The new age of Green Marketing in
Swedish forestry

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For your constant support and feedback that helped us improve our paper

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For your help during opposition seminars and giving us great constructive criticism

Interviewed Companies

For your time and effort that you have put into the interviews
Abstract

The adoption of Green Marketing within the Swedish forest industry has raised questions as to why there has been an increase in implementation of the concept, and what the results have showed. After conducting eight semi-structured qualitative interviews with companies involved with forestry in Sweden, this paper has been able to showcase an in-depth analysis. The companies interviewed include a forest owner, five forestry companies, a packaging company, and a lobby initiative in Sweden. This has allowed the research to explore different perspectives in the forest industry. The answers derived from the interviews were for the most part in correlation to each other, and highlighted the similar ways to approaching Green Marketing within the Swedish forest industry. Public concern, governmental regulations, and opportunity to form strong relationships were all seen as reasonings behind the usage of Green Marketing. The Swedish forest industry has done very well in avoiding many Green Marketing mistakes, and has also showcased a strong effort in following what is known as the ‘Golden Rules of Green Marketing’.

Keywords: Green Marketing, Green Marketing Strategies, B2B, Swedish Forestry
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1.0 Introduction

This initial section of the paper will introduce the reader to the growing environmental concerns along with the introduction and implementation of Green Marketing in a B2B context. This is followed by the background of the subject, the purpose of the paper, and the delimitations of the study. Lastly, an outline of the thesis is provided for the reader.

1.1 Introduction

The interest for environmental issues and how these have affected global business have been increasing among both researchers and practitioners in the past decades. There are certain believers that find marketing and its effect on consumption to play a vital role in the negative state of the environment today; perhaps leading to today's greener take on classic marketing (Polonsky, 2011; Fisk, 1974). Another reason for green efforts being implemented by businesses to marketing and communication is that research has convincingly shown that if a company uses green messages in its communication it may lead to competitive advantage (Fraj, Martinez and Matute, 2010). Green Marketing within the B2C sphere has been widely researched and is today accepted in terms of reliability. However, research on environmental practices in a B2B setting is still relatively under-explored (Sharma et al., 2010). The research community has ignored the wide variation in respect to environmental aspects that can be applied to B2B markets (Charter et al., 2004).

The Swedish forest industry counts as one of the most important industrial sectors of Sweden. In 2016 the industry generated 125 billion SEK in export value and employed around 70,000 people, with another 30,000 one-man businesses connected to forestry. The Swedish forest industry is the third largest exporter of wood products and paper in the world (Forest Industries, n.d.). Along with many other industries in Sweden and the world, the Swedish forest industry is taking steps into becoming more sustainable and dealing with various environmental issues. An example of this has been to reduce chemical compounds released into the air and water systems from pulp and paper mills (Ibid).
Through the usage of existing theory and empirical evidence gained from the companies interviewed, the researchers will attempt to detail the reasonings behind why the forest industry are foregoing a Green Marketing plan. The purpose of this study is to investigate deeper into the antecedents of utilising Green Marketing in the Swedish forest industry, as well as the consequences of the implementation of Green Marketing.

1.2 Background

The societal concerns for sustainable development, mainly due to environmental degradation, has at times altered competition within several markets, along with introducing new challenges for businesses to overcome (Fraj, Martinez, Matute, 2010). There are three key stakeholders to pose a need for change on businesses in the modern day, with these three being customers, firms, and governments. These three stakeholders have applied pressure on businesses to change, however they still lack the sufficient influence required for a major change.

Currently, customers range widely from their respective opinions on minimizing consumption and showing concern for the environment. This is mainly due to the disagreement about the causes and timeframes for which appropriate action needs to take place on the issues of sustainability (Polonsky, 2011). Firms also show a spread in interest for environmental concerns. Firms are currently more interested in achieving low-costs and high profits, may that be environmentally or not, but are avoiding the process of societal marketing (Ibid). The government's’ lack of collaboration across borders has also led to an unclear and undefined system for tackling the issue of environmental problems created by businesses. Small incentives and taxes applied to aid sustainability have been put into place, however it is mainly focused on short-term objectives in order to avoid losing power (Ibid).

Although the messages delivered by the stakeholders above to companies are mixed and diverse, the environment is playing an increasingly important role for marketers. Customers are demanding more eco-friendly products/services, and the legislation acts for cleaning up the environment are steadily increasing in number
This has led to a proportionate amount of research being placed on targeting an environmentally conscious audience. Little attention has however been directed towards the role of marketing in environmentally friendly operations and manufacturing (Sharma, Iyer, Mehrotra, and Kirshan, 2010). Enviropreneur is defined as “the process for formulating and implementing entrepreneurial and environmentally beneficial marketing activities with the goal of creating revenue by providing exchanges that satisfy a firm’s economic and social performance objectives” (Menon and Menon, 1997, p.54). This showcases a need for the long-term vision of a marketing department to be in sync with a firm’s economic and social performance objectives.

Banerjee et al. (2003) stated that the final outcome for a firm is an increase in overall performance measures, however the top management’s commitment towards environmental causes is still the ultimate driver for success in this aspect. A study was conducted examining the influence Green Marketing Strategies have on the performance of business-to-business (B2B) organisations through the usage of a natural resource based perspective. The study showed how better performances for the company as a whole was the outcome from both designing and developing Green Marketing Strategies via integrating environmental values seamlessly into the culture of the organisation (Fraj, 2012). This further highlights the need for a focus on internal symmetry, before vowing to examine the target audience and profit tactics. As stated by Fraj (2012, p.296) “market-oriented practices directly determine economic performance, internally oriented activities indirectly influence financial results through the improvement of the firm's environmental performance”.

With the ever-growing public concern for environmental issues, along with the regulations and governmental acts towards sustainability, it is natural that Green Marketing has grown in usage (Fraj, Martinez, and Matute, 2010). There has however to date been little focus directed towards marketing and its role in eco-
friendly supply chains (Sharma, Iyer, Mehrotra, and Kirshan, 2010). Green Marketing Strategies are complex and therefore there are many consequences that can occur at the company's risk, just as there are many positive benefits that can be derived (Cronin, et al, 2011).

1.3 Purpose

The purpose of this paper is to investigate the antecedents and consequences of implementing Green Marketing within the Swedish forest industry.

1.4 Delimitations

This purpose is delimited to just researching the forest industry in Sweden, which hinders its ability to generalize across business sectors or to other countries. The scope of the study is narrowed towards the perspective of three different sections in the Swedish forest industry supply chain. The literature review is conducted through the analysis of articles and existing theory on Green Marketing within a B2B context. The industries that the articles relate to vary across many sectors, however the empirical data will solely focus on the forest industry within Sweden. The reasoning for this is to be able to collect more in-depth data, as well as allowing the researchers to generalise to a specific sector and location in a more valid sense. The method of data collection will solely be relying on interviews conducted by the researchers to individuals responsible for marketing efforts, namely Green Marketing efforts. This delimits the study in the sense that there is a lack of multiple perspectives of empirical data (i.e conducting observation along with quantitative surveys to gain a larger range of data). However, this current method allows the study to be guided in a specific direction. It also allows the researchers to analyse the answers derived from the interview more in-depth, as the full focus will be applied to one method of collecting data.

1.5 Outline of Thesis

The outline of this thesis is based on seven chapters. The initial chapter will serve as an introduction to the topic chosen by the researchers. This will be done by
giving a summary of what is already known about the subject along with a problematisation. By doing so the reader will be able to better grasp the purpose of the paper and why the questions were selected by the researchers. Together with the previously mentioned areas there will also be a section for delimitations, this is meant to show the scope of the study as well as the areas chosen to look deeper into. The second chapter presents the existing theory within the topic at hand as well as the research gap found by the researchers. After presenting this gap there will be a number of research questions presented in the third chapter. In the following chapter, number four, the methodology will be presented. The fifth chapter will present the empirical data as retrieved from the interviews made with the different companies. The researchers then move on to analyse the collected data by comparing the theoretical and empirical findings. After this is done the thesis will be concluded with a discussion, theoretical and managerial implications, limitations and finally suggestions for future research.

2.0 Literature Review

This section explores the pre-existing research within the subject of Green Marketing. It is divided into six parts acting as a funnel to reach the research gap.

2.1 Green Marketing

Green Marketing is a concept that has been part of academic literature for decades, some regard the initial workshop hosted by the American Marketing Association in 1975 to be the starting point (Polonsky, 1994). Since then, as with many new and emerging forms of marketing, there has been a large amount of both academic and market research conducted within the borders of the topic. Much of the market research found signs of an increase in environmental awareness from the public, an increasing interest in green products and services and a willingness to pay extra for them (Peattie and Crane, 2005).

There are more reasons than just financial benefits and competitive advantage to why Green Marketing has become widely used and spoken of. Organisations
around the world are implementing more and more sustainable efforts due to reasons such as: regulations, moral and ethical mandates and legal pressures (Fraj, Martinez, Matute, 2010).

The first definition ever describing ‘Green Marketing’ was by the American Marketing Association during their workshop discussing ‘Ecological Marketing’ in 1975. That definition is: “Green Marketing is the marketing of products that are presumed to be environmentally safe. Thus Green Marketing incorporates a broad range of activities including: product modification, changes to the production process, packaging changes, as well as modifying advertisements”, as retrieved by Polonsky in 1994. Polonsky (2011, p.1311) later defined “Green Marketing” in his own way by describing it: “... must integrate transformative change that creates value for individuals and society, as well as for the natural environment (i.e., environmental restoration and improvement).”

Within academia there are many different terms that are very similar to Green Marketing, such as: ecological marketing, environmental marketing and responsible marketing. However, apart from the different names they are all focusing on the same exchange process; choices or decisions, with the notion that this exchange should minimize negative effects on the environment (Polonsky, 2011). This literature review will mainly focus on the term “Green Marketing” as it is the most commonly used term in the articles found within the topic.

**2.2 The Golden Rules of Green Marketing**

**1. Know your Customer:** The company needs to ensure that the customer knows and cares about the issues that the product or services are trying to address. An example of when this went wrong is when Whirlpool produced a premium line of refrigerators that were “CFC-free”. However, the customers did not want to pay a premium for these products as they did not know what CFCs are (Mishra and Sharma, 2012).

**2. Educating your Customers:** This part is not only referring to a company communicating the actions they are taking to helping the environment. It is also
important that the company communicates why their actions matter. If this is not followed, the campaign is running the risk of a large amount of people in the target group to think “So what?” and thus fail (Mishra and Sharma, 2012).

3. **Being genuine & Transparent**: As Mishra and Sharma (2012) states: “This means that a) you are actually doing what you claim to be doing in your Green Marketing campaign and b) the rest of your business policies are consistent with whatever you are doing that's environmentally friendly.”. For a company to run a successful Green Marketing campaign, as well as gain the needed environmental credentials, both these conditions need to be followed (Mishra and Sharma, 2012; Peattie and Ratnayaka, 1992).

4. **Reassure the Buyer**: For a customer to pay a premium price for a product that is environmentally friendly, they need to be assured that the product performs as well as any other products and would not be of lesser quality for the sake of the environment (Mishra and Sharma, 2012). “… no Green Marketing venture will succeed unless such ventures begin with product design” (Bhat, 1993).

5. **Consider your Pricing**: If the company’s pricing is set to a premium due to it being environmentally friendly, the company needs to make sure that its customers can afford such a price and consider it to be justifiable (Mishra and Sharma, 2012; Peattie and Crane, 2005).

