# Acknowledgement

Many students would quite possibly compare the process of composing a master’s thesis to being on a turbulent rollercoaster ride with numerous ups and downs. In general, commencing the journey that it is requires a certain amount of composure. Taking on the task, however, 6 months after losing your child to cancer is almost inconceivable. Nevertheless, this is exactly what I have done, but I would not have been able to complete this journey without the inspiration and help from some very important people. Regardless of the outcome, I can honestly say that getting this far is an accomplishment on its own, and I would like to thank the people who have helped me get here.

Firstly, I would like to dedicate my work to my beautiful daughter, Liva, who by far has been the greatest inspiration. Though she is no longer with me physically, her way of embracing life and carrying on with a smile on her face even when things were really rough has forever altered my perspective on things. Furthermore, my wonderful husband Lasse has been my rock and my solid support throughout this journey – I am forever grateful. The same goes for my mother and father, who have never lost faith in my abilities or me, and always supported me in my decisions. Finally, a great thank you to my supervisor Associate Professor Lise-Lotte Holmgreen who has been a tough, but fair guide regarding the academic considerations and challenges. I greatly admire her academic skills and I am very thankful that she has encouraged me to apply myself in order to reach the best possible outcome.

In lack of a better word: THANK YOU all.



Dedicated to and in loving memory of:

Liva Alberte Degn

# Abstract

The focus of this thesis is on the cooperation between two corporations: the American Starbucks Coffee Company and the Danish hypermarket chain Bilka. The goal of the thesis is to examine different aspects of the cooperation and thus provide an overview of the different reasons as to why the corporations, Starbucks in particular, may have engaged in this cooperation. This was done by exploring some specific aspects of the corporations, both internal and external. The focus-areas of the thesis are concepts such as corporate identity, corporate brand, image, experience economy and culture, which are all considered relevant since they in different ways may affect the cooperation between the two corporations.

The theoretical basis takes its point of departure from these concepts. Since it was considered important to provide an in-depth understanding and definitions of the terms the thesis entails a rather extensive section clarifying the problem field. The theories applied in the analysis along with the general underlying thoughts of the thesis belongs to the interpretivist academic tradition, since this approach is suitable in regards to clarifying various opinions and attitudes towards specific phenomena. The analysis has been based on the findings provided by an online survey, interviews, observations as well as relevant secondary data. These different data collections along with the theories presented and applied have all given some valuable inputs enabling me to provide insights regarding the problem statement in several aspects. The analysis is basically a comparative strategic brand analysis of the two corporations, which include the aforementioned focus-areas. This provides an overview of the similarities and differences between the two corporations. Finally, a discussion on the various findings and their implications has been included in order to provide some additional and to some extent critical perspectives on the matter. The discussion is also where many of the aspects regarding culture are presented. The cultural aspects of the analysis and discussion are mainly focused on the American cultural heritage or anchorage of Starbucks including a short discussion regarding terms such as Americanization and American cultural imperialism. However, general differences between Danish and American coffee culture is also presented and discussed. Conclusively, this has resulted in a holistic thesis providing both a general academic introduction to the focus-areas along with useful and interesting information, which combined have provided a solution to the problem statement.

***Keywords:*** *Starbucks, Bilka, corporate identity, corporate brand, corporate image, experience economy, culture, Americanization*

Table of Contents

Acknowledgement \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 1

Abstract \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 2

Introduction \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 6

Problem Statement \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 7

Theory of Science \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 9

The Basics \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 9

A Description of Paradigms \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 10

Research Approach \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 12

Theoretical framework \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 14

Methodology \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 15

Social Constructivism \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 15

Hermeneutics \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 16

Phenomenology \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 18

Methodological Approach \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 20

Triangulation \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 20

Primary Data \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 21

Questionnaires \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 21

Observations \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 22

Interviews \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 24

Secondary Data \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 25

Websites and Online Information \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 25

Delimitation \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 25

Presentation of Starbucks \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 27

Presentation of Bilka \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 28

Problem field \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 29

Corporate Identity \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 29

Defining Corporate Identity \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 29

Corporate Image \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 35

Corporate Branding \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 36

What is Corporate Branding \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 36

Brand Construction \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 38

The Visual Brand \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 39

The Experience Economy and why it is relevant \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 40

Culture \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 43

Cultural Understanding: Functionalists and Interpretivists \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 43

Theory \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 47

Strategic Brand Analysis \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 47

Semiotics \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 49

Analysis \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 53

Starbucks’ Customer Analysis \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 53

Customer Analysis for Bilka \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 60

Competitor Analysis for Bilka \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 63

Competitor Analysis for Starbucks \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 65

Starbucks Self-Analysis \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 67

The Bilka Self-Analysis \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 75

Discussion \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 84

The cooperation \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 86

Advantages and disadvantages \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 87

Cultural aspects \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 91

Conclusion \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 95

Bibliography \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 98

Appendix 1: Questionnaires\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 106

Appendix 2: Interviews - Transcription and Audio\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 107

Appendix 3: Observations at Bilka and Starbucks Vejle\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 108

# Starbucks & Bilka

## - A match made in Heaven?

# Introduction

Consumers today tend to become more and more demanding regarding what to purchase, how to purchase and what sort of services are expected besides the product being bought. This, along with other market-related factors, creates an increasing need for corporations to be able to communicate strong, coherent and authentic corporate brand and image. In order for corporations to be able to differentiate themselves from others, thinking creatively and innovatively is crucial. One way more corporations seek to improve a brand is through experiences of various sorts. Originally, there were three types of economic offerings: Commodity, good, or service. Now a fourth has been introduced: The experience (Pine & Gilmore 2011, 2). Turning a product into an experience is best described by using the example of LEGOLAND®, where the product, the building blocks, have been used to create this entire LEGO® universe and the product is no longer just a product – it provides the customer with an experience. However, the Experience Economy entails much more than just entertainment, and these various types of experiences are becoming increasingly evident throughout more and more lines of businesses (Analyse: Vækst via Oplevelser 2011 pdf – cko.dk). The American corporation The Starbucks Coffee Company (Starbucks) is recognized as one of the strongest international brands of today. They have successfully managed to turn a commodity, coffee, into an entire atmosphere of personalized experiences and added value (Pine & Gilmore 2011, 2; Michelli, 2007, 4). This means that although Americans for years considered coffee as being a simple commodity not worth paying in excess for, the Starbucks Experience made them willing to pay as much as five times what they used to pay for a cup of coffee (Pine & Gilmore 2011, 2). Thus, Starbucks has managed to differentiate itself, and create added value to both its corporate brand and products by using aspects of the Experience Economy.

On the opposite end of the scale regarding encouraging the customer to pay more for the goods, it would be argued that the Danish hypermarket[[1]](#footnote-1) chain Bilka would be situated. For instance, the name Bilka is an abbreviation of the German words Billiges Kaufhaus, which can be translated to Cheap or Inexpensive Supermarket. Bilka is part of the Danish organization Dansk Supermarked – one of the largest players on the Danish market regarding retail. Besides Bilka, Dansk Supermarked has brands like Netto, Føtex and Salling. Secondly, among these other brands Bilka is currently positioned as being a discount hypermarket.

In general, Bilka could be argued to be a household name in Denmark and thus have a strong brand. However, even though most people know the brand, it does not necessarily manage to create the most positive connotations besides from striving to be as cheap as possible. Hence, Bilka is presently carrying out a revitalization of its brand and it will continue over the course of two years. This includes turning mere shopping into an entire shopping experience (Bilka-brandet skal revitaliseres - markedsforing.dk). Consequently, collaboration with the American Starbucks Coffee Company is now a reality, giving the Danish customers at Bilka the opportunity to take part in the so-called Starbucks Experience. However, the thoughts leading to the focus of this thesis is that in terms of image, Bilka could still, for the time being, be argued to rank lower compared to Starbucks, i.e. how come Starbucks would be interested in engaging with Bilka regarding a cooperation, besides from various economic factors? Does Starbucks in any ways jeopardize, or to some extent undermine its own brand and image in the eyes of the Danish consumers by engaging in this cooperation? These considerations are what this thesis will seek to examine.

## Problem Statement:

**Why would Starbucks choose to engage in a cooperation with Bilka and would this cooperation be advantageous regarding the respective brands and images of the two corporations?**

Seeking to resolve the above mentioned, sub questions will be examined:

* What characterizes the corporate identities of the two corporations?
* What characterizes their respective brands and images?
* Do the corporate identities and corporate images correlate with the image held by consumers?
* Which cultural aspects may be argued to affect the cooperation between the two corporations?
* What do the customers at Bilka think about the cooperation?
* In relation, how will the customers receive the aspect of Experience Economy related to Starbucks and how willing are they to visit Starbucks cafes situated in or around Bilka?

The following will present the various academic considerations regarding the scientific, theoretical and methodological approaches.

# Theory of Science

In order to provide the reader with a general understanding of the academic foundation regarding this thesis, a presentation of key concepts within theory of science will be presented in the following. Moreover, the underlying basic beliefs applied within this thesis will be presented. Gaining this understanding is vital in order to acquire a full comprehension of the purpose and hence the outcome of the thesis. The following sections will include a general overview of the relevant subjects, and also a specification regarding the stance of this thesis.

## The Basics

There are two fundamental stances within theory of science: *positivism* and *critical rationalism*. Many of the thoughts within positivism are based on the ones originating from French philosopher Auguste Comte, who believed that all scientific theories must be verified in order to be defined as an actual science. Positivism is mainly concerned with objective and quantifiable observations, which would explain why it is often argued to be related to the inductive research approach. The inductive approach is when the research takes its point of departure from empirical data, i.e. the researcher observes a given phenomena and on the basis of these observations he will be able to reach a conclusion to the given problem (Herslund 2004, 22). In other words, the research moves from the specific observations, which in turn leads to a broader generalization or theory. According to Birkler, using the inductive approach provides the researcher with new knowledge and information, but the validity is rather low since the information cannot be completely reliable and certain (2005, 66-71).

Unlike positivists, who believe that theories must be verified, critical rationalists believe that one needs to be able to falsify a given theory rather than prove it. Thus, science cannot provide any definitive truths (Hvad er videnskabsteori – videnskab.dk). Rationalism is closely related to the deductive research approach, since the deductive approach is when research is based on a broad theory, which is in turn narrowed down to something more specific. A deductive approach will often work with a hypothesis that can be tested via observations and then ultimately enable the researcher to be able to test the hypothesis using specific data (Birkler 2005, 66-71). This type of research approach permits the researcher to focus more on interpretation and the meaning of certain data rather than just focusing on facts. One of the issues regarding the deductive approach is that it is not possible to verify the found results. However, Herslund argues that if the analysis of the results is carried out properly it should provide enough explicit information making the researcher able to falsify them, if this should be the case (2004, 22). This stems in with the underlying understandings within critical rationalism regarding falsification.

One of the most important philosophers within the critical rationalist approach is Karl R. Popper who, along with many other philosophers within theory of science around the 1960’s, was convinced that science grew proportionally smarter for every step taken. Nonetheless, Thomas Kuhn introduced an entirely new approach in his famous work called *The Structure of Scientific Revolutions* in 1962. According to Kuhn, science develops in so-called paradigms, which forced the scientists to start questioning some of the previous approaches to science (Hvad er videnskabsteori - videnskab.dk). The question of paradigms could be argued to be one of the most important when carrying out any type of investigation, in this case a master’s thesis, since this is exactly what guides the researcher (Guba & Lincoln 1994, 105). Hence, the following will provide an overview of the term, and relate to the specific case of this thesis. This will be followed by a more elaborate introduction to the underlying thoughts and paradigm applied in the thesis.

## A Description of Paradigms

As mentioned, Thomas Kuhn introduced the focus on paradigms in *The Structure of Scientific Revolutions*, where he used the term to represent a given set of practices within a specific scientific discipline (Paradigm - Encyclopedia of Research Design). Furthermore, a paradigm could be defined as: *“a set of basic beliefs that deals with ultimates or first principles.”* (Guba & Lincoln 1994, 107). Thus, a paradigm will represent a specific way of viewing the world, which in turn will define the nature of the world, the various individuals within the world as well as the types of conceivable relationships (Ibid). The basic beliefs within these paradigms can be defined by asking questions regarding three overall concepts: *ontology*, *epistemology*, and *methodology*. Carson et al. describe the three concepts as ‘reality’(ontology), the relationship between reality and the researcher (epistemology), and the technique the researcher uses to discover that reality (methodology) (Carson et al. 2006, 4). These three concepts are very interconnected, which means that any given answer in regards to any of the three concepts will affect how the others may be answered (Guba & Lincoln 1994, 108). Basically, theory of science could be argued to be the systemizing of these concepts, ontology, epistemology and methodology, in order to achieve the most suitable approach regarding problem solving, i.e. how one approaches a given problem in order to provide a fulfilling solution (Herslund 2004, 20). Table 1 provides an overview of the different basic beliefs regarding the three concepts of ontology, epistemology and methodology and how these relate to four overall paradigms: *Positivism*, *Post-positivism*, *Constructivism* and *Critical Theory* and the specific aim of the research.

Table 1

**Objectivist 🡨-----------------------------------------------------------🡪 Subjectivist**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Basic Beliefs regarding Paradigms** | | | | |
|  | **Positivism** | **Post positivism** | **Constructivism (Interpretivism)** | **Critical Theory** | |
| **Ontology** | “Naïve realism”  Only one reality exists. Unchangeable laws of nature control the world. Knowledge is independent of time or context | “Critical Realism”  Reality can be apprehended, but never perfectly. | “Relativism”  Not one, but several truths. The world is ever changing and reality is dependent on time, place and context. | “Historical Realism”  Knowledge depends on the social and historically determined time. | |
| **Epistemology** | Objectivism.  Distanced and neutral researcher. No interaction between the researcher and the observed. | Objectivism, but with emphasis on a probabilistic evaluation of the result. | Subjectivism.  Knowledge is created through the interaction between the researcher and the subject. | Subjectivism.  Results are value-laden.  Knowledge is created through the interaction between the researcher and the subject. | |
| **Methodology** | Experimental setting. Hypothetico-deductive | Modified experimental setting. Falsification of hypotheses. Application of qualitative research methods may occur. | Hermeneutical, dialectical and phenomenological. | Hermeneutical and dialectical. | |
| **Research aim** | Explanation – conclusively, prediction and control | Explanation – conclusively, prediction and control | Understanding and reconstruction. | Critique, emancipation and reformation of social, political, economical and cultural structures. | |

(Adapted from Guba & Lincoln 1994, 109+112)

These specific characteristics presented in the table help create a holistic approach regarding how one views knowledge. Hence, it provides a solid framework regarding the specific approaches in relation to this thesis, which will be presented in the following.

## Research Approach

The aim of this thesis is to reach an explanation and understanding of the given problem statement, and in order to be able to do so, the point of departure has been in the empirical data. However, the gathering of these data has been carried out on the basis on some pre-existing knowledge regarding the main subjects: corporate identity, image, branding and culture. Consequently, this pre-understanding regarding the theories behind these subjects have directed both the data collected and how this was done. According to Pahuus, social sciences are often concerned with both interpretation as well as explanatory theories (2004, 22). Furthermore, the qualitative research method is generally characterized by being appropriate to apply within research that seeks an in-depth understanding and an understanding of how and why, thus taking the context into consideration. Therefore this approach would be appropriate to apply regarding the empirical data.

The various paradigms were presented in the previous section; however, an important ongoing academic debate regarding the application of paradigms was not mentioned. In order to enable the reader to fully understand the stance of this thesis, this discussion regarding the use of paradigms must be mentioned. In general, the discussion is concerned with whether or not it is correct or possible to apply more than one paradigm within a specific academic work. Consequently, researchers can be categorized into three specific groups depending on whether or not the application of one or more paradigms in research is regarded a possibility. The three groups are called *the purists*, *the situationists* and the *pragmatists* (Rosmann & Wilson 1985, p. 629).

According to the purists, researchers cannot combine the paradigms due to the conflicting nature of the given traditions and methods. This means that one can only work with one specific paradigm at a time and the use of various paradigms is not scientific and therefore not regarded as a possibility. Situationists believe that different paradigms may function as supplements to one another in regards to the understanding of social phenomena, i.e. applying several paradigms is a possibility when or if the researcher finds that a certain social phenomenon entails various aspects. Accordingly, a situationist operates with shifting paradigms at different stages of the research, since the situationist may apply different paradigms depending on what is currently being investigated. The third and final group is the pragmatists, where the focus is on the issues of the analysis. Therefore, the pragmatists will apply either a single or several paradigms according to their specific contribution to the given research. Thus, a pragmatist will support the use of multiple paradigms as long as they contribute with practical and useful outcomes (Rossman & Wilson 1985, pp. 629-632).

