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Swedish University of Agricultural Sciences

Department of Economics

Paradiset: Sweden's answer to Whole Foods

- A netnographic case study of modern marketing techniques and how to build a business identity

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Summary

The practice of marketing has changed from a focus on promoting individual products to engaging with people's identities and lifestyle choices (Belz & Peattie, 2009). A consumer focus and sustainability movement has triggered the marketing development further, where techniques such as green and social marketing are used to reach the more conscious customer. The prevalent use of the Internet for product research has introduced social media to marketers, and given them a new tool to work with. The focus of this thesis is how an organization uses these sustainability marketing techniques to build its business identity and brand.

The aim is to explore how an organization can use marketing techniques, such as storytelling through social media, to build a strong business identity and brand. The case company, Paradiset, is a 1600 square meter large grocery store located on Södermalm in Stockholm. With its 4500 products, a deli, a food court, and a bakery, it is Scandinavia's largest organic grocery store (www, Paradiset, 1, 2016).

The theoretical framework, used to analyze the empirics, includes organizational theory, branding, sustainability marketing, and social media theory as well as the concept of storytelling. This thesis consists of an individual case study, and to collect data for the case a netnographic study of Paradiset's social media has been conducted, as well as an interview with the company's CEO.

The results show that corporate storytelling through social media channels, such as Facebook and Instagram is an effective way for Paradiset to build a business identity. It also shows that its location, in combination with its strong business identity, is essential when trying to become a leading player in a market. The grocery store market has many large players, but Paradiset has managed to establish a new concept on the market despite the many challenges. To gain market share they have focused on building a strong business identity and brand.

Sammanfattning

Hur marknadsföring har använts och vad företag vill uppnå med sin marknadsföring har över tid ändrats från att främst ha varit ett redskap för att öka försäljningen av specifika produkter till att företag har förstått konsumentens betydelse och därav ändrat sitt fokus till att förstå konsumentens preferenser och livsstilsval. Konsumenters hållbarhetstänk och medvetenhet har ökat de senaste åren vilket har gjort att nya mer hållbara marknadsföringstekniker har utvecklats för att tillgodose den ökande efterfrågan på bland annat miljövänliga produkter och hälsosam mat. Idag vänder sig många konsumenter till webben för att söka upp sådant de vill lära sig mer om eller undersöka, vilket har resulterat i att Internets användningsområden har utökats. Fler söker idag upp sådant de själva är intresserade av på olika forum och sociala medier, istället för att ta emot information från producenterna genom traditionell marknadsföring.

Målet med denna masteruppsats är att utforska hur ett företag kan använda hållbara marknadsföringstekniker såsom storytelling via sociala medier för att bygga sin företagsidentitet och sitt varumärke, och ta reda på hur ett företags omgivning påverkar företaget. Fallstudien handlar om matbutiken Paradiset som är 1600 kvadratmeter stor och ligger på Södermalm i Stockholm. Paradiset har cirka 4500 olika produkter, ett bageri, ett restaurangtorg, en delikatessdisk och är i och med detta Sveriges största ekologiska butik (www, Paradiset, 1, 2016).

Ett teoretiskt ramverk som innefattar teorier om organisationsteori, varumärkesutveckling, hållbar marknadsföring, sociala medier och storytelling har använts i denna masteruppsats. Uppsatsen består av en fallstudie och data har samlats in genom en intervju med Paradisets verkställande direktör och genom en netnografisk studie av Paradisets sociala medieanvändning. Den svenska livsmedelsmarknaden är i stort sett mättad, men Paradiset har trots det lyckats att etablera sig på marknaden. Detta tack vare sin starka varumärkesidentitet och en för Sverige unik affärsidé.

Resultaten visar att storytelling via sociala medier är ett väl fungerande marknadsföringsverktyg för Paradiset. Detta stärker deras varumärkes- och företagsidentitet. De visar också att deras läge på Södermalm i Stockholm har varit en viktig komponent för att kunna etablera sig på den tuffa livsmedelsmarknaden.

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1 Introduction

Chapter one introduces the concept of marketing, which is the foundation and background of the studied area. This first chapter briefly explains how marketing has developed over the past hundred years, from a focus on selling more products, towards catering towards the consumers' needs, and further to function as a tool for businesses to establish their identity. The research problem is then described to justify this study and the aim of this study is stated and the connecting research questions are presented. Lastly, to get a clearer picture of what this study will focus on the delimitations are presented.

1.1 Problem background

The practice of marketing has over the years changed from selling individual products to engaging with people's identities and lifestyle choices (Belz & Peattie, 2009). This change has partly occurred because the market context has changed as the relationship between customers, competition and the marketer has shifted (Sheth, 2011). This development within the marketing field is part of the sustainability movement where techniques such as green and social marketing are used to reach the more conscious customer. In this thesis the focus is on how an organization uses these sustainability marketing techniques to build its business identity and brand.

In the beginning of the 1900s the knowledge of marketing started to spread; universities started teaching courses in marketing and the first books on the subject were published (Belz & Peattie, 2009). From the beginning, marketing knowledge was used as a technique to increase the units sold, and little focus was on the consumer. Industrialization continued to contribute to the focus on producing more and more and little time was spent on localized systems and understanding consumers' needs and wants (*Ibid.*).

In the 1950s companies realized the distance between producers and consumer was growing too large and a more modern marketing approach was born (Belz & Peattie, 2009). In the end of 1970s and in the beginning of the 1980s is when business relationships became more of an interest (Anderson & Narus, 1984; Arndt, 1979; Frazier, Spekman, & O'Neal, 1988; Jackson, 1985, see O'Malley, 2014, 1221). With this realization, marketing moved away from being about trying to sell as many products as possible, towards an emphasize on understanding the consumer and their preferences (Belz & Peattie, 2009). Consumer orientation and an attempt to satisfy consumer needs became a way for organizations to thrive, but the focus on what the consumer wanted led to the debate on the effects of marketing on the society (*Ibid.*). "It was clear that the satisfaction of (immediate) consumer wants is not always in the best interest of society and, [...] not even necessarily in the best interest of the consumer" (*Ibid.*, 24).

Marketing plays a significant role in society, but not always to the betterment of it. Marketing has been blamed for encouraging consumption and serving consumers and societies' needs (Gordon *et al.*, 2011). Because of its influence on people it can not only damage the environment and encourage an unsustainable consumption, it can also influence consumers' behaviors positively and be used as a tool for change agents to nudge consumers to make sustainable lifestyle changes, such as recycling, purchasing Fairtrade, eating healthily and saving energy (*Ibid.*). Some customers already think green, and a marketer today has the

responsibility to respond to the more environmentally aware consumers' demands of sustainable brands (www, The Guardian, 2008).

As a result of the increased awareness among organizations and consumers, new marketing concepts have been developed, such as green, social and sustainability marketing, which can be explained as environmental sensitive ways of reaching the consumers and influencing their behavior and well-being (Belz & Peattie, 2009). Green, social and sustainability marketing use some traditional one-way communication channels, but the social revolution has introduced two-way communication through social media (Nilsson, 2010). Social media creates communities where people can share thoughts and ideas among common interests; hence these online communities function as platforms where organizations could build its brand identity.

1.2 Problem

Some companies aim for an environmental friendly and socially conscious identity and live their brand, where the individual identities of the owners fully overlap with the identity of the business. One company that cares about how they affect the society and the environment and has established a brand that breathes sustainability is Paradiset in Stockholm. Paradiset has developed a new store concept based on sustainability values, a passion for natural products and the farmers' hard work. How they have been successful is through conveying who they are; Paradiset is an example how sustainability marketing techniques, such as social media, are used to build a strong business identity and brand. Thorough market research, experienced people and full-hearted investments have resulted in a strong business identity and an established store on the tough grocery store market. Social media has been their main marketing tool; Instagram and Facebook have created a following and repeat customers. In today's social and digital landscape it is essential for businesses to use social media to connect with and engage with its customers (Odden, 2012). Social media is a channel for businesses to build their brand name, establish or strengthen their business identity and differentiate themselves (Nilsson, 2010). It is also a way to engage with people's identities and lifestyle choices. The consumer is identifying him- or herself with the producer, and wants to be associated with, for example, the brand. The consumer 'likes' what they stand for and what they have to offer. This is a new way of communicating; with social media there is a dialogue and the consumer is the one who is actively finding the producer, which is the opposite from one-way traditional marketing (Carlsson, 2011). Depending on how well the producer market themselves the more response and a following they get. On one aspect this way is easier for the producer because they do not need to find the consumer, it is instead the consumer who finds the producer. Social media does not only change and modernize the communication methods, it creates an environmentally sensitive type of marketing, as it does not require printed advertisements.

It can be argued that the current research in organizational theory is lacking context. With context means "circumstances, conditions, situations, or environments that are external to the respective phenomenon and enable or constrain it" (Welter, 2011, 167). The areas of research have not been put in context with their environment and milieu. In the case with Paradiset, its location and marketing strategy have played a major role in its success and brand building. Paradiset is, through social media and storytelling, contextualizing the products they sell. Storytelling is when an organization tries to convey what they do, who they are and what they stand for by using simple narratives and pictures from their daily activities or by

communicating their historical background, with the purpose to strengthen their identity and create an emotional attachment to the consumer (Dennisdotter & Axenbrant, 2008).

Paradisat provides information such as product origin, ingredients, health benefits, company and employee background to build a relationship with the customer and strengthen the picture of who they are and what they stand for. The store markets itself through the virtual world, but it is at its physical location the customers get to actually experience the atmosphere the owner has built up through its social media channels and word of mouth. It might seem like using social media diminishes spatial context and the physical locations value, but paradoxically it makes it more significant than ever. By using social media, a store and its products have a chance to reach people beyond geographical borders, but it is at the store the experience starts and where the people want to meet to shop, chat and hang out with likeminded individuals. By coming to the store the customers make a stand who they are and what they want to support. Paradisat has chosen to challenge the large players on the grocery store market; their niche business idea allows them to take advantage of a market demand. Using social media they have built a business identity and brand which people are eager to talk about.

Environmentally focused green marketing, together with social marketing's efforts to improve the individuals and societies health through changing behavior, are the foundation of sustainability marketing. Social media creates socially and environmentally conscious platforms, where organizations and individuals can express who they are and share and discuss sustainability related topics.

1.3 Aim

The aim is to explore how an organization can use marketing techniques, such as storytelling through social media, to build a strong business identity and brand. In order to reach the aim the following three research questions are presented:

- How does Paradisat create its business identity?
- How does Paradisat use social media?
- How does Paradisat establish a new grocery store concept?

1.4 Delimitations

This is a Swedish case study; hence it does not consider grocery stores' business strategy or identity building with a focus on natural food in other parts of the world. Nor does this study cover small natural food stores or larger grocery chains with a relatively large supply of organic or natural produce in Sweden or other parts of the world. Sustainability marketing can be divided into several sub areas, for this study green and social marketing will be covered. Due to the delimitations, the results will not be suitable to generalize how other stores work, act, market themselves or build their identity. A netnographic study was conducted from mid-February to mid-April 2016 and only observed the case company's activities on Facebook and Instagram.

2 Theoretical perspective and literature review

Chapter 2 presents a literature review of previous research within the area of focus and several theoretical perspectives in order to build a foundation for understanding the empirics in chapter 4, the analysis and discussion in chapter 5. The chapter explains theories about organizations, sustainability marketing, branding, social media and storytelling. By departing from the broad organizational theory we develop an understanding for how organizations are founded and building blocks are created to understand why organizations spend resources on marketing strategies such as branding and storytelling. The chapter ends with a critical perspective on marketing and consumption, and with a theoretical synthesis.