6. **Giving your Customers an opportunity to Participate**: This means that the company should personalize the benefits of the positive environmental actions taken after its customers. This could be by letting them be part of the journey towards sustainability or by inviting them in to see the results in for example a factory (Mishra and Sharma, 2012).
Table 1: Definitions of Green Marketing

<table>
<thead>
<tr>
<th>Authors</th>
<th>Definitions of Green Marketing</th>
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<tbody>
<tr>
<td>American Marketing Association (1975)</td>
<td>“Green Marketing is the marketing of products that are presumed to be environmentally safe. Thus Green Marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertisements”</td>
</tr>
<tr>
<td>Hennion and Kinnear (1976, p.1)</td>
<td>“Concerned with all marketing activities that have served to help cause environmental problems and that may serve to provide a remedy for environmental problems”</td>
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<tr>
<td>Fuller (1999, p.4)</td>
<td>“The process of planning, implementing and controlling the development, pricing, promotion, and distribution of products in a manner that satisfies the following three criteria: (1) customer needs are met, (2) organizational goals are attained, and (3) the process is compatible with eco-systems”</td>
</tr>
<tr>
<td>Prakash (2002, p.285)</td>
<td>“…the strategies to promote products by employing environmental claims either about their attributes or about the systems, policies and processes of the firms that manufacture or sell them.”</td>
</tr>
<tr>
<td>Polonsky (2011, p.1311)</td>
<td>“…must integrate transformative change that creates value for individuals and society, as well as for the natural environment (i.e., environmental restoration and improvement).”</td>
</tr>
<tr>
<td>Mishra and Sharma (2012, p.35)</td>
<td>“‘Green Marketing’ refers to holistic marketing concept wherein the production, marketing consumption and disposal of products and services happen in a manner that is less detrimental to the environment with growing awareness about the implications of global warming, non biodegradable solid waste, harmful impact of pollutants etc.”</td>
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</table>

2.3 Green Marketing Strategy

Environmental issues mixed with the public’s concerns for these issues, and how companies along with society progress on sustainable development, have created new challenges for the business world. Due to this, marketing scholars and practitioners have constructed and later commercialized Green Marketing Strategies (Fraj et al, 2010). These strategies could be seen as competitive actions that make it possible for companies to ameliorate various aspects of an organisation's performance, that may later turn in to competitive advantages.

There are several reasons why Green Marketing Strategies could prove to be beneficial for a company. Some of which are increased financial performance, competitiveness and innovation benefits. Because of these reasons a vast amount of companies are now implementing sustainable and green strategies (Cronin, et
al, 2011). Despite the increasing interest in the subject, there is still a shortage of both theoretical and empirical evidence how green strategies may affect a company’s performance. (Fraj et al, 2010; Cronin, et al, 2011).

What is important to stress is that Green Marketing Strategy does not pertain to just one detached strategy but all activities with the goal to: please the customers and stakeholders expectations for green products and services, improve a company’s sustainability, and to minimize environmental damage which originates from the company’s various industrial activities (Fraj et al, 2010). In recent times there has been an increasing interest shown from academics, stakeholders and managers about Green Marketing Strategies and how these strategies could eventually affect the triple-bottom line. The triple-bottom line is a concept that helps organizations and stakeholders to evaluate the sustainable performance of a business by looking at economic, environmental and social factors (Cronin, et al, 2011).

An overlaying dogma has grown stronger within the current research on Green Marketing Strategy, namely that organisations should direct their strategies beyond just the goal of making a profit. When changing direction they will also need to change the mind-set within the company and start to implement a more balanced approach, where the organisation pay regards to several possible effects a certain decision could have (Cronin, et al, 2011). By doing so, more attention will be given to the needs of a broader group of stakeholders and how the company’s actions will affect them. This approach is called the stakeholder theory and it proposes a focus of strategies that acknowledge the group of people affected by a decision, while attempting to maximize the benefits or minimize the damage to these groups (Ibid). Peattie and Crane (2005) also mention this as they stress that there are certain challenges for a company implementing successful Green Marketing Strategies. The first step is to focus on the needs of their current customers, while later shifting to a broader focus and researching the needs of the other current, as well as future, stakeholders of the company.

This approach is also merging well with the previously mentioned triple-bottom line concept, where a company would be pushing for a broader focus on all three lines rather than just one (Cronin, et al, 2011). To broaden the mind-set of how a
company considers current and potential stakeholders could prove to be crucial as public concern, exercised by for example environmental activists, for the environment is a strong external force on companies’ decision-making (Banerjee, 2002). Other stakeholders that could be considered are competitors, consumers, NGO’s (non-governmental organisations), investors and employees. All these groups carry different characteristics that affect their power to influence an organisation’s Green Marketing Strategy. From a marketing point of view, the existing research has not successfully reached all these groups of stakeholders. The main focus has so far been on the end consumer (Cronin, et al, 2011).

2.4 Environmental Concerns in Organisational Culture

Another term with a similar conceptual meaning to enviropreneur is corporate environmentalism. It is defined in which degree firms’ “integrate environmental concerns into their decision making” (Banerjee, 2002, pp.177). Banerjee claims that top management is highly influential in the success rate of performance outcomes when implementing Green Marketing, only if the top management level shows commitment to environmental concerns.

Because of the buyer’s heavy demands on greener products and services today, the development of Green Marketing Strategies is turning out to be crucial in creating long-term business-to-business (B2B) relationships. Another positive aspect of this is that it will also enhance the organisations operational and environmental efficiency. However, there is a lack of research in sustainable or environmental management in a B2B setting (Fraj, Martinez, Matute, 2010).

Enviropreneur, defined in the background section, is conceptually related to this with only distinct differences. Enviropreneur relates to the process of formulating and implementing environmentally beneficial marketing efforts in an entrepreneurial fashion. The goal must be to create revenue through that ability of satisfying both economic and social factors (Menon and Menon, 1997). These are terms that illustrate the strict need for altering organisational culture as whole in order to maximise the efficiency of Green Marketing.
There is however research that attempts to negate the importance of these concepts, and rather label them as reasons for failed Green Marketing attempts. Peattie and Crane (2005) state that enviropreneur marketing tactics have failed in the part due to the market research being poorly analysed and were based on purely hypothetical situations. The researchers also attribute the lack of focus on specific environmental concerns, and instead focusing only on general concerns, leading companies to be unable to drive markets for specific services and products. While enviropreneurial marketing does not lead to a larger market share directly, it has been researched to provide a positive impact on new innovative product success, which in turn will translate to a larger market share (Baker and Sinkula, 2005).

2.5 Routes to Failure

Peattie and Crane (2005) identified four factors that are attributed to the adoption of false marketing efforts: Sales Orientation, Compartmentalism, Finance Orientation, and Conservatism. The first of the four aspects refers to promoting positive environmental aspects without any attempt to analyse and modify products to better suit the environment. Compartmentalism, a key recurring theme in the literature review, refers to a lack of integration between marketing and the remaining business functions. Finance Orientation labels the fact that companies attempting Green Marketing are interested in short-term benefits (i.e. cost savings) and ignore the long-term benefits of innovating environmentally friendly processes and/or products. Lastly, Conservatism highlights the lack of will to adapt in full to new processes and products, and rather implement minimal changes (Peattie and Crane, 2005).

These categories were used as a foundation by Peattie and Crane (2005) to form the five routes to failure within Green Marketing. These include: Green Spinning, a reactive approach used mainly by ‘dirty’ industries for damage control; Green Selling, adding green promotional activities to a product that has not been changed; Green Harvesting, applying environmentally friendly cost saving techniques (i.e. packaging) yet keeping or even increasing the price for customers; Enviropreneur Marketing, mentioned earlier; and Compliance Marketing, which
refers to companies only turning to green activities when required by regulation. These aspects were also showcased by the researchers (Kärnä et al, 2003; Miles and Covin 2000; and Menon et al, 1999). The ability to reuse, remanufacture, and recycle returnable products has been researched to be useful in reducing environmental impact of a firm’s supply chain. These activities however have also been researched to only occur with the push from regulation (Maxwell & Van der Vorst, 2003).

It has also been stated that marketers have a need to find a way to better calculate and then communicate environmental values within the company and to the end customers. This also imposes a need to move away from financial measures, and focus more on environmental values (Polonsky, 2011).

2.6 IMP Group and its Implications

The Industrial Marketing and Purchasing Group, also known as the International Marketing and Purchasing Group (IMP Group), was initiated as an international research project back in 1976. The group has its own homepage (www.impgroup.com) and has over 2,700 downloadable articles along with 75 books. Over the past four decades there has been a continuous evolvement of the IMP research phenomenon (Håkansson and Gadde, 2017). The resources used mainly consist of the IMP developed research frameworks. The incentive to establish this group derived from the lack of research available for the B2B field (Håkansson and Gadde, 2017). In 1982 the group published one of their first books, which was written by Håkansson. This book created a new outlook on the basics of marketing and heavily influenced the research in the years following its release.

The IMP Group’s theories challenged the concept that sales and purchases should be considered as isolated events with customers coming in and out of the market for a certain product or service. An alternative approach was given that claimed that these transactions are sequences in a continuing relationship between the customer and supplier (Ford and Håkansson, 2006). IMP is also heavily involved with analysing the business relationships as well as networks and the relationship
of the two with internationalisation, innovation, learning, and value generation. This is investigated in order to bring forth both managerial and policy implications (Håkansson and Gadde, 2017).

The IMP Group’s research has proven that business relationships carry certain types of structural characteristics. Due to the large investment made in long-term relationships, organisations are most likely not going to maintain a larger number of substantial relationships (Ford and Håkansson, 2006). These relationships demand investment and action right now, but won’t provide any reward until some time in the future. Also, relationships will create value for their participants beyond the transactions happening right now within them. Relationships could be seen as the main asset for a company, without them the marketers or their customers would not be able to continue trading. Also, tangible assets such as real estate or technology will lose its value without relationships. Relationships will result in stronger and continuing interdependence between companies due to the way the parties adapt to suit the demands and requirements of the participants (Ibid).