The reason why this discussion was considered relevant in relation to the academic considerations regarding this thesis is that several scholars stemming from various paradigms will be introduced. This includes structuralism (Peirce 1994 & 1955) and post-structuralism (Barthes 1964) within semiotics. Within cultural theories, Hofstede, who is a functionalist, and Geertz, who is an interpretivist, just to mention a couple. Common for all of the scholars, however, is that they have been chosen because they contribute with relevant knowledge enabling the thesis in fulfilling its main purpose: to provide a solution to the given problem statement. This illustrates how I, as the researcher, in broad terms belong to the pragmatists, since I will always argue that applying various paradigms or even limiting oneself to a single paradigm when relevant is considered desirable. At least as long as it provides the researcher with the best options for reaching a holistic, fulfilling and exhaustive outcome. However, even though the various scholars introduced throughout the thesis may stem from different paradigms or approaches, this thesis still seeks to provide a theoretical framework based on a single paradigm. This has been chosen in order to create a sound paradigmatic basis from which the thesis can take its starting point. This approach should also help ensure optimum conditions for the reader to understand to the underlying assumptions related to the given thesis. Hence, since the main focus of this thesis is to examine the various attitudes and opinions regarding Starbucks and Bilka, including their cooperation, the paradigm within this thesis is the interpretivist. More specifically, the thesis takes a social constructivist approach, including having a relativist ontology, i.e. the reality, as we know it, is constructed through understandings and meanings, which depend on the context, time and place. Furthermore, the stance is that science depends on how the researcher collects and interprets data, and also has a somewhat subjectivist epistemology, believing that knowledge is created through the interaction of the given subject and the researcher. The vast majority of the scholars introduced regarding corporate communications (Olins; Balmer & Greyser; Van Riel; Schultz, Hatch & Larsen; Aaker) also belong to this specific paradigm.

With the basics now in place, the following section will introduce the main theories applied in the analysis.

## Theoretical framework

The analysis is mainly based on The *Strategic Brand Analysis*, which is devised by David Aaker. His model focuses on both the consumer, the various competitors regarding the given corporations, as well as the corporations themselves, i.e. image, brand and identity. This allows for a thorough and exhaustive analysis. Furthermore, semiotics will be applied, since this is relevant regarding the visual analysis of specific components as well as providing a framework for analyzing cultural and social behavior. Depending on the scholar, semiotics belongs to structuralism or post-structuralism, where Aaker could be argued to belong to social constructivism – which is actually developed on the basis of structuralism (Herslund 2004, p. 29). Thus, these two approaches, although different, may be argued to be connected to some extent.

The following section will provide an introduction to relevant aspects within methodology and in relation the analysis methods applied, starting with social constructivism.

## Methodology

### Social Constructivism

According to social constructivists, knowledge is a social construct, i.e. knowledge is created via group interaction. This can be illustrated via the following: *“X need not have existed, or need not to be at all as it is. X, or X as it is at present, is not determined by the nature of things; it is not inevitable.”* (Hacking in Kukla 2000, 14). X represents the social construct and since it is constructed it is neither inevitable nor determined by nature. Therefore, X could have been different, given that it had been constructed differently. Nelson elaborates further in this notion:

*“If scientists had chosen to confer facthood otherwise than they actually did, then subsequent history would reflect this in a world-view consistent with the choice they counterfactually made. Therefore, the ‘facts’ are determined by scientists’ choices, not by ‘objective reality’.”*

(in Kukla 2000, 16)

This notion emphasizes the essence of social constructivism. Even if facts themselves can be argued to be objective, i.e. Kukla uses the color blue as an example (2000, 16), the concept of the fact itself still remains a human construct. For instance, we would not be able to categorize something as being blue, if we did not categorize anything as being blue in the first place. The concept of the color blue is a human construct. This also applies to this thesis and the research carried out in relation to it. For example, data regarding Starbucks and Bilka has been collected via questionnaires – one of the questions is whether the respondent is familiar with Starbucks. The response is yes or no, and could be argued to be rather simple and objective, however, the decision to ask the question in the first place and how to express it was made by me, as the researcher. Thus, the data produced is constructed by me as such. Furthermore, the reasons for constructing a data collection in a specific manner are shaped by the environment, meaning that: *“[…] knowledge production should be understood as a collective process”* (Jørgensen & Phillips 2002, 185). The world we live in shape us, just as I shape my data, thus the world will also affect how the thesis is constructed in general.

One of the critiques regarding social constructivism is the validity. If these given findings are socially constructed, it could mean that the findings would have been different if the researcher had acted differently. If this is the case, how can one argue to arrive at findings that actually reflect the world being observed? A good example on why something that is a social construct can still be valid in a broader sense could be the concept of money. According to Kukla, money is a social construct since the metal and paper objects we attribute specific value only has purchasing power because we, as a society and people, believe that they do. However, if this is just one possible social construct, there could also be a construct saying that money has no value (2000, 18). Since the first construct, where money has value, is the most widely accepted this construct would also provide a better representation of the reality than the other construct. This means that a person who believes that money has no value would be regarded as being completely wrong (Kukla 2000, 19).

The following sections will introduce the concepts of hermeneutics and phenomenology, as these two approaches to analysis are considered relevant in relation to the focus of the thesis. The difference between hermeneutics and phenomenology is outlined as follows:

*“Whereas phenomenologists are typically interested in charting how human subjects experience life world phenomena, hermeneutical scholars address the interpretation of meaning* […]*”*

(Kvale & Brinkmann 2009, 14).

I.e. hermeneutics address the interpretation of meaning, whereas phenomenologists are typically concerned with observing or monitoring how people may experience specific situations.

### Hermeneutics

The hermeneutic approach will be based on the philosophical hermeneutics, originating from Hans-Georg Gadamer. This approach stresses the importance of pre-understandings and prejudice as the starting point for interpreting meaning. Nørgaard notes:

*“At en* ***livsytring[[2]](#footnote-2)*** *for os fremtræder som en artikulation af mening, er kun muligt i og med, vi møder denne ytring med en forforståelse, dvs. en meningsfuld forventning om mening.”[[3]](#footnote-3)*

(2003, 186)

This notion demonstrates the importance of pre-understandings within hermeneutics, since the interpretation of meaning can never be done without being influenced by pre-understandings. Also, prejudice is inseparable from the interpretation of meaning, since pre-understandings are based on prejudice. However, Nørgaard (2003) points out that prejudice should not automatically be considered as either negative or positive. It should rather be considered a resource, without which pre-understandings could not exist. Taking these pre-understandings and prejudices into consideration is fundamental to hermeneutics, and are furthermore used to interpret meaning. To be able to utilize these pre-understandings and prejudices in order to carry out interpretation, it is necessary to view them as part of a whole. Furthermore, this relation between the parts and the whole is the hermeneutic circle in essence:

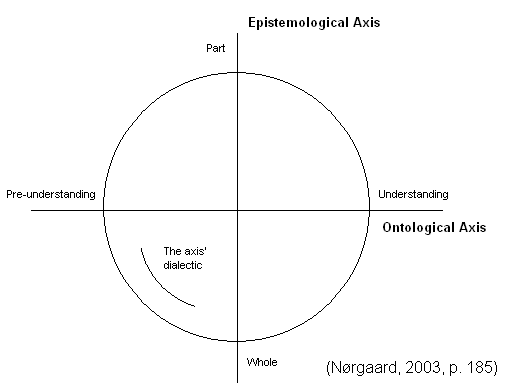


Figure 1

It is important to understand that, within hermeneutics, the parts always have to be seen in relation to the whole, and that the whole only makes sense through its parts. Thus, the hermeneutic approach should always be regarded as an on-going dynamic process, which is why scholars often refer to the hermeneutic circle or spiral in order to provide a visual reference to the issue (Nørgaard 2003, 183). As it is evident from this illustration, epistemology and ontology also play a role within hermeneutics. Specifically in relation to hermeneutics and its functions as the axes in the illustration above illustrates. This means that the pre-understanding and understanding is an expression of what is being understood, the ontological axis, and the epistemological axis expresses how the part and the whole can be understood as the understanding subject as well as the knowledge this subject may posses.

Since the underlying paradigm of this thesis is the interpretivist and hence subjectivist, hermeneutics have provided a useful approach regarding interpretation. The following section will introduce the concept of phenomenology, and clarify why this approach is considered relevant.

### Phenomenology

Phenomenology is a philosophy, and was established as such by Edmund Husserl around 1900. However, the concept did not originate with him, as it had been known prior to him writing “*The idea of phenomenology”* (Phenomenology (philosophy) 2010, para. 11). As mentioned, Kvale describes phenomenology as being interested in how phenomena are experienced, which requires further elaboration:

*“[…] the primary objective of [phenomenology] is the direct investigation and description of phenomena as consciously experienced, without theories about their causal explanation and as free as possible from unexamined preconceptions and presuppositions.”*

(Phenomenology (philosophy) 2010, para. 1.)

Within phenomenology it is stressed that phenomena must be observed as straightforward as they appear, with as little bias as possible. In doing so, phenomena are allowed to exist as perceived by the subjects themselves, who thus describe the world as they experience it. This is important from a phenomenological point of view, in that it considers the important reality to be the one perceived by humans (Kvale 2009, 44),

A key point in using a phenomenological approach is what Husserl refers to as *the reduction*, which is also called *bracketing*, i.e. putting the existence of the world in brackets. In doing so, any preconceptions and pre-understandings about the phenomena are sought isolated, i.e. bracketed, thus allowing an unbiased description of the essence of the phenomena (Ibid 45). The essence of a phenomenon is also referred to by Husserl as the *invariant*, which can be identified by forming *“a multiplicity of variations of what is given, and while maintaining the multiplicity, one focusses[[4]](#footnote-4) attention on what remains unchanged in the multiplicity – i.e. the essence is that identical something that continuously maintains itself during the process of variation”* (Phenomenology (philosophy) 2010, para. 20).Kvale (2009) states that being objective is considered being loyal to the observed phenomena; whether such objectivity is truly achievable is debatable however. Birkler (2005) notes that complete objectivity should rather be seen as idealistic point of view; in doing so the researcher recognizes the difficulties of this objectivity, but still works towards it as a goal.

The phenomenological approach is applied in the observations, since the main purpose was firstly to simply describe the various phenomena experienced. However, in order to interpret and understand the observations, the use of the hermeneutical approach was necessary. The empirical data analyzed has been collected in different ways, which will be further elaborated in the following section.

# 

# Methodological Approach

## Triangulation

To gather the knowledge necessary to provide an answer to the given problem statement, triangulation of methods will be applied, i.e. the use of different methods (Østbye et al. 1997, 101). One part of the triangulation is the quantitative questionnaires. The reason for using quantitative questionnaires is that it will create an overview of the general opinions of the Danish consumers on relevant subjects. Quantitative studies are a good way of documenting the more superficial behavior (Hjort 1986, 101). The gathered data will be analyzed by making a categorization of opinions regarding Starbucks and Bilka, which will help structure the information gathered (Kvale 1994, 196). This approach is relevant since quantitative studies can document tendencies, which can then be studied qualitatively (Hjort 1986, 101). According to Silverman one of the key benefits of triangulation is as follows:

*“The assumption is that, if the findings obtained with all these methods correspond and draw the same or similar conclusions, then the validity of those findings and conclusions has been established”*

(2007, 291).

Besides from the questionnaires, observations regarding the behavior of the specific customers visiting both Bilka Vejle and the connected Starbucks café will be carried out. The observations are carried out in order to gain an understanding of the culture of the specific customers at Bilka and Starbucks respectively, and to create an insight into customer behavior, the relationship between the customer and the employees at the respective corporations as well as other characterizing aspects of the corporations and the customers’ relationship towards this. Furthermore, an interesting observation to make is whether the customers tend to visit both Starbucks and Bilka, or just one of the two, and in relation, which place they visit first since this might give some indication as to whether the customers at Bilka and Starbucks could be argued to belong to the same segment, and how these customers then tend to integrate Starbucks in terms of their shopping habits or culture. Finally, data will be gathered via secondary sources, i.e. accessible communication from the websites of the corporations along with additional relevant data accessed online. This data is primarily concerned with the subjects regarding corporate communication, and will provide information relevant regarding the differences and similarities of Starbucks and Bilka. Hence, since the empirical data is gathered via questionnaires, observations, interviews and secondary data sources a triangulation of methods will be applied.

## Primary Data

### Questionnaires

Quantitative questionnaires are applied in order to gather some general knowledge about what the Danish consumers think about Starbucks and Bilka, and furthermore, their attitude towards this new cooperation. The questionnaires issued will be used qualitatively as some of the questions are somewhat open and the answers will be analyzed. The findings will be used when constructing the semi-structured interviews in relation to the observations (p. 21). It has been decided to issue the questionnaires online via Facebook, LinkedIn and direct emails, as this would provide access to a large amount of people. Hopefully this approach will help gather a significant amount of useful answers. Additionally, issuing the questionnaires online is also low-cost and it enables the researcher to get the answers back relatively quickly (Thomas 2004, 16). To make sure that the questionnaires are understandable to the receivers and adequate for further analysis, a pilot-test to a number of respondents is carried out via email. The respondents are chosen based on the knowledge I know they posses regarding questionnaires, i.e. these respondents are quite familiar with questionnaires and surveys qua their jobs or educational background. This helps ensure that any possible deficiencies or misunderstandings are discovered in a timely manner and corrected before the actual survey is carried out. The questionnaires are sent to Danish consumers, and the target group is people who are familiar with both Bilka and Starbucks; thus, respondents who do not know either of the two corporations by name, will be automatically redirected and sent to the end of the survey.

The questionnaires consist of multiple-choice questions, where some have room for further elaboration. There are a total of 20 questions. To provide an overview of the aim and main purposes of the different questions, they have been listed as follows:

Figure 2

|  |  |
| --- | --- |
| **Questions** | **Main Purpose** |
| 1-3 | Demography  General habits regarding cafes and shopping |
| 4-11 | Knowledge about Starbucks  Familiarity with Starbucks and Bilka  Image of Starbucks and Bilka |
| 12-13 | View regarding experience |
| 14-16 | Knowledge about the cooperation between Starbucks and Bilka |
| 17-18 | The cooperation’s influence on the images of Starbucks and Bilka |
| 19-20 | Preferences regarding shopping and coffee |

The demographical questions have been regarded relevant since they may be able to help the researcher to understand or spot specific tendencies within these demographic segmentations. Furthermore, the specific words chosen in Questions 10 and 11 have been chosen on the basis of some limited preliminary research carried out regarding the two corporations and their desired image and identity. The questionnaires have a total of 153 respondents, however, some of the respondents have skipped some questions and some have been disqualified, meaning that an average of 130 respondents have answered the questions. The most interesting aspects of the answers will be presented in the analysis and discussion section. An overview of all the responses from the survey can be found in Appendix 1 (p. 106).

### Observations

Kathrine Heiberg’s five-zone model called the Flowzone model (in Gaede 2008, 53-54) will be applied in order to carry out the observations at Bilka Vejle and the connected Starbucks in a structured manner, providing an overview. These five zones cover a customer’s entire movement, or flow, during a visit to a store. Heiberg has named and described her five flowzones as follows:

1. *The Attraction Zone*: the zone outside of the store. This zone includes the façade, the façade windows, the entrance, street signs, as well as logo and name. The purpose of this zone is to attract the customer to the store and help the customer enter the store.
2. *The Decompression Zone*: the zone situated immediately as the customer enters the store. This includes the entrance itself as well as the areas in immediate connection with the entrance. In this zone, the customer should be able to identify other areas of the store and gain an overview. Therefore, there should not be too many things, such as e.g. signs, prices etc. to distract the customer in this zone.
3. *Reception*: this zone is placed directly after the decompression zone as well as at the end of the fifth zone, the *engagement* zone. The reception zone is where the customers are met by the staff, either in the shape of a welcome or as to help engage with the store.
4. *The Discovery Zone*: in this zone, the customer is ready to take a further look at the store and the selection. If a customer decides to only browse and not buy anything, the customer stays in this fourth zone. However, if the customer engages with the store, and decides to make a purchase, the customer moves into the fifth and final zone, the *engagement* zone, before leaving the store.
5. *The Engagement Zone*: this is the zone where the customer goes to make a purchase. Furthermore, this is the zone where the customer should be able to identify the employees or the counter.