2.1 Organizational theory

This thesis is about business culture and identity and how a company uses marketing. To understand how a business identity is established we have to learn a bit more about organizations and the theory behind it. To learn about organizations we need to first define what we mean when we say organization: “The concept organization can be defined in many ways- like a social structure, a technology, a culture, a physical structure and something part of the surroundings.” (Hatch, 2002, 27). Organizations play an important role in the public sector and for private businesses (Alvesson, 2013). Organizations are made up of different units and groups which all have to work well together in order for an organization to run smoothly (*Ibid.*). The way we think about organizations has changed over the years; today’s organizational society looks little like the agricultural society we lived in in the beginning and middle of the eighteenth century (*Ibid.*). Schools, the church, and industries were run individually and formal organization was minimal (*Ibid.*). We have then moved to a more industrialized society with factories utilizing economy of scale, to service oriented organizations, where the way we behave and interact with each other is more valuable than the actual product itself (*Ibid.*).

How an organization is run directly affects how well it performs and its ability to be competitive. Networking, coordination within the organization, business culture and identity all affect how successful an organization is (*Ibid.*) Organizations are a big part of our society, which puts them in a powerful position. Alvesson (2013) proclaims that organizations control or at least affect influential groups through marketing and branding. Organizations track our earlier behaviors, divide us into certain socioeconomic blocks, tell us what to consume and what not to consume and individual customers and employees are molded to fit into certain groups and communities (*Ibid.*). He also states that organizations are involved and run many things we as consumers barely notice, such as the market and competition between companies (*Ibid.*).

Organizational theory is the study of organizational structure and design and individuals’ roles in them (Alvesson, 2013). Organizational theory is used to understand organizations and what happens in them (Hatch, 2002). The name organizational theory makes it sound like there is only one truth about organizations, which is frankly the opposite from the reality; many theories exist about organizations and they do not all agree with each other (*Ibid.*). It is a dynamic theory, with many angles and perspectives on what an organization is (Alvesson, 2013). Some find the many different views to be problematic, and some believe the different views exist because the theory is new (*Ibid.*). Hatch (2002) does not share these views and

states that organizational theory has and will always be complex because the theory is inspired by various industries, and the theory can simply not be explained just by using one theory (*Ibid.*). Alvesson (2013) thinks organizational theory might raise some frustration among people with a strong need for structure. With room for creativity the organizational theory suits someone who likes to study social settings and has a feeling for what is actually going on behind the formal reports and titles (*Ibid.*).

According to Alvesson (2013, 17-18) organizational theory is divided into three different perspectives: organizational sociology, organizational theory and organizational behavior. Organizational sociology is about organizations in society and how they affect each other, and how frameworks differ from country to country and how that affects the organizations (*Ibid.*). Sociologists find social trends and power structure to be interesting areas of study (Alvesson & Svenningsson, 2007). A classic organizational sociologist researcher, Max Weber, founded in the beginning of the 20th century the word bureaucracy (*Ibid.*) During that time organizational structures were changing from the old aristocratic society, to organizations based on rules and processes and where rank was based on competence (*Ibid.*). Today bureaucracy's roll is being questioned by alternative organizational structures, such as entrepreneurship and project based organizations (*Ibid.*). The second perspective according to Alvesson (2013) focuses on the organization's strategies, systems, culture and goals (*Ibid.*). The behavior perspective within organizational theory is related to the individuals and the groups, which make up the organizations (*Ibid.*)

Organizations are complex with its many units that need to sync. Collaborations and relationships within the organization have to be coordinated, but there are plenty of external relationships that need to be organized as well. With well-executed communication to its customers and suppliers, an organization can establish a good reputation and image. This is part of building a strong business identity and brand.

2.2 Branding

A brand can be a product, a company name, or a person (Falonius, 2010). The brand creates added value and it potentially leads to loyal repeat customers (*Ibid.*). Because there are many businesses with similar ideas and great products it is essential to establish a strong brand in order to differentiate yourself on the market (Carlsson, 2011). Branding makes a business unique, and successful branding creates trust and belief in the company (*Ibid.*). Branding is also the foundation for retaining employees and attracting investors (*Ibid.*).

“A product is something that is made in a factory, a brand is something that is bought by a customer. A product can be copied by a competitor; a brand is unique. A product can be quickly outdated; a successful brand, properly managed, can be timeless.” (Stephen King, see Falonius, 2010, 15).

As Falonius (2010) states, a product can become outdated, and be replaced by an updated version, but if the brand is well established it will stay alive, even though a product or service die. A brand can become stronger as the years go and brand recognition can be a positive result from it. The brand and what it means and make them feel like exist within people's consciousness, hence brands come with expectations. People's associations are what make a brand unique and make it so much more than just a product (Falonius, 2010).

2.2.1 Brand identity

With today's large supply of companies and products, establishing a brand identity will be a way to direct the customer your way (Falonius, 2010). Brand identity is a way to survive on the tough market; it gives a brand a soul, which cannot be copied (Carlsson, 2011). Giving a brand its specific character does not happen by itself, spending time and resources on marketing is needed and today branding is a natural part of many organizations' marketing strategies (Falonius, 2010). According to Gordon *et al.* (2011) are branding strategies ways to establish strong relationships with its customers and these strategies are the foundation for brand recognition. These relationships create trust in the brand, which is an essential ingredient when working on a getting a loyal customer base (*Ibid.*). Creating a strong brand is about presenting a product that in some aspect is better than the competitors' product, and by succeeding with this the customer chooses this specific product or company (Falonius, 2010). If a customer is willing to go above and beyond to buy a specific brand and will recommend the brand to family and friends a company's branding strategies have been successful.

A strong brand identity starts from within the organization (Falonius, 2010). Many organizations focus mostly on reaching external stakeholders, and forget to prioritize the internal assets; an organization should use the employees' commitment and involvement to strengthen the brand (*Ibid.*) Large and well-known companies such as IKEA spend years on the internal brand identity, before communicating it to its stakeholders. By starting to build a strong business identity internally, an identity can be created faster and cheaper compared to when the focus lies externally (*Ibid.*) How the internal implementation of a brand identity actually works looks different depending on many aspects of the organization (*Ibid.*). Depending on the type of branch, size of the organization, where they are located, if it is a private or a public company, how involved the executives are and so on the process will look slightly different (*Ibid.*). For a company's brand identity to succeed and thrive its employees have to be all on board; they need to live the brand, if they do not the business's image will not be believable and the whole business culture will be questioned. When this happens it does not matter how much money a company has spent on expensive documents such as code of conduct and marketing plans, the company will face issues anyways (Nilsson, 2010).

Carlsson (2011) states that a company can spend many hours on a brand strategy for a product, but it is not until the product hits the market it gets its brand identity. Once the company breathes the brand the company can externally establish its brand identity and create positive goodwill, by taking a stand, and for example use green marketing techniques and try to promote environmental or sustainable habits (Gordon *et al.*, 2011).

2.2.2 Business identity and culture

The business's brand identity is related to the business culture; a mutually understood business culture might create a strong identity and brand (Alvesson & Sveningsson, 2007). The business culture is intangible and can be hard to explain; it is a feeling and it is related to the atmosphere within the organization and the context it creates and interprets (*Ibid.*). It can also give employees guidelines in how to act in certain situations (*Ibid.*). These unspoken rules affect the leadership style within the organization (Alvesson, 2013). A business's context emerges over time and how strong the business culture is depends on the level of involvement among the employees and how much they find themselves identifying with the business (Alvesson & Sveningsson, 2007). It is not unlikely that sub cultures exist within the business culture. This is because managers and for example people working 'on the floor' thinks and react differently to problems and general information. The business identity on the other hand is more explicit and has its foundation in the business's values and ideas (Hatch &

Schultz, 2002, see Alvesson & Sveningsson, 2007). A strong business culture with a sense of community and mutual values is generally an asset for the company; it simplifies cooperation and unites the workforce (*Ibid.*) it can also minimize conflicts and misunderstandings (Alvesson, 2013). The downside of a strong business culture is the risk of people neglecting to be critical, which in the long run can hinder a company's development (Alvesson & Sveningsson, 2007).

2.3 Sustainability marketing

A business's culture and brand identity is molded by the organization's marketing strategy. Because worries about climate change and resource depletion have increased the consumer interest and awareness in sustainability, many companies choose to adopt a sustainability marketing strategy. Sustainability marketing is marketing which tries to take our needs into account, but without compromising the future of our ecosystem (Belze & Peattie, 2009). It stands for a relationship based interaction between the different stakeholders, with less focus on the economic exchange happening, and more on delivering value (*Ibid.*). Sustainability marketing focuses is instead on the 'green consumer,' and aims to develop this market segment (Hunt, 2011). It is also long-term oriented and the aim is to build and maintain sustainable relationships (Belze & Peattie, 2009). This type of marketing puts faith in the players on the market to influence their environment and take responsibility to what impact they cause through production and consumption and what behavior they encourage through their products. Consumers' behavior and how the consumers use, maintain and recycle are key aspects to successful sustainability marketing (*Ibid.*). How much effort is put on sustainability issues can be seen in the company's vision, corporate values and culture.

2.3.1 Green marketing

Sustainability marketing can be divided into several sub areas, and according to Gordon *et al.*, (2011) it is green marketing, social marketing and critical marketing. Green marketing is according to Gordon *et al.*, (2011) the first pillar towards more sustainable marketing approaches and it is when an organization balances the need to make money with the urge to protect the environment. Examples of green marketing includes designing washing powder with less harmful chemical additives, using fewer resources, producing less waste and establishing value chains such as Fairtrade (*Ibid.*). There is a growing demand for product traceability and standards throughout the supply chain; companies involved with green marketing can enhance their image and at the same time increase their market share because being 'green' works as a decision maker for many consumers (*Ibid.*). Unfortunately is not all marketing done correctly, and it happens that companies use words like green and sustainability as a PR stunt and market themselves as more environmental friendly than they actually are. This is a backlash for green marketing (Crane, 2000, see Gordon *et al.*, 2011, 148) and people feel misled by this 'green-wash.' (Monbiot, 2007, see Gordon *et al.*, 2011, 148).

Green marketing's target group is people who are willing to pay more for products that are environmentally friendly (Belze & Peattie, 2009), and according to Traill (2006, see Gordon *et al.*, 2011, 147) 28% are willing to pay more for locally produced food, and 42% say they want to see retailers minimizing the kilometers their food has to travel. Green marketing is mostly about how companies can become more sustainability cautious by wasting less, produce environmentally friendly products and build chains that consider the environment,

but it neglects to include the important aspect of the individual consumer behavior (Gordon *et al.*, 2011). Green marketing is a start towards sustainability.

2.3.2 Social marketing

Green marketing together with the behavior changes in social marketing has potential to become a great sustainability marketing concept. Social marketing addresses social issues (Kotler, *et al.*, 2002) and it is about marketing social change (Gordon *et al.*, 2011). It starts with marketing research, defining the target market and choosing distribution channels (Kotler, *et al.*, 2002). Then the marketer puts a plan together how to encourage the consumer to make the choice that will improve her health, maybe prevent injury, protect the environment, and or contribute to the community, instead of the current behavior considered or used (*Ibid.*). Lastly it is monitored and evaluated (*Ibid.*).