The challenges of marketers is to use specific techniques and/or a general orientation in order to get a market of customers to purchase a maintainable amount of products/services at the price set that allows for maximisation of profit (Ford and Håkansson, 2006). Customers have their own respective attitudes, requirements, and behaviours. It is optimal for a company to have customers behave in a way that best suits the company itself. A major focus of the IMP group is the utilisation of customer relationship marketing (CRM) in order to achieve continuous sales and customer retention. There are two perspectives of which this can be viewed from, one being from the suppliers side, and one being from the customers side (Ibid). This in relation to what was mentioned earlier, that there is a sequence of interactions between the two parties, and CRM is key in order to ensure a long-lasting relationship with customers who have a developed a new need for environmental sustainability.
<table>
<thead>
<tr>
<th>Articles</th>
<th>Method</th>
<th>Major findings</th>
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<tbody>
<tr>
<td>Baker and Sinkula, 2005.</td>
<td>Quantitative Cross sectional, ex post facto survey Upper-level marketing executives (243) Construct Means, Standard Deviations, Correlations, and Alpha Coefficients of 7 Constructs</td>
<td>· Environmental responsiveness from marketing department is a reflection of the broader vision of the firm.</td>
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<td>Banerjee, 2002.</td>
<td>Quantitative Questionnaires containing scales Marketing Managers (43), Marketing Directors (38), Product Managers (37), Market Research Managers (36), Contract Managers (30), Vice President Marketing &amp; Sales (29), Corporate Planners (24), Environmental Marketing Managers (20), Sales Managers (18), Marketing Communication Managers (10), CEOs (6) Environmental Orientation Scale and Environmental Focus Scale</td>
<td>· Internal environmental orientation is a reflection of the perception of managers on the importance of environmental issues that firms face, in contrast to external environmental orientation, which represents stakeholders.</td>
</tr>
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<td>Banerjee, Iyer and Kashyap, 2003.</td>
<td>Quantitative Survey Regional Managers in North America (291) Multigroup confirmatory factor analysis and multigroup path analysis of seven constructs</td>
<td>· The impact of public concern and external environmental orientation affects Green Marketing Strategy to a higher degree compared to green corporate strategy, in contrast to regulations and internal environmental orientation. Commitment from top management the single largest influence on positively affecting corporate environmentalism.</td>
</tr>
<tr>
<td>Bhat, 1993.</td>
<td>Conceptual paper with theories proposed by the author and the inclusion of minimal existing theory</td>
<td>· A green design of the production process is essential to compete in the modern day and improve credibility and efficiency of Green Marketing.</td>
</tr>
<tr>
<td>Chan, He and Wang, 2012.</td>
<td>Conceptual paper by presenting pre-existing theories and pre-existing empirical evidence</td>
<td>· Green supply chains and green operations are essential for an effective Green Marketing Strategy.</td>
</tr>
<tr>
<td>Ford and Håkansson, 2006.</td>
<td>Examines business practices and theories in line with the challenges in order to discuss to changes required (see more in ‘major findings’ column)</td>
<td>· The first IMP research challenged the traditional ways of doing business which lead to positive effects on the industry after the publishing.</td>
</tr>
<tr>
<td>Fraj, 2012.</td>
<td>Quantitative</td>
<td>Firms who have a strong environmental culture are able</td>
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<td>Study</td>
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<td>Fraj, Martinez and Matute, 2010</td>
<td>Quantitative Survey</td>
<td>European Manufacturing Firms’ Environmental Managers (361)</td>
</tr>
<tr>
<td>Hartmann and Apaolaza-Ibanez, 2012.</td>
<td>Qualitative Case Study with follow-up interviews</td>
<td>Two samples: Iberian Peninsula (517) and Almeria (540)</td>
</tr>
<tr>
<td>Håkansson and Gadde, 2017.</td>
<td>Conceptual paper and analysis of IMP conferences over time</td>
<td>Usage of research framework and findings presented in books and journals from IMP group</td>
</tr>
<tr>
<td>Kärnä, Hansen and Juslin, 2003.</td>
<td>Quantitative Personal interview through a structured quantitative questionnaire</td>
<td>Marketing planners in the forestry wood value chain in Finland (114), Sweden (95), UK (100), and Germany (145)</td>
</tr>
<tr>
<td>Maxwell and Van der Vorst, 2003.</td>
<td>Conceptual paper for developing a method for effective sustainable product and/or service development (SPSD)</td>
<td></td>
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<tr>
<td>Menon and Menon, 1997.</td>
<td>Conceptual paper for developing a model of the antecedents and consequences of an enviropreneurial marketing strategy</td>
<td></td>
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<tr>
<td>Authors and Year</td>
<td>Type of Study</td>
<td>Summary</td>
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<tr>
<td>Menon, Menon, Chowdhury and Jankovich, 1999.</td>
<td>Conceptual paper using academic literature and case studies of actual corporate experiences</td>
<td>· The environmental impact of all departments along with all operations must be constantly evaluated in order to ensure success of Green Marketing.</td>
</tr>
<tr>
<td>Miles and Covin, 2000,</td>
<td>Conceptual paper through an exploratory manuscript</td>
<td>· B2B firms must resort to marketing implications in terms of their corporate environmental policy along with actions. They must get involved with government regulations and community sponsored activities</td>
</tr>
<tr>
<td>Peattie and Crane, 2005.</td>
<td>Conceptual paper examining past research by employing logic from the paper ‘Has marketing failed, or was it never really tried’ in 1985</td>
<td>· The internal resistance along with lack understanding form the public has reduced the ability for Green Marketing to have an effective response from the public.</td>
</tr>
<tr>
<td>Peattie and Ratnayaka, 1992.</td>
<td>Quantitative Survey 42 chemical manufacturers in UK with respondents including marketers, purchasers, public relations, and technical managers</td>
<td>· There is a lack of integration of green issues into business strategies’. The main pressures for going green are currently coming internally, ethical investment trends, as well as legislation</td>
</tr>
<tr>
<td>Richey, Musgrove, Gillison and Gabler, 2014.</td>
<td>Quantitative Data collected through online service Zoomering, as well as surveys for the National Grocer’s Association Owners and Marketing Managers (204) Usage of existing scales as well as ROI and market performance.</td>
<td>· Although program timing and managerial focus on environmental initiatives are important, there is a need for constant resource support from management in order to produce and positive measurable outcomes for Green Marketing.</td>
</tr>
<tr>
<td>Sharma, Iyer, Mehrotra and Krishnan, 2010.</td>
<td>Conceptual paper using pre-existing research to develop a framework for environmental sustainability strategies</td>
<td>· Marketing also plays a key role in assisting a firm’s objectives for ensuring environmental sustainability. Each function needs to be partially marketing-oriented to increase chance of success.</td>
</tr>
</tbody>
</table>
The literature review was carried out using well-respected scientific journals. The review process of the scientific journals was conducted through the usage of Scimago Journal & Country Rank (SJR). This allowed the researchers to identify the Hirsch Index (H Index) of each journal. The H Index is used as it “… it combines the effect of “quantity” (number of publications) and “quality” (citation rate) in a rather specific, balanced way that should reduce the apparent “overrating” of some small review journals” (Braun, Glänzel, & Schubert, 2013, p.170). A study by Harzing and van der Wal (2008) was performed in order to examine the value each H Index represents. Harzing and van der Wal (2008) examined the top 20 management journals within the 2000-2005 period. The conclusion drawn from the study highlighted that the average H Index was 42, and the standard deviation being 15. The journals used for this paper are therefore well respected and of a high ranking judging by the numbers from the Harzing and van der Wal (2008) study. It also highlights the importance time existed has on each respective journal ranking, as the values have significantly grown over time. The journals were sifted through in order to find relevant articles for the purpose of this study, and the authors for the articles included students, professors, as well as members of departments for certain institutions. The prominent and key authors within the field of Green Marketing include Ken Peattie and Michael Polonsky. Both are respected as pioneers of the field of research for Green Marketing, and provided a basis for which future research can be generated. The IMP group is also a key contributor to this paper, as the IMP group have a large significance on research within B2B marketing, and showcase relative research on relationship marketing which is seen as key for green B2B marketing. Table 3 illustrates the rankings retrieved from the Scimago Journal and Country Rank in 2017.
Table 3: Ranking of journals used for the literature review

<table>
<thead>
<tr>
<th>Name of Journal</th>
<th>H Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Scimago Journal and Country Rank, 2017)</td>
<td></td>
</tr>
<tr>
<td>Journal of Marketing</td>
<td>195</td>
</tr>
<tr>
<td>Journal of Business Research</td>
<td>133</td>
</tr>
<tr>
<td>Journal of Business Ethics</td>
<td>120</td>
</tr>
<tr>
<td>Journal of Cleaner Production</td>
<td>116</td>
</tr>
<tr>
<td>Industrial Marketing Management</td>
<td>100</td>
</tr>
<tr>
<td>European Journal of Marketing</td>
<td>66</td>
</tr>
<tr>
<td>Journal of Business and Industrial Marketing</td>
<td>52</td>
</tr>
<tr>
<td>Journal of Qualitative Market Research: An International Journal</td>
<td>32</td>
</tr>
<tr>
<td>Journal of Marketing Theory and Practice</td>
<td>30</td>
</tr>
<tr>
<td>Journal of Strategic Marketing</td>
<td>18</td>
</tr>
<tr>
<td>Journal of Systems and Information Technology</td>
<td>11</td>
</tr>
</tbody>
</table>

3.0 Research Discussion

Here the reader will be given an insight into the importance and relevance of Green Marketing, as well as the underlying research problem. The operationalisation of the study is also provided here.

3.1 Research Discussion

The main topic used in the literature review, “Green Marketing”, is a theory that despite its rather long lifespan has not gotten much empirical research. The scarce research with empirical findings are mainly focusing on the B2C segment which
makes the concept at times hard to apply to a B2B setting. For example both Polonsky (2011) and Peattie and Crane (2005), who are well known researchers within Green Marketing, are mainly focusing their studies on the B2C segment. Also, Cronin, et al (2011), are mentioning that the current research are not touching all the various stakeholders of a company but merely focusing on the end consumer. The researchers chose to use this broad concept as a springboard and later adding other theories that are more associated with B2B research.

The research found within “Green Marketing Strategies” is inconveniently showing the same lack of empirical evidence within the B2B sector. However, this research mentions interesting effects on a company's stakeholders after implementing Green Marketing Strategies that the researchers for this paper find useful. Despite the fact that much of the research is carried out on consumers, the broadening of a company’s focus on which stakeholders to take into consideration could, according to the researchers, be useful for B2B companies as well. According to our findings there is a lack of research looking into the Swedish industrial sector and why companies implement Green Marketing and the expected effects of such an implementation. This is why the researchers have chosen to dwell deeper into the Swedish forest industry and look at how and why they engage in Green Marketing.

3.2 Research Problem

- What are the antecedents of employing Green Marketing in the Swedish forest industry?
- What are the consequences of employing Green Marketing in the Swedish forest industry?

3.3 Operationalisation

Operationalisation is the process where the researchers define how they will measure the concept of Green Marketing (Bryman and Bell, 2011). The following section will guide the reader through the path of the literature review in the previous section and how it relates to the interview questions (see appendix).
Green Marketing in general was the initial topic discussed in the literature review. Existing market research has shown an increase of environmental awareness from the public, along with change in wants from customers (Peattie and Crane, 2005). This section also discussed how organisations are implementing more and more sustainable efforts for several different reasons, including ethical mandates and regulations (Fraj, Martinez, Matute, 2010). Therefore questions 7 was formed in order to investigate the exact driving forces the forestry industry is facing in terms of apply Green Marketing to their business. Question 8 digs deeper into this topic by examining the response from the companies in the Swedish forest industry.

As more and more companies are pertaining to sustainable ways, they also need to find strategies on how to market them. This is where Green Marketing Strategy comes in; these are strategies that may help the company with aspects such as financial benefits and competitive advantage (Cronin, et al, 2011). Part of the goals of Green Marketing Strategies is to: please the customers and stakeholders expectations for green products and services and to improve a company’s sustainability (Fraj et al, 2010). Which is why question 6 will look deeper into the obligations of the company’s communication’s department, to see if their obligations are aligning with these goals.

After examining the literature on Green Marketing as whole, along with Green Marketing Strategy, the literature review goes on to explore literature on the different ways companies could fail while implementing Green Marketing. In a B2B context, such as the forest industry, Green Marketing has explored several failed attempts along with problematic aspects. Two main reasonings behind failure stated by Peattie and Crane (2005) were compartmentalism, a lack of integration between departments, as well as finance orientation, where companies focus on short-term benefits and ignore the long-term benefits of Green Marketing. Therefore question 4 was derived in order to question the compartmentalism aspect, and question 3, 5, and 10 to examine the financial orientation of the companies.

A crucial factor that arose multiple times when reviewing existing literature was the need for integration of environmental concerns throughout the whole
organisational culture (Banerjee, 2002, pp.177; Menon and Menon, 1997). This gave the researchers a clearer overview of to where to guide the questions towards, as well as whom. The authors therefore opted to question marketers and also managers. This allows for a larger overview of the organisational culture as whole, whilst question 3, 4, and 5 also apply to measuring this.

The IMP Group is the final stage of the literature review, and ties up the previous sections into one scope of research. Relationship marketing is mentioned throughout the articles examined before this section, and it is in relation to both organisational culture, stakeholders, as well as communication in a B2B context. The theory describes how companies should focus on long-term relationships rather than short-term sales oriented ones (Håkansson and Gadde, 2017; Ford and Håkansson, 2006).

It therefore goes hand-in-hand with all the theories gathered before this section, as well as the industry for which the empirical evidence will be derived from for this study. Thus, question 9 are important to include to find out what the interviewees point of view is on how Green Marketing affects both new and existing relationships.

Table 4 Operationalisation of Variables

<table>
<thead>
<tr>
<th>Questions</th>
<th>Authors</th>
<th>Operationalisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 and 2</td>
<td></td>
<td>Introduction of Interviewee*</td>
</tr>
<tr>
<td>3, 4, 5 and 10</td>
<td>Peattie and Crane, 2005; Banerjee, 2002, pp.177; Menon and Menon, 1997</td>
<td>Routes to Failure and Integration of Green Marketing into Organisational Culture</td>
</tr>
<tr>
<td>6</td>
<td>Cronin et al., 2011; Fraj et al., 2010</td>
<td>Implementation of Green Marketing Strategy</td>
</tr>
<tr>
<td>7 and 8</td>
<td>Peattie and Crane, 2005; Fraj, Martinez, Matute, 2010</td>
<td>Antecedents of Green Marketing and Response from Companies</td>
</tr>
<tr>
<td>9</td>
<td>Håkansson and Gadde, 2017; Ford and Håkansson, 2006</td>
<td>Green Marketing Effect on Customer Relationships</td>
</tr>
</tbody>
</table>

* This is not an operationalisation of the questions, but rather an explanation of the first two questions.
4.0 Methodology

This section covers all aspects within the methodology process of the study. The research approach and data collection method is presented, followed by the data analysis method. Lastly, the quality criteria is discussed and evaluated.