During the observations, these zones are kept in mind, as the observations made should attempt to replicate how the customer would experience a visit to the given stores. No specific customers were observed, however, the observation rather focused on what seemed to be the general behavior or pattern of the customers. An effort not to be noticed as such during the observations is made, since I want to make sure that the customers are not affected by my presence. The goal is to achieve the most valid results, which requires that the customers behave as naturally as possible. The interviews carried out in relation to the observations are mostly relevant to those who have had an actual experience with both stores. However, it is also regarded interesting to observe how many of the customers tend to visit only one of the two stores, i.e. do the customers tend to visit both Bilka and Starbucks, or is there a tendency to be more selective. The methodology regarding the interviews conducted in relation to the observations carried out will be elaborated in the following section. A full description and pictures of the observations carried out can be found in Appendix 3 (p. 108).

### Interviews

To follow up on the observations, interviews with randomly chosen customers at Starbucks are conducted. To obtain an understanding of the customers’ experience regarding both Bilka and Starbucks, and moreover, what they think about the two corporations, the interviews are mainly conducted with customers who made a purchase at the respective stores. This means that specific choices regarding who to interview is made, which makes the interviews qualitative. Besides from the customers, a short interview with two of the employees, also referred to as baristas or partners, at Starbucks is also conducted. This is done in order to gain some insight regarding the general behavior of the customers, as well as clarifying the terms of employment in relation to the cooperation.

The interviews are conducted with a semi-structured interview guide that, according to Kvale, is *“an interview with the purpose of obtaining descriptions of the life world of the interviewee in order to interpret the meaning of the described phenomena”* (2009, 3). The goal with these interviews is to help gain insight in the problem statement by elaborating on the observations, and thus provide information regarding why Starbucks would choose to engage in this cooperation in relation to the customers. The semi-structured interviews are structured to some extent. However, the interviews contain open questions enabling the interviewee to answer what he or she prefers. This further enables me, as the researcher, to gain a better understanding of each individual interviewee, as each experience is likely to be different from person to person. The interviews start off with a few factual questions regarding age and name of the interviewee, but after that, the interview strives for more open questions. Clarifying questions are also asked when necessary, or when elaboration is relevant. The questions take their point of departure from the observations as well as the relevant findings from the questionnaires, since these interviews are meant as an elaboration. This means that the questions asked to the interviewees may address many of the same elements as was touched upon in the questionnaire as well as the observed phenomena, but also includes questions regarding cultural aspects of the experience. This approach enables me to interpret both my own observations as well as compare these observations with the answers given by the interviewees.

There are a total of 11 interviewees including the two baristas from Starbucks. A full transcription along with a recording of all the interviews can be found in Appendix 2 (p. 107).

## Secondary Data

### Websites and Online Information

The analysis of the identities, desired images and brands of the two corporations is mainly based on the respective communication on the Starbucks and Bilka websites, since this is where much of the relevant information like basic corporate values, strategy and vision/mission is accessible. This also includes logos, as this is an important visual aspect of the respective corporations. The information accessible from the websites will be interpreted qualitatively in order to obtain an understanding regarding the different aspects within the identities of the two corporations, and to be able to gain knowledge in relation to the given problem statement.

# Delimitation

The age limit regarding the online questionnaire was set at 18, since it was evaluated that people below that age are not very likely to be in charge of their own grocery shopping, i.e. they would not be considered relevant in relation to Bilka. However, it could be argued that people under the age of 18 could still have an interest in visiting Starbucks, meaning that the set age limit perhaps should have been revised. However, the respondents are still argued to provide a representative group of consumers.

Furthermore, two of the interviews were conducted via email, since they were too busy to be able to participate on the day of the interview. This means that I, as have they, have not been able to ask any clarifying or elaborating questions. However, the answers are still considered relevant and valid, since the answers reflect that the interviewees have understood the questions correctly.

Regarding the logos, in hindsight, it would have been useful to have asked the interviewees specifically regarding their thoughts on the logos, since this could have contributed to a more multi-faceted analysis. However, the analysis provided is still argued to be valid since I, as the researcher, will function as the receiver.

The final critique point is regarding the interviews carried out. Since the goal was to conduct semi-structured interviews it was necessary to ask several follow-up questions, which itself is not considered a problem. Nevertheless, when going through the interviews it seems as if some of these follow-up questions could be regarded as somewhat leading questions, which may have influenced the interviewee and the answers given. The interviews, however, are still considered valid as long as this critique is kept in mind.

# Presentation of Starbucks

Starbucks is an American corporation originating from Seattle, where the first coffee shop opened in 1971 and the primary focus was to produce and sell high-quality coffee. The Starbucks name originates from the famous novel *Moby Dick* written by American author Herman Melville (Starbucks Company Profile pdf – starbucks.com). Since the modest beginning in Seattle, the corporation has grown considerably and now consists of almost 20.000 coffee shops in more than 60 different countries (Our Heritage - starbucks.com). Starbucks has almost 60 million visitors each week, the income exceeds 10 billion dollars a year, and is also the worlds leading retailer of specialty coffee (Schultz 2011, Introduction; starbucks.com). Starbucks has not only grown in an economical aspect, the product range has also grown significantly, and now includes more than 30 types of coffee, tea, sandwiches, smoothies, fruit and cake. Furthermore, Starbucks also sells so-called memorabilia in the shape of coffee mugs, and coffee and tea brewing equipment. However, the coffee is still the main ingredient and the basis for Starbucks’ existence, which is why it is of great importance that the quality of the coffee – all the way from the farm to the coffee bean and finally the coffee, is impeccable (Ethical Sourcing - starbucks.com). To ensure the highest quality at all times, Starbucks representatives travel the world to visit the coffee farms and pick out the best beans themselves (Ibid).

Besides from the importance regarding the quality of the coffee, CSR[[5]](#footnote-5) is also a very important aspect, and Starbucks is highly engaged regarding the local neighborhoods, recycling and responsible and ethical coffee trade. Along with social responsibility, Starbucks also prioritizes the customers’ experience, which is why both the design and the atmosphere at all the coffee shops are of great importance. All the coffee shops have different designs, however, Starbucks make sure that there are always recognizable elements, so the customers always know which corporation they are visiting. This includes the same logo, the baristas wear green aprons, and all cups, mugs and napkins are the same. Finally, the most important ingredient, besides coffee, is that the customer has an experience. Starbucks refers to this as *The Starbucks Experience*. This will be elaborated further in the analysis-section.

# Presentation of Bilka

Bilka is part of the Danish corporation Dansk Supermarked, which is the largest retailing corporation in Denmark. As mentioned previously, Bilka is a hypermarket chain, and the first Bilka opened in 1970 in Tilst outside Aarhus. Bilka now consists of 18 stores around the country (Virksomheden & Kæderne - dansksupermarked.dk). Bilka has a strong focus on having the best prices on a large variety of everyday goods as well as specialty items. The stores consist of a food section as well as a non-food section. In the food section, Bilka has its own butchers department and a bakery. This means that Bilka is able to provide all sorts of commodities under one roof (Kæderne – dansksupermarked.dk). Since Bilka stores are relatively large, they are almost always situated outside the cities, which means that they also focus on good parking conditions.

Regarding responsibility in a social context, Dansk Supermarked has 5 main focus areas: people, health, shopping, charity and environment. In Bilka this is expressed through cooperation with e.g. Folkekirkens Nødhjælp, regarding charity in Malawi, Africa. Bilka supports this project and it is also possible for the customers to actively provide support by purchasing specific items in Bilka stores where the profit goes towards charity (Om - Malawi.bilka.dk).

The following section will focus on the problem field of this thesis since it stretches over a relatively broad theoretical area. This will include a general introduction to relevant terms and concepts, including clarifications and definitions of specific concepts. This has been done in order to ensure that the reader holds the same definitions of the most relevant terms and concepts used throughout the analysis since this can be determining regarding obtaining the correct understanding of the given analysis.

# Problem field

# Corporate Identity

## Defining Corporate Identity

Over the last couple of decades the concept of corporate identity has become increasingly accepted as an important element in the corporations’ strategic management and more scholars also seem to draw their attention to corporate identity from disciplines such as “[…] *corporate communications, (Van Riel, 1995); organizational behavior (Hatch and Schultz, 1997); marketing (Baker and Balmer, 1997; Wilson 1997); brand management (Kapferer, 1992; King, 1991), image research (Barich and Kotler, 1991; Worcester, 1997); and from psychology (Bromley, 1993)”* (Balmer & Gray, 1999, p. 171). This wide variety of disciplines interested in the aspects of corporate identity shows that the concept is rather eclectic. According to several of the theorists within the field of corporate identity, providing a unified definition of the concept tends to be somewhat problematic (Van Riel & Balmer, 1997: Kiriakidou & Millward, 2000: Schultz, Hatch & Larsen, 2000: Olins, 1979). However, in order to be able to use the term in a satisfying manner throughout this thesis, the following will provide a theoretical discussion of the concept of corporate identity.

Olins takes a rather critical standpoint regarding defining the concept. He argues that the term “corporate identity” is basically too simple and not quite precise. This might be due to what Cornelissen & Harris refer to as *the corporate identity metaphor*, where figurative rather than literal language is used to describe or define the concept of corporate identity (2001, 49). However, even though Olins may have a more figurative approach to the term, he agrees that a useful definition of the concept is still relevant (1979, 209). According to Olins corporate identity is about behavior as well as appearance. He argues that if a corporation manages to possess a clear idea about itself, its priorities, how it would like to display itself, and how it would like to be perceived, the identity of the company should be quite clear (Olins 1979, 215). A corporation with a strong identity will have coherence between its products, buildings, the publicity it produces, which would require a well-defined strategy in order to carry all these factors out successfully.

*“It is about behavior and appearance symbolize the reality, reflect the reality and underline the reality all at the same time.”*

(Olins 1979, 209)

This means that in order to be real and believable, the identity of the corporation needs to be the inner core of the corporation itself. It is not possible to consciously create an identity that is real, which is why Olins has a rather strong complaint regarding the vague nature of the definition of the concept. In order to have a corporate identity, both the behavior and the appearance of the company have to be coherent and preferably based in the roots of the corporation. Olins further argues that corporate identity is more than just logo, symbols, and different colors. It is “*a permanent manifestation of the human condition”* (1979, 212). It is finding the corporate soul, the way of doing things, the goals, and a way of behaving, which both stakeholders outside and inside the corporation can relate to and understand (Ibid, 217).

According to van Riel & Balmer it is necessary to divide the concept of corporate identity into three main areas in order to fully understand the spectrum of the concept and why it is so challenging to provide a satisfying definition. The areas are:

* *The Graphic Design Paradigm*
* *The Integrated Communication Paradigm*
* *The Interdisciplinary Paradigm*

(1997, 340)

The Graphic Design Paradigm focuses on the logo and other visual aspects of the corporation. According to van Riel & Balmer this was the original focus within the field of corporate identity – perhaps due to the fact that many of the practitioners have a background in graphic design (1997, 340). One of the scholars worth mentioning in this regard is Walter Margulies, since he was one of the first scholars to introduce the focus on corporate identity. His definition of the concept is: “[…] *identity means the sum of all the ways a company chooses to identify itself to all its publics – the community, customers, employees, the press, present and potential stockholders, security analysts, and investment bankers”* (1977, 68). Compared to the definition provided by Olins (1979) this definition might seem somewhat one-sided and quite focused on the visual aspects of the corporation, where Olins clearly stated that corporate identity entails much more than logos and colors and cannot be consciously created, i.e. when Margulies states that it is how a company *chooses* to identify itself it contradicts the stance Olins takes on the matter.

Within the Integrated Communication Paradigm the main focus lies on the corporate communication, i.e. the importance of carrying out effective and coherent communication with all stakeholders. According to van Riel and Balmer this focus was created on the basis of the original focus on the visual aspects, since more scholars found this focus to be lacking quite essential aspects regarding communication (1997, 341). Thus, it could be argued to be an addition to the original definition or focus.

The Interdisciplinary Paradigm is also referred to as *marshaling the corporate identity mix* and reflects the broader definition of the concept, which is the most widespread definition today (van Riel & Balmer 1997, 341). This definition or focus includes communications, behavior as well as various visual aspects, including both internal and external audiences. However, reaching a conclusive or unified definition of the term identity has still proven to be rather challenging. Thus, a group of prominent scholars, including Balmer, Bernstein, Greyser, van Riel, and Lewis, have formed the International Corporate Identity Group (ICIG) and composed a so-called statement instead. This statement, called *the Strathclyde Statement*,goes as follows:

*“Every organization has an identity. It articulates the corporate ethos, aims and values and presents a sense of individuality that can help to differentiate the organization within its competitive environment. When well managed, corporate identity can be a powerful means of integrating the many disciplines and activities essential to an organization's success. It can also provide the visual cohesion necessary to ensure that all corporate communications are coherent with each other and result in an image consistent with the organization's defining ethos and character.*

*By effectively managing its corporate identity an organization can build understanding and commitment among its diverse stakeholders. This can be manifested in an ability to attract and retain customers and employees, achieve strategic alliances, gain the support of financial markets and generate a sense of direction and purpose. Corporate identity is a strategic issue.*

*Corporate identity differs from traditional brand marketing since it is concerned with all of an organization's stakeholders and the multi-faceted way in which an organization communicates.”*

(in van Riel & Balmer 1997, 355)

This elaborate statement could be compared to the more simple definition provided by Balmer and Gray (1999), who state that corporate identity is what makes a corporation unique and what reflects the reality of the corporation. They also mention the fact that corporate identity is related to its corporate image and reputation through the corporate communication. According to both Balmer & Gray (1999) and van Riel (in Balmer & Greyser, 2003) corporate communication creates a link between these three elements and the stakeholder. Van Riel even argues that corporate communication can be defined as *“*[…] *the orchestration of all the instruments in the field of organisation identity (communication, symbols and the behaviour of the organisation’s members)*[…]*”* and the ability to manage these aspects in a successful manner regarding outside stakeholders. Thus, it is partly through the corporate communication the various stakeholders perceive identity, image and reputation (Balmer & Gray 1999, 171). However, Balmer and Gray (Ibid) also argue that the increasing need for corporations to strategically manage their corporate identity is also influenced by some non-controllable communication. They have identified some *environmental forces,* which in varying degree have influenced the importance of corporate identity. Two of the forces are called: *Increased competition in the service sector* and *Globalisation and the establishment of free trade areas* (Balmer & Gray 1999, 174). These are considered the most relevant forces in relation to the focus of this thesis, since these might be some of the factors, which have influenced Starbucks’ and Bilka’s decision to establish a cooperation.

*Increased competition in the service sector* is focused on the fact that, as well as in other sectors, the competition within the service industries has increased significantly, which means that a focus on matters such as image and identity is becoming more important (Balmer & Gray 1999, 128). Furthermore, the issue regarding globalization is also becoming increasingly important for corporations today. According to Van Riel and Fombrun, corporations face several different challenges regarding establishing and maintaining a strong competitive position in the increasingly global markets they have to navigate (2007, 280). Moreover, having a strong image and identity can be very important when it comes to expanding internationally, which in turn also could mean having an increased competitive advantage (Balmer & Gray 1999, 129).

Olins (1979), Balmer and Gray (1999), and van Riel and Balmer (1997) have all acknowledged that there is a distinction between several definitions of corporate identity, and this distinction is also mentioned by Schultz, Hatch & Larsen (2000). They refer to two types of focus: the visual school and the strategic school. The visual focuses on elements, which are all part of graphic design, i.e. very similar to the Graphic Design Paradigm, and they mention examples such as: […] *the creation of a company name, logo, color, house style, and trademarks* […]*”*. The strategic school is more similar to the focus Olins (1979) provided, where the main issues are the core values and the essence of the corporation “[…] *which includes the vision, mission, and philosophy of the company*” (Schultz, Hatch & Larsen 2000, 13-14). The fact that they mention the vision and mission as essential parts of the corporate identity is rather useful in relation to this thesis, since one of the main objectives is to unravel and compare the corporate identities of Starbucks and Bilka, and the vision and mission are often readily available from websites and thus can be subject to an analysis later on. This definition is quite tangible unlike several of the ones provided previously, but when having a more pragmatic approach it could prove rather useful. However, compared to the other definitions provided it seems fairly limited and somewhat contradicts Olins’ (1979) statement regarding how corporate identity is not something that can be consciously constructed.