It was first introduced when family planning became a topic in the 1970s and it was used as a tool in the public health development (Kotler, *et al.*, 2002). Today “[it] is used to influence an audience to change their behaviour for the sake of improving health, prevent injuries, protect the environment, or contributing to the community.” (*Ibid.*, 5). All marketing is about human behavior; traditional marketing’s purpose is to change the behavior in order to increase their market share, social marketing is about changing the behavior for the purpose of society as a whole and encourage a more sustainable behavior (Gordon *et al.*, 2011). Changing people’s behavior towards a more sustainable behavior is about breaking habits and getting into consumer’s everyday consciousness (*Ibid.*). “Social marketing programs are design to influence the behavior of individuals or communities to improve their well-being or that of society” (Belze & Peattie, 2009, 26). Social marketing has a micro-marketing perspective that mostly focuses on a specific issue and tries to increase the awareness to alter people’s behavior (*Ibid.*). By affecting consumers’ behavior through social marketing campaigns, consumers’ consumption patterns can be altered to lower the consumption of for example alcohol, high-fat food and cigarettes (*Ibid.*) For change to take place it is key that the people understand and see the link between production, consumption and disposal (Peattie & Collins, 2009, see Gordon *et al.*, 2011, 146). Once they understand how their active choices affect society and can improve their health, it is easier to empower, motivate and engage them to act in a sustainable way and being an ambassador for sustainability (Gordon *et al.*, 2011). Maibach (1993, see Gordon *et al.*, 2011) believes that the principles of social marketing are important when trying to find solutions to sustainability issues.

Even though social marketing aims to do good, it is not always received positively by everyone, especially not when the pointers come from the government. People tend to be skeptic when told what to do by the government. Another challenge to social marketing is its voluntary aspect; it is based on self-chosen changes and not rules or coercive compliance (Kotler, *et al.*, 2002).

2.3.2.1 System 1 and 2

As described above, social marketing is about influencing people’s behavior to improve their or society’s well-being (Belze & Peattie, 2009). If wanting to change a behavior, it is significant to understand that people’s behavior and the decisions involved can be deliberate or non-deliberate (Marteau *et al.*, 2011). The psychologists Keith Stanovich and Richard West call these two opposite ways of thinking system 1 and system 2 (Kahneman, 2011). The first system is automatic; “little engagement is needed and it is steered by our feelings and triggered by our environment” (Marteau *et al.*, 2011, 263). The automated system is fast and

instinctive (Kahneman, 2011). The second system is slow and controlled (Kahneman, 2011), and it demands cognitive capacity and it is driven by our values (Marteau *et al.*, 2011). Another metaphor to emphasize the difference is the automated system is like a person's gut feeling, while the reflective system is more like his or her conscious thoughts (Thaler & Sunstein, 2009). To improve people's health there has to be a change in the way they behave and the two different systems offer two different approaches to this change: to target the automated system or to target the reflective system (*Ibid.*). Traditionally health promoters have tried to change people's beliefs and motivate them to act differently, this by informing them about the importance of a change and how it can help them in the future (Marteau *et al.*, 2011). This has unfortunately not been particularly successful in changing people's behavior (*Ibid.*). Instead it seems smarter to focus on the automated system and try to change the social or physical environment to make some behaviors more likely (*Ibid.*). Examples of this can be to inform people what many others are doing, another way is to frame the information in a way that it sounds more appealing, having healthy default settings or to design buildings to encourage exercise.

2.3.2.2 Nudging

The above-mentioned altering of the environment can be summarized in the term 'nudging.' Nudging is the mildest way of intervening in someone's life; nudging still allows people to choose, but steer them in the right direction (Thaler & Sunstein, 2009). Nudging initiates behavior change to improve decisions about health, wealth and happiness (Thaler & Sunstein, 2009). "[Examples of] nudging are demanding information, warnings, and proper default options" (Sunstein, 2015, 28).

Nudging comes from paternalism, which is according to the Merriam Webster website "a system under which an authority undertakes to supply needs or regulate conduct of those under its control in matters affecting them as individuals as well as in their relations to authority and to each other" (www, Merriam Webster, 2016). Nudging is a mild version of paternalism; no choices are blocked or forbidden, instead the nudges are attempting to move people in directions, which will improve their lives (Thaler & Sunstein, 2009). The ones who are for freedom of choice are usually against paternalism and states that people make the best choices themselves, because no one knows more about his or her feelings and preferences than the individual herself (*Ibid.*). Another argument is that the society will have to generalize when they nudge, and it might be great for some, but not for everyone (*Ibid.*). An argument for governmental involvement is the idea that not everyone makes good choices, and some actually make choices that are bad for them and the society (*Ibid.*). Bad choices are more common in infrequent situations, where our rule of thumb does not work as well as it does in our everyday life.

Everyday we face tons of decisions; what to eat, how to get to work, lunch options, how we decide to act and so on. The context we make decisions in are created and organized by choice architects (Thaler & Sunstein, 2009). Many of the choice architects do not even realize they are responsible for the design of the context that affect people's decisions; a choice architect can for example be a doctor, a parent, a ballot designer and a grocery store manager. Someone, a choice architect, has to make decisions and decide how things will turn out (Thaler & Sunstein, 2009). "The first misconception is that it is possible to avoid influencing people's choices" (Thaler & Sunstein, 2009, 10-11). Choice architects are everywhere in our society; someone has to decide how something will be designed and they have the power to nudge individuals towards a certain behavior. As a choice architect it is important to be aware of its power and that his or her nudges can majorly affect people's behavior (*Ibid.*).

2.4 Social media

Marketers are today using social media to reach its audience (Nilsson, 2010). Social media is an umbrella term for blogs, forums, video-, photo-, and music sharing and online communities (Sweeney & Craig, 2010). Social media can with ease be shared and be used to build relationships and network with likeminded people; it is built on the concept of liking and becoming a fan of others' pages, and posts (*Ibid.*). Social media is a way to 'hang out' online and to share and spread content (Carlsson, 2011).

Social media is many times initially used during a person's free time, but it is a great instrument for professionals (Nilsson, 2010). With traditional marketing the focus is on reaching the consumers, this by interrupting potential customers in what they are doing and get them to listen, watch or read an advertisement. This advertisement is often loud, funny or in some other way chocking, but people tend to ignore advertisement when it is forced on them (Carlsson, 2011). With social media it is the consumer who is searching for what they are interested in, so when it comes to social media it is important to be reached and found online by the consumer (*Ibid.*). "Talk with, not to" (Carlsson, 2011, 33). Because the consumers actively seek out, for example a business, online and write a post, interact on a forum or something similar, the communication between the business and the consumer becomes a dialog. The company responds to questions or replies when they get comments or when they are mentioned in media. With traditional advertisement it is usually a one-way direction, because the information has not been asked for, and the consumer might not be interested in the product. Through social media marketers know whom their consumers are and that they are interested in their products. "It is an incredibly high-quality list, with people predisposed to purchase from you and spread your good word" (Sweeney & Craig, 2010, 12). By producing content that people are interested in and want to read the company can build a following, which can be used for market research and tailored marketing. This word tailored is key, because without the following the company would be sending out information about their products to 'everyone' and not everyone would care about the information. Thanks to social media an organization can send direct marketing in a somewhat personalized way.

2.5 Corporate storytelling

Another great way for organizations to communicate who they are is by sharing stories. Storytelling means to tell a story, and has been a communication tool for many years (Dennisdotter & Axenbrant, 2008). Even though the form of our stories has changed over the years to adjust to the digital era, storytelling is a way for people to understand the past and remember where they come from (Cronon, 2013).

Corporate storytelling are narratives used by companies to communicate, both internally and externally, their vision and business concept in a simple and value adding way (Dennisdotter & Axenbrant, 2008). These texts usually explains a meaningful event in a certain context which unfolds around a main character (Heijbel, 2011) A business can, by actively thinking of how they want to come across, establish a clearer picture of who they are, what they stand for, what products they sell and who their target market is. The stories told have the possibility to engage the consumer, create emotions around the brand, and a sense of connection (Dennisdotter & Axenbrant, 2008; Heijbel, 2011). Storytelling communicates a company's culture well because people tend to remember information if it is in an interesting context which creates mental pictures. This because it activates the nerves in the brain where

emotions are created (Heijbel, 2011). For example, it is much more challenging to remember something from a chart compared to the plot in a book. Without the emotional involvement things are forgotten quickly. Because storytelling has the previous mentioned effects it is a great marketing tool for an organization (Dennisdotter & Axenbrant, 2008). Each organization is its own culture and they, maintain as well as develop it, by sharing stories of the organization's history, values and vision (Heijbel, 2011).

Stories about a company are often told, but storytelling happens when the company consciously is using the power of the stories and its history to market themselves and to strengthen their business identity. A story can be created and told differently depending on the purpose and the specific situation (Dennisdotter & Axenbrant, 2008), but generally they are current stories about important events and experiences inside an organization or with its stakeholders (Heijbel, 2011). By using the technique storytelling and creating a strong sense of 'this is us, and this is why we are different' an anonymous product can become unique, and the company can compete, or even create an advantage over other similar companies (*Ibid.*). Storytelling can also increase consumer satisfaction because a company's stories create reasonable expectations (Dennisdotter & Axenbrant, 2008).

According to Dennisdotter and Axenbrant (2008) storytelling can be used with great result by both already establish organization or by start-ups. Marketing can be expensive, but storytelling does not have to cost a whole lot, which usually is of great importance for start-ups. New companies tend to lack a lot of history, so for them made up stories might be a good option, unless they have a unique and exiting business idea to tell (*Ibid.*).

2.5.1 Telling the stories

Stories can spread through word-of-mouth. A smart way of generating stories for marketing purpose is to encourage employees and customers to share their own stories and experiences. For example are corporate stories great for the internal loyalty and satisfaction, and motivated workers tend to speak well about the company to external stakeholders (Gill, 2011). Storytelling can also get an extra punch if a company does something out of the ordinary, or if their business is built on principles that raise discussions (Dennisdotter & Axenbrant, 2008).

2.5.1.1 Buzz marketing

If trendsetters in the area are helping spread the company's stories it is called buzz marketing (Dennisdotter & Axenbrant, 2008) or influence marketing (www, Dagens Nyheter, 1, 2016). Buzz and influence marketing is the 'word on the street' and are spread by influenceable media profiles through blogs and social media and this type of marketing has a tendency to spread fast. Unfortunately buzz marketing does not differentiate between positive and negative stories (*Ibid.*).

2.5.1.2 Storytelling through social media

Once the stories are made up and organized the focus should be on how they should be communicated to reach the most people and the company's target market. Ways can be through more traditional channels such as newspapers, magazines or their store, but Internet communication channels, [such as social media] are becoming more and more frequently used (www, Dagens Nyheter, 2, 2016). Storytelling can easily be used in social media (Carlsson, 2011). Dennisdotter and Axenbrant (2008) calls this type of storytelling 'digital storytelling.' With videos, pictures and text a company's stories and their values can be told to its

customers and potentially new customers (Carlsson, 2011). Digital storytelling is an easy way for a company to build its brand identity fast (Dennisdotter & Axenbrant, 2008), and if something is unclear customers can right away post a comment and start a discussion. Digital stories are usually short and touching, and by telling personal stories about specific customer situations a company builds an authentic feeling and establish trustworthiness among its customers (*Ibid.*).

2.5.2 Internal storytelling

Storytelling is great for external communication, but it can also be important inside a company. A company's history and story can help employees find meaningfulness in what they do; it can be an effective means of internal public relations (Gill, 2011). Storytelling inside a company allows for personal conversations, which increases the engagement level and loyalty to the company (*Ibid.*). This involvement and sense of belonging to a brand is part of what builds a brand's identity and internal loyalty (*Ibid.*). According to Dennisdotter and Axenbrant (2008) it is of great value that the internal and external communication are based on the same core values. By being clear with who they are the brand's true colors are shown. This creates loyal customers, which further strengthens the brand (*Ibid.*). With a strong business culture employees know how to respond and act, and uncomfortable and confusing situations can be minimized. One way, of many, to communicate the culture within a company is by using storytelling. By using storytelling the bonds between the workers become stronger and a sense of community is created. This feeling of being part of a community and representing something to believe in can be a strong selling point when attracting and retaining employees, and the company culture can many times be more important than high wages and benefits (*Ibid.*).