4.1 Research Purpose

This study will be conducted with an exploratory research method. An exploratory research method may be compared to the likes of traveling or exploring. The method’s biggest advantage is that it is rather flexible and therefore suitable for research that may experience changes. Thus, the researchers need to be willing to change their direction once data appear that triggers new insights (Saunders et al., 2009). The purpose for this study is to explore the proposed research questions in order to provide a better understanding of Green Marketing particulars within the forest industry in Sweden (Bryman and Bell, 2011). The researchers will approach this exploratory research through using interviews with marketers and managers in the Swedish forest industry, with each interview containing several open-end questions. It will allow the researchers to gain and hence provide significant insights into the current situation revolving around Green Marketing in the Swedish forest industry (Ibid).

4.2 Research Approach

The researchers of this paper have chosen to conduct the thesis in a qualitative manner, as qualitative research attempts to interpret social reality in its natural form as well as showcasing a problem with subjectiveness and acquire access to internal information and experiences (Bryman and Bell, 2011). This aligns well with the purpose of the study, where the researchers aim to analyse the marketing efforts of companies in the Swedish forest industry. The paper will be conducted through an inductive approach which means that the authors will review existing literature, collect and analyse empirical evidence, and finalise the study by suggesting potential hypotheses, as well as provide a clear concise situational explanation (Ibid).
4.3 Data Collection Method

There are two common approaches to data collection within a qualitative study, namely a ‘planned-systematic’ approach, and an ‘emergent-spontaneous’ one (Bryman and Bell, 2011). A planned-systematic approach is applied when a researcher has a certain degree of knowledge on the potential interviewees, and therefore also constructs questions with the goal of finding out a specific purpose. This is in contrary to the emergent-spontaneous approach, as here the researcher is rather waiting for interesting information to be presented forwards (Bryman and Bell, 2015). For this study the researchers are applying the ‘planned-systematic’ approach, as the researchers are exploring the specifics of Green Marketing with planned interviewees. The interviews conducted were in the format of semi-structured interviews. “In semi-structured interviews the researcher will have a list of themes and questions to be covered, although these may vary from interview to interview.” (Saunders et al., 2009). Sets of questions were created with “fairly specific topics to be covered, often referred to as an interview guide, but the interviewee has a great deal of leeway in how to reply” (Bryman and Bell, 2011). The questions did not follow exactly in the same way from interview to interview, however were worded relatively similarly which is in correlation of a semi-structured interview format (Ibid).

4.4 Sample Selection

In the first phase of the sample selection the researchers started out researching the Internet for the companies that are active within the Swedish forest industry. After finding a list of the 10 biggest companies within the market, according to number of employees in Sweden and yearly turnover, the companies were then contacted through e-mail and the managers were the first point of contact (Landskogsbruk, 2016). The researchers were able to interview 5 companies from this list, with the interviewees being either marketers or managers. The reason why these positions were chosen, are due to a statement made by Cronin (2011, p.158): “As the key link between organizations and markets, marketers represent the lynchpin in moving firms toward a true triple-bottom line orientation.”. These
interviewees later referred to other contacts throughout their supply chain. One of these were a lobby initiative where the greatest efforts to promote the forest industry are made. Another contact mediated by the company were to a forest owner in the northern parts of Sweden who gave clarity into what it is like to own and care for woodland in Sweden. The researchers have used a purposive sampling method. This method of sampling is useful when investigating typical cases that can be illustrated to readers (Saunders, 2009). This is also why the authors have undergone the purposive sampling method through the usage of typical case sampling. This is used to provide an illustrative profile and “Such a sample enables you to provide an illustration of what is ‘typical’ to those who will be reading your research report and may be unfamiliar with the subject matter” (Ibid).

Table 5 presents the information related to the interviews and the interviewees. It details the length of interviews, the date they were conducted, as well as the work title of the interviewees. It also presents names of the interviewees, which have been made up by the researchers in order to protect the anonymity of the interviews. All the companies named ‘COMPANY X’ work in forestry, and the company named ‘INITIATIVE A’ is the lobby initiative in the Swedish forest industry. The company named ‘SUPPLIER A’ is the individual who owns forest in Sweden. And lastly, the company named ‘CLIENT A’ is a customer to ‘COMPANY B’ and ‘COMPANY E’.
Table 5 Interviewee Data

<table>
<thead>
<tr>
<th>Name</th>
<th>Work Title</th>
<th>Company</th>
<th>Date of interview</th>
<th>Length of interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sara Johansson</td>
<td>Communications Manager</td>
<td>Company A</td>
<td>25/04/18</td>
<td>30 min (Telephone)</td>
</tr>
<tr>
<td>Marcus Isaksson</td>
<td>Product Manager</td>
<td>Company B</td>
<td>25/04/18</td>
<td>43 min (Telephone)</td>
</tr>
<tr>
<td>Jenny Lund</td>
<td>Business Developer</td>
<td>Company C</td>
<td>08/05/18</td>
<td>55 min (Telephone)</td>
</tr>
<tr>
<td>Adam Andersson</td>
<td>Sustainability Coordinator</td>
<td>Company D</td>
<td>21/05/18</td>
<td>46 min (Telephone)</td>
</tr>
<tr>
<td>Maria Ståhl</td>
<td>Global Marketing Director</td>
<td>Company E</td>
<td>21/05/18</td>
<td>42 min (Telephone)</td>
</tr>
<tr>
<td>Tim Adams</td>
<td>Forest Owner</td>
<td>Supplier A</td>
<td>14/05/18</td>
<td>23 min (Telephone)</td>
</tr>
<tr>
<td>Lisa Larsson</td>
<td>Marketing Manager</td>
<td>Initiative A</td>
<td>08/05/18</td>
<td>32 min (Telephone)</td>
</tr>
<tr>
<td>Håkan Håkansson</td>
<td>Business Developer (Quality &amp; Environment)</td>
<td>Client A</td>
<td>24/05/18</td>
<td>(E-mail)</td>
</tr>
</tbody>
</table>

4.5 Data Analysis

The theoretical method of data analysis that the researchers used is analytical induction. As initially described by Cressey (1950, p. 51), this method requires the defining of the phenomena, expressing an initial hypothesis or general statement, and then ultimately “...examining cases, redefining the phenomena, and reformulating the hypothesis is continued until an universal relationship is established...”. This suits the exploratory nature of this study, and even though no specific hypotheses have been labelled, the researchers will suggest the final hypotheses by the end of the study. The authors have compiled a literature review regarding Green Marketing that allowed the researchers to construct a set of questions in order to aid them in suggesting hypotheses by the end of the study. Interviews have been conducted with five companies, out of the eight interviews, who control a large portion of the market share within the Swedish forest industry (Landskogsbruk, 2016). The interviewees include marketers from these specific companies, as well as a managers in order to analysis a second perspective. As this is a analytical induction approach, the authors have bounced back and forth
between the theoretical framework and the empirical evidence gained over time in order to provide causal explanations, as well as propose hypotheses (Bryman and Bell, 2011). This will lead the authors to fulfil the exploratory purpose of the study, as an assessment will be able to be constructed of the current marketing aims and core company objectives that the interviewed companies hold in regards to Green Marketing (Bryman and Bell, 2011).

The coding process will involve the analysis and categorisation of both broad and specific themes used in the language of the interviewees (Bryman and Bell, 2011). The researchers will be able to categorise the connotation of how the interviewees react towards environmental sustainability, and how this translates into the antecedents of Green Marketing and the expected/perceived effects (Ibid). The authenticity of the interviewees in a linguistic aspect will aid the researchers in determining the levels of concern of the interviewees in terms approaching environmental sustainability with a positive attitude as a company, or having being forced to do so (Ibid).

4.6 Quality Criteria

External reliability refers to being able to produce the same results from a similar study done at a later time. This is extremely difficult to ensure within qualitative studies (Saunders et al., 2009). For this study, the researchers conducted the interviews via telephone, as well as one via e-mail, through using a set of pre-made questions to serve as the basis. The interviewers then deviated from the questions in order to explore uncharted topic discussion, as well as investigate useful points brought forth throughout the interview. The composition as well as usage of base questions will increase the external reliability, as the interviews follow a set (semi)structure. Also conducting the interviews via telephone minimises the external factors that can alter the controlled study results (Bryman and Bell, 2011).

Another risk that the researchers took to mind was participant bias, where the interviewees may feel the pressure to say what their bosses want them to say. To
minimize the risk for this the researchers promised the participants full anonymity (Saunders et al., 2009).

Internal reliability is applicable to this study as there are two researchers collaborating on this paper (Bryman and Bell, 2011). The two researchers ensured to engage in thorough discussions about the empirical evidence gained in order to come to a consensus about the conclusive remarks brought forth in the discussion section. All insight and hypotheses produced in this study are agreed upon by both researchers through the usage of empirical evidence, theoretical framework, as well as discussion between the researchers.

Internal validity is usually high in strength when conducting a qualitative study; mainly due to the ability to clearly observe and highlight concepts related to the theory (Bryman and Bell, 2011). The questions devised for the interview were made in reference to the theory found when conducting the literature review. This ensures that the questions are in relation to the theory brought up in the literature review, which strengthens the internal validity as the answers to these questions should too relate to the theory (Ibid). Also, the questions for the interviews were peer-reviewed by three masters degree students. This further heightened the internal validity of this study.

Trustworthiness plays a key role in increasing the validity and reliability of a qualitative study (Golafshani, 2003). It can be divided into four sections; credibility, transferability, dependability, and confirmability (Bryman and Bell, 2011). To ensure credibility, the researchers have undergone triangulation of sources, as well as theoretical triangulation. The interviews were conducted with both marketers and managers within the Swedish forest industry. In addition to this, interviews were conducted with forest owners, forest producers, as well as the lobby initiative working with all the forestry companies in Sweden. This allows for a perspective to be given from two separate functions in the supply chain and overall view from the lobby initiative, which in turn is a method of triangulation of sources. Theoretical triangulation has been confirmed through the making of the literature review, which has brought forth many different theories.
and views on the aspect of reasonings behind Green Marketing (Bryman and Bell, 2011).

Transferability focuses on providing enough collection of evidence in order to indicate that the study is applicable at another time, region, sector, etc. (Bryman and Bell, 2011). This study investigates three different parts of the Swedish forestry supply chain, along with both marketers and managers. This allows the data produced to be of high quantity, and therefore showcase to readers and future researchers on this topic that a new study should conclude similar results (Ibid). Also the study has targeted the top forestry companies in Sweden, which are good indicators for how the industry goes about doing business (Landskogsbruk, 2016).

Dependability is part of the aspects that make up validity within qualitative research, along with transferability (Golafshani, 2003). This was constantly made certain throughout the paper as the schedule, activities performed, barriers, interview transcripts, and research have all been pinpointed and marked down. The researchers have had meetings with tutors throughout the whole process of writing the paper in order to ensure dependability (Bryman and Bell, 2011). Any barriers that the researchers have come across have been brought up to fellow colleagues, who are master’s degree students, and whom have proceeded to provide insight and constructive criticism. The paper has been written in an objective manner, with limited subjective input from the researchers. In order to make certain of a high level of confirmability, the researchers have written in good faith, and no pre-existing bias opinions have been taken into consideration for the discussion in the study (Ibid).

5.0 Empirical data

In this section the empirical data gathered from the semi-structured interviews are presented in a free flowing text format with the incorporation of direct quotes.