As it has become evident through out this theoretical discussion regarding the definition of the concept of corporate identity, it is not something that is easily done and different scholars have different views on the matter. However, it seems like more scholars (van Riel & Balmer 1997; Olins, 1979; Balmer & Gray 1999; Aaker 1996) tend to agree on the element that corporate identity is the core of the corporation. This means that it has to come from within the company in order to be perceived as being real. The dividing of the concept into two main focuses, i.e. the visual and the strategic, will be adopted in this thesis. The visual aspects of the corporate identity, i.e. various symbols and logos, will be addressed in a sub-section of the self-analysis. The same section will have a main focus on the strategic aspects, including elements such as vision and mission.

Based on research from several scholars it is evident that there is a link between corporate identity and corporate brand. Aaker, for instance argues that the core identity actually *“represents the central, timeless essence of the brand”* (1996, 190). Therefore, a section focusing on corporate branding theory follows this section regarding the theory behind corporate identity. However, a short overview and definition of the term ‘corporate image’ will be presented first. This concept is introduced since it is rather relevant in relation to the other presented concepts such as corporate identity and corporate branding, since image could be argued to be these concepts seen from the eyes of the customer. In turn, this will be followed by an overview of the term corporate branding and how various brands may be constructed. The section also includes a specific focus on the visual aspects of a corporate brand, as well as an introduction to the term Experience Economy.

# Corporate Image

Corporate image has been an important subject within corporate management and communication for many years. Pierre Martineau wrote about the subject back in 1958, where his definition of corporate image was rather focused on the added properties or attributes, which are not a physical part of the product or corporation. These added values are also quite important when it comes to the consumers’ decision to purchase a given product. In the beginning this added value or image was only thought as being relevant regarding a certain product. However, over time the extent of the term became more and more relevant in other regards as well. First it could be an entire range of products, then a certain store, and then finally the entire corporation. Martineau also emphasizes the relationship, or as he calls it ‘the fit’, between the self-image held by the consumer and the image of the product, store, or corporation, i.e. if the consumer does not see how the image of e.g. the corporation correlates with the image he holds regarding himself, he will not be able to relate and thus, is unlikely to support the corporation in any manner (1958, 191). Not unlike other aspects within corporate communication and management, the concept of corporate image is rather complex and diverse. However, the Business Dictionary (www.businessdictionary.com) provides a quite simple and short definition:

*“Mental picture that springs up at the mention of a firm’s name.”*

Although simple and short, this definition provides a good example on why corporate image is different from corporate identity. Corporate image is much harder to control and basically depends on the individual stakeholder’s perception of the given image. In other words, the corporate identity is how a corporation perceives itself, whereas the image is how it is perceived by others. Kotler (in Grunig, 1993) defines image as: *“the set of beliefs, ideas, and impressions that a person holds of an object.”* (p. 208). In the case of this thesis, the objects are Starbucks and Bilka and the relevant issue is how this new cooperation between the two may affect the respective images held by the consumers.

# Corporate Branding

## What is Corporate Branding

According to Olins (2008) a corporate brand is when the entire corporation is being projected via one name. Corporate brands or corporate branding can be somewhat difficult to define as it encompasses various terms, such as: ‘identity’, ‘image’, ‘reputation’ and ‘positioning’ (Ibid) and is therefore often used in a variety of connections. When looking at the literature regarding the subject, it becomes evident that the two terms ‘corporate identity’ and corporate brand can be difficult to define separately. However, ‘brand’ is often considered a broader term which includes the corporation as well as the products and services of the given corporation (Ibid). That the corporate brand can be perceived as an umbrella-term is made more visual by the ‘brand triangle’, which will be introduced in the following.

IDENTITY

BRAND

IMAGE POSITIONING

The brand consists of several different aspects and the ones used in the brand triangle are: identity, image and positioning. The definition of identity was thoroughly discussed in the previously presented section regarding the matter. Thus, the identity in the brand triangle consists of who the corporation believes it is, i.e. the core of the corporation including aspects such as vision, mission, logo and other visual artifacts. The image is in this regard defined as how the corporation is being viewed by both itself, and also by consumers and other parties outside of the corporation. The final aspect, positioning, concerns how the corporation differs from others, including what makes its products better and perhaps also a consideration regarding competitors (Slides, 2011, Identity and Image, Session 1). The brand triangle helps to clarify how a brand consists of more than just one thing, and might explain why some of the terms can seem quite entangled in much of the literature.

In Christensen & Morsing (2008), the Vice President of Corporate Communications in Danfoss describes corporate branding as a process where mutual relations between the corporation and internal and external stakeholders are created, developed and maintained. When talking about branding, it is often considered as the branding of certain products and not necessarily the branding of the entire corporation. In this connection it is worth mentioning that the internal stakeholders are included in this previous description of corporate branding, as this is one of the main differences between product branding and corporate branding. Product branding is mainly concerned with affecting external audiences, whereas the internal audience is equally important when it comes to corporate branding, since corporate branding also concerns the identity of the employees (Christensen & Morsing 2008, 54). The employees have to identify with the corporation in order for it to have a successful corporate brand (Ibid, 55).

As previously mentioned, corporate branding is closely connected to other aspects of a corporation, such as identity. Olins (2008) describes the connection between identity and corporate branding as identity being an idea, and corporate branding the tool that makes it possible to deliver the idea to others, i.e. a multi-faceted communication apparatus constructed in order to be able to share ones identity. Because the competition on the market is changing, and the consumer often no longer makes decisions based solely on price and quality, one of the most important aspects of branding today is to add value to a product or a corporation (Christensen & Morsing 2008, 49). This means that a corporation can use corporate branding to differentiate itself from competitors and obtain a strong market position. When a corporation wishes to brand itself as one unity it is necessary to pay more attention towards the joint image of the corporation, i.e. it is important to remember that corporate branding is concerned with the consumers, but to a great extent also the employees (Christensen & Morsing 2008, 54). The concepts of identity, image and corporate branding have now been explained, though it has proven to be a challenging task as the specific terms have turned out to be rather intertwined and interconnected.

The reasons why a corporation seeks to obtain a strong corporate brand may be many. According to Balmer (2001), studies have shown that it can improve the public profile, increase the consumer attractiveness, and also increase employee motivation, among other things. Thus, by maintaining or creating a strong corporate brand it is possible for corporations to differentiate themselves compared to their competitors.

## Brand Construction

Various corporate brands can be constructed in different ways. Olins (2008) describes three possibilities:

1. ‘Monolithic’ where one name and one visual idea are used. Examples of this could be LEGO or Nike, which both use one name and one logo for all their products. It could be argued that this is the type of brand architecture used by Starbucks, as it consists of one name and visual idea.
2. ‘Endorsed’ is when one corporation owns several brands, which each have their own name and identity, but is otherwise perceived as one unity. Examples of corporations using an endorsed branding structure could be Nestlé KitKat, Sony Playstation or See by Chloé.
3. ‘Branded’ is the final type of brand architecture. This is where each department or brand is being projected separately and is being perceived independently (Olins, 2008, p. 196). A corporation like this could be argued to be Unilever, which owns several different brands like Dove, Axe and Sunsilk. These brands have their own identity and logo, and Unilever has brands in various areas such as food and personal hygiene. Bilka could be argued to be positioned under this type of brand architecture, since it is part of Dansk Supermarked, which also owns Netto, Salling and føtex. However, Bilka is still considered an independent brand, with its own name and logo.

If a corporation uses the monolithic brand structure, the corporation functions as the brand and it is therefore also referred to as the ‘corporate brand model’ (Ibid, 46). Olins further argues that this type of brand architecture is becoming increasingly popular due to the fact that corporate behavior is becoming more important and visible (Ibid). There is some valuable strength connected with having a monolithic or corporate brand. Olins (2008) mentions some of them to be that corporations of this type tend to have high visibility and also often a clear position on the market. Furthermore, because the corporation and the brand are being projected as one, it could be argued that it makes the overall image of the corporation seem more coherent than e.g. corporations using the branded or endorsed brand architecture. Precisely ‘coherence’, ‘clarity’ and ‘convergence’ are very important factors as well when talking about corporate brands.

*“The brand should feel the same no matter where you touch it or come into contact with it”[[6]](#footnote-6)*

(Olins 2003, 206).

All corporations are a brand whether it is intentional or not, but if one wants a successful corporate brand it is crucial that there is no disorder in the above-mentioned points. This means that the corporate brand being projected should be coherent, no matter if the stakeholders are internal or external, in order for it to be seen as one entity (Olins 2008). Thus, it is a necessity to be very thorough when creating or maintaining a brand to make sure that it is strong and credible.

## The Visual Brand

As mentioned previously in the section regarding corporate identity, some scholars divide the focus into the strategic and the visual school, and to be able to provide an analysis of the visual elements within the corporate identities of Starbucks and Bilka, the following section will focus on useful theories regarding the analysis of various elements.

As mentioned, coherence and clarity are important factors regarding branding and identity, and one of the ways of creating this could be to construct a logo or a symbol to reflect the corporate identity and thus the corporate brand. By using a recognizable design, the corporation can add value and soul to a product or the corporation itself (Christensen & Morsing 2008, 50). It also enables the stakeholders to identify the brand, no matter where they get into contact with it. According to Olins (2008), symbols act like ‘visual triggers’ and they are much more effective than words when attempting to create ideas in the mind of the receiver.

**“***The logo encapsulates the brand”*

(Olins 2008, 30).

The logo is also closely connected to the identity of the corporation, as it is very important that it reflects the core idea of the corporation, which has previously been stated as being one of the definitions of corporate identity. Olins (2008) also mentions other visual elements that are important to the corporate brand, e.g. typefaces and colors. According to Christensen & Morsing (2008), the focus of corporate branding is often very much on logos and symbols. However, just as it was argued regarding corporate identity, Balmer (2001) argues that the visual elements of the corporate brand are not to be perceived as the substance, but rather a means of attracting consumers.

As mentioned in the Introduction of this thesis, the aspect of Experience Economy is becoming more prevalent in various types of corporations and could be considered a tool that can be used in order to further strengthen ones brand. Hence, the connection between branding and the Experience Economy will be elaborated in the following. This will include a general description of the term Experience Economy.

## The Experience Economy and why it is relevant

According to Pine & Gilmore the experience economy manifests itself when a corporation consciously uses services as the scene and the products as props in order to engage various individuals (2009, 29). In the rather extensive work published in 2013 by Jon Sundbo and Flemming Jørgensen, this definition is provided:

*“Formal economic activities that have the aim to deliver elements that can provoke experiences in people who pay directly or indirectly for them”*

(2013, 5)

This definition shows how the term Experience Economy can be argued to be a rather broad concept. The focus on the use of Experience Economy in relation to this thesis is closely connected to the terms or concepts of corporate branding, image and identity. Thus, the aim of this section is to clarify the various connections between these elements and the concept of Experience Economy.

In general it could be argued, as it was evident in the section regarding corporate branding, that both corporate branding and the Experience Economy is concerned with adding value to a given corporation. Thus, the use of experiences could help a corporation differentiate itself and to project a strong corporate brand.

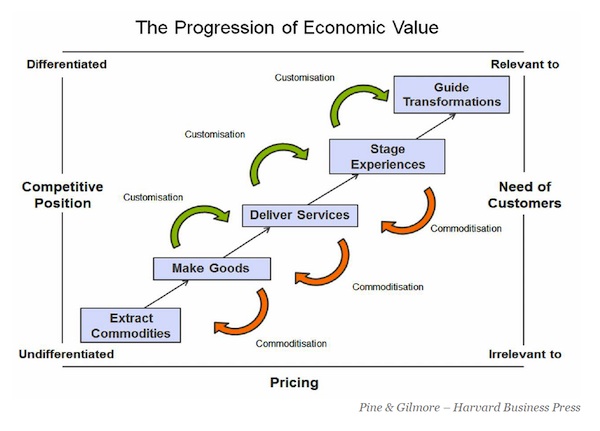


Table 2

As it is made evident from this table, the ability to incorporate experiences into a product or a corporation may give the corporation a competitive advantage regarding both positioning and meeting the needs of the consumers. When a corporation seeks to brand itself it aims to project certain feelings and attributes to the stakeholders, which to some extent also is the aim regarding the Experience Economy. It is about creating a so-called ‘customer unique value’. It could be argued that this is precisely what Starbucks have successfully managed to do. Firstly, the products they offer are *specific*, i.e. the product is produced at a certain time for a certain customer. Secondly, it is *particular*, which means that the product is specifically designed to meet the needs of each customer. Finally, it is *singular*, meaning that it has only one purpose, and this purpose is to satisfy the customer – no more, no less (Pine & Gilmore 2009, 100). Furthermore, when a corporation wishes to make use of the Experience Economy, the important thing is to look at what Pine & Gilmore (2011) refer to as ‘*the thing ing’*. By this they mean that the corporation should focus on the *ing*, that is being most neglected (Pine & Gilmore 2011, 30). An example could for instance be relax*ing*. Furthermore, they mention the *shopping experience* as one of the pitfalls, since this *experience* often lacks a theme or something else to tie the otherwise separated presentations of various products together. Therefore it fails to become an experience to the consumer (Pine & Gilmore 2011, 69).

Furthermore, the relationship between experiences and culture is also relevant. Pine & Gilmore mention that:

*“Cultural considerations and national and local sensitivities, as well as the prior life experiences of guests, all impact how people perceive experiences”*

(2011, xxi)

Consequently, Starbucks and Bilka should remember to take this into consideration as well.

Corporate Identity, Corporate Image and Corporate Brand have now been introduced. Another important concept throughout the thesis is the concept of culture. This is relevant in many regards, as the two corporations originate from two different national cultures as well as consisting of different corporate cultures. Finally, culture is also relevant in regards to the customers at both Bilka and Starbucks, since cultural behavior is very relevant in relation to the customers’ preferences and habits, which in turn can affect how this cooperation will be received.

# Culture

## Cultural Understanding: Functionalists and Interpretivists

When working with or attempting to understand foreign cultures it is of great importance how one chooses to approach new and perhaps, at least if compared to ones own culture, somewhat different cultures. There are many ways of doing so and the following will seek to explain the two main paradigms regarding perceiving and analyzing culture. In general there are two overall ways of doing so: the functionalist approach or the interpretive approach (Askehave & Norlyk 2006, 8). The functionalist approach is pragmatic in nature and often provides practical tools for understanding and carrying out intercultural communication. Thus, functionalist theory has managed to establish a sort of framework from which others can learn what to expect regarding given cultures in different aspects. According to Minkov this can also be referred to as ‘Subjective Culture: Mental Software’ (2013, 13). The ‘software of the mind’ metaphor was introduced by Hofstede (1999). Furthermore, Hofstede has, based on vast amounts of empirical data gathered from employees at IBM from 1968-1973, created four cultural dimensions, which can be used in order to analyze and understand different cultures. As it is typical regarding functionalist theory, Hofstede also seeks *“to map dominant behavioral trends and cultural characteristics of different national cultures*” (Askehave & Norlyk 2006, 10). The issue, however, concerning the functionalist approach is that it has a tendency to consider specific national cultures or national identities as having certain shared values and shared ways of doing things, which makes them different from other national cultures. Nevertheless, this is not necessarily the case since specific differences or similarities are not solely based on which country you come from (Ibid, 15). Ethnocentrism is another important aspect relevant mentioning regarding the criticism of the functionalist approach. The word is formed by the ancient Greek word *ethnos*, which means people or nation, and the Latin word *centrum*, meaning center. The term is defined as judging or evaluating foreign values and customs compared to ones own culture, i.e. one places oneself and ones culture and beliefs in the center and judge others compared to how alike their culture and beliefs are (Eriksen & Sørheim 2001, 52; Hofstede 1999, 276). Thus, critics of the functionalist approach argue that the functionalist theory suggests a limited and therefore ethnocentric understanding of the term culture (Askehave & Norlyk 2006, 16).