2.5.3 Do the stories have to be true?

There are different opinions and 'schools' on how the stories 'should' be created: some people strongly believe they should be true, others are less strict and think fables are fine to use, as long as the company's core values are kept and communicated along with the made up story (Dennisdotter & Axenbrant, 2008). Heijbel (2011) says that corporate storytelling should be based on true stories, but they can be told slightly differently depending on the audience. He thinks made up stories can result in customers feeling deceived (*Ibid.*). If made up stories are used it is important to somehow let the readers know what they read is not true (Dennisdotter & Axenbrant, 2008).

2.6 Critical perspective

In order to describe an organization well the full story should be told, without beautification and 'fluffy words' (Alvesson, 2013). Alvesson (2013) states that many like to discuss concepts with a positive feel to them, like leadership, educational development and innovation, and less focus are on the issues within organizations such as stupidity, power tripping and manipulation. He argues that skepticism adds value (*Ibid.*). The critical perspective on this study provides the reader with a better understanding of marketing's different aspects. "Marketing does exactly what it is supposed to do, selling more goods, encouraging consumption and making profits. It is not inherently managed to deliver sustainability, thus its potential to do so is often overlooked." (Gordon *et al.*, 2011, 145). Marketing and sustainability do not really go well together, traditional marketing is about

increasing consumption, and sustainability discourages consumption. Consumption comes from businesses' and society's eagerness for economic development, and the demand for marketing lie in consumer and society's needs (Gordon *et al.*, 2011). Listening to consumer needs is essential for a brand, but what a consumer wants and thinks she needs is not always in the best interest of the society, nor necessarily for the consumer herself (*Ibid.*). "Marketing 'negatives' are an effect of societal and structural conditions and not necessarily a direct cause of unsustainable practices, just as consumption is a collection of social practices that influence, and are influenced by, lifestyle choices, social norms, societal structures and institutions." (Connolly & Prothero, 2003; Jackson, 2005, see Gordon *et al.*, 2011, 144). Marketing *per se* is not negative and unsustainable, but some lifestyles and norms around us encourage unnecessary consumption and unhealthy habits (Belz & Peattie, 2009). A person's level of education, her parent's employment and where people grow up all affect their attitude towards consumption (Östberg & Kaijser, 2010).

It is a common belief that material things send out signals of who we are and what we value (Östberg & Kaijser, 2010). Because we believe others judge our look and what we own, we do the same back; we categorize people and judge them without knowing them. By doing this we build our identity on what others think. A person's identity used to be pretty static and come from his or her level of contribution to the society, today it is based more on what we wear and consume (*Ibid.*). Because our identity today is linked to our behavior, and not so much to our societal contribution, we can be who ever we want to be. The consumer is the one who has the power to make decisions towards a sustainable behavior or not. One of the reasons consumption can be unsustainable is the consumers' 'need' to replace 'old' items and the beautification of having the newest coolest model of an item (Bauman, 2008). The economist John Kenneth Galbraith called this the 'fake need,' and believed this consumption to be necessary for a society's economic development (Östberg & Kaijser, 2010, 67). This fake need is what researchers call consumerism (Bauman, 2008). According to Östberg & Kaijser consumerism emerged from our cultural wants, rather than our needs (2010, 69). Consumerism has become a standard in today's modern life; advertisements are constantly trying to convince us we need a new product, and to afford to buy it we need to work more, and to compensate for lost family time we buy gifts and trips (Bauman, 2008). The question that keeps coming back is why buying and owning more generally make people feel better?

The community people live in shapes their behavior; if public transportation is readily available and recycling stations are conveniently located it simplifies sustainable behavior (Belz & Peattie, 2009). Same with food, what the local store offers and what the neighbors prefer to eat will shape the neighborhood's diet. Lifestyle and collective behavior impact the total consumption within a community, potentially both to the better and the worse, but health and sustainability awareness have led to an increased interest in sustainable lifestyles (*Ibid.*). In 1999 in the United States was the concept 'lifestyles of the health and sustainability' (**LOHAS**) coined (Belz & Peattie, 2009, 96). About one in every fifth adult consumer in the United States of America identifies himself or herself with this concept (Belz & Peattie, 2009). They want companies and consumers to move towards a more sustainable consumption and marketing, and they tend to have traits in common. They tend to do thorough research on the web about products before making a purchase; they are loyal to trusted brands and they are inclined to teach others what they have learned when researching products (*Ibid.*). LOHAS tend to have a holistic worldview, but they do not take great measures to encourage or live more sustainably. A more extreme group of people are the ones identifying with the 'lifestyle of voluntary simplicity' (**LOVOS**). They really put an effort into buying resource efficient products, to minimize their ecological footprint, to rely less on

big commercial businesses, to live simple and they emphasize happiness from experiences rather than from consumption (*Ibid.*).

2.7 Theoretical synthesis

Figure 1 illustrates the interconnection between the different theories presented in chapter 2. The framework of the thesis departs from the broad concepts of organizational theory and sustainability marketing, and narrows down by focusing on social marketing and branding. To further understand how Paradiset has build its brand and business identity, the marketing techniques social media and storytelling have been explained. Organizational theory gives the reader a better understanding of what an organization is and how different stakeholders affect a business. To establish themselves in the market organizations use different methods of branding, this to build an identity. Many marketing strategies exist, but for this thesis sustainability marketing has been used as a foundation when learning about Paradiset. The broad concept of sustainability marketing with its sub-groups, social- and green marketing have been broken down. Social media and storytelling are ways for an organization to brand themselves, and they are many times used to nudge consumers. A critical lens has been used throughout the whole thesis, which discusses the two opposites: consumption and sustainability.

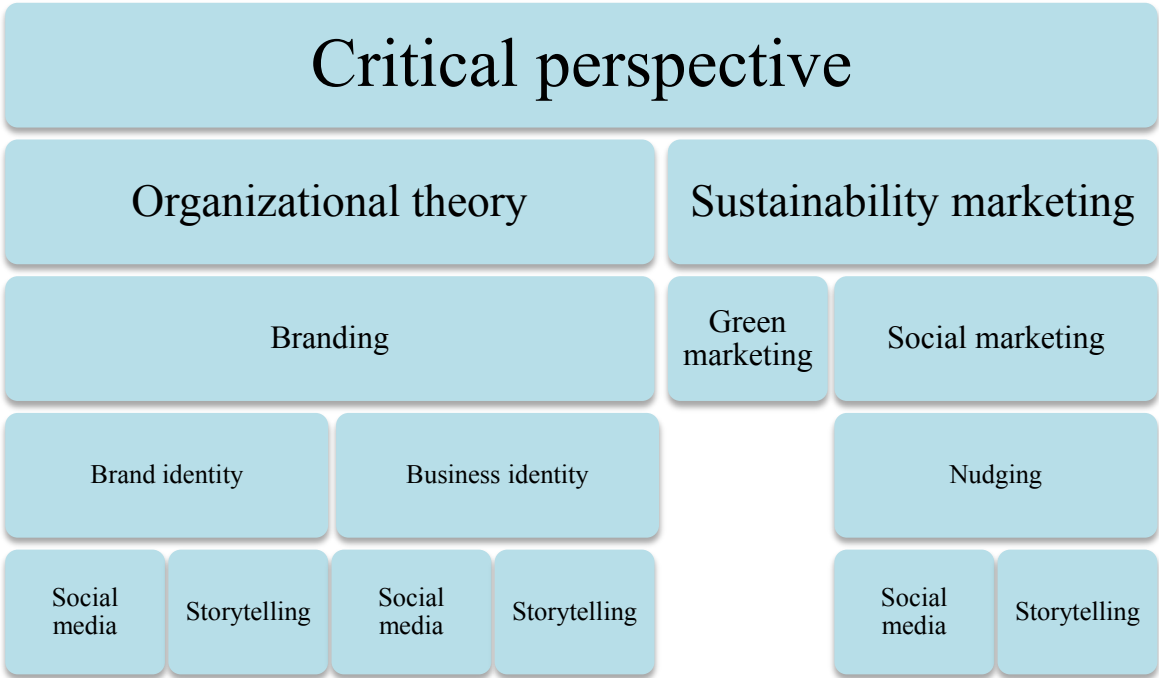


Figure 1. Illustration of the theoretical framework.

3 Method

This study is a qualitative study conducted as a case study on the grocery store Paradiset. The chapter begins with a description of the qualitative method used, followed by a text explaining the data collection process. Thirdly comes the method discussion section, talking about the importance of trustworthiness in research. The method chapter ends with ethical considerations.

3.1 Qualitative method design

When deciding to use a qualitative or a quantitative method the starting point is to decide and define the purpose of the study (Yin, 2003). The intention with this thesis is to explore how an organization can use marketing techniques, such as storytelling through social media, to build a strong business identity and brand. By doing an empirical investigation of Paradiset's social media channels it is possible to understand the storytelling phenomenon and how a company can establish and build a business identity. The approach suitable for an in-depth investigation is called qualitative or flexible approach, and as the name suggests, it has a flexible design, meaning details and procedures can change during the process (Robson, 2011). As the study goes on the knowledge of the case, the individual or the organization deepens (*Ibid.*). Generally the qualitative method aims to understand, describe, develop and or discover a phenomenon and the thesis's research questions should be either how, why and what questions (*Ibid.*).

Every method has its strengths and weaknesses. A qualitative study makes it possible for the researcher to learn a lot about one or a few cases, but it does not let the researcher draw conclusions how other organizations or individuals would act or answer (Yin, 2013) while a well-performed quantitative study allows for generalization (Robson, 2011). A qualitative study can get researchers to assume other organizations, individuals or similar groups would respond or answer in the same way, but to be sure about that an additional study would need to be done.

3.1.1 Case study

The most common type of qualitative study design is the case study design. A case study is in-depth research describing one or a limited number of cases (Robson, 2011), and the need for a case study comes from wanting to understand a complex social phenomena (Yin, 2003). The focus is on a "case," which usually is a study of an individual person, a setting, an organization or a group (*Ibid.*). Even though one of the important points with a case study is its focus on the particular case, it is essential to consider the case's context (Robson, 2011). Miles and Huberman (1984, p. 27) states that "a case always occurs in a specified social and physical setting: we cannot study individual cases devoid their context in a way that a quantitative researcher often does." Cases are empirical inquiries that investigate modern phenomenon, and never occur just on their own, they are always part of something bigger: a context (Yin, 2003). They would not be what they are without its context, hence when studying a case it is significant to also study the environment it is acting in.

As stated, a case can be many various things and the study will be designed differently depending on what the focus is (Yin, 2003). If the case's focus is on a person it is called an individual case study and this type of study focuses on the person's background, context and

attitude, to explore why the person's situation is what it is or why something might have occurred to her or him (*Ibid.*). Sometimes a whole community or an organization is analyzed (Robson, 2011). For that type of study the aim is to study the relationship between the different aspects and/or the organizational culture (*Ibid.*). Another option when conducting a case study is to study a number of people with traits in common, or to compare two similar cases, but the context is different. An example of this could be a study on different countries (*Ibid.*). Sometimes researchers study more than one case, regularly called multiple case studies. This is not used to justify generalization to a population, it is instead a way to try to replicate or improve the first study by expanding the research area (*Ibid.*).

When conducting a case study the researcher's focus is on the details, finding patterns and looking at relationships (Yin, 2003). This can be done by describing what is occurring, in combination with an analysis of what has been observed (Yin, 2003). This makes it possible to learn a lot about one or a few cases and the results provide evidence to support a theoretical view, but it does not allow the researcher to say anything about if the results holds true for any given situation, instead it can motivate further research in the area (Robson, 2011).