COMPANY A
Sara Johansson works as the head of public relations in COMPANY A, one of the smaller forest companies in Sweden, which have around 900 employees and
operates in the southern parts of the country. Johansson has been working at the company for about 16 months. COMPANY A does not own any forest of their own and are relying on forest owners to sell their forest to them. They own nine of their own sawmills which are refining the timber and are later sold to companies such as Bauhaus or K-Rauta. Johansson explains that the company does not currently work towards any setup goals when it comes to sustainability. Neither does the company work that much with Green Marketing nor communicating the few steps they take towards becoming more sustainable. “We would like to do this more, communicate the positive qualities of the wood. But that's nothing we have as a strategy or a goal right now. We have no follow-up measures for Green Marketing” (Johansson, 2018).

The one thing that they do frequently promote, and are also very proud of, is how much they use the railway for their logistics. This, in comparison to other companies’ use of trucks, is a sustainable way of conducting their business. The channels that COMPANY A normally use to market their use of the railway are through their website, through pamphlets, their newspaper as well as social media. Johansson believes that their main marketing strategy is building relationships with the forest owners, as the relationships with them are what makes or breaks their business. “It is important that we are perceived as a company that are humble and with our feet on the ground and who stands on the side of the forest owners.” (Johansson, 2018). Johansson (2018) also expressed that currently the internal communication is at an acceptable level, “We probably do not work well together, but it's not really a bad cooperation either, we are probably on an approved level I would say” (Johansson, 2018).

Their main strategy to be able to get closer to the owners is to arrange hosting’s for them all to gather and discuss business and create a forum for conversation. Johansson does believe that COMPANY A need to start communicating sustainability more and also create new goals towards becoming greener as well. She continues that, as younger people today are more focused on sustainability and want to work with companies that resonate with their values their sustainability efforts become even more important.
Although COMPANY A does not promote their sustainable efforts that much, Johansson believes this is something they need to improve and use more frequently. “Young people wish to work at a company that are carrying similar values as themselves, and my perception is that the youth of today is more aware of the environment and sustainability issues. This is why we need to work more with green communication, to be attractive on the job market.” (Johansson, 2018).

COMPANY A is part of the lobby initiative “INITIATIVE A”. This is made up of a group of Swedish forestry companies that have joined forces to promote the positive aspects of the work that these companies do and increase the public's knowledge about the forest. They have recently launched a nationwide campaign that can be seen on TV, social media and Out Of Home placements. Apart from increasing knowledge their aim is also to help the company, as well as the whole industry, to gain the public’s acceptance to use the forest according to Johansson. To gain the public’s acceptance is very important, Johansson (2018) continues: “In our next edition of our newspaper we decided to contact three parties of the parliament to ask them how we should work to get the public’s acceptance and get a more positive view on forestry”.

**COMPANY B**

Marcus Isaksson works as product manager for COMPANY B. COMPANY B is one of the largest forestry companies in Sweden, and has employees in up to fifteen separate countries. The company has a large focus on further strengthening the research and development (R&D) department in order to keep up with the intense competition and ever growing public demands. Isaksson has been working at COMPANY B for eleven years, holding positions such as processing engineer, technical manager, and several marketing roles. COMPANY B owns their own forest around the country as well as a number of saw mills, paper mills and factories, which produces everything from wood pellets to packaging material.

In terms of sustainability, Isaksson claims that COMPANY B has overlying goals that cover the business as a whole. The key point is that the business model needs to be sustainable, as the regrowth of trees is literally essential to their survival as a business. Minimising the impact on climate in terms of both production as well as
the products produced is also a key focus for COMPANY B. “We will pursue responsible forestry where biodiversity can strive. Both climate and biodiversity are part of the UN's sustainability goals as well” (Isaksson, 2018). This highlights the impact of both public concern along with intergovernmental actions in pursuing Green Marketing. The concern from the public, both locally and internationally, plays a huge role in how COMPANY B forms their respective sustainability goals.

Isaksson brought up the example of how COMPANY B uses both new fibers as well as recycled fibers in their production process. This is due to the fact that COMPANY B claims that new fibers are much cleaner when decomposing and last longer than the average recycled fibers. However as certain sectors require recycling, the mixture of the two provide the greatest efficiency rather than just effectiveness. “So if you use fiber-based products, you will come away from the plastic to a large extent” (Isaksson, 2018).

Isaksson (2018) stated that COMPANY B work with high symmetry between all the different departments, and it is also something they are constantly working on improving. As for the current state, Isaksson mentioned that “We are good at keeping our departments together, we have a sustainability council and an environmental network within the company that exchanges tips and new projects between each other” (Isaksson, 2018).

Isaksson (2018) expressed that COMPANY B currently has a minimal amount of what is considered to be Green Marketing. As of today, COMPANY B promotes green aspects via the homepage, meetings with clients, as well as certain newsletters. However Isaksson (2018) clearly highlighted that the amount of action taken towards being sustainable is not in correlation with the low level of marketing conducted to promote it. One method that COMPANY B has employed in order to ensure a solid amount and a high quality of Green Marketing is to educate current clients of the green aspects that COMPANY B represents. This allows the clients to become ambassadors for COMPANY B, and in turn a form of reliable marketing. Even so, Isaksson stated “We find that they are having trouble doing so today so we would like to provide them with materials so they
can easily explain it to their customers” (Isaksson 2018). Apart from it helping them with their Green Marketing, Isaksson (2018) explains how the company is working with a relationship strategy called “multi-level contacts”. This is a way to gain as many contact surfaces as possible with their customers to make sure that it is not only the sales people who are in contact with the clients’ purchasers but also more people from the whole company.

When asked about the driving forces for implementing Green Marketing, Isaksson (2018) stated that it is simply a must in their industry. The brand image, laws on production, and client worries are all part of the reasonings behind conducting any form of Green Marketing for COMPANY B. Isaksson (2018) also mentioned that one worry for COMPANY B is the misconceptions from clients on what truly is sustainable, and once again referred to the fiber example mentioned earlier. “There are environmental organizations that come to our customers and say ‘why do you not do so and so’ and they have not understood how it is related” (Isaksson, 2018).

**COMPANY C**

Jenny Lund works as a business developer as well as in the marketing department for the Nordic countries. Lund has worked in her current position for three years, but has been working for COMPANY C since 1997. Throughout her time there, Lund (2018) has been working with “nature conservation issues, forest issues, certification issues and responsibility for head of results area” (Lund, 2018). The company operates without any sawmills or paper mills, as they mainly own forest and they are Sweden’s largest forest owner.

Lund (2018) mentioned there are several goals set by the company regarding sustainability. These included collaboration on the added value of their products, which refers to complementary values that strengthen the physical product. For example including aspects such as sustainable forestry, forest products' climate benefits and sustainable purchasing of contractor services. Another goal was “Knowledge transfer and/or knowledge sharing, knowledge exchange between specialists in sustainability issues” (Lund, 2018).
Lund (2018) convincingly stated that the company has had problems with working in high synergy throughout the company before. They were often working in silos, and drastic changes had to be made. Through the introduction of a new organization, Lund (2018) now claims that the company is much more efficient at working towards the same goals with a higher level of communication between departments. “With the new organization that has been split up more geographically, cooperation and collaboration have been improved” (Lund, 2018). An additional assist was also mentioned by Lund: “We are introducing something called ‘improvement groups’ so no matter where in the country you work, there are groups that are constantly discussing improvements for the company that may apply throughout the country” (Lund, 2018).

In the interview with Lund (2018) she talks about how the company also work with certain indexes in order to assist in measuring sustainability and being able to showcase it. “It is weighed together as a package and set as an index if we would affect water, valuable single trees, if we affect biotopes or soil damage. It is evaluated every year, known as our consideration index. The target is 99% and the outcome last year was 95%” (Lund, 2018). This highlights that not only is the company aiming to implement an effective way to measure sustainability, but also has allowed them to showcase it. “We have a vision to answer the question why do we exist? It is a base for generations; that we will have long-term view in all our decisions and actions” (Lund, 2018). There is long-term plan set up with certain goals where there is requirement to meet them.

Lund (2018) mentions that COMPANY C is working with a static line of customers, which are mainly paper mills, sawmills and plants. These have not changed much in the years Lund have worked at the company and she believes that their communication will not affect them acquiring new customers, rather keeping and extending the relationships with the ones that they have. Therefore the company works closely with customers as part of their communication process. Meeting with customers, customers of their customers, as well as bringing them out to the forest to showcase the processes involved in their respective business. “So, this green work is a ground plate for being a modern
supplier, but also an area where we find ways to interact and strengthen each other” is the reasoning given by Lund (2018).

Another example given by Lund (2018) is how she realized the value of educating their customers about sustainable forestry. The company decided to try this with one of their customers who are a large house manufacturer in Sweden and the results were very pleasing. They found out that the sales people who they educated had no clue about the major work the company put in to make their forestry more sustainable. The sales people reported that they later found great use of this education in their sales pitches for their customers who are mainly consumers. Lund (2018) states with a proud voice: “As a result of this experiment both us and our customers gained something valuable. We learned from the sales people what their customers are requesting and they gained knowledge to help them in their everyday work.” (Lund, 2018). One of the main focuses Lund brings up in the interview in regards to the business’s goals is “work hard to sharpen our own operations that our products will be the best possible set of customer requirements and that we will earn as much as possible” (Lund, 2018).

The two main aspects brought up by Lund (2018) regarding the driving forces for COMPANY C engaging in Green Marketing included customers and intergovernmental relations, along with the government regulations in Sweden. “I also think that we communicate this to ensure that we can do our business, I mean we have to make sure that we do not get any regulations against us that means we can not do forestry in the way that is currently being done in Sweden” (Lund, 2018). This quote was in relations to the EU regulations that are a threat to namely Sweden and Finland, as Lund stated that they are two largest forestry industries in the EU. “Even if we do not sell to the public, it's extremely important for us to keep up with ordinary people, as it is they who vote and could be a force that could damage our business in the future with regulations” (Lund, 2018). Another driving force was also mentioned that instead of relating to minimising risk, was related to finding opportunities. Lund stated that “It also strengthens us to become more attractive as a company, which means that entrepreneurs want to work with us, that new employees come because they think we have a serious attitude” (Lund, 2018).
The companies’ main responses were through the usage of both traditional marketing efforts as well as more modern efforts such as social media. “We attend to various meetings with schoolchildren and university students to describe what we stand for and what we can offer for work” (Lund, 2018). There is however a third aspect to why COMPANY C need to be transparent about their sustainability efforts. This is due to the fact that the company is owned by the government, and therefore owned by the Swedish people, which make their work for sustainable forestry extra important. “We are also working on green communication to increase the knowledge about the forests and its resources, to make more people know more and that the forest is part of the green change that Sweden wants to do” (Lund, 2018).

Lund (2018) mentioned that the general importance of Green Marketing has come from the 1990’s, and that namely in Sweden the focus has grown ever since benefiting the whole economy. She refers to “Nowadays, it has become a wider breadth where sustainability is all about forest significance in the wider climate, the importance of forests to offer other forms of fuels and energy sources” (Lund, 2018). Also, an important mention that is to be noted is the focus on the general public. “Even if we do not sell to the public, it's extremely important for us to keep up with ordinary people, as it is they who vote and could be a force that could damage our business in the future with regulations” (Lund, 2018).

**COMPANY D**

Adam Andersson is working as a sustainability coordinator at COMPANY D’s sustainability and communications department and has been doing so for the past year. As a sustainability coordinator he decides what is to be communicated concerning their sustainability efforts. Andersson (2018) explains how his department were previously two separate ones but after the company realized sustainability and communications were heavily connected they decided to integrate them, to create a better collaboration between the two.

COMPANY D is currently in the process of developing new sustainability strategies and goals for the company and has been doing so for about a year,
which they aim to be finished with this summer. “We know that we are good at sustainability but we think that we can raise our ambitions even further. So our goal with these new strategies and goals are to be able to be more in control of our work and to follow up on our sustainability efforts in a better way” (Andersson, 2018). With these new strategies it is not only the sustainability and communication departments that the company wants to cooperate in a better way. “We want to educate everyone in the whole company about our new ways of working, we want to have complete control and make sure that the whole company are working towards the same goals” (Andersson, 2018). Andersson (2018) explains how their new strategies are attempting to connect sustainability with business in a new way. Previously the company’s sustainability work has mainly been focusing on aspects such as decreasing use of chemicals or reducing emissions. With the new strategies the aim is to try and develop the brand and increase the value of the company by actively and strategically working with sustainability topics.