The interpretive approach considers culture as something people produce and use in order to make sense of the world surrounding them (Askehave & Norlyk 2006, 17). This approach could also be referred to as considering culture as a set of meanings (Minkov 2013, 14). One of the most significant scholars within the interpretive approach is Clifford Geertz. He defines culture as ‘webs of significance’, i.e. that culture is what helps us learn and manage the meaningful, what makes sense to others and oneself in a specific context. Thus, according to the interpretive approach, culture is concerned with interpreting various events and situations in a meaningful manner (Ibid). Whereas the functionalist approach tend to focus greatly on the national differences, the interpretive approach acknowledges the fact that culture is not only about nationality – it is also about the social contexts, the individual, as well as his or her experiences and interests (Ibid, 19). Furthermore, within the interpretive approach, this set of meanings, which is considered culture, is believed to be passed on from one generation to another. The definition of culture provided by Gullestrup reflects this focus rather well:

*“Culture is a world conception and the values, moral norms and actual behavior – as well as material and immaterial results thereof – which people take over from a past generation, which they – possibly in a modified form – seek to pass on to the next generation; and which in various ways make them different from people belonging to other cultures”*

(2006, 23)

His definition could be argued to stem from an interpretive approach since he takes into consideration the fact that culture often tends to refer to something we inherit from the generations before us. Furthermore, he does not believe that culture can be regarded as being static as he clearly states that the form of the various cultures may very well change over time. Exactly this point is why several scholars have some critique-points regarding the use of Hofstede (Baca et al. 1999, 15). His research was carried out more than 40 years ago, but argue that the findings are still useful, i.e. his approach to culture is very static and not dynamic. However, it could be argued that if one remembers to not regard his findings as an absolute truth, and have a critical approach, his findings could still provide some overall information regarding specific national cultures and their traits, since a more dynamic and interpretive approach may not be able to provide a specific theory regarding culture.

One of the main critique points regarding the interpretive approach is the lack of specific usefulness, i.e. if all cultural meetings are unique how can this approach be used in a pragmatic sense when encountering intercultural challenges (Askehave & Norlyk 2006, 17). In the same way as ethnocentrism was relevant mentioning in relation to the functionalist approach, so is relativism worth mentioning in connection to the interpretive approach. Cultural relativism is characterized by viewing cultures as being relative and to accept that it is only possible to understand a culture for what it is and not how or what it is compared to ones own culture (Ibid; Eriksen & Sørheim, 2001, 53). According to Hofstede, the study of cultural differences presupposes that one approaches the subject from a cultural relativistic point of view, which is somewhat contradictory since he is considered to belong to the functionalist approach, and thus would arguably tend to have a more ethnocentric approach. Claude Levi-Strauss, French anthropologist, ethnologist and philosopher, defines cultural relativism as follows:

*“Cultural relativism confines itself to stating that a culture possesses no absolute criteria authorizing it to apply this distinction to the products of another culture. On the other hand, each culture can and should do that with respect to itself, for its members are both observers and participants”*

(Levi-Strauss & Eribon 1991, 165)

This means that from a pure cultural relativistic point of view all types of actions are regarded as equally correct as long as it can be argued to be part of a culture where these specific actions would make sense (Eriksen & Sørheim, 2001, 53). Askehave & Norlyk state that: *“If several interpretations are possible and equally valid, however, we find ourselves in a ‘relativist’ position of being unable to choose, unable to decide in any rigorous, academic way what the better interpretation is”* (2006, 27). Thus, it can be argued that taking an interpretive approach to culture may prove, just as the case was for the functionalist approach, to be somewhat challenging or at least limiting.

However, the interpretive approach will be applied regarding the observations carried out at Bilka and Starbucks Vejle as well as the qualitative interviews conducted in relation to the observations, as the main objective is to carry out specific interpretations of the behavior and remarks made by the interviewees. According to Geertz (1973), all we can do is exactly this; observe, describe, and interpret. Since this cultural analysis is concerned with the cultural patterns or norms associated with the specific shopping situations at Starbucks and Bilka rather than any specific national culture as such, the interpretive approach is considered appropriate to apply.

The following will present the different theoretical tools applied in order to carry out a fulfilling analysis.

# Theory

## Strategic Brand Analysis

David Aaker is an American organizational theorist, who has developed the theoretical framework for the comparative analysis of the two corporations, Starbucks and Bilka. This framework is called *The* *Strategic Brand Analysis* (Aaker 1996) and will be presented in this section.

**Overview**

|  |  |  |
| --- | --- | --- |
| **Customer Analysis** | **Competitor Analysis** | **Self-Analysis** |
| Trends  Motivation  Unmet needs | Brand image and identity  Strengths and weaknesses | Brand image  Organization values  Brand heritage |

*Customer Analysis*:

This analysis includes trends and various relevant dynamics on the market, which can provide a good indication regarding specific strategic choices on behalf of the corporations. It also includes *customer motivation*, which relates to the functional, emotional, and self-expressive benefits that may act as motivation in order for the customers to buy a specific brand. According to Aaker another important aspect is whether the corporation should choose to focus on the benefits of the products, e.g. quality or other attributes related to the specific product, or rather focus on the experience provided to the customer, e.g. efficiency and helpfulness. The goal is for the corporation to be able to turn this specific focus into a unique advantage giving them a competitive edge compared to other entrants on the market (2012, Identity Implementation).

Unmet needs are another important aspect of the customer analysis since being able to identity possible unmet needs among the customers can represent major advantages to corporations that may be interested in entering a new market (Ibid). To be able to identify these unmet needs it is necessary to take your point of departure from the customers’ point of view since they are the ones dictating what they believe might be absent. In relation to the customer analyses, owner of pej gruppen[[7]](#footnote-7) and lifestyle researcher Louise Byg Kongsholm, has provided some relevant definitions regarding consumption patterns as well as time periods. According to Kongsholm, we are currently experiencing a time period, which she refers to as *Substantialism* (2007, 64). This time period started around 2008, and is defined by a great focus on quality, substance and meaningful contents. Different subjects such as ethics, responsibility and presentation have grown increasingly important. This means that the consumer is willing to pay more for high-quality and organic products (Kongsholm 2007, 65). This will all be elaborated further in the analysis-section.

*Competitor Analysis:*

This relates to the various competitors the corporation may experience on the market. This includes the brand image and position, both of the given corporations, but also of the most relevant competitors (Aaker 1996, 193). According to Aaker, customers are the best source regarding information on the current image of the competitors, which can either be accessed via quantitative surveys or qualitative interviews (2012, Identity Implementation –Competitor Brand Image/Position). Hence, the data collected in relation to this thesis could be argued to form a relevant basis regarding information on the most relevant competitors to Starbucks and Bilka on the Danish market. However, Aaker also argues that specific corporate communication provided by the competitor may also be relevant to apply (Ibid). Conclusively, this section will focus on the strengths and weaknesses, as well as the image held by customers, of the most significant competitors to Starbucks and Bilka.

*Self-Analysis:*

The third and final aspect of the strategic brand analysis is referred to as the self-analysis. This focuses on the corporation as such, which includes the heritage of the brands, the images as well as important strengths and weaknesses (Aaker 1996, 196-197). Thus, the self-analysis will include aspects such as vision and mission, and is closely related to the corporate identity, image, culture and brand. Aaker argues that if a brand is to be sustainable and believable, the corporate identity has to be underlined by its organizational strengths. In order to establish whether or not this is the case, an identification of existing strengths and weaknesses is necessary.

As mentioned, the self-analysis will also include some aspects related to what Aaker refers to as *brand heritage*. Brand heritage is basically concerned with how the brand originated, including: who were the founders, how did it originate and how does this influence the brand today? (Aaker 2012, Identity Implementation – Brand Heritage). This sort of analysis can provide some valuable insights regarding the corporate identity, or at least what the corporate identity should include. Often corporations will experience having success when staying true to the brand heritage and incorporating this into the current brand (Ibid).

Specific tools stemming from semiotics will in some areas function as a supplement to this theoretical framework. This has been chosen since semiotics allows me, as the researcher, to provide a more in-depth analysis regarding more visually oriented aspects, as well as the relevant cultural aspects. A presentation of semiotics and its uses will therefore be presented in the following.

## Semiotics

Semiotics is the study of meaning-making and includes various aspects such as signs and communication. According to philosopher and scientist Charles Sanders Peirce (1994), a sign can be referred to as an ‘icon’, ‘index’ or a ‘symbol’. What characterizes an icon is that it looks like the object it represents; i.e. any type of picture and depiction. An index is a sign that indicates the presence of an object, e.g. footprints in the sand indicating that a person has walked in the sand. A symbol is a sign that refers to the object it denotes – this could be through an association.

The sign consists of three elements:

*“A sign, or representamen, is something which stands to somebody for something in some respect or capacity. It addresses somebody, that is, creates in the mind of that person an equivalent sign, or perhaps a more developed sign. That sign which it creates I call the interpretant of the first sign. The sign stands for something, its object”*

(Peirce 1955, 99).

‘Representamen’ is the first of the three elements and can be defined as the sign’s physical or sensuous form (Gustafsson in Durst-Andersen 2004, 57). The second element is the ‘object’, which determines whether a sign is a sign, i.e. that a sign always represents something that is its object. A sign or representamen requires that the receiver holds knowledge about the object to be able to understand it; otherwise it will not be a sign to the receiver. The third element, the ‘interpretant’, is the sign that is being created in the consciousness of the receiver and could therefore be argued to be individual. An example on how these three elements work in practice could be illustrated by using a concrete example, e.g. a traffic sign.

This traffic sign consists of a representamen, which is a red triangle with a man holding a shovel. The object, however, would in this case be that there is roadwork ahead, which is knowledge I hold since I have a drivers license and regularly drive a car. To a receiver who does not hold this knowledge, the object of the sign could be a man digging a hole indicating that a cemetery was nearby for instance. This also indicates how culture may have an influence on how we perceive the object of specific signs, which will be elaborated further in the following.

Representamen

‘Profile’

Interpretant Object

‘Image’ ‘Culture’

## (Illustration adapted by author)

According to Christensen & Morsing (2008), the identity of a corporation can be divided into three sections as well: ‘image’, ‘profile’ and ‘culture’. The image lies within the interpretant, as this is where the receiver interprets the sign or symbol like the corporation is interpreted. Representamen entails the profile, as this is the total of signs created by the corporation. The profile consists of both advertisements, logos and design, which are all somewhat formal. However, it also consists of more incontrollable aspects, such as rumors or even scandals (Christensen & Morsing 2008, 69). The final aspect, culture, is argued to lie within the object, because it is an expression of the essence of the corporation and is also something that is taken for granted by the image and the profile when referring to the corporation. Compared to the original explanation of the semiotic triangle, it could be argued that this could mean that some knowledge about the culture of the corporation is necessary in order for the receiver to understand both the profile and the image. Finally, it may also mean that it would be preferable for the corporation to have coherence between the profile and culture in order for it to appear coherent to the receiver.

The French semiotician Roland Barthes argues that signs have double meanings in the shape of ‘denotation’ and ‘connotation’. Denotation can be explained as the basic meaning of the sign and would be the explanation to be found in an Encyclopedia. Connotation is the meaning the individual receiver attaches to the sign and is often implicit (1964, 44). It can be argued that the denotation lies within the object while the connotation lies within the interpretant, as both the denotation and the object are the actual descriptions of the sign, whereas the connotation and the interpretant leaves more room for the receiver to interpret and add personal feelings towards the sign. Semiotics is very relevant regarding the analysis of the visual aspects of the corporations, e.g. the logos. Furthermore, semiotics can be regarded as a theoretical tool for analyzing culture and social phenomena (Gustaffson in Durst-Andersen 2004, 71). When using semiotics as an analytical tool, it requires that given phenomena is viewed as signs or text – not necessarily a verbal text, however. With the point of departure within semiotics, one will be able to study a phenomenon as relations between signs and the users of signs. In turn, this allows the researcher to view a given phenomenon as a text and in turn analyze on the internal establishment of signs and sign relations, as well as viewing the audience’s relations towards the given phenomenon as communication, i.e. the exchanging of signs (Ibid, 71). In regards to this thesis, this approach to pragmatic semiotics will be relevant regarding the analysis and interpretation of the behavior and attitudes of the customers at Starbucks and Bilka. This will be regarded as a social phenomenon, and thus be analyzed via semiotics.

All the relevant concepts and theories have now been presented, and the following part of the thesis will focus on the comparative analysis of the two corporations, Starbucks and Bilka. The analysis will commence with the customer analysis regarding Starbucks, followed by the customer analysis of Bilka. The entire brand analysis of the two corporations will be presented in a similar manner in order to create an overview as well as a basis for comparison. The various components of the analysis will include relevant findings and information from all the data collections, i.e. the questionnaires, observations, interviews as well as secondary data from the respective websites along with other relevant information found online. Conclusively, the analysis will provide an overview of the various reasons as to why Starbucks may have chosen to engage in this cooperation with Bilka.

# Analysis

## Starbucks’ Customer Analysis

In general, the coffee culture in Denmark could be regarded as an advantage for Starbucks. An average of 76% of Danish women and 86% of Danish men drink coffee. The 45-64 year old are the ones who drink the most coffee, whereas the 25-44 year old drink the least (Kaffe, Sundhed og Sygdom 2012 – vidensraad.dk). In comparison, numbers from the NCA[[8]](#footnote-8) state that approximately 83% of all American adults drink coffee, and 65% of the coffee being consumed is during the morning hours (Coffee grinds fuel for the nation – usatoday.com; coffee drinking statistics - statisticbrain.com). According to Americans Samantha Albert and Corey Kingston, who have studied Scandinavian coffee culture, the differences between American and Danish coffee culture are primarily how we prefer to have our coffee, i.e. do we sit down and enjoy it while socializing, or do we grab it to go (Amerikanere: Dansk kaffepause er fascinerende – politiken.dk). A survey carried out by Rasmussen Reports in 2008 among 1,000 Americans showed that 2/3 of the consumers at Starbucks would have their coffee to go, and only 20% would stay and socialize while having their coffee, which is also a fact that Starbucks themselves state (Starbucks coffee is too expensive, new survey says - startribune.com; Starbucks Global Responsibility Report 2013, 16 – starbucks.com). Having the coffee to-go could also be argued to be a growing trend in Denmark (Starbucks Erklærer Dansk Kaffekrig – business.dk). Nonetheless, this was not the tendency regarding the Danish customers during the observations carried out. Firstly, as it is evident from the interviews conducted, all of the interviewees were with someone while drinking their coffee, which would indicate that they prefer to drink coffee and socialize at the same time. This is exactly what the previously mentioned two American women find fascinating – the Danish ‘kaffepause’[[9]](#footnote-9). As mentioned, they have studied the Scandinavian coffee culture, and state that you rarely see Danish people sitting alone drinking their coffee, whereas this is not at all uncommon in the United States (Amerikanere: Dansk kaffepause er fascinerende - politiken.dk). During the observations at Starbucks in Bilka Vejle, not a single person sitting alone was observed. However, a remark on the atmosphere regarding the specific Starbucks situated at Bilka Vejle by one of the interviewees is rather relevant.

- IP: Altså jeg synes jo ikke at stedet her er sådan … det er jo ikke sådan et hvor du sætter dig ind og sådan hygger dig på samme måde som nede i byen på Baresso eller sådan … det er lidt en anden stemning der er dernede. Her det er måske lidt mere sådan … tit og ofte tager jeg også en kop kaffe og tager den med.[[10]](#footnote-10) (App. 2, IP, Interview 2)

Her specific argument regarding why this Starbucks is not as cozy as e.g. the local Baresso[[11]](#footnote-11), is based on how this specific Starbucks is situated outside of the city. According to her, it would have been perceived as more of a regular coffee house if it had been situated in the city. Thus, the placement does not mean that she does not make use of it, rather than changes how she would use it, i.e. she has a coffee to go instead of sitting down in the café. This could indicate that the placement of Starbucks outside of the cities would be something that could affect the Danish customers at Bilka to adopt a more American attitude towards drinking coffee and might choose to have it to go more often. Several of the interviewees had their coffee served in to go cups, but only two of them actually had their beverages to go. It is relevant to state that they were actually in a hurry, which is also why the interviews were conducted by email, however, some other relevant information is that one of these interviewees were the youngest interviewee as well as the fact that these two interviewees were the only ones who stated that the reason they were there was primarily to visit Starbucks, and not Bilka (App. 2, Interviews 6 + 7). When asked whether it has any influence on her choice that Starbucks is American, the response from the youngest interviewee was:

- Jeg er ikke en af de store USA-tilbedere, men jeg ved, at mange på min alder er fascinerede af landet og dets kultur, og i deres tilfælde vil jeg da tro, at det har betydning. Derudover tror jeg, at det er takket været USA, at mærket er blevet så kendt.[[12]](#footnote-12) (App. 2, Interview 7)

According to the interviewee, the fact that Starbucks is American does not have a direct influence on why she has chosen to visit it, however, she argues that it might very well have an influence on others her age. This is also something that is mentioned in Interview 1, where they state that it does not have any influence on their choice, but that it is likely that it would have regarding the younger generations (App. 2, Interview 1). This will elaborated in the discussion on cultural aspects (p. 91).