3.1.2 The case company

The case company in this study is the grocery store Paradiset. The grocery store is one of the first of its kind in Sweden and so far they have been successful in establishing themselves on the grocery store market and building a customer following and name for themselves. They say that they do not use traditional marketing like advertisements in magazines, TV or fliers, which is intriguing. Instead of advertising through more traditional channels they take advantage of today's increased use of the Internet and social media to search and distribute information. During the interview with Paradiset's CEO he announced they are also actively working on using storytelling as a means to reach consumers and strengthen its brand identity. More information about the company and their marketing can be found in the empirics chapter. Next section is about how the data was gathered.

3.2 Data collection

To better understand and get a clearer picture of the case company and how they use sustainability marketing such as storytelling through social media to build a strong business identity and brand, two separate data collection techniques were used: an unstructured telephone interview with Paradiset's chief executive officer (CEO), Johannes Cullberg and a netnographic study.

3.2.1 Netnographic study

To collect data for the case and to strengthen the empirics a netnographic study was made from the middle of February to the middle of April 2016. Netnography is a modern version of ethnography, where the research to understand society and humans is adjusted to suit the social world on the Internet (Kozinets, 2011). An ethnographic study's purpose is to describe the culture and the social setting of an institution or group and to understand what their behavior and actions mean (Robson, 2011). This type of study is conducted over a long period of time and during this interval the focus of the study is observed and analyzed by typically staying with the group (*Ibid.*). With today's frequent use of the Internet, this new type of ethnographic study, netnography, has been developed (Kozinets, 2011). Today people do not

socialize only by meeting face-to-face, they also chat, communicate and hang out online using several types of Internet platforms. Because the way people interact has evolved, researchers need to update their processes to include studies of online communities; hence this new type of study is justified (*Ibid.*). Advantages of using a netnography for data collection are for example that the users choose to participate, which results in natural conversations and the users discuss topics they are interested in (Brem & Bilgram, 2015). Because the observations are done online they can be conducted without anyone noticing and the issues with biases are minimized because no screening questions are used (*Ibid.*). Another advantage is the available historical data from earlier posts (*Ibid.*). Issues with a netnography are the potential ethical concerns related to the unclear distinction between what is a private and public site and what informed consent online is (Kozinets, 2002).

This netnographic study followed the company's social media activities on Facebook and Instagram. Data was collected on a daily basis by checking Paradiset's Instagram account and Facebook page. The information gathered was written down and divided into: date of the post, what the post was about, if the post was the same on Facebook and Instagram, and if it was just on Facebook or vice versa. The number of likes and comments were documented and if Paradiset did respond to the posts was noted as well. To analyze the material each post was divided into five categories: traditional advertisement (posts communicating the price, and the main purpose is to increase the number of units sold), building business identity, health, storytelling, and nudging. Each category was represented with a color to ease the analysis process: traditional advertisement with red, building business identity with green, health with the color purple, storytelling turquoise and nudging yellow. The categories were chosen based on what the CEO had said Paradiset was and was not doing, and what the researcher had read in previous articles. Cullberg said the store was not using traditional advertisement and they had just started to focus on producing storytelling posts. The nudging category was something the researcher was curious to see if Paradiset was doing.

The researcher finds it important to inform the reader that they waited one day or sometimes a few days before looking at the number of likes and comments. When they went back it was rare that the number of likes or comments had increased. It seems like it is uncommon for Paradiset's readers to go back and look at old posts and like or comment on them later on. A synopsis of the different analyzes can be found in appendix 2.

3.2.2 Semi-structured telephone interview

The other data collection method was an interview. Interviews are often used in social research and they can be performed in many different ways depending on if the researcher wants the person to comment on specific questions or if he or she rather wants to bring up an area of questions and then have the interviewee speak freely about the topic (Robson, 2011).

In this study a semi-structured interview technique was used, which means the interviewer had an outline with bullet points and topics prepared before the interview took place, but as the interview moved along the order and the focus of the questions were moved around a bit and changed depending on the answers given by the interviewee. See appendix 1 for the interview guide. This particular interview for this study was done over the phone, which had the advantage of saving both parties time thanks to the traveling time being cut out (Robson, 2011). Unfortunately there are some disadvantages with a phone interview. They tend to be shorter than when an actual meeting is taking place, and body language and contextual information cannot be studied (*Ibid.*) Even though there are disadvantages the results obtained contribute meaningful information to knowledge.

One interview was conducted for this study. The plan was initially to interview several people with different positions and responsibilities to get different people's perspectives, but the CEO did not approve of doing so due to the costs involved. The interview was a stepping-stone to reach the aim: to explore how an organization can use marketing techniques, such as storytelling through social media, to build a strong business identity and brand. By talking to the CEO the idea behind Paradiset and their marketing strategy are better understood and their behavior and actions were clarified. Previous interviews with the CEO were read ahead of time (www, Paradiset, 2, 2016, www, Elle Decoration, 1, 2016, www, You Tube, 1, 2016, www, Livsmedel, 1, 2016, www, Bisnode, 1, 2016, www, Proactive Health, 1, 2016) and the interview has also worked as a way to fill in and answer unclarities arising from previously read interviews and articles found on the Internet.

3.3 Method discussion

Research comes in many forms and shapes, and with many different ways of conducting research there will be many ways to judge the research results. For qualitative research trustworthiness is key when evaluating how well the research has been performed and the level of its usefulness (Bryman & Bell, 2013).

3.3.1 Trustworthiness in theory

To judge how trustworthy the research is the level of credibility, transferability, dependability and confirmability can be used (*Ibid.*). Credibility is related to how believable the results are (*Ibid.*). Transferability is more like external validity and measures if the results could be used in other contexts (*Ibid.*). This internal and external validity is in qualitative research established through describing and explaining a phenomenon (Kozinets, 2011). Dependability is a criterion to judge if the results could be reached at a different point in time (*Ibid.*). Confirmability judges the researcher's objectivity (*Ibid.*).

As previous stated; a netnographic study was performed to collect data for the case. This type of study is done on the Internet, hence specific criteria on how to carry out a trustworthy study online exists. According to Kozinets (2011), norms associated with postpositivism are the most suiting for a netnographic study. Postpositivism questions that science and knowledge are just based on natural phenomena and that knowledge should only be based on what we can measure and observe (www, Social Research Methods, 1, 2016). Postpositivists state that a person's values and background knowledge can affect what is observed (Reichardt & Rallis, 1994 see Robson, 2011, 22). Taking this into consideration it should be noted that a case can be observed, but the observation will not be perfect due to the researcher's limitations (Robson, 2011). Kozinets (2011) presents netnographic norms, which can judge the quality level. Coherence, rigorousness, reflexivity, verisimilitude and authenticity are key norms which all should be considered. When doing a netnographic study the researcher should aim for reflexivity, which means to be aware that he or she is part of the context and culture studied (*Ibid.*). To demonstrate rigor by doing a thorough literature review and to make sure he or she knows how to collect and analyze data are also broadly agreed upon to be important when doing research (*Ibid.*), but Alvesson & Sandberg (2013) believe the effort to consider rigor could hinder innovate and interesting ideas and instead encourage to make a contribution to existing literature and refinement of already existing theories, rather than to let innovative researchers focus on developing new theories. Even though guidelines exists on

how to do a quality netnography, Kozinets (2011) empathizes that there is no way that fits all, hence each researcher should create its own procedure by challenging the ones in place.

3.3.2 Establish trustworthiness

As a researcher I am aware that my values and previous experiences will affect the research I am conducting. I am the one who divided the social media posts into different categories and later analyzed the data, which might affect the outcome of my study. For example, all Paradiset's daily lunch posts were labeled traditional advertisement, which ended up being a large part of the traditional advertisement posts. Being that they were so many, they should maybe have been its own category, or been part of the business identity building category. It is also important to not neglect the fact that I am part of Paradiset's context and community. By being aware of this, but aiming to be as objective as can be the research demonstrate reflexivity. My preconceived opinions about marketing through social media will affect my research, but that is part of a netnographic study and new researchers' opinions and viewpoints are according to Kozinets (2011) welcomed. In addition to proven reflexivity I have looked at former netnographic theses and discussed different methods for data collection and how to analyze it with my supervisor. I have also taken a research method class, which has given me the skills needed to write a thesis. I have consistently checked the social media channels, and documented everything posted, which ensures the correct procedures have been used, all to demonstrate rigor.

3.3.3 Generalization

The urge to include the concepts and approach of statistical generalization while doing a qualitative study tend to be strong among researchers, but according to Robson (2011), it will not work. The reason why are because we do not know anything about the people we have not interviewed, the population is not large enough, and the sampling method used when conducting interviews is not appropriate for generalization (Small, 2009). Instead of studying many cases and say that it is representative for a population or using models designed for statistical descriptive research, it is better to focus on case logic rather than sampling logic and aim for saturation rather than representation (*Ibid.*).

3.4 Ethical considerations

When involving people in a study there are ethical considerations (Robson, 2011). The people participating in the study can experience stress and there are unfortunately several historical cases where studies have been less than ethical and the participants have been harmed (*Ibid.*). This is where ethical regulations come into play; they are put into place to protect participants (Hagan, 1986, see Bell & Bryman, 2007). But it is the researcher who has the responsibility to make sure the participant is fully informed about the research's nature (Sin, 2005, see Bell & Bryman, 2007). Robson (2011) argues that sometimes it is not possible to ask in advance or inform the participant, but if the researcher believes he needs permission, an informed consent form can be used. When conducting research it is important to evaluate whether the benefits are larger than the costs associated with the study, and many times ethical dilemmas can arise (*Ibid.*). The common ethical dilemmas in social research are context-specific, and they involve participants' rights and respect (*Ibid.*). "It is vital that, at a very early stage of your preparations to carry out a research project, you give serious thought to the ethical aspects of what you are proposing." (Robson, 2011, 197). When a study is planned, the researcher

should stop and pause for a moment and imagine how it could affect others. If the research could potentially harm others, actions to mitigate the harm should be taken.

Some sense that an ethics perspective makes, in particular, a qualitative research process more challenging (Truman, 2003; Webster *et al.*, 2004; Wiles, Heath & Crow, 2005, see Bell & Bryman, 2007). This because the regime around ethical rules does not fit open-ended research well (*Ibid.*) For this thesis the participants were: Paradiset's CEO, who was contacted by email and asked to participate, and all the social media users visiting Paradiset's Instagram account and Facebook page. An ethical challenge with a nethnography is the unobtrusive observation taking place, but because the researcher did not find the users' participation to be harmful for them, she found the study to be ethically sound.

4 Empirics

The empirics chapter starts with presenting an introduction to natural and organic food, this to better understand in what context the store Paradiset competes in. Then the case company Paradiset is introduced and its CEO. Thirdly the results of the netnographic study are presented and the chapter ends with a narrative text summarizing the phone interview with the CEO.

4.1 Organic food and natural foods

This thesis is focusing on an organic and natural foods store in Sweden, but what do the words organic and natural entail? In Sweden, food is considered organic if it has been produced without any use of fertilizers or artificial pesticides, but the natural pesticides spinosad, pyrethrins and sulfur are accepted according to the Swedish Natural Food Agency (www, Livsmedelsverket, 1, 2016). Other important aspects to organic food in Sweden are the requirements that the animals should be allowed to graze in the free and the feed given should also be organic and mostly grown on the same farm the animals live on (*Ibid.*). Organic farms in Sweden are not allowed to use genetically modified organism (**GMO**) and the use of antibiotics have to be kept to a minimum (*Ibid.*). Another name used to differentiate food is ‘natural,’ but what does that actually mean? Unfortunately no official definition exists to what natural means when used as a label on food. Many companies use the name natural on their products, but the lack of its meaning and green washing alarms are causing the public to reach out to the officials and demand a definition (www, U.S. Food and Drug Administration, 1, 2016). The U.S. Food and Drug Administration (**FDA**) is currently working on solving the issue and is together with the public working on a definition of ‘natural.’ Even though the FDA does not at this point have an official definition they have what they call, “a longstanding policy concerning the use of ‘natural’ in human food labeling” (*Ibid.*). They state that natural food cannot include anything artificial, nor synthetic, but the policy was not created to cover the different production and manufacturing methods, which could be used, including the important discussion about pesticides and pasteurization (*Ibid.*).

