lindex strategi inkluderar mycket CSR

- Hur viktigt är det för ICA/Lindex att ta socialt ansvar?
- I vilken omfattning tar ni hänsyn till CSR när ni tar strategiska beslut för organisationen?
- Hur väljer ni ut CSR kampanjer att jobba med?
- När ni väljer underleverantörer, hur viktigt är det för er att de tar socialt ansvar?
- Hur får ni reda på att de tar socialt ansvar?
- Har ni specifika CSR krav som ni utgår ifrån när ni väljer underleverantörer?

Rosa Bandet

- Hur har ni marknadsfört Rosa Bandet?
- Varför valde ni att marknadsföra Rosa Bandet just så?
- Ges det några direktiv från Rosa Bandets sida gällande marknadsföringen av kampanjen?
- Hur många produkter inkluderade ni i kampanjen?
- Har ni haft dessa produkter under tidigare år?
- Varför valdes just dessa produkter ut?
- Varför valde ni att sälja de rosa produkterna utöver försäljningen av rosa bandet?
- Vad motiverade er att sälja de rosa produkterna?
- Tror ni att Rosa Bandet kan förbättra era produkters image?
- Tror ni att Rosa Bandet kan öka värdet på era produkter?
- Ligger det en medveten strategi bakom prisnivån på produkterna i Rosa Bandet kampanjen?
- Hur skiljer sig Rosa Bandet kampanjen från andra CSR initiativ i er organisation?
- Tror ni att Rosa Bandet kan förbättra ert företags image?
- Hur mycket direktiv har getts från huvudkontoret till butikerna gällande hur de ska marknadsföra Rosa Bandet?
- Vad vill ni åstadkomma genom att delta i Rosa Bandet kampanjen?

Frågor till lokala handlare

- Hur mycket riktlinjer har ni fått från huvudkontoret gällande hur ni ska marknadsföra era produkter?
- Vilka olika typer av marknadsföringskanaler använder ni i er organisation?

- Varför använder ni just dessa?
- Hur väljs de produkter ut som ska marknadsföras?
- Är ni generellt sett nöjda med er nuvarande marknadsföringsstrategi?
- Känner ni något behov av att ändra något i er marknadsföringsstrategi?
- Hur skiljer sig Rosa Bandet kampanjen från andra aktiviteter i er butik?
- Tror ni att Rosa Bandet kan förbättra ert företags image?
- Vad vill ni åstadkomma genom att delta i Rosa Bandet kampanjen?

- Hur mycket riktlinjer har ni fått från huvudkontoret gällande hur ni ska marknadsföra Rosa Bandet?
- Hur har ni marknadsfört Rosa Bandet?
- Varför valde ni att marknadsföra Rosa Bandet just så?
- Fick ni mycket frågor och funderingar från kunderna angående Rosa Bandet?

Ni inkluderade en del rosa produkter i er marknadsföring av Rosa Bandet (genom Pink Collection)

- Tror ni att försäljningen av rosa produkter ökade insamlingen till Rosa Bandet kampanjen?
- Hur marknadsfördes de rosa produkterna i butik?
- Hur har de placerats i butiken?
- Har ni fått många frågor från kunder angående era rosa produkter (Pink collection)

- Hur skiljer sig Rosa Bandet kampanjen från andra aktiviteter i er butik?
- Tror ni att Rosa Bandet kan förbättra ert företags image?
- Vad vill ni åstadkomma genom att delta i Rosa Bandet kampanjen?