Furthermore, one of the other interviewees from Interview 1 stated something relevant in relation to the aspects of culture. The question was regarding the cooperation between Starbucks and Bilka, and their view on this. One of the responses was:

IP1: … Det er ikke umiddelbart en del af dansk kultur … Rigtig kaffebar, vel … Altså (…) vores kultur er anderledes end den er der hvor de [eds. Starbucks] normalt er … USA og.[[13]](#footnote-13) (App. 2, Interview 1)

The conversation continues regarding how she believes that the Danish people would rather stay at home and invite people over for coffee rather than go out to a café to meet. In relation to this statement, it is relevant to refer to some of the findings from the questionnaire. According to the respondents from the questionnaire, the majority, 35.57%, go to a café or have coffee or a related item to go once every two weeks. Just under a fourth, 24.83%, answered that this is something they do 1-3 times per week, whereas only 4.03% replied that they go to a café or have coffee to go every day or almost every day (App. 1, Q. 3). Furthermore, question 19 in the survey, regarding the respondents’ preferences when it came to where to have their coffee, ‘At home’ was not an option. However, the respondents could choose ‘Andet’[[14]](#footnote-14) and write if they had any other preferences than the ones on the questionnaire, which 30% of the respondents did. However, only person out of the 30% stated that he/she preferred to drink their coffee at home.

**How often do you go to a café? (Or have coffee or related items to go)**

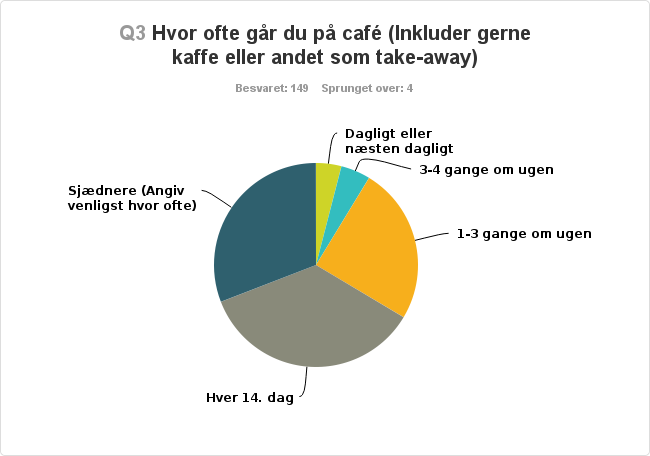


Figure 3

The majority, 67.11%, of the respondents is between 18-29 years of age, which would place many of them in the group of Danes who drink the least coffee. Only 5.92% of the respondents are between 40-59, who would be argued to be the group that drinks the most coffee (App. 1, Q. 1). However, it does not seem like they are the ones who go out to drink coffee the most. It ranges between every two months to every two weeks. Only one has replied that he/she goes to a café 3-4 times a week, however, this respondent had not heard about Starbucks and was therefore disqualified from the survey. The observations at Starbucks, however, indicated that most of the customers were 30+ years of age (App. 3). Thus, 6 of the interviewees were between the ages of 40-52, which would place them in the group of most coffee-drinking Danes, whereas 3 were between the ages of 18-36. All of the interviewees were familiar with Starbucks and only one (App. 2, IP1 from Interview 1) had not visited Starbucks previously. The replies from the questionnaires also indicate that the Danish customers are familiar with Starbucks, at least the name, since 96.03% stated that they have heard about Starbucks Coffee Company (Starbucks). Furthermore, 86.30% replied that they have visited a Starbucks, either in Denmark or abroad (App. 1, Q. 4 + 5). However, when asked about how often they have visited Starbucks on average during the last year, 88.14% state that they have done this less often than once a month (App. 1, Q. 6). This could be due to a number of factors, e.g. that Starbucks is not that well-represented on the Danish market yet, however, it could also indicate that Starbucks must have some strong competition on the market, which will be elaborated further in the section: *Competitor Analysis* *for Starbucks* (p. 65).

**Have you heard about Starbucks? Have you ever visited a Starbucks?**

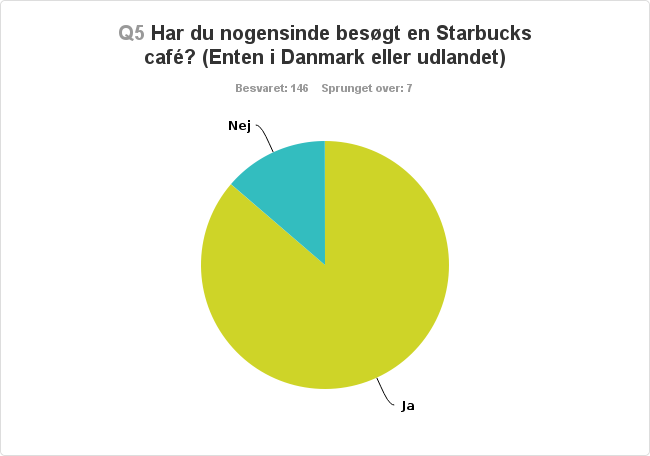
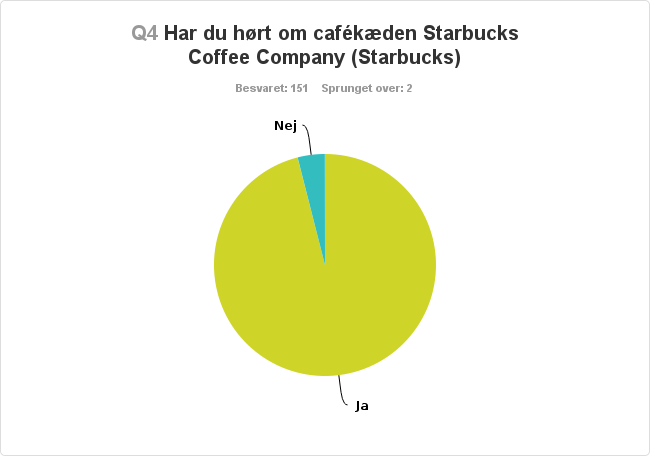


Figure 4 Figure 5

As mentioned previously, it could be argued that we, regarding consumption, are currently positioned in a time period referred to as Substantialism, where the focus tends to be on quality, ethics and responsibility. According to results from the questionnaire, ‘quality’ is one of the words the respondents primarily associate with Starbucks. 53.38% of the respondents chose ‘quality’, meaning that ‘quality’ is only beat by the word ‘international’, which 62.41% of the respondents chose (App. 1, Q. 11).

**Which of the following words do you associate with Starbucks? (Please select one or more)**

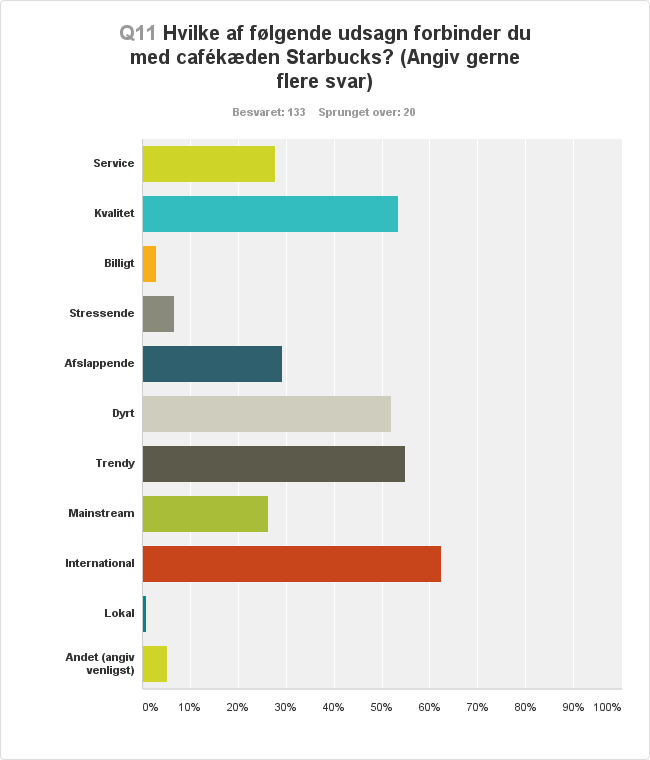


Figure 6

´Quality’ is also a word many of the interviewees mention when asked why they would choose Starbucks (App. 2). A couple of examples could be Interview 2, where the interviewee (IP) is a 40 year old female who, when asked whether the fact that Starbucks is American has any influence on her choice, stated:

- IP: Det er igen kvalitet, og så sådan smagsoplevelsen, så nej, det tænker jeg ikke på at … hvor det kommer fra.[[15]](#footnote-15) (App. 2, Interview 2)

One of the interviewees (IP2) from Interview 3 agrees regarding the question of quality and her response regarding her general image of Starbucks is as follows:

- IP2: Ja (…) altså, kvalitet. Det er jo det brand det er.[[16]](#footnote-16) (App. 2, Interview 3)

These responses along with the replies from the questionnaires quite clearly indicate that quality is one of the main reasons as to why the consumer would choose Starbucks. Nevertheless, more than half of the respondents, 51.88%, from the questionnaire also chose ‘Dyrt’[[17]](#footnote-17) as one of the words they associate with Starbucks. This is further elaborated on by one of the interviewees (App. 2, IP2 from Interview 4) when asked about what they would associate Starbucks with the answer was:

- IP2: Alt for dyrt.[[18]](#footnote-18)

Nevertheless, the interviewee had visited Starbucks on the day of the interview as well as previously, indicating that he was still willing to pay the given price to visit Starbucks. Why this might be will be further elaborated in the following section on *Unmet Needs* and more thoroughly examined in the section on Starbucks’ *Self-Analysis* (p. 67) where the various motivations as to why customers would choose Starbucks also will be addressed.

#### Unmet Needs

With this somewhat new cooperation between Starbucks and Bilka, one of the reasons may be to attend to some of the needs of the consumers, which are not currently being met.

**Would you be interested in using Starbucks Cafes situated in or around Bilka?**

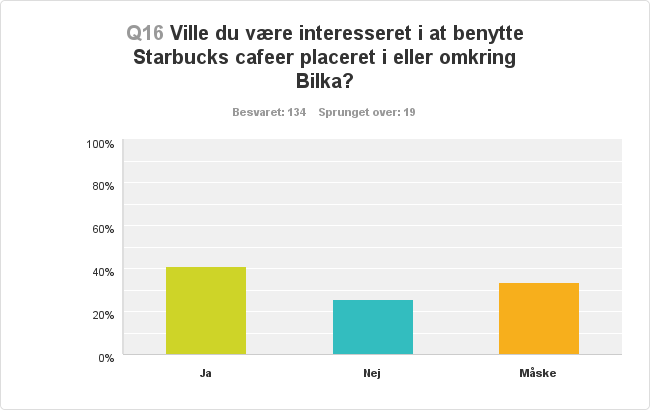


Figure 7

This question really divides the respondents. However, the majority, 41.03%, replied that they would use these cafes, 33.58% stated ‘Maybe’ and 25.37% said that they would not be interested in using these cafes (App. 1, Q. 16). This might indicate that the consumers would regard the presence of a Starbucks in near proximity to Bilka would attend to some unmet needs. However, one of the interviewees from Starbucks made a relevant comment regarding this unmet need (App. 2, IP1 from Interview 4).

- IP1: Altså, jeg ved ikke om de prøver at skabe et behov man ikke har. I dag … altså som udgangspunkt har vi jo ikke et behov for at gå og drikke kaffe når vi handler ind.[[19]](#footnote-19)

To some extent this statement could be argued to indicate that this respondent would not have an interest in using Starbucks cafes situated in or around Bilka. However, the reality is that she already had, since she at the time of this statement was drinking a Starbucks coffee from a to go cup. Thus, the cooperation between Starbucks and Bilka may not necessarily cover a decidedly unmet need, however, they may manage to create a new need related to the shopping culture and Danish consumers. Yet, most of the respondents have still not visited a Starbucks situated in or around Bilka.

**Have you visited a Starbucks in or around Bilka?**

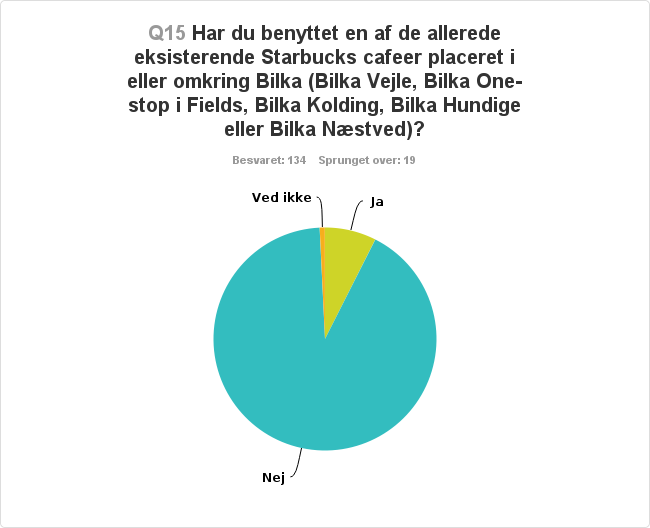


Figure 8

91.79% out of the respondents state that they have not, and only 7.46% replied that they have visited one of the 5 Starbucks situated in or around a Bilka hypermarket (App. 1, Q. 15). The reasons for this could be many, for instance that the respondents do not live in close proximity to one a Bilka where there is a Starbucks. Another reason might be that only 3.25% of the respondents prefer to do their grocery shopping at Bilka (App. 1, Q. 20). This will be elaborated further in the *Competitor Analysis* for Bilka (p. 63).

The following section will provide a customer analysis regarding Bilka, based on the relevant findings from the questionnaires and interviews.

## Customer Analysis for Bilka

The word ‘quality’ is not something the respondents associate with Bilka to as great extent as was the case for Starbucks. Only 28.57% associate Bilka with quality, however, one of the things many of the respondents and interviewees mention regarding Bilka is that they have a wide product range (App. 1, Q. 10).

**Which of the following words do you associate with Bilka? (Please select one or more)**

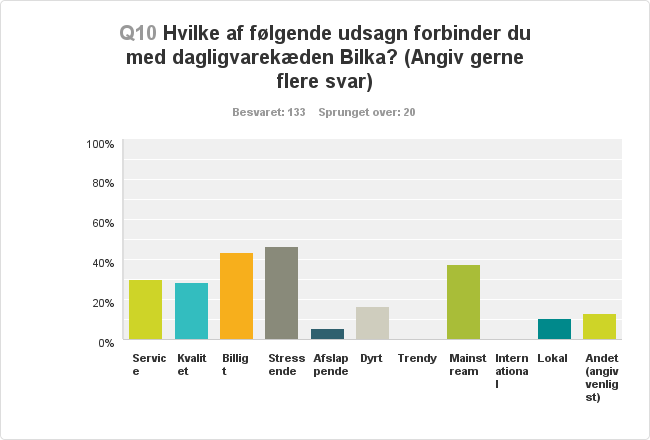


Figure 8

In the questionnaire, the respondents had the possibility of adding comments to this question and 10 of these comments were on the wide variety of products that Bilka usually offers. This is also an attribute, which many of the interviewees mention:

- IP2: … Stort udvalg. (App. 2, Interview 1)[[20]](#footnote-20)

- IP: Mmm (…) mmm, jamen det er nemt for os at komme hertil og de har det hel … altså alt er samlet på et sted. Vi handler en gang om ugen, samme sted. Hvor vi er sikker på vi får alle dagligvarer på et sted.[[21]](#footnote-21) (App. 2, Interview 2)

- IP2: Øh (…) der er nogle helt specielle ting som jeg kan få, som jeg synes øh (…) de har mange specialprodukter øhm (…) ja.[[22]](#footnote-22) (App. 2, Interview 3)

- IP1: Det hele under et tag. (App. 2, Interview 3)[[23]](#footnote-23)

Besides from a wide product range, price is also something that concerns the respondents. 43.61% of the replies from the questionnaire state that ‘Billigt’[[24]](#footnote-24) is one of the words they associate with Bilka (App. 1, Q. 10). However, some of the comments made by the interviewees indicate that this term could have some negative connotations. When asked about how the cooperation between Starbucks and Bilka might affect the image held of the two corporations, one of the responses were:

- IP2: Det er der ikke nogen tvivl om. Man kan sige det som Bilka sådan normalt … typisk henvender sig til, det er storindkøb og billige indkøb og folk kommer med indkøbsvogne og med trailer og så … der skal virkelig handles ind.[[25]](#footnote-25) (App. 2, Interview 4)

Another response with a similar viewpoint was:

- IP: De vil hellere købe billigt: derfor kører de i Bilka og handler for mange penge – måske endda uden at tjekke, om varerne egentlig er billigere (jeg har set flere eksempler på varer i Bilka som var over dobbelt så dyre som i min egen by – men som var markedsført som ”uhørt billigt” – folk vil åbenbart bedrages????).[[26]](#footnote-26) (App. 2, Interview 6)

Clearly, these responses would be argued to be rather biased, however, the interesting thing is that both of the interviewees had actually visited Bilka on that same day. The difference between these two interviewees compared with the rest lies in the fact that: 1. The interviewee from Interview 4 stated that the only reason they decided to go to Bilka was due to a very specific item on sale, 2. The interviewee from Interview 6 is one of the two interviewees whose primary purpose was to visit Starbucks, however, she still visited Bilka as well. Thus, even though they may in general have a somewhat negative attitude towards Bilka, they are still intrigued by the offers and the variety of products meaning that they occasionally are customers at Bilka. In relation to this, the next sections are important since the focus will be on the respective competitors regarding Starbucks and Bilka. The first section will focus on Bilka.