4.2 The case company Paradiset

Paradiset, with its 1600 square meter space and approximately 4500 products with everything from consumer goods to beauty products, is Scandinavia’s largest organic grocery store and one of the largest in Europe (www, Paradiset, 2, 2016). 75 % of its products are organic, compared to Coop’s 8% (*Ibid.*). It opened its doors in May 2015, and it is located on Södermalm in Stockholm, nearby Mariatorget (*Ibid.*). The founder and CEO, Johannes Cullberg, says he visited organic and natural stores all over the U.S. and some European countries to seek inspiration for the design of Paradiset (pers. com., Cullberg, 2016), hence not surprisingly the store has many similarities to the American grocery chain Whole Foods.

Paradiset is according to Cullberg a “one stop shop” where you can buy almost all groceries you might need in one store (pers. com., Cullberg, 2016). When explaining the store’s supply of products he plays with the Swedish words “ful” *versus* “full” assortment. Ful with one l means ugly, and full with two l means complete. What he means with this is that Paradiset offers in his mind a complete assortment, but it does not have an ugly or bad assortment of

products, hence the store does not sell energy drinks, soft drinks or tobacco (pers. com., Cullberg, 2016) nor does it offer products including artificial sweeteners, aromas or colors (www, Facebook, 1, 2016). Paradiset has cleaned out about 200 E numbers says Cullberg (www, Epoch Times, 1, 2016). The consumers should not have to worry about unnecessary additives and poison in their food, and Cullberg believes actors in the food industry add too many things in the food that do not belong there nor are they needed (*Ibid.*). To make things easier on the customer, and make it more straightforward what is what in the store, Paradiset has a color scheme: organic food has a green sign, natural products a white sign, if it is locally produced the sign is yellow and in season has a purple sign (www, Instagram, 1, 2016).

With its earthy interior colors, spacious design, deli, bakery and food court, Paradiset is aiming to offer more than just a place to buy food. Cullberg wants to provide an experience: a feeling of joy when grocery shopping and a place where people want to stay (pers. com., Cullberg, 2016) hence the store name Paradiset (www, You Tube, 1, 2015), which means Paradise. Who does not want to go grocery shopping in Paradise?

4.3 Paradiset's CEO Johannes Cullberg

Paradiset's founder and CEO is Johannes Cullberg. He is in his forties and his background is in business and health ventures (www, Proactive Health, 1, 2016). He studied economics at Lund's University in the south of Sweden, and started his dream job at the audit and tax service company PwC right out of school (*Ibid.*). He soon realized he was working too much and took a break to study Spanish. He then took on a job establishing and developing Lidl in Norway. His moral values were not the same as Lidl's and he started visualizing working within the health industry (*Ibid.*). He moved on and accepted a job offer with the company Feelgood, working with corporate health and eventually became Sweden's youngest CEO for a publicly traded company (*Ibid.*). Ironically he was once again working too much and was not taking good care of himself. When he met his future wife he decided to quit and start his own health consultant firm: Proactive Health Partners (*Ibid.*).

The idea to Paradiset came from the urge to upgrade and develop the traditional grocery scene in Sweden (pers. com., Cullberg, 2016). Cullberg was personally tired of having to visit several stores in order to buy what he needed, and he found the supply of healthy and sustainable produce in the stores on the market insufficient (*Ibid.*). "I want a store with clean and natural products, and it should be a wonderful experience to go shopping there" (www, Epoch Times, 1, 2016). He also thought the staff was not knowledgeable enough. He saw a demand and felt inspired to open a natural food store, which could offer high quality and natural products to a reasonable price (*Ibid.*). Today he is functioning as a consultant for Proactive Health, but is not actively involved with the day-to-day business. Now he is putting all his effort into Paradiset Södermalm and its expansion plans (*Ibid.*).

4.4 Summary of the netnographic study

The two month long netnographic study showed that Paradiset (Instagram account name @paradisematmarknad and Facebook page Paradiset) posted 74 posts on Instagram and 72 posts on Facebook. Out of the 60 days, 29 of those days Paradiset posted 1 post per day, 18 days they posted 2 posts and 3 days they posted 3 posts per day. Some days the store decided not to post anything at all.

Almost every time, with five exceptions, the company posted the same content, picture with text, on both Instagram and Facebook. A few times the text was shorten on Instagram, and the post referred to Facebook for the extended version. This because Instagram has a character limit of 2,200 per post (www, Hubspot, 1, 2016) and Facebook has a much higher limit of 63,206 characters (*Ibid.*). During the two month long study, Paradiset’s Facebook page likes increased by 527 likes, compared to an increase by 1444 followers on Instagram. See table 1.

Table 1. Increase in likes and followers on Paradiset’s Facebook page and Instagram account

Facebook:	
Number of likes February 15:	11,680
Number of likes April 15:	12,207
Increase in Facebook likes	527
Instagram:	
Number of followers February 15:	9,556
Number of followers April 15:	11,000
Increase in followers on Instagram	1,444

When announcing it is about to open a second store the post generated 1176 likes, which is more than ten times than the average number of likes. Taking this into consideration the Facebook posts’ average likes ‘should’ be lower. Same situation apply for the comments. This specific post got 46 comments, but the average number of comments per post on Facebook was two. On Instagram the average number of comments per posts were six.

4.4.1 Activity by category

When looking at what type of category which got the most reaction and response from its Instagram followers, storytelling, traditional advertisement posts and posts which were business identity building all got an average of approximately seven comments. 29 posts were labeled traditional advertisement, 31 building business identity, two labeled health, 28 storytelling and zero as nudging. See table 2. Examples of each category can you read below the table. The researcher did not analyze the Facebook comments by category due to the low number of comments.

Table 2. Number of posts on Instagram and Facebook by category

Posts:	On Facebook	On Instagram	Traditional advertisement	Business identity	Health	Storytelling	Nudging
Total nr of posts:	72	74	29	31	2	28	0

4.4.2 Post examples of each category

A storytelling post:

“In 2005 Thierry Noesen founded Belvas. He is a perfectionist and expert on cacao, and he strives for organic and fair. He believes his challenged is to prove that Fair trade places also have the best taste. The sugar used in his chocolate is from Paraguay, the cacao from Ecuador, the coconut from Sri Lanka and the chocolate wrap is produced at a Fair trade certified production plant in Madagascar. Belvas chocolate is Fair trade certified, 100% organic and hand made. Now you can treat your self in a “fair way.”

#paradiset #paradisetmatmarknad #ekologiskt #fairtrade #choklad #tryfflar #belvas @belvas_uae

A business identity building post:

“Hi! On this coming Monday we open “Lottis’ Warm”It is a restaurant located in the food court. It will serve today’s lunch between 11-14 for 85 kr. The food is home made in Lotti’s kitchen, all natural and often organic. Have a good weekend!”

#paradiset #paradisetmatmarknad #naturligt #ekologiskt #paradisetsvarma #dagenslunch #lunchtips

A traditional advertisement post:

“Give yourself a Saturday treat. Here is a Skagen Toast made with love. The Skagen has eggs, red onions, dill, MCS-labeled shrimps, lemon, mayo, and caviar. It is lactose free. 55 kr per toast, or 99 kr for two. You find it in the deli.

#paradiset #paradisetmatmarknad #deli #delikatess

A health advertisement post:

“Water is our most important ‘food’! Clean water, in the right amount, is essential for our bodies to function well. Many times we forget to drink enough water, and instead drink coffee, soda, alcohol and so on, which all are diuretics. Many issues such as body pains, feeling lethargic, asthma, allergies, high blood pressure and so on, can be ways for the body to say its dehydrated. Unfortunately the water is not as clean as we would like to think, and filtering your water has become more important. In many countries this is part of their daily chores. PlanetsOwn water cleaner with a micro spiral filter is a unique way of filtering your water. It removes many pollutants in the water and from the water pipes, which tests have proven. If you have questions or comments about the filter, PlanetsOwn vistits Paradiset tomorrow Thursday the 18th of February starting at lunch. Please come and taste the water. Welcome!

#paradiset #paradisetmatmarknad #planetsown #vattenrenare #rentvatten #vatten #H2O @planetsown

4.5 Interview with the CEO

Johannes Cullberg called right at 2pm as decided upon. We chatted briefly about his day and he was expressing being really busy with getting the legal documents ready for the second Paradiset store in central Stockholm. Before the phone meeting we had not discussed how long the meeting were going to be, so I had several scenarios planned depending on how much time he could give me. I asked him how much time he had; I sensed that I would have to keep this interview pretty short. He said: how much time do you need? I said 30 minutes, and he said that is the absolute max amount of time he could spare at the moment.

Knowing he had a hectic schedule we started right away. Before the interview he had told me over email that there were many great articles written about how he started the company and his background, so he mentioned it might be good if I read them so the interview would not be so repetitive for him and we could focus more on specific questions I had or areas I wanted to get clarified. The first few minutes of the interview I went over what I had read a head of time. I summarized his previous experience at Lidl and Feelgood and said it seems like he has always wanted to have his own business. He confirmed this, and also confirmed that it is not strange with a background in grocery store expansion at Lidl and health consultancy with Feelgood, that the next big leap would be a natural food store. One of the reasons he left Lidl was because his personal values and Lidl's business culture were not the same.

Cullbergs values are the cornerstone of Paradiset. He explained in the interview that from marketing research he knew that there was a demand for a natural food store with a large supply of organic produce in Stockholm, but the idea and the urge to start one came from his own desire more than as a response to the market demand. "It was too exciting and good to not go for it" (pers. com., Cullberg, 2016). He had long felt a frustration with today's 'regular' stores with additives in the food, few options for organic food to a reasonable price and difficult to get all his groceries in one store. Cullberg wanted a 'one stop shop' offering quality food, which allows the customer to get everything they need at one place, minimizing the need to visit several stores.

Cullberg tells me in the interview that Paradiset only sells food that he believes comes from producers who care about how it has been produced. Cullberg wants suppliers who prioritize responsible farming and making money should be secondary. He only sells products, which he with a clear conscious could feed his children (pers. com., Cullberg, 2016). Cullberg is hoping more people will become interested in what they eat, where it is from and that they want to improve the agri-food industry. "Many people today do not know where the food comes from" (pers. com., Cullberg, 2016). By opening Paradiset he hopes the interest for quality food will increase, and the awareness of the food production will be better.

Paradiset has many similarities to U.S natural foods chain 'Whole Foods.' Cullberg confirms that his inspiration to Paradiset comes from Whole Foods in the U.S. among other similar grocery chain concepts in Europe. Whole Foods invites the customer to spend a lot of time inside its store; they have a deli, a café, a charcuterie and the stores are large and bright, with everything from beauty supplies to fruit. This experience is exactly what Paradiset has spent a lot of time on. Cullberg says: "going to a store should be enjoyable and be an experience – the food deserves that respect" (pers. com., Cullberg, 2016).

He, as the CEO of Paradiset can of course decide what he wants to sell or not buy, but I bring up the question of who has the right to decide what is in a store and what food to eat. Cullberg straight up answers that people who want soda and processed food should not shop in his store, and there are several other stores that might fit those customers better than Paradiset. His aim is not to target every customer; he aims to reach, as he calls it, the 'green' and the 'light green' customers (pers. com., Cullberg, 2016). By not only offering organic food he says he can reach more people, and not only the hard core 'green' customers. "We have approximately 75% [organic food] and will not increase that number much more. We find it to be a good balance between organic and natural. First we thought the more organic the better, but now when we are starting to get to know our customers we are realizing that it is smarter to offer a bit of both" (pers. com., Cullberg, 2016).