COMPANY D owns the majority of their supply chain; they are one of the company’s that owns the most amount of forest in Sweden. They own sawmills and paper mills and they are also partners with a number of recycling stations. Andersson (2018) continues: “We are unique in the way that we are able to control the majority of our supply chain. From us planting the seed in the ground onto the point when the product hits the market we are in full control.”.

COMPANY D has not actively worked with communicating their sustainable efforts in the past but is on the verge to completing their new strategies that will involve active communicational work regarding their sustainability as a company. To make sure that they are accurate in their marketing they have been conducting a brand study as well as a materiality analysis. With this research they want to find out more about what topics that are important for their customers and stakeholders. “In the past we have been focusing too much on just our customers, but with the remodelling of our strategies we are implementing a broader view on our stakeholders. For example we are listening to what is important to actors such as environmental organisations.” (Andersson, 2018).
Andersson (2018) has witnessed an increasing awareness surrounding sustainability from the majority of their clients. Apple is one of the company’s clients that are putting a lot of pressure on this topic and are at the same time very knowledgeable about the topic and know what to demand. At the same time there are a lot of customers who does not know a lot about sustainability and what to demand. “For the customers that are not so aware of sustainability our communication is even more important for them to learn and understand how our products are sustainable.” (Andersson, 2018).

Despite the pressure from the customers, Andersson (2018) does not believe that they are the biggest driving force for them to communicate their sustainability. He believes that it is more vital for their communication to be received by newly graduates with the right type of mind-set, politicians, EU parliamentarians, investors and other types of stakeholders such as the public. “Our shareholders are constantly pushing us and asking why we are not taking more action towards communicating our high levels of sustainability. This is because they want to be able to sell our pensions and this will be a lot easier if the public knows more about our sustainability efforts.” (Andersson, 2018).

COMPANY D was placed in the top 20 of one of the world's largest business magazines sustainability index in 2017. Andersson (2018) explains why the company decided not to communicate such an honourable award: “However, we were aware that we were not in control of all the necessary parts of our sustainability work. Therefore we did not want to flex our muscles too much when we did not have our communication strategies set, we were afraid of getting accused of Greenwashing.” (Andersson, 2018).

COMPANY E
Maria Ståhl works as the global marketing director for COMPANY E and is held responsible for the marketing communications and branding globally. Ståhl has worked at the company for just under a year, however has been a marketing director for the past 17 years. Ståhl has also taught in the subjects of B2B marketing as well as International Sales & Marketing.
Ståhl states that the vision for the company is “We challenge conventional packaging for a sustainable future” (Ståhl, 2018). This is their vision and the answer to the question ‘Why do we exist’, and it was changed around 5 years ago according to Ståhl (2018).

COMPANY E is mostly involved in the business of paper packaging. According to Ståhl, the company is heavily focused on “a wider perspective on how we can compete with our competitors in paper, but we are also working hard for how we can take market share from plastic” (Ståhl, 2018). Ståhl (2018) claims that trees are a much stronger alternative to plastic, metal, as well as glass. The current value chain of COMPANY E involves both the self-supply of forest as well as the purchase of timber from external forest owners. The whole process from forest to product is labelled by Ståhl (2018) as a “fully integrated paper mill, so we never buy mass but create it ourselves”.

In terms of customers and relationships that COMPANY E currently hold, Ståhl (2018) mentions that the company mainly communicates with converters and brand owners who buy paper packaging for their respective products. As of today, “We work extensively with electronic communications, newsletters, different mailings, but especially personal meetings at sales meetings, but also at fairs and events. Education is an extremely important part of how we sell our products” (Ståhl, 2018). Ståhl (2018) also mentions that COMPANY E works extensively with other companies to offer services pertaining to finding packaging solutions for free, which is then weaved into the prices of their products. “In our programs, we also talk about our sustainability work” (Ståhl, 2018).

When looking at the type of marketing conducted at COMPANY E, Ståhl (2018) states there are four core aspects displayed in their marketing. The two main focuses according to Ståhl (2018) are innovation and sustainability. “Looking at my advertising budget, innovation and sustainability are highlighted all the time. The two words account for about 80% of the reason why the marketing department spends time and energy” (Ståhl, 2018).
Ståhl (2018) claims that due the company being in the forest industry, it is very beneficial to implement Green Marketing practices. “Using green messages is ‘good business’. If I were to work with plastic, I would of course not dare to use green communication, but because the forest industry is so good at sustainability, it's obvious to use this in communication” (Ståhl, 2018). Addressing the public also seemed to be of a concern for the company according to Ståhl (2018). “It is the public that the politicians listen to when they make laws and prohibitions and therefore it is important for us not to face any negative prohibition that harms our business” (Ståhl, 2018).

COMPANY E is very proud of the level of investment given towards innovation of products and processes. This is also something that Ståhl (2018) believes is needed to be communicated more directly to customers and end-consumers. “We try to do more and more to meet the consumer, but not television commercials, but more like press releases and show how much money we spend on innovation” (Ståhl, 2018).

Ståhl (2018) suggests that COMPANY E is constantly attempting to find the proper balance between making a profit as well as sustainability of the industry. “We have managed to find a combination to think about future generations while making money. We have found a variant that makes sustainability a good business” (Ståhl, 2018).

Ståhl (2018) recalls the moment the CEO of one of the largest transnational consumer goods companies in the world initiated a plan to start becoming more sustainable and protecting the future generations. This led to the purchasing director of that company contacting COMPANY E due to COMPANY E’s work with sustainability and innovation. “They would thereafter discuss three optional projects with us (COMPANY E), which should be environmentally friendly and 100% recyclable. So right now we are going on with these three projects to arrive at consumer packaging that will be completely recyclable” (Ståhl, 2018). Ståhl (2018) goes on to mention that “We can therefore use our environmental thinking to give other companies credibility”.

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INITIATIVE A

Initiative A is a project created by the whole Swedish forest industry in 2015 together with forest owners and others working with the forest in some way. Lisa Larsson was part of the project since the beginning and was in charge of the audience analysis prior to the launch. Once the project was up and running she has been part of it together with another person. Larsson is now mainly working with the communication for the project, which is something she has been working with in the past as well. Together with her current colleague she has been working with the marketing of other projects connected to agriculture and the food industry.

Larsson (2018) explains how the initiative is an effort to raise the public’s levels of knowledge regarding the forest and that they are not hired by the forest industry and are not trying to sell anything. The birth of the project came when the industry realized that there were no efforts being made to let the public know the great measures taken to improve their work for a sustainable industry. “During the audience analysis we found that that the older population had a much higher knowledge about the forest in general. However, this did not always apply to cities where the forestry was very active in. There you could see the effects and consequences of the city being supplied by the forest.” (Larsson, 2018)

The focus in the communication of the campaign have been on the fact that for every tree taken down, another two are replanted and that Sweden today has more forest than a 100 years ago. However, the latest campaign that was launched this spring focused more on innovative product solutions. These products were utilizing in some way or another what the forest has to offer and potentially could offer in the future. The channels chosen for these messages have mainly been national TV and Out Of Home-placements. “We believe that people will receive these messages while in a rush and that they do not want to read long texts about the forest. So we built the channel mix like this, we wanted to use one-way communication because we do not think people actually want to discuss this.” (Larsson, 2018).

When asked about the recent allegations from “Jordens Vänner” of INITIATIVE
A’s Greenwashing, Larsson (2018) explains: “We do not have any comments on this, we are not doing any Greenwashing so this is not relevant for us. Why should companies that are doing something good get shot down like this when others who are not taking any actions at all to become more sustainable are not reviewed at all?”

**SUPPLIER A**

Tim Adams is working as forest owner in Sweden and is heavily involved with the process there. The forest started from 8 hectares in 1983 and is now established to become a total of 500 hectares. He mentioned that there is more to it than how they want to maintain forests, as there are restrictions in actions and zones. For example, he brought up the fact that “When you have forest for 120 years, the law in Sweden enforces a reserved zone” (Adams, 2018).

Most of the forest is sold to a sole customer, which is COMPANY A. They work together on the forest, and then the wood is purchased. The nature of their relationship, which has lasted approximately ten years, is of a high level with consistent procedures, and can be as basic as “from time to time I take a walk in the forest and take a look at my forest, and I can tell them that we need to do something there or do this there” (Adams, 2018). Adams stated that they try to use the forest more efficiently and better for the nature. “Yes we are aware of how they use the trees. We cut them down and every part of the trees you can’t use, part of the trees remain in the forest to help the future forest growing” (Adams, 2018).

In terms of the marketing aspect, it is not of high importance to Adams of having their forest marketed by their customers. “For me it is unimportant that marketing involves us. Because I sell the most of my forest to COMPANY A, what they are doing with the wood is mostly paper” (Adams, 2018).

Adams claimed they maintain the forest in a good way, and also are in possession of a FSC certificate. When asked about the Swedish forest industry as whole regarding sustainability, Adams believed there to be a good job being made. “I think there is also a big movement growing, thinking about how to use the forest”
(Adams, 2018). Adams believes that the minds are changing in the industry, and the companies are looking at many aspects and bringing them together to increase the sustainability of the forest. In relation to greenwashing, Adams (2018) mentions, “This time I think there is no reason to be worried about the methods of the Swedish forest industry. I know how we work, I take a look when they work on our forest and I think they do a pretty good job”. Adams general view is that the companies are doing what’s best for both the business but also the forest as a whole in Sweden.

CLIENT A

Håkan Håkansson has been working as a business developer in the quality and environment department at CLIENT A for seven years. CLIENT A works with producing different types of packaging solutions in cardboard. Håkansson (2018) states that the forest industries and the paper plants are their biggest customers. Håkansson (2018) explains that before CLIENT A decides whether to start working with a supplier or not, the company send out a document where the supplier need to fill out what certificates they currently hold. This document also asks the supplier to state what they are currently doing to minimize the negative impact they may have on the environment. For example: what measures are taken to streamline their energy consumption, waste disposal and how chemicals are handled in the business. “We are striving for a long-term profitability throughout our supply chain by minimizing our impact on the environment. Therefore we are requiring for all our suppliers to be well developed in their sustainability work.” (Håkansson, 2018).

When asked about whether the companies producing the paper are marketing themselves as green, Håkansson (2018) states: “It does not feel like they are marketing their products as green. For us the most important thing is the technical specification of the paper, if it will do the job it is intended for.”. However, in the interview with Håkansson (2018) he does explain that he feels like the Swedish forest companies are pioneers when it comes to sustainable work. “If you look at their websites you can see that they have an extreme focus on sustainable and environmental action.” (Håkansson, 2018).
The demand for more sustainable products when it comes to packaging is too low according to Håkansson (2018). The customers to CLIENT A are only focusing on what certificates the company holds and then there are rarely more questions asked. “We are always making sure that the products we purchase are holding a FSC-certificate. This is a proof of that our suppliers are conducting forestry in a sustainable manner.” (Håkansson, 2018).

6.0 Data Analysis

This section aims to thoroughly analyse the theoretical framework researched with the empirical evidence gathered in order to produce valid and reliable conclusive remarks.

6.1 Antecedents of using Green Marketing

6.1.1 Impact of Public Concern

According to market research of late, there has been increase in environmental awareness from the public’s stance (Peattie and Crane 2005). This can be seen as an external force driving companies to implement Green Marketing into their business. The interviews with both COMPANY A and C showcase how the public are forcing the companies to both turn green and to communicate it. Sara Johansson (2018) believes the communication is very important for their ability to recruit the right people:

“Young people wish to work at a company that are carrying similar values as themselves, and my perception is that the youth of today is more aware of the environment and sustainability issues. This is why we need to work more with green communication, to be attractive in the job market.” (Johansson, 2018).