## Competitor Analysis for Bilka

This section will focus on the most significant competitor to Bilka on the Danish market. The specific competitor analyzed is based on the findings from the questionnaires and interviews as well as a survey carried out by the market research institute YouGov, which will be presented later on. The analysis as such will include relevant strengths, weaknesses as well as the image held by the consumers.

According to the respondents from the questionnaires almost 1/3, 29.27%, prefer to do their grocery shopping at Rema 1000 (App. 1, Q. 20).

**Where do you prefer to do your grocery shopping?**



Specifically Rema 1000 is also mentioned by one of the interviewees. When the talk was on the possible reasons for Starbucks and Bilka to engage in this cooperation, one of the responses was:

- IP2: Altså, fordi ellers så går de i Rema.[[27]](#footnote-27) (App. 2, Interview 3)

This statement further indicates that it would be correct to assume that Rema 1000 could be considered one of Bilkas most significant competitors. Furthermore, a survey carried out by the market research institute YouGov in 2013 showed that Rema 1000 is the most popular discount chain in Denmark (Rema 1000 giver Netto baghjul – business.dk). Thus, a general introduction to the strengths and weaknesses of Rema 1000 along with an evaluation of the general image held by consumers will be introduced.

#### Rema 1000

Rema 1000 is an international discount chain that originated in Norway and has more than 240 stores around Denmark. This means that it is well represented on the Danish market, which would be considered a great advantage since it must be assumed that many Danish consumers would live in close proximity to one of these stores. Furthermore, according to the consumer review website Trustpilot, the general image of Rema 1000 held by Danish consumers is positive. Out of 10 possible points, they have a score of 7, and more than half of the reviewers have given the maximum score, which is 5 stars (Rema 1000 - trustpilot.dk). One of the aspects worth mentioning regarding Rema 1000 is also that besides discount, they have a very strong focus on social responsibility and responsible consumption in general (Social Ansvarlighed - rema1000.dk). This includes initiatives to promote organic products, ethical trade and sustainable production. However, the main initiative that Rema 1000 is known for is to reduce food waste. This means that Rema 1000 does not have discount related to buying in bulk, and when you buy fruits and vegetables you only need to buy e.g. one apple if that is all you need, and the price is then determined by the specific weight of the items bought (Meget mindre madspild - rema1000.dk). When taking the focus points of Substantialism into consideration, this focus on social responsibility, e.g. Fairtrade, organic and sustainability, must be regarded as a great advantage to Rema 1000. However, one of the weaknesses regarding Rema 1000 could be argued to be the fact that they have a much smaller product range and variety compared to Bilka. Today Rema 1000 has around 2400 item numbers, compared to more than 100,000 at Bilka. Furthermore, Rema 1000 does not tend to focus on providing the customers with an experience to an as great extent as Bilka.

**Overview**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Image** | **Strengths** | **Weaknesses** |
| **Rema1000** | Good. 27.29% of the respondents prefer Rema1000.  Trustpilot: 7 out of 10 = good | Strong focus on social responsibility. Low prices.  High share of organic and Fairtrade products. | Smaller product range  No experiences as such. |

The Competitor Analysis regarding Bilka has now been carried out, and the following will present a similar analysis on the most significant competitor of Starbucks on the Danish market.

## Competitor Analysis for Starbucks

One of the questions in the online survey was regarding where the respondents prefer to get their coffee or other made-to-order beverages, and close to half, 44.62%, stated that they would prefer Baresso Coffee (Baresso) (App. 1, Q. 19). Baresso has also been mentioned earlier in relation to a statement made by one of the interviewees (App. 2, Interview 2), but this is not the only case where Baresso was mentioned during the interviews (App. 2, Interview 1 + 3). Furthermore, Baresso has also been mentioned as the largest competitor to Starbucks and vice versa in the media (Starbucks erklærer dansk kaffekrig – business.dk; Kaffegiganter i krig om provinsen - food-supply.dk; Starbucks indtager Danmarks Strøggader - mx.dk). Thus, it would be relevant to take the position of Baresso into consideration, which will be done in the following.

Baresso Coffee was the first Danish coffee house or café chain, and was founded in 1999. Today Baresso consists of 28 cafes around Denmark, and besides these cafes, Baresso has franchise agreements with various other Danish corporations, e.g. DFDS, Copenhagen Airport and Kvickly (Franchising - baresso.com). These franchises help Baresso have an even further coverage on the Danish market and also ensure some recognizability among the Danish consumers since they are so well represented. Furthermore, the general image could be argued to be relatively positive. On Trustpilot, Baresso scores 6.2 out of 10, which is average. However, it is worth mentioning that there are relatively few reviews, which could have had a negative effect on the score, because the chart also available on the website states that 39.4% of the reviewers gave Baresso 5 stars and 27.3% gave 4 stars. This means that more than half of the reviewers had a more satisfactory view on Baresso than just average (Baresso – trustpilot.dk).

Compared to Starbucks, one of the weaknesses worth mentioning regarding Baresso is that the focus on Fairtrade, ecology and sustainability in general, is not as outspoken as is the case with Starbucks. According to Baresso, the number one priority is the quality, and issues such as the ones just mentioned, come second (FAQ – baresso.com). It may not necessarily be a weakness as such, however, compared to Starbucks that has a very outspoken and strong focus on these issues, it might be something the consumer may take into consideration. Conclusively, the lack of focus on these issues on the part of Baresso could turn out to be an advantage to Starbucks. This will be further elaborated in the following section *Starbucks Self-Analysis*.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Image** | **Strengths** | **Weaknesses** |
| **Baresso** | Good. 44.62% of the respondents prefer Baresso. More than half of the reviewers on Trustpilot gave 4 or 5 stars. | Very strongly represented on the Danish market. The first of its kind in Denmark. | Less focus on Fairtrade, ecology and sustainability. |

The analysis will continue with presenting the self-analysis of the two corporations. These analyses will primarily be based on secondary data from the respective websites, and will focus on concepts such as: corporate image, identity and brand, as well as significant strengths and weaknesses. When considered relevant in relation to the given problem statement, cultural aspects will also be taken into consideration. In the self-analysis of Starbucks the book *Onward: How Starbucks Fought for Its Life Without Losing Its Soul* will also be applied, since this book provides an insight regarding the underlying thoughts behind Starbucks. However, since the book is written by Howard Schultz, CEO at Starbucks, a critical stance regarding the information used is necessary in order to present an unbiased analysis. However, taking a critical stance towards ones data sources is always considered appropriate in order to ensure a sound academic basis for analysis, which has also been the case of this analysis. A specific section focusing on the logos of the corporation will also be included. A section regarding how the given brands and the images held by the consumers correlate will follow the sections on self-analysis, where various findings from the primary data sources will be presented.

## Starbucks Self-Analysis

To some degree, this Starbucks Self-Analysis can be regarded as an elaboration on the previously presented part called *Presentation of Starbucks* andan important aspect regarding the identity and brand of the corporation is the mission statement. The Starbucks mission statement goes as follows:

*“To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.”*

(Our Starbucks Mission Statement - starbucks.com)

The mission statement can be regarded as a description of the most important aspects of a given corporation, i.e. it provides an insight regarding the corporate identity, or at least the desired corporate identity. In general, this mission statement has a very holistic approach emphasizing how Starbucks has a broad focus and not just a focus on the corporation. It indicates what Starbucks consider the key areas of their business and what defines it. According to CEO Howard Schultz, the mission of Starbucks has from the beginning been to create a healthy balance between social conscience and profit (Schultz 2011, Plan B). To further underline the wide focus of the mission statement, Starbucks has divided the mission statement into 6 subareas: *Our Coffee, Our Partners, Our Customers, Our Stores, Our Neighborhood* and *Our Shareholders* (Our Starbucks Mission Statement - starbucks.com). In order to provide a full analysis of the mission statement, these 6 subareas will be examined in the following.

*Our Coffee:*

According to Starbucks, to them it is of the utmost importance that each cup of coffee being served is of the best possible quality – it is recognized that one poor cup out of several thousands will at some point add up (Schultz 2011, 98). The definition of the highest-quality cup of coffee, according to Starbucks, includes coffee beans that have been ethically sourced, farmers being treated fairly, as well as health benefits for the employees (Ibid, 63). Again, the focus is very broad and does not only focus on the coffee beans, but also just as much on the surrounding factors and people, which could be argued to be a general trait of Starbucks – a holistic approach towards running a corporation.

*Our Partners:*

All employees at Starbucks are referred to as ‘partners’, since mutual respect is considered very important (Schultz 2011, 106; starbucks.com). Furthermore, it is expected that all ‘partners’ share the same passion and drive in order to serve the best coffee to all customers. In terms of corporate identity, this approach could be very beneficial in terms of creating an over-arching sense of community across the entire corporation. Especially in a globalized corporation such as Starbucks, this could be considered a relatively hard task to solve. However, the fact that all employees regardless of country or designation of occupation are referred to as ‘partners’ could support fellow-feeling across the corporation. A somewhat important finding made in this regard, however, is that the employees at Starbucks in Bilka Vejle are actually not employed by Starbucks. During the interview conducted with two of the baristas or ‘partners’ it was revealed that they are in fact employed by Dansk Supermarked, the owner of Bilka (App. 2., Interview 5). The fact that the baristas at Starbucks situated in or around Bilka stores are not employed by Starbucks could possibly create some sort of incoherence, since the employees cannot be expected to be one hundred per cent committed ‘partners’ since the actual employer is Dansk Supermarked. This could be argued to have a negative effect on the Starbucks image and brand since it represents an inconsistency between what is being communicated, i.e. the ‘partners’, and how this functions is reality. To some extent this indicates that the communication on e.g. the Starbucks website is to be considered as mere discourse, rather than a reflection of the reality. Nevertheless, the baristas at Starbucks in Vejle have still undergone the training and introduction to Starbucks as other ‘partners’, which would arguably help them create a connection to the Starbucks way of thinking.

*Our Customers:*

According to the Starbucks website along with Howard Schultz (starbucks.com; Schultz 2011) it is not merely about serving a perfect cup of coffee, it is just as much about the *human connection*. In many regards, this would be where the concept of ‘experience’ would be situated. Starbucks wants to go beyond just serving coffee, and instead present the customers with an entire experience. A great deal of the *Starbucks Experience* lies within the close customer contact and the attention to individual needs, which Starbucks prioritizes just as much as their coffee. Once again, it is the entirety of things that is of importance. Whether the Danish consumers recognize this additional effort sought made by Starbucks will be further examined in the *Discussion* section (p. 84).

*Our Stores:*

Starbucks stores are often situated in high-traffic and high-visibility locations. There is a difference between the types of stores depending on whether it is a company-operated store or a licensed store. In the case of Starbucks and Bilka, it is a so-called licensed store, which is where the stores are basically run by the license-taker, and Starbucks provides the know-how regarding how to operate and develop a Starbucks cafe (Starbucks Annual Report 2012, 4 – investor.starbucks.com). One of the reasons as to why Starbucks has chosen this approach is that it gives them access to otherwise unavailable retail locations (Ibid). As mentioned in the section *Our Partners*, this type of brand structure could impose a threat to the identity of Starbucks, since it most likely will create some sort of gap or at least difference between the company-operated employees and the employees at the licensed stores. In turn, this could possibly harm the credibility of Starbucks since there seems to be some incoherence between what is being communicated and what is actually being done. Furthermore, even though Starbucks cafes around the world may look very similar, an attempt to adapt to the local culture and identity have, according to Starbucks, always been carried out. This is what Starbucks refers to as *local relevance* (Schultz 2011, 107). This means that even though Starbucks is considered a very global corporation, it seeks to still have some roots in the local community. One of the goals for Starbucks in this respect is to be viewed as what Schultz refers to as *the third place*. To him, home is ‘the first place’, work is considered ‘the second place’ and preferably customers will regard the local Starbucks coffee house as ‘the third’ place, i.e. a place that is both social and personal (Schultz 2011, 13). Thus, the Starbucks cafes should be considered an attempt to create a relaxed and social environment enticing the customers to sit down and enjoy themselves. However, this may not be the case in all respects. It was briefly touched upon in the *Starbucks Customer Analysis*, where a statement on how one of the interviewees did not regard that particular Starbucks as a cozy coffeehouse inviting you to sit down. Whether or not Starbucks manages to create this certain atmosphere in the cafes will be further elaborated in the *Discussion* section(p. 84).

*Our Neighborhood:*

As previously mentioned, it is clear that Starbucks seeks to commit to a wide range of beneficial activities outside the corporation. This includes doing work for the greater good in the local neighborhoods. One of the ways Starbucks attempts to be *a good neighbor* is when the partners along with the customers contribute with various types of work in different neighborhoods. In 2009, for instance, this contribution amounted to almost 186,000 hours of work in local societies around the world (Ibid, 317). Once again, this commitment reaching beyond the boundaries of the corporation itself shows how Starbucks manages to underline the core, i.e. corporate identity, by not just having a mission statement, but work to make sure that this given mission statement is not just written words, but a way of doing things. To a great extent, this indicates that the mission statement reflects the actual identity of the corporation which in turn adds a great deal of credibility and coherence to the brand as such.

*Our Shareholders:*

This section is actually rather relevant in regards to the fact that Starbucks seeks to benefit in both financial as well as social aspects. On the Starbucks website this section states:

*“We know that as we deliver in each of these areas, we enjoy the kind of success that rewards our shareholders. We are fully accountable to get each of these elements right so that Starbucks – and everyone it touches – can endure and thrive.”*

(Our Starbucks Mission Statement - starbucks.com)

In general, the stakeholders, i.e. shareholders, investors and business partners, could be argued to be one of if not the most important relationships to a corporation. However, to maintain balance between all of the above-mentioned factors, i.e. social responsibility, along with the effort to create a profit has always been one of the biggest challenges of Starbucks (Schultz 2011, 30). This challenge is very well encompassed in the statement above. It has clearly been of importance to mention the shareholders, but also to ensure the reader that everyone that Starbucks comes into contact with are considered of great importance, and not just the ones who have a financial interest.

As clarified previously, the visual aspects of a given corporation are often considered to be a relatively important part of the corporate identity. Thus, using semiotics, the logo will be analyzed in the following section.

#### The Starbucks logo

The logos of both Starbucks and Bilka will be analyzed using the semiotic triangle, and relevant findings from the questionnaire, as well as comments made by the interviewees will also be presented.

As mentioned earlier a sign can be referred to as an icon, index or a symbol according to Peirce (1994). The two logos from Starbucks and Bilka, respectively, are very different from one another. The analysis will start with the Starbucks logo.

The logo from Starbucks consists of letters spelling out the corporate name as well as an image of a mermaid-like figure, often referred to as a siren. The fact that the corporate name is part of the actual logo indicates that the logo, at least partially, looks like what it actually represents, making it an icon. However, this text has been removed from the newer version of the logo. On both the website, the to go cups at the cafes, and the sign by the street at Bilka Vejle only consist of the green siren (Starbucks.com; App. 3). As stated, this logo does not incorporate the corporation name, but solely consists of a green background, where a drawing of a woman with long hair, a crown with a star on top and what looks like fishtails on each side. This siren was also part of the logo entailing the corporate name, however, in that version the background is black.