In articles and other previous material about Paradiset, Cullberg states they do not want to use traditional advertisement, and they will only use social media. “We have 11,000 followers on Facebook and 9,000 on Instagram and it is working really well” (pers. com., Cullberg, 2016). Cullberg explained that they work with different campaigns, and they aim to have a broad variety of posts so the communication is interesting and does not become monotonous. I asked him who is responsible for their marketing and he tells me Paradiset has one person who works with PR social media. Initially Cullberg was the one who decided the marketing material, but now the PR manager knows what Paradiset wants to communicate to its followers and can work independently.

After hearing a bit more about their marketing strategy, I wanted to know if Paradiset is familiar with the term ‘nudging’ and if they actively use it? Cullberg says he knows what nudging is, but asks me to clarify what I mean when I say nudging. I explain that nudging is like an invisible hand that nudges the consumer to, for example, buy healthy and/or organic food. I tell Cullberg that the green signs they use for all organic products could be considered nudging. The store has several other signs explaining what the green signs mean. Cullberg says he understands what I mean with nudging, but says that Paradiset does not actively or consciously use nudging at the moment, but brings up another marketing technique: storytelling. He explains that they are hoping to soon begin to focus more on storytelling, but at the moment there has not been enough time. He says he wants to tell the full story, why, or how, for example a chicken has been raised, which makes it easier for customers to buy that chicken compared to a cheaper one. That is another type of nudging (pers. com., Cullberg, 2016). I explained that I understood the use of storytelling by telling him a story when I bought detergent. I had such a difficult time understand what the differences between the products were, and why I should pay 30kr more for a brand compared to the cheapest product. If there were some type of storytelling along side the products it could help the customers justify the higher price. Cullberg imagines a sign sticking out beside the product that needs storytelling the most.

From listening to a You Tube video I know the store is launching an app. I ask him about the date for the launch and he says he hopes the app will be ready by the summer [2016]. He also says: “everything takes a little longer than you wish for it to do” (pers. com., Cullberg, 2016). He explains that the purpose of the app is to inform the user about new products in the store and send personalized deals based on your stored purchasing history. It will also allow the customer to deposit money ‘into the app,’ and then be able to pay with the phone. He says it will simplify and save the customer money, at the same time it is also a beneficial feature for Paradiset because it provides Paradiset with cash flow.

Cullberg explains that their relatively low prices on organic and natural food in combination with the store experience will establish a following and repeat customers. They are also planning on sending out a newsletter, increase their PR focus and start building relations. Part of building relations is spreading the word letting people know we exist (pers. com., Cullberg, 2016). Cullberg says that many people outside Södermalm are not aware of the store, and sees a need to expand to other parts of Stockholm. Paradiset first opened on Södermalm because of the neighborhood’s high level of awareness and the number of residents is higher there compared to for example Kungsholmen. “Södermalm has approximately 68,000 residents, *versus* 30,000 on Kungsholmen” (pers. com., Cullberg, 2016). Cullberg aims to expand, first in Stockholm, then to the rest of Sweden. Within five years he wants to have 10 stores in Stockholm and a total of 20-25 stores in Sweden. He says Paradiset will expand into university cities and the larger cities in Sweden: “We need a large population and cities with

high awareness” (pers. com., Cullberg, 2016). He is not worried that having many stores will take away the uniqueness of just having one store on Södermalm. He says: “Each store will have its on touch,” (pers. com., Cullberg, 2016) and the expansion will not harm the current store, quite the opposite.

When my 30 minutes were getting close to being over I wrapped up the interview by thanking him for taking time out of his busy day to speak to me, and I also asked if I could call or email him with potential follow up questions. He kindly answered that I could try, but he has a couple of really busy month a head of him and he cannot promise he will answer. I once again thanked him and we hung up.

5 Analysis and discussion

This chapter aims to analyze and discuss how modern marketing techniques, such as social media and storytelling, can be used to develop a company's business identity, this by linking the theories presented in chapter 2 with the empirical findings in chapter 4. For the purpose of making the analysis clear the outline is similar to the theory chapter's structure.

5.1 Organizational theory & branding

Organizations play an important role in today's society, which puts them in a powerful position (Alvesson, 2013) to influence people's behavior with their branding and business culture. According to Falonius (2010) is a brand's identity founded within the organization. Paradiset is an example of how a company is built from within; Cullberg's intuition and gut feeling played a major role when starting Paradiset. He did market research to make sure there was a demand for a natural food store, but the main drive was his own will and conviction that Stockholm needed this type of store and that the business idea had too much potential to ignore it. Except his own belief in the concept, and his personal urge to challenge the current 'fast-moving consumer goods stores,' the key to success and building a strong brand identity was to bring on board experienced and skilled people who could help him find a great location, put a strategy in place and establish trustworthiness to attract investors. Additionally Cullberg has hired people who have a genuine food interest and who can identify with Paradiset's core values. Some of the staff's traits and interests have been shared on social media and have functioned as branding for Paradiset. Both the people on the floor as well as the management contribute to the company's identity as a natural foods store that offers healthy affordable food to conscious customers.

Paradiset does not only sell food, it is also a forum for healthy lifestyle choices. They want people to buy their products, but they do not encourage consumption, they encourage a healthy lifestyle. The store becomes a community, which educates its customers by organizing lectures, yoga and tasting events. Its calming and spacious atmosphere invites its customers to walk around and read on labels, grab lunch in the food court or chat with the person in the deli or the bakery. By shopping at Paradiset and hanging out with likeminded people, customers build their own identity. This atmosphere together with its strong business identity makes Paradiset so much more than a regular grocery store. Paradiset is a place where consumers get to express who they are and build their identity. That is why Paradiset has been able to establish themselves on the almost saturated grocery store market. According to Falonius (2010) people's associations are what make a brand unique. Paradiset is associated with organic, natural, sustainability and affordable. They also involve themselves in debates related to food processes, additives and workers' conditions. By strongly stating their values and inviting people's opinions they create associations and build a strong business identity. Carlsson (2011) says a business identity gives the brand soul, which cannot be copied. By being unique Paradiset has created a niche market on the nearly saturated grocery store market. Cullberg frankly says Paradiset is not for everyone; it is for people who want to eat healthy, who cares about animal rights and believe in workers getting fair wages. Low quality, processed food, soda and tobacco are offered at other places, and Paradiset has no ambition of supplying these items. Being exclusive is part of their branding.

5.2 Sustainability marketing

Many companies today choose to adopt a sustainability marketing strategy. Paradiset is one of them. This type of marketing tries to take our needs into account, but without compromising the future of our ecosystem (Belze & Peattie, 2009). Paradiset offers products that people need, but their focus is to deliver value to its customers and not just make money off them. They put a lot of effort into minimizing their supply of products with unnecessary additives and pesticides, they also only work with suppliers who have the same sustainability values as they do, which means they choose vendors who treat animals ethically and who pay farmers fair. This standard comes with a price, but Paradiset's customers are willing to pay a premium price, because they understand why it might be a bit more expensive and they want to support this type of store and movement.

Sustainability marketing can be divided into green and social marketing; green marketing is when a company markets its products with the aim to make money, but it is balanced with an urge to protect the environment (Gordon *et al.*, 2011). Social marketing is about marketing social change (*Ibid.*). Paradiset practice both of these sub-marketing techniques; they encourage consumers to make healthy choices and they encourage environmentally conscious consumer behavior. They also take responsibility for the consumption behavior they encourage through their products and aim to influence its customers to lower their environmental impact.

Social marketing is a type of intervention in someone life; it alters the environment and gives the consumer a nudge to steer them in the right direction, but it still allows people to choose. Nudging initiates behavior change to improve decisions about health, wealth and happiness (Thaler & Sunstein, 2009). Paradiset practices nudging by only offering high quality products, and allowing traceability. They help the consumer to choose what they want to support by using a color scheme, which divides the store's products into organic, natural, in season and locally produced food. They also educate its consumers about where their food comes from and how it has been produced. This knowledge can potentially steer them into making healthy choices for themselves, as well as the society. Paradiset wants to convey a message and they facilitate behavior change by offering a community and a beautiful store where it is easy to make healthy and environmentally conscious choices.

Throughout a day we are faced with decisions, and this continuous when we come to the grocery store. The context we make decisions in are created and organized by choice architects (Thaler & Sunstein, 2009). Paradiset is a choice architect. The store's design and selection influence the consumer's shopping decisions. How Paradiset chooses to place certain foods in the store has the potential to encourage a purchase and support certain habits. Paradiset only sells relatively healthy options, but in a store with fewer healthier options a store's design can have more of an affect. Being a choice architect, Paradiset has the power to affect and change people's behavior to the better, which they are.

5.3 Social media & storytelling

As previous mentioned, Paradiset engages in both green and social marketing. Marketing can be done in many different ways, but Paradiset has chosen to only rely on social media. With social media it is the consumer who is searching for what they are interested in (Carlsson, 2011), compared to traditional marketing when the focus is on reaching the consumers.

Traditional marketing is usually interruptive, while social media lets the consumer decide for him or her self when to use it. So, when it comes to social media it is important to be reached and found online by the consumer (*Ibid.*). Paradiset has been able to share whom they are, what their values are and what they have to offer by being active on the social media forums, Facebook and Instagram. They have taken advantage of the many benefits social media offers. Social media has allowed Paradiset to have a dialogue with its customers, respond to questions and concerns right away and share stories and market products. As well as educate and encourage consumer to make choices that will improve their health, protect the environment and contribute to a better community. Social media is built on the concept of liking and becoming a fan of others' pages, and posts (Sweeney & Craig, 2010). People search for what they are interested in, and end up 'liking' or following an account or a page. Paradiset has since its beginning acquired followers of their account, who are interesting in what they do. They themselves act similarly by following Instagram accounts with comparable business ideas or interesting concepts. Existing on Instagram is a way for Paradiset to communicate its business identity, and by 'following others' and taking part in discussions, they further market themselves.

The marketing technique, storytelling, can be used through social media. Paradiset uses storytelling to encourage consumers to make healthy choices and change consumer behavior towards an environmentally conscious choice. Storytelling can be posts on mediums such as Facebook and/or Instagram, which show a picture or a video with information about, for example, a supplier's background, values and what makes their products special. Storytelling engages the reader, creates emotions and a sense of connection with the brand. Paradiset gets a lot more likes and comments on its posts when they tell a touching story about a brand they have in their store or when one of their employees present their favorite Paradise product, compared to when they just post a picture of a product and writes the price.

There are shared opinions about if corporate stories have to be true, or if it is acceptable to share made up stories, such as fables (Dennisdotter & Axenbrant, 2008). Paradiset only share true stories about their suppliers, employees and products. For them it is important to paint a clear picture of who they are, and made up stories could communicate the wrong information. Many people take food seriously and as a grocery store, especially in the organic and natural food sector, being transparent and trustworthy is essential for its survival.

Another great feature of storytelling through social media is that it allows Paradiset to reach people outside Södermalm and Stockholm. It is through the virtual world Paradiset market themselves, and everything they build up in the virtual world can be realized and experienced at the physical location. By utilizing social media and storytelling Paradiset is contextualizing the products they sell, which gives Paradiset's products identity and 'life.'