This quote is in direct correlation with the definition provided by Polonsky (2011, p.1311) for Green Marketing: “... must integrate transformative change that creates value for individuals and society, as well as for the natural environment
(i.e., environmental restoration and improvement)”. Lund (2018) also touches on this when mentioning that the company is “... also working on green communication to increase the knowledge about the forests and its resources, to make more people know more and that the forest is part of the green change that Sweden wants to do”.

6.1.2 Impact of Regulations

More reasonings behind the increased usage of Green Marketing in the Swedish forest industry include regulations, legal pressure, and ethical/moral mandates (Fraj, Martinez, Matute, 2010).

“I also think that we communicate this to ensure that we can do our business, here I mean we make sure that we do not get any regulations against us that means we can not do forestry in the way that is currently being done in Sweden.”

(Lund, 2018)

The interview with COMPANY E brought up a good point on how communicating with the public is one way to ensure a lesser amount of forced regulations. “It is the public that the politicians listen to when they make laws and prohibitions and therefore it is important for us not to face any negative prohibition that harms our business” (Ståhl, 2018). This showcases a high level of awareness along with concern for harmful regulations that this industry currently and potentially may face.

Isaksson (2018) mentioned in his interview that “We will pursue responsible forestry where biodiversity can strive. Both climate and biodiversity are part of the UN's sustainability goals as well” (Isaksson, 2018). Isaksson (2018) identifies intergovernmental regulations, emphasizing the large scale to which regulations play a role as a driving force, as it is not only a local issue but also rather an international one. This is known as Compliance Marketing, where the external force of legal pressure forces a response out of the companies (Kärnä et al, 2003; Miles and Covin 2000; and Menon et al, 1999). When interviewing SUPPLIER A, Adams (2018) stated as an example of regulations “When you have forest for 120
years, the law in Sweden enforces a reserved zone” (Adams, 2018). What this means is that it is not possible to grow your forest outside of specific zones and quantities, which ensures stable maintenance of the forests. This provides an insight to certain regulations that alter the business in general towards a more green solution.

The ability to reuse, remanufacture, and recycle products is useful in reducing environmental impact of a firm’s supply chain. The push from regulation is the only thing that can ensure this change (Maxwell & Van der Vorst, 2003). COMPANY D on the other hand, are in a position to keep much more control of their respective supply chain, due to the amount of entities in the supply chain they own or manage.

“We are unique in the way that we are able to control the majority of our supply chain. From us planting the seed in the ground onto the point when the product hits the market we are in full control” (Andersson, 2018).

This highlights that although regulation is the major driving force for keeping a green supply chain, having the ability to work closely with all sections is also key. This is in direct correlation with the theories proposed by Chan, He, and Wang (2012), where they state that green supply chains as well as green operations are key to implementing a successful Green Marketing Strategy.

6.1.3 Impact of Stakeholders

There are several other reasons for the recent increase in implementation of Green Marketing by companies. With the broad reasons including increased financial performance, improving of a company’s sustainability, as well as innovation benefits. Lately there has also been an increasing interest in finding out how Green Marketing Strategies may affect the triple-bottom line (economic, environmental and social factors) of a company. This concept is closely connected to the stakeholder theory, which is promoting companies to look at their stakeholders in a more broad sense and seeing what the effects of a decision might lead to in the long-term (Cronin, et al, 2011).
Polonsky (2011) also states that marketers need to find a preferable way to better calculate and later communicate environmental values both within the company as well as to the end customers. This is clearly seen in the interview with COMPANY D, where Andersson (2018) states:

“In the past we have been focusing too much on just our customers, but with the remodelling of our strategies we are implementing a broader view on our stakeholders. For example we are listening to what is important to actors such as environmental organisations.”.

Andersson (2018) also introduces a driving force that is not mentioned by the other interviewees, and that is the shareholders. “Our shareholders are constantly pushing us and asking why we are not taking more action towards communicating our high levels of sustainability.” (Andersson, 2018).

This may be connected to the reasons why the industry created INITIATIVE A. As Sara Johansson, Jenny Lund and Lisa Larsson (2018) explain, the purpose of the initiative is to educate the public about the forest and its potential. Underneath this main purpose one may see another reason why the industry are choosing to promote the benefits of exploiting the forest. As Jenny Lund (2018) states in the interview, they have to make sure that there are no regulations being enforced against them that hinders them from conducting business in the way they do today. “Even if we do not sell to the public, it's extremely important for us to keep up with ordinary people, as it is they who vote and could be a force that could damage our business in the future with regulations” (Lund, 2018). Also, Marcus Isaksson (2018) explains that it is a must for them to implement Green Marketing Strategies and that the fear of damaging regulations is a major reason behind this.
6.2 Consequences of implementing Green Marketing

6.2.1 Golden Rules of Green Marketing

To successfully run a Green Marketing campaign there are a certain set of rules that need to be followed, according to academics. These rules are mentioning aspects such as: knowing the customers, educating the customers and to be genuine & transparent (Mishra and Sharma, 2012). In the interviews with both COMPANY B and C there are signs seen that the companies are taking these theories into account. Jenny Lund talks about their efforts to educate some of their customers’ sales force about their products and sustainability actions. She also mentions how this knowledge will later travel past the salespeople onto the end consumers, which is an important point as mentioned earlier in the analysis. Marcus Isaksson (2018) talks about education being an important part of their Green Marketing Strategies. They wish for their customers to become ambassadors of their company and its products.

According to Isaksson there is a certain need for this today: “We find that they are having trouble doing so today so we would like to provide them with materials so they can easily explain it to their customers” (Isaksson 2018). Andersson (2018) also pinpoints this is a major issue that needs to be overcome in order to ensure successful Green Marketing efforts.

“For the customers that are not so aware of sustainability our communication is even more important for them, to learn and understand how our products are sustainable.” (Andersson, 2018).

This point is further strengthened by the interview with COMPANY E, where Ståhl (2018) claims the company works extensively with electronic communications, newsletters, and especially personal meetings at sales meetings and events. “…Education is an extremely important part of how we sell our products” (Ståhl, 2018). This is also mentioned in theory by Mishra and Sharma (2012), where the authors claim it is important that a company effectively communicates why their actions matter. However, during the interview with
Håkansson (2018) he stated that “It does not feel like they are marketing their products as green. For us the most important thing is the technical specification of the paper, if it will do the job it is intended for.”. This indicates that not all clients are perceiving their communication to explain and educate about the products sustainable aspects.

In terms of how well the companies interviewed are following the golden rule of ‘Knowing your Customer’ that Mishra and Sharma (2012) mentions, this could be seen in the ways the companies inform their customers about their green efforts and why they are important. Sara Johansson (2018) explains how they like to communicate their sustainable actions in their own newspaper, as well as pamphlets sent out to their customers and suppliers. COMPANY B follows a similar approach as they include their green messages in newsletters as well as on their website. B2B companies who are closest to the end customers in the value chain showcase a higher rate of ‘sustainability’ and ‘profit’ externally than those who are further back in the value chain (Kärnä, Hansen and Juslin, 2003). This can be seen in the interview with SUPPLIER A, when Adams (2018) states, “For me it is unimportant that marketing involves us”. SUPPLIER A is far back in the value chain and therefore are not involved in both promoting sustainability and indicating profit externally, in relation to companies closer to the end of the value chain. This can be compared to COMPANY C, who are further down in the value chain, Lund (2018) state that the company “work hard to sharpen our own operations that our products will be the best possible set of customer requirements and that we will earn as much as possible”. These are aspects that companies further away in the value chain are involved in (Kärna, Hansen, and Juslin, 2003).

Another rule that needs to be followed to achieve a successful Green Marketing campaign is for the company to be genuine and transparent. This is something that are brought up in the interview with Sara Johansson:

“It is important that we are perceived as a company that are humble and with our feet on the ground and who stands on the side of the forest owners.” (Johansson, 2018).
Lund (2018) also mentions the importance of transparency for COMPANY C. As they are owned by the government, and thus owned by the Swedish people, they need to work extra hard to be accepted by the public and to communicate their efforts.

It is vital to be genuine, however a company must also make a profit, and that balance is key to success. Fuller (1999, p.4) defined Green Marketing as “the process of planning, implementing and controlling the development, pricing, promotion, and distribution of products in a manner that satisfies the following three criteria: (1) customer needs are met, (2) organizational goals are attained, and (3) the process is compatible with eco-systems”. A perfect example of this is seen in the interview given by COMPANY E, where the interviewee relates to all three aspects mentioned in Fuller’s (1999, p.4) definition:

“We have managed to find a combination to think about future generations while making money. We have found a variant that makes sustainability a good business” (Ståhl, 2018).

6.2.2 Routes to Failure in Green Marketing

Several of the routes to failure mentioned in the theoretical framework were touched upon by the interviewees in the empirical evidence. Compartmentalism, as defined by Peattie and Crane (2005), is a lack of integration between marketing and other business functions, and was a recurring aspect within the literature review. Lund (2018) mentioned that COMPANY C has had issues with working in silos rather than one function unit, however: “With the new organization that has been split up more geographically, cooperation and collaboration have been improved”. This demonstrates that the company pinpointed the issue, and a liable solution was deemed necessary. Isaksson (2018) also indicates that currently the Swedish forest industry is eluding the risk of Compartmentalism: “We are good at keeping our departments together, we have a sustainability council and an environmental network within the company that exchanges tips and new projects between each other”. COMPANY D showcased a high-level of internal communication, and is striving for even further improvements. “We want to
educate everyone in the whole company about our new ways of working, we want to have complete control and make sure that the whole company are working towards the same goals” (Andersson, 2018). COMPANY A currently meet and discuss points and issues together whilst making joint projects across several borders. This is viewed as an “approved level” by Johansson (2018). All in all, an ‘approved’ level seems to be the benchmark whilst certain companies even exceed so.

Sales Orientation is one major aspect of lack in success for implementing Green Marketing (Peattie and Crane, 2005). Peattie and Crane (2005) further deepened this aspect by narrowing it down to what is known as ‘Green Selling’, where companies add green promotional activities to a product that has not been adapted towards sustainability. What was positive to see in the interview with COMPANY D was when Andersson (2018) stated:

“...we were aware that we were not in control of all the necessary parts of our sustainability work. Therefore we did not want to flex our muscles too much when we did not have our communication strategies set, we were afraid of getting accused of Greenwashing.”
(Andersson, 2018).

A clear focus on innovation in regards to sustainability is also seen in the interview with COMPANY E, where the interviewee stated, “Looking at my advertising budget, ‘innovation’ and ‘sustainability’ are highlighted all the time. These two words account for about 80% of where the marketing department spends time and energy” (Ståhl, 2018). Ståhl (2018) also brings up a good point on how the forest industry in general is a worthy industry to implement Green Marketing. “Using green messages is ‘good business’. If I were to work with plastic, I would of course not dare to use green communication. But since the forest industry is so good at sustainability, it's obvious to use this in our communication” (Ståhl, 2018). This indicates that the forest industry has an advantage over other industries due to high level of sustainability efforts undergone in specifically the Swedish forest industry.
Finance Orientation, another big route to failure, may also be seen as an issue currently avoided in the Swedish forest industry. An interest in short-term benefits and lack of thought towards long-term benefits such as innovating green processes runs a major risk of underachieving in Green Marketing efforts (Peattie and Crane, 2005). This is seen in one interview, with COMPANY A. “We would like to do this more, communicate the positive qualities of the wood. But that's nothing we have as a strategy or a goal right now. We have no follow-up measures for Green Marketing” (Johansson, 2018). It shows how there currently are no long-term plans for this movement towards Green Marketing, and rather accepting the short-term results. However, both COMPANY B and COMPANY C highlight signs of implemented or implementing long-term goals for Green Marketing. Lund (2018) states the COMPANY C has five goals for sustainable entrepreneurship, in relation to their Green Marketing.

“We have a vision to answer the question why do we exist? It is a base for future generations; that we will have long-term view in all our decisions and actions”

(Lund, 2018).