5.4 The netnographic study

The netnography carried out showed that Instagram gives Paradiset better marketing results than Facebook does, by generating more comments, and likes than the Facebook posts do. It also seems like the number of likes, both on Facebook and Instagram, in relation to the number of followers, are similar in percentage to the large American chain's, Whole Foods Markets, numbers. This gives some indication that Paradiset's social media following and the netnographic results are reliable and worth to analyze. The number of followers also increased more on Instagram than on Facebook. Judging from the number of likes and comments,

Instagram seems to be more popular among social media users today, compared to Facebook, and one reason can be its user-friendly design, which allows comments to be posted quickly.

After analyzing the five different post categories, it seems like Paradiset's focus is on building a business identity, using storytelling and informing the followers of the store's produce (what we in this study labeled as traditional advertisement). The large number of traditional advertisement posts was a surprise. Cullberg said they were not using traditional advertisements when marketing Paradiset, but from the analysis of the social media posts it shows that a significant amount of them are price information about products, advertisements for their restaurant, and similar posts, which aim to sell a product. How Paradiset define traditional advertisement, and what this study calls traditional advertisement either differ or Paradiset does focus more on selling than they might think or admit to.

To summarize the results of the netnographic study it is fair to say that Instagram generates more reactions and responses, than Facebook does for Paradiset. On average each posts on Instagram got both more likes, and generated more comments compared to its Facebook page.

Storytelling is a reoccurring theme in Paradiset's posts, and from analyzing the responses it seems like it gives Paradiset the marketing results they are aiming for. Even though the netnographic study found no signs of nudging, it can be argued that Paradiset uses nudging by simply being the store they are. What they do by offering a selective range of products and marketing healthy choices is steering people in the right direction and influence behavior change.

5.5 Critical perspective

Alvesson (2013) states that a critical perspective adds value to a study. Is it possible to engage in marketing, but at the same time practice sustainability? Marketing does encourage consumption, but it has the power to influence people to engage in a more sustainable lifestyle, this by promoting the importance of buying high quality products with a long life span, or choosing food from the local farmer. Marketing is not the bad guy; it is people's consumption behavior that has the potential to affect the world negatively. Because people tend to build their identity around owning and wearing material items and have a need to replace old with new, an unsustainable behavior can easily occur. Because people's lifestyle choices affect the collective behavior and the overall consumption level within the community (Belz & Peattie, 2009), sustainable behavior can eventually become the norm. LOHAS and LOVOS groups are examples of how we can create the society we want by on an individual level strive to live more sustainably and affect the surrounding community. We are moving towards a more sustainable living and Paradiset and its CEO Cullberg is a response to these health and sustainability trends. More people prefer organic food and are willing to pay for it. This health trend; buying organic food and being environmentally conscious is a way to make a statement and build an identity. People want to surround themselves with likeminded individuals and be seen in a natural food store. They want to say they buy organic food, and that they buy lunch at Paradiset's food court. Living sustainably is a lifestyle choice and it is one way, among many, for people to express whom they are and establish an identity. It is almost like Paradiset is selling an identity.

Paradiset is like any other store in the sense that they aim to make money, but they want to make money by selling high quality food products and also educating its customers in where

the food comes from and why buying their products helps the farmers and the environment. This was obvious when looking at the social media categories; traditional advertisement aiming to inform about prices and a focus on selling were a large chunk of their total number of posts, but the products they advertise are overall considered good options.

Paradiset is critical to food made with artificial sweeteners, aromas and colors. They want to offer products they can feel proud of and which represent the farmers' hard work. They do not think products with unnecessary additives and artificial sweeteners belong in their store and they do not want to make money from selling 'bad' products. They encourage consumption, but the consumption they encourage breathes sustainability. Paradiset is a great example of a company who practice what they preach; they are as sustainably as they say they are. Some companies use words such as green, organic, natural and sustainability even though the company is nothing like it. Paradiset does not green-wash its products; they truly are a sustainable store and its consciousness is instilled in the business identity.

5.6 What we have not learned from the netnographic study

Netnography allows the researcher to observe behaviors of interacting consumers online (Kozinets, 2002, 4), and there is lots of data available, but tools to analyze the data is today limited. Because this is a relatively modern method, and frames of reference are poor, this method can today not take advantage of all the data available.

Another aspect to be aware of is that not everyone who is a Facebook and Instagram user actually actively participates in discussions and conversations taking place. "In most communities, a 90-9-1 rule applies to the user structure: 90% of users are inactive lurkers, 9% contribute to the community, and 1% account for the major share of activity in the community (Nielsen, 2006, see Brem & Bilgram, 2015, 44). Paradiset has an approximately 1,5% activity percentage on Instagram, and 0,6% on Facebook, which is in line with what the theory says about the user structure. This means that there are many people who are interested in Paradiset, but are not actively participating in the dialogue. How and if Paradiset's marketing affects the inactive users can today not be analyzed by a netnography.

This netnography has explored how Paradiset uses social media, but it does not allow us to say how much or if it affects Paradiset as a store, nor how the inactive users are affected. Maybe Paradiset would have the same amount of customers anyways, without using social media? Maybe it is all because of word of mouth? As the use of social media evolves, so will the marketing analysis methods.

6 Conclusions

This final chapter presents the conclusions and addresses the research questions presented in chapter one. It ends with suggestions for further research in the studied area.

The grocery store market is at the point of saturation, but Paradiset has despite this managed to take market share and create a customer following and repeat customers.

The aim is to explore how an organization can use marketing techniques, such as storytelling through social media, to build a strong business identity and brand. To reach the aim of the study, three research questions were presented. Firstly, how does Paradiset create its business identity? Secondly, how does Paradiset use social media? Thirdly, how does Paradiset establish a new grocery store concept?

Paradiset has managed to create its business identity by sharing true, intriguing stories about the company, its suppliers and employees. Instagram and Facebook are the two social media channels used, and both mediums allow Paradiset to have a two-way dialogue with its customers and encourage a healthy lifestyle. Even though Paradiset relies on social media for marketing purposes, it is at the actual physical store, on Södermalm, Stockholm, the atmosphere and experience they aim to convey is realized. The location choice was a strategic decision as Södermalm has the largest and the most conscious population in Stockholm. Paradiset's niche concept, its location, the CEO's belief in the idea, and the support from experienced businessmen are how the store founded a new concept in a well-established market.

The thesis has showed that social media, especially through digital storytelling, is used by Paradiset to build its business identity, and that social media does not diminish the importance of spatial context for them. For further research I suggest a gentrification study in combination with organizational theory, which would look into how trends in urban neighborhoods affect organizations and their chance of surviving.

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Appendix 1: Interview guide

This appendix shows the interview guide, which was used during the phone interview with Johannes Cullberg. This is just a guide; hence a few spontaneous questions were added as the conversation went along. The phone interview was conducted in Swedish.

In previous interviews you say you want to give your customers an experience.

Do you sell a lifestyle?

How do you build your company's identity?

How do you get returning customers? And not only costumers who come once because they are curious.

Do you try to create a relationship with the customers? Do you ask for their opinions, to develop the store concept?

You say in a You Tube video clip that you don't want to use traditional advertisement, and instead want to use social media, an app, word-of mouth.

Can you please talk a little about your marketing strategy? How do you run it?

Who is posting pictures and uploading material on your Facebook page and Instagram? How do you communicate about what should be posted? Is it working as wished for? Do you try to post the same material on Facebook and Instagram or do you differentiate them?

Is it app up and running?

What do you do to differentiate yourself from other stores?

How come you have been more successful, than previous attempters, establishing a new store concept in an already established market?

How do you intend to strengthen your brand? Business identity?

Have you seen a demand for this type of store, business concept?

Do you use any type of marketing tools to affect customer behavior in your store?

Are you familiar with the term nudging?

The store is located on Södermalm in Stockholm.

Was the location strategically chosen?

What does the location mean to Paradiset?

Do you think the store concept would have worked just as well somewhere else?

Regarding expansion plans and your future:

Is the plan still to open three more stores this year? Then what?

What is your biggest challenge at this point?

If needed, is it possible to send you or call you regarding follow up questions?

Appendix 2: Paradiset in numbers

Number of likes on Paradiset's Facebook page February 15:	11,680
Number of likes on Paradiset's Facebook page April 15:	12,207
<hr/>	
Increase in Facebook likes	527
Number of followers Instagram February 15:	9,556
Number of followers Instagram April 15:	11,000
<hr/>	
Increase in followers on Instagram	1,444
Number of "people" Paradiset is following on Instagram February 15:	84
Number of "people" Paradiset is following on Instagram April 15:	85
<hr/>	
Increase in number of people Paradiset is following	1
Number of reviews on Paradiset's Facebook page February 15:	188
Number of reviews on Paradiset's Facebook page April 15:	192
<hr/>	
Increase in number of reviews on Paradiset's Facebook page	4
Number of people who have "checked in" February 15:	1705
Number of people who have "checked in" April 15:	1898
<hr/>	
Increase in numbers of people who have checked in	193

Date of post:	Nr of posts on Facebook	Nr of posts on Instagram	Traditional advertisement	Business identity	Health	Storytelling	Nudging
2/15/16	2	2		x	x		
2/16/16	no posts	no posts					
2/17/16	2	2	x		x		
2/18/16	2	2		x		x	
2/19/16	1	1		x		x	
2/20/16	1	1		x			
2/21/16	2	2	x				
2/22/16	2	2	x			x	
2/23/16	2	1	x			x	
2/24/16	2	2	x			x	
2/25/16	3	3	x			x	
2/26/16	2	2	x	x		x	
2/27/16	no posts	no posts		x		x	
2/28/16	2	2	x	x			
2/29/16	2	2	x	x			
3/1/16	1	1	x	x		x	
3/2/16	0	1		x		x	
3/3/16	2	2	x				
3/4/16	1	1	x			x	
3/5/16	2	2	x				
3/6/16	no posts	no posts					
3/7/16	1	2	x			x	
3/8/16	2	2		x		x	
3/9/16	2	2	x	x		x	
3/10/16	1	1	x			x	
3/11/16	3	3		x			
3/12/16	no posts	no posts					
3/13/16	no posts	no posts					
3/14/16	1	1	x	x		x	
3/15/16	2	2				x	
3/16/16	3	3	x			x	
3/17/16	1	1	x	x		x	

3/18/16	1	1				x	
3/19/16	1	1	x				
3/20/16	1	1				x	
3/21/16	2	2	x	x			
3/22/16	2	2	x	x		x	
3/23/16	1	1		x			
3/24/16	1	1	x	x			
3/25/16	1	1		x		x	
3/26/16	1	0		x			
3/27/16	1	1	x				
3/28/16	1	1		x			
3/29/16	1	1	x			x	
3/30/16	1	1				x	
3/31/16	1	1		x		x	
4/1/16	1	1		x		x	
4/2/16	1	1	x	x			
4/3/16	no posts	no posts					
4/4/16	1	1	x				
4/5/16	0	1				x	
4/6/16	1	1				x	
4/7/16	1	0	x	x		x	
4/8/16	1	2		x			
4/9/16	no posts	no posts					
4/10/16	1	1	x	x			
4/11/16	1	0		x			
4/12/16	1	1		x			
4/13/16	0	1	x	x			
4/14/16	no posts	no posts					
4/15/16	0	1		x			
Total:	72	74	29	31	2	28	0

Number of Instagram comments by category

	Health	Business identity	Storytelling	Trad advertisement
	4	1	2	4
	3	7	1	5
		9	8	5
		7	13	2
		10	13	1
		6	2	5
		9	6	8
		7	2	9
		4	6	4
		13	2	4
		4	9	4
		5	13	5
		14	11	1
		5	10	2
		8	4	46
		3	3	8
		2	4	
		8	13	
		4	14	
			4	
			10	
			5	
			15	
			4	
			8	
			1	
			8	
			10	
			3	
Sum	7	126	204	113
Average	3.50	7.00	7.29	7.53