Isaksson (2018) mentioned that COMPANY B has four areas for which the business model strategy is based on becoming more sustainable. A large focus on long-term goals for Green Marketing is also seen in the interview with CLIENT A, where the interviewee states “We are striving for a long-term profitability throughout our supply chain by minimizing our impact on the environment. Therefore we are requiring for all our suppliers to be well developed in their sustainability work.” (Håkansson, 2018). Ståhl (2018) mentions that one of the main goals derived from implementing Green Marketing is to gain “a wider perspective on how we can compete with our competitors in paper, but we are also working hard for how we can take market share from plastic” (Ståhl, 2018). This clearly demonstrates that COMPANY E is dismissing the possibility of falling into the Finance Orientation route to failure but is rather aiming for more long-term objectives than short term. This is brought up by Vaccaro (2018), who claims that using a proactive Green Marketing Strategy in relation to innovation increases chances of achieving long term competitive advantage, whilst also ensuring ecological sustainability.
6.2.3 Forming and Maintaining Relationships

When a company attempts to create long-term relationships they need to invest in them right away, despite the fact that the rewards would not be noticeable until later in the future (Ford and Håkansson, 2006). This could be seen in the way both COMPANY B and COMPANY C are investing in education of their customers. By doing so they are not only helping their customers to be spokespeople of their products (as mentioned earlier in the analysis) but also creating a stronger bond between the two companies. Marcus Isaksson (2018) is also mentioning their relationship strategy “multi-level contacts”, which means that they are trying to create as many contacts with their customers as possible; to strengthen their relationship as a whole. Lund (2018) explains how they are focusing more on retaining and expanding the relationships with their current customers, rather than acquiring new ones. They believe that it is important to invite their customers, as well as their customers’ customers, to the forest to show how they operate and teach them about their sustainable work.

“So, this green work is a ground plate for being a modern supplier, but also an area where we find ways to interact and strengthen each other” (Jenny Lund, 2018).

By creating long-term relationships the interdependences between two companies will be stronger, this is because of the parties adapting to following each other’s demands and requirements. When a company invests a lot of time and money into a relationship it is likely that they will not be able to keep and maintain a large number of these substantial relationships (Ford and Håkansson, 2006). This kind of long-term relationship can be found between Tim Adams and COMPANY A. Tim Adams (2018) explains how his relationship with COMPANY A has lasted for about ten years, and how they have together formed consistent and smooth working procedures that he does not wish to throw away by finding another partner. This is also clearly seen in the interview with COMPANY E, where Ståhl (2018) talks about the companies newly formed relationship with a world-leading consumer goods company to improve the state of environmentally friendly packaging products. The two companies are working together on three
environmentally friendly projects to arrive at consumer packaging that will 100% recyclable (Ståhl, 2018). This allows COMPANY E to “...use our environmental thinking to give other companies credibility” (Ståhl, 2018).

7. Conclusions and Implications

In the last section, the authors will clearly present the conclusions drawn from the analysis to showcase what has been explored in relation to the purpose of the study. Following this, the implications of this paper will be suggested, and the limitations of the study will be named. Lastly, future research will be proposed along with certain suggested hypotheses.

7.1. Discussion

After analysing the theory researched with the empirical findings, it is evident that antecedents provided by previous research is in correlation with what the Swedish forest industry has experienced. Public concerns are an external force that was mentioned multiple times in the interviews as reasoning behind the introduction of Green Marketing into the companies contacted. The influences of public awareness towards environmental sustainability were two-fold. One was the general demand by the end-consumers and therefore customers to the interviewed companies to show support towards the environment for the long run. The other factor was the public’s influence on government regulations, and the need for companies to satisfy the end-consumer needs in order to avoid future regulations.

Another reason for the Swedish forest industry to spend time on implementing and adapting Green Marketing Strategies is due to the threat of regulations being enforced that could harm both the companies and people within the industry. With a broader view on the stakeholders of the companies they have found that by communicating to the public they are able to educate, inform and thus minimizing the possible negative influence they may have on politicians. With this broad way of interpreting the stakeholders, the companies are also able to take in the opinions of environmental organisations. Theory has shown that this could help
when forming Green Marketing Strategies and reduce the threats of negative accusations when communicating green aspects of the company.

The ability to form long-standing strong relationships was an indicator to start Green Marketing in the Swedish forest industry as well. Certain companies interviewed mentioned the opportunity to maintain relationships with customers, with constant and identical procedures, as a big positive on implementing Green Marketing. Also, the chance to have had to work with other large businesses to further develop sustainable practices and product was also a big opportunity presented by implementing Green Marketing efforts. The findings showed that all companies were involved in active relationship building. They have done so many times by educating the customers in the company’s sustainability work whilst also by showing them how their processes looked like. Several interviewees spoke of Green Marketing as a vital part of creating and maintaining healthy and sustainable relationships today.

The rules proposed in theory to being successful in Green Marketing; knowing the customers, educating the customers and to be genuine & transparent, were also highlighted across all of the interviews. In the Swedish forest industry there is an initiative that all forestry companies are involved with. It works with educating the public about the process of forestry in Sweden in order to ensure the public don’t have any issues or concerns. This has also allowed the forestry companies to know what the customers are seeking, and therefore market aspects that are both truthful and genuine.

The forest industry in Sweden is also doing several things to avoid falling into the routes to failure proposed by past researchers. Many companies are ensuring to innovate their processes and products before attempting to market them as being ‘green’. The companies have also been working with high levels of internal communication, or have identified the problem of working in silos and are therefore attempting to improve that. One aspect that still needs improvement is the focus on short-term goals for Green Marketing rather than long-term goals. One of the companies mentioned that there are currently no long-term objectives
within the Green Marketing effort, however certain companies did showcase a long-term focus.

Overall, the antecedents that have led to this vast movement towards Green Marketing are mainly public concern, regulations, and relationships. As for the effects the Swedish forest industry, for the most part, has mitigated the major risks of Green Marketing whilst are also working towards the necessities required for being successful in their Green Marketing efforts. The one major exception for this is the long-term view that certain companies currently lack in regards to their respective Green Marketing Strategies.

7.2. Theoretical and Managerial Implications

As presented earlier in the paper the gaps found by the researchers were mainly in the business-to-business sector in the Swedish forest industry. There is also a lack of empirical evidence in the general Green Marketing research. This study could therefore serve as a spark for more research within or outside of this geographical area as well as similar industrial sectors. The Swedish forest industry showcased a high level of awareness in regards to the ‘Golden Rules of Green Marketing’. These rules proposed in existing literature have been further strengthened by this study, and has therefore increase in reliability. Relationship marketing was touched upon throughout the interviews conducted in this study, however it still seems to have a lack of clarity and coherence. This is something that needs more investigation and requires more studies solely focusing on the connection between Green Marketing and Relationship Marketing. This is something that should be done in collaboration with the IMP Group in order to further improve the validity along with strength of such a study, should it be conducted. Green Marketing as whole, as mentioned in the introduction, is ever-growing in amount of research. Such a growth should inspire more and more research into specific variables that are in relation to Green Marketing, as well as specific industries that are acquiring it.

This study also presents results that may have implications for companies primarily within the Swedish forest industry but potentially across the world and
across different industrial sectors too. Some forestry companies in Sweden are already knowledgeable of many of the theories highlighted in this thesis. The same companies have also started to implement more sustainable ways of conducting business and the empirical findings show that their perception is that using green communication is good for business. However, there are companies that were interviewed for this paper that expressed the need for further development in communicating their sustainable efforts. For these companies this study may serve as a springboard into future implementation of Green Marketing Strategies. Something that the Swedish forest industry has discovered is the importance of communicating the positive effects of utilising the forest to the general public. This is something that, for example, Finland could use for their advantage as well as they are also a country where the forest industry plays a large role in the country’s export.

7.3. Limitations

This study has incurred certain limitations that have slightly affected the results. The response time from most of the interviews was extremely long (i.e. six weeks) which limited the time for the researchers to analyse the empirical findings. However, this is a very minor limitation as there was still plenty of time to conduct the analysis. Also, certain individuals whom were targeted due to their experience in Green Marketing were unavailable for interviews, hence mediated the researchers to other colleagues in the same company but lack the same knowledge of the company’s Green Marketing efforts.

The interviews themselves were mostly conducted under a reasonable time period, with six interviews exceeding 30 minutes. However, one interview ranged from 20-30 minutes, due to the interviewee’s busy schedule, and therefore was not able to provide as in depth information. Also, one interview had to be made by E-mail, which restricted the depth of the interview. There were certain articles inaccessible to the researchers due to certain viewing restrictions, however the usefulness of these articles is unknown, as they were never reviewed.
7.4. Suggestions for future research

This study has explored the Swedish forest industry’s move towards Green Marketing, and the consequences of this for the companies individually. It has showcased why the movement has occurred, as well as the goals and objectives of each firm. The consequences seen from the firms has also been explored and documented. This provides a backbone for future research on Green Marketing specifically on the forestry industry in Sweden. Future research is needed with the same purpose to increase reliability through exploring more of the firms involved in the Swedish forest industry. Also, the researchers propose a couple of hypotheses derived from this exploratory study. These include:

$H_1$ - Green Marketing will prevent the public from pressing the government to enforce more and stricter laws regarding sustainability in forestry.

$H_2$ - Green Marketing will strengthen the relationships forestry businesses currently are involved in.

$H_3$ - Green Marketing will allow forestry companies to boost innovation towards sustainability through establishing and maintaining relationships with other businesses.
8.0 References:


9.0 Appendix

Interview Templates:

QUESTIONS FOR FORESTRY COMPANIES:

What is your position at (company name)?

How long have you been working at the company?

State the current goals of the company; please elaborate on the company’s vision and mission:

To what extent do the different departments work towards the same objectives? Can you please elaborate how different departments collaborate?

Explain your department’s aims: please elaborate on its alignment with environmental sustainability:

Discuss the general obligations of the communications department at (company name) and what specific actions take place in order to promote sustainability:

What are the driving forces for (company name) to promote green aspects within your communication? Please discuss the relative weight of each force:

How does your company respond to each of the driving forces mentioned above?

What role does Green Marketing play in attracting new customers? In addition, how does it affect current relationships with your customers?

Describe the effects your company expected to experience after implementing sustainability within communication and compare those with the current perceived effects:
QUESTIONS FOR CLIENT A:

What is your position within (insert company name)?

How long have you been working at the company?

Explain what (insert company name) daily business consists of?

What type of companies are your biggest suppliers? Describe in what way you are collaborating with Swedish forestry companies:

What factors are a part of (insert company name) demands before a decision is made to work with a supplier? Please describe what is most important and why:

To what extent are your potential supplier’s sustainability work affecting your decision?

Do you perceive that the forest companies market themselves and their products as green? If yes, in what way?

To what extent does your customers request sustainable aspects in your products? In what way can this be seen?

Describe (insert company name)sustainability work:

QUESTIONS FOR INITIATIVE A:

What is your role within the initiative?

How long have you been active in the project and how long has the project been active?

What background do you have from past projects?

Describe the goals of the initiative, as well as the visions and purpose of the projects:

To what extent do the different companies within the Swedish forest industry work towards the same goal? Please elaborate on how the companies collaborate with you:
Do you see any obstacles to achieve these goals?

Discuss the different actions that the initiative take to enhance the Swedish forest industries sustainability work:

What are the driving forces for the Swedish forest industry to create this initiative? Please elaborate on the weight of the different forces in relation to each other:

What role does Green Marketing have when it comes to attracting new customers? As well as, how does it affect the relationship with current customers?

Describe the effects the initiative expected to see once these green aspects where communicated, please compare these effects with what you can see today:

What is your comment on the allegations of Greenwashing you have received from “Jordens Vänner”?

QUESTIONS FOR SUPPLIER A

Elaborate on how and why you got involved with the forest industry?

How long have you been an owner of forest property?

Describe the efforts you have taken in regards to sustainability of the forest?

Which companies are your current and potential customers? Explain the factors you look at when deciding the form these partnerships:

Describe the nature of your relationship with your customers:

Describe your involvement with marketing. For example, is your forest area marketed by your customers to their customers?

What type of certificates do you currently hold in regards to your forest area?

Describe your opinion on the current Swedish forest industry in regards to sustainability?
Explain your perspective on the use of green marketing in the current Swedish forest industry in comparison to the past:

*Interview transcripts will be given upon request*