The most relevant difference between the two logos in relation to the customer is that the second version, where the Starbucks name is not included, requires that the customer knows what this siren represents, i.e. the customer has to know the object of the logo, which in this case is Starbucks. This indicates that the logo could be categorized as an index. In order to be able to go more into depth with this second version of the logo, it would be appropriate to apply the semiotic triangle.

**Representamen**

A two-tailed siren or mermaid with a star-embellished crown

**Interpretant Object**

Feminine, maritime, fairy-tale, interesting Starbucks Coffee Company

Organic, green.

As stated, it is a necessity that the receiver has knowledge about the object, i.e. Starbucks, to be able to understand the representamen. In this case, the object is Starbucks Coffee Company, and if the receiver does not hold any knowledge about this, the sign will not make much or any sense in his/her consciousness. This could mean that the new version of the Starbucks logo, where the actual name is not included, could be somewhat difficult to understand to some receivers who may not be very familiar with the Starbucks logo. The fact that Starbucks has chosen to alter the logo might be an indication of the fact that Starbucks may believe that the Starbucks brand and thus the logo is so well known to most receivers, that including the brand name is not necessary. Another example that could further support this notion regarding removing the corporation name from logos when reaching a certain degree of brand knowledge could be Nike. When the Swoosh, Nikes signature logo, was first introduced the name Nike was also included. Today it is just as common to see the Swoosh on its own, which does not create any confusion since the logo and the Nike brand are so well connected. If this is also what Starbucks may have thought when removing the name from the logo, according to some of the responses in the interviews, they may have been right. In Interview 1, IP 1 states:

- … Starbucks er rimeligt godt branded i hele verden, ikke.[[28]](#footnote-28)

This statement, along with the fact that 96.03% of the respondents on the questionnaire stated that they were familiar with Starbucks (App. 1, Q. 4) and that all of the interviewees were also familiar with Starbucks prior to their visit, indicate that the consumers are quite familiar with both the brand and the logo. Thus, if Starbucks hold a prejudice regarding the fact that the consumers are now so relatively familiar with the Starbuck brand that including the name is no longer a necessity, this might just be correct. Another interviewee, when talking about why he was willing to pay more for the coffee at Starbucks, stated:

- IP2: … Du betaler en pris for at det er (peger på logo på koppen)[[29]](#footnote-29) (App. 2, Interview 4)

This interviewee is not only familiar with the logo as such; the logo is also part of his reasons to purchase coffee at Starbucks. During the interview he further states that he works hard to earn his money, and therefore he likes to buy expensive things and for other people to notice this. Thus, to this interviewee, the logo also functions as almost some sort of manifestation or a tool to indicate to his surroundings that he goes to Starbucks, i.e. he likes being associated with the Starbucks brand. Another interesting statement regarding whether one would still be interested in buying coffee at Starbucks if they removed the logo was:

-Det ville jeg, da drikkevarerne er gode – logoet tilføjer dog noget til kæden, da det i mine øjne er et symbol på noget lidt eksklusivt. Med lige præcis Starbucks må jeg nok indrømme at være lidt et ”mærkedyr” – optaget af mærkevarer, som Starbucks indenfor caféer helt klart er.[[30]](#footnote-30) (App. 2, Interview 7)

The logo may not be determining regarding whether or nor she chooses to visit Starbucks, but it does have rather positive connotations symbolizing something exclusive, and she admits that it does have some sort of influence on her. None of the respondents, neither the ones mentioned, consider the logo as the most crucial aspect of the Starbucks brand. However, it seems clear that to some consumers the logo is a very important aspect regarding the additional value they feel they get when buying a cup of coffee at Starbucks. Subsequently, taking a closer look at the interpretant of the Starbucks logo is interesting, as this is the part that will be affected by the eyes that see. From the point of view of this analysis the logo seems somewhat organic in its expression, i.e. the green background and the mermaid or siren referring to the sea. The color green is generally known to represent nature, growth, health and money, but primarily green is the color of hope (Farvesymbolik -denstoredanske.dk). Generally, the color green is full of positive connotations. Besides the color green, the most significant part of the logo is the mermaid or siren. The reason as to why Starbucks has chosen a siren is to refer back to when the coffee was transported by sea and also to acknowledge the history of Seattle being a seaport city (So, Who is the Siren – starbucks.com). At first sight, there is generally little direct reference to coffee in the logo, which requires an even higher degree of knowledge on the part of the receiver in order to understand the various aspects of the logo, i.e. representamen, interpretant and object. However, the fact that the logo is not as clear cut as many others may be, makes it rather intriguing, since it allows for the receiver to make up his or her own perception of who the siren might be. On a more cultural note, it is worth mentioning the fact that Starbucks has chosen a female figure, which gives the logo a rather feminine feel. This could indicate that Starbucks appreciates the female values rather than the masculine, and according to Hofstede (in Morrison 2009) the feminine values are more caring whereas the masculine can be argued to be more aggressive. This apparent approach towards feminine values has also been evident throughout the previous sections of the *Self-Analysis.* Furthermore, the fact that the logo does not have any specific focus on coffee, but rather on the entire story surrounding both Starbucks and coffee, coincides rather well with the fact that Starbucks is about much more than simply coffee. Thus, the artistic features of the logo and the somewhat elaborate visual design that it is, underlines the identity of Starbucks by reflecting their focus on the entirety of the corporation and its impact, rather than just a specific product. This holistic approach could be argued to be a general feature of Starbucks. It seems as if the corporation strives to emphasize all aspects of the corporation and thus creating a coherency by applying this focus in every aspect of the corporation.

After this analysis of the Starbucks logo, the focus will now shift and focus on the self-analysis of Bilka, which will also include an analysis of the logo. The *Discussion* section that, amongst other things, will provide a comparison regarding the most significant differences between the corporations including identity, logos, culture and image will follow this section.

## The Bilka Self-Analysis

The self-analysis of Bilka will include the same elements as the self-analysis of Starbucks, and most of the data will be from the Bilka and also Dansk Supermarked websites. One of the main differences between Bilka and Starbucks in terms of conducting this self-analysis is the fact that the two corporations have different brand structures. Starbucks is monolithic, i.e. one name and one identity conceived as one brand, whereas Bilka is part of Dansk Supermarked, which means that it belongs to the branded architecture. As such, Bilka is argued to be its own independent brand, however, some of the identity stems from Dansk Supermarked meaning that it is necessary to include certain aspects from Dansk Supermarked as well since the history and identity of Dansk Supermarked arguably have an influence on the Bilka brand, image and identity.

Dansk Supermarked originates back to 1906 when Ferdinand Salling opened his first dry goods store in Aarhus. Years later his son, merchant Herman Salling, took over the company and established the first supermarket in Denmark, føtex, in 1960 (Vores historie - dansksupermarked.dk). Today Dansk Supermarked consists of 1300 stores distributed across the chains: føtex, Bilka, Netto and Salling and have approximately 32,000 employees in Denmark.

Unlike the Starbucks mission, neither a specific mission nor vision was readily available at the Dansk Supermarked website. It is clear, however, that Dansk Supermarked is very inspired by the founder, Herman Salling, in all it does. Especially one phrase originating from him is emphasized on the website:

*“Kunden er vor kære gæst”[[31]](#footnote-31)*

(Herman Salling 1919-2006, Om os – dansksupermarked.dk)

The fact that this specific statement is present on the website indicates that Dansk Supermarked has a desire to display their dedication towards the customers and that they have an understanding of their importance – rather similar to Starbucks. Furthermore, the point that the phrase originates with one of the founders of the entire corporation could also indicate that this phrase to a great extent stands as a manifestation of the core of the corporation. As mentioned, there is no explicit section of the website dedicated to the vision, mission or values of Dansk Supermarked. However, since Dansk Supermarked is a so-called partner company at Aarhus University, it was possible to find an elaborate description of the vision on the website of Aarhus University (Virksomhedsprofiler - studerende.au.dk). The vision as stated on this website is:

*“Dansk Supermarkeds Gruppens forretningsenheder/kæder skal være kendt for og bedømt som det bedste indkøbssted.”[[32]](#footnote-32)*

Basically, the vision of Dansk Supermarked is to be recognized as providing the best shopping experience in Denmark. Since the various chains or business units under Dansk Supermarked are very different on several levels, it is necessary to link this over-arching vision to some more specific values related to Bilka. On Bilkas website a underlying philosophy related to Bilka is presented:

*“Kvalitet til lavpris, god kundeservice og dygtige medarbejdere.”[[33]](#footnote-33)*

(Kunderservice, Om Bilka - bilka.dk)

These focus areas, which Bilka refers to as a philosophy, could be viewed as Bilkas interpretation of the overall vision, i.e. how they intend to meet the vision of being the best shopping experience in Denmark. Unlike Starbucks, it seems as if Bilka and Dansk Supermarked in general have a tendency to focus primarily on the aspects within the corporation and not the surroundings to as great an extent. One of the values that is shared by Starbucks and Bilka is quality. However, Bilka emphasizes the importance of low prices as well. Whether this is recognized by the customers in general will be elaborated further in the discussion of the *Identities and images* (p. 84). Another aspect where Bilka and Starbucks tend to have some similarities is regarding the focus on the customers and providing them with an experience. Under the section *“Bilka har det hele, lidt til og meget mere…”* on the Bilka website the relationship towards experiences is elaborated (Om Bilka – bilka.dk). It is stated that the customer does not only have the opportunity to save money, but that they are also guaranteed to get an experience. This resembles the tagline ‘*De bedste priser – resten skal opleves’* that is currently part of the Bilka logo, which further emphasizes that this is a concept Bilka would like to elaborate on and make sure the customers are aware of. The various aspects of the Bilka logo in general will be further elaborated in the section *The Bilka logo* (p. 80). One of the experiences Bilka offers the customers could be the mascot Billie, a large toy wolf who gives away small goodie bags to all the children every Sunday. The experiences at Bilka and how the consumers may regard this will also be further elaborated in the *Discussion* part (p. 84).

Even though social responsibility is not an explicit value or part of the vision of Bilka or Dansk Supermarked as such, the cooperation between Bilka and Folkekirkens Nødhjælp[[34]](#footnote-34) indicates and communicates to the customer that these are issues that Bilka is concerned with. This is a project focusing specifically on providing aid to Malawi in Africa. The project incorporates both employees at Bilka as well as the customers. One way the customers are being included is by giving them the opportunity to donate the bottle deposit payment to the project instead of receiving the money they get in return for the bottles. Furthermore, as it was mentioned in the *Introduction of Bilka*, social responsibility is an important subject to Dansk Supermarked (Ansvar - dansksupermarked.dk). The work regarding social responsibility is divided into five areas, which in short will be presented in the following:

*People:*

Diversity is one of the main subjects that Dansk Supermarked works with regarding people, stating that the employees at Dansk Supermarked should reflect the diversity of our society. Thus, initiatives to help vulnerable young people have been taken as well as cooperating with relevant organizations and job centers. This effort has meant that Dansk Supermarked has been rewarded with several awards for their work with integration. This focus on diversity could be regarded as a great advantage to Dansk Supermarked and thus Bilka, since it might have a positive effect on the customers, ensuring that everyone can identify themselves with the employees at the given stores.

*Health:*

This area is focused on providing good, healthy and nutritious food to the customers. By placing specific shelf markers that indicate products that are low on fat, high on fibre or low on sugar it is made easier for the customer to identify the healthy products. Another focus is to help reduce obesity among children and teenagers in Denmark. The focus on health correlates rather well with the thoughts related to Substantialism, i.e. the focus meets the demands of the customers.

*Shopping:*

This section is not focused on the shopping of the customer, but rather the shopping Dansk Supermarked carries out when choosing the products in the various stores. In general, it is considered of great importance that the products are both of the highest quality, but also that they have been produced ethically correct. Thus, Dansk Supermarked works with a series of organizations in order to ensure decent working conditions for the suppliers, sustainable fishery and safety for textile workers.

*Charity:*

As mentioned, Bilka is involved in charity by donating money to a project in Malawi. Furthermore, Dansk Supermarked has been part of fundraising campaigns for different organizations focusing on issues like cancer, diabetes and heart diseases. A great deal of the charities goes well hand-in-hand with the previously mentioned focus on health, since some of these issues are related to lifestyle and habits.

*Environment:*

Waste management, reducing food waste, environmentally friendly stores, sustainable wood and paper and eco-labels. These are all headlines regarding the initiatives Dansk Supermarked carries out in relation to protecting the environment. However, regarding food waste it may be argued that at least Bilka to some extent does not manage to oblige. Bilka rather often has offers related to buying two or more items of the same product, which could be argued to promote buying more than one actually needs in order to get the discount. This notion is further supported by some of the comments made by the respondents in the questionnaire. When asked about the general image of Bilka the respondents had the opportunity to add further comments if necessary. Two of the respondents address the issue of overconsumption and how you need to buy large quantities in order to get the discount (App. 1, Q. 8). This represents a discrepancy between the desired identity of Dansk Supermarked and thus Bilka and what might be argued to be the actual identity.

To a great extent the rather elaborate focus on social responsibility in multiple aspects could be argued to make up for the lack of focus on these aspects in the vision statement. The aforementioned areas of social responsibility give the impression that Dansk Supermarked, and thus Bilka, puts quite a lot of effort into representing the corporation as one that takes its surroundings into consideration and also takes the fact that it has the opportunity to make a difference in the world it operates in seriously. In order to provide a rounded self-analysis of Bilka, the following will present an analysis of the logo. This has been done in order to clarify whether Bilka manages to represent itself as a cohesive brand. The analysis of the logo will be followed by a discussion of the various findings that have been presented through out the analysis.

#### The Bilka Logo

Over the years, Bilka have had several versions of the logo, most of them only for shorter periods of time and often related to a specific campaign or tagline, i.e. ‘TÆNK STORT, BETAL SMÅT’, ‘Hvem ka’?, Bilka!’, ‘DE BEDSTE PRISER – resten skal opleves’.[[35]](#footnote-35) An interesting aspect regarding the Bilka logo and the visual aspects of Bilka in general is that Bilka for 40 years has worked with the same advertising agency, *Zupa Recommended* (Skilsmisse kostede Zupa Recommended 25 mio. kr. - bureaubizz.dk). However, at the end of 2013 Bilka changed advertising agency to *envision* – perhaps as part of the plan regarding a general revitalization of the brand (Bilka forlader ZupaRec - markedsforing.dk). Thus, *envision* has introduced a newer version of the Bilka logo, which will be the one analyzed. According to *envision* the basic thoughts behind this logo and the tagline ‘De bedste priser – resten skal opleves´ are to ensure awareness, recognizability, and that it appeals to the modern consumer (Kunder, Bilka, Hvorfor giver ideen mening - envision.dk). Whether they have succeeded in doing so will be analyzed in the following. However, since the tagline could be argued to be part of a current campaign and thus not a permanent part of the logo the focus on this aspect will be limited.



Unlike the new Starbucks logo, the Bilka logo physically looks like what it represents, which would arguably make it an icon.

The semiotic triangle will be applied in order to go further into depth with the analysis of the Bilka logo.

**Representamen**

Letters spelling out the name: **B i l k a**

**Interpretant Object**

Light blue, static, clean lines Bilka stores

In the case of the Bilka logo, the representamen indicates to the receiver that the object of the sign is Bilka. Thus, the logo does not require any elaborate knowledge or interpretation in order to comprehend the message. The letters used have very clean lines and the font does not stand out particularly, which adds a somewhat stringent and impersonal feel to the logo. Moreover, the very straight lines gives a static feel to the logo, i.e. the logo does not indicate or imply connotations regarding any sort of forward motion as would have been the case if e.g. the letters were tilted or leaning forward a bit. The light blue color could be argued to symbolize the sky, infinity, freedom and faithfulness (Farver - denstoredanske.dk), which all have rather positive connotations and to some extent represent an opposite to the stringency of the logo. Furthermore, the logo is quite simplistic in its design, which along with the light blue color could have a positive effect regarding the recognizability of the logo. In general, the logo does not have the same individuality as the Starbucks logo. In order to justify this statement, it is necessary to view the Bilka logo as an index. An index indicates the presence of an object, which could mean that because the Bilka logo looks like something that could have been written by any random person on a computer, it does not have the same personal feel to it as e.g. the Starbucks logo. However, it may just be the case that the underlying thoughts, i.e. recognizability, modern appeal and awareness, are being expressed via this simplistic approach to the logo design. To be clear, this approach is to be viewed from a meta-communicative level, as it is an individual interpretation of the use of indexes.

Furthermore, it does not seem as if the customers have the same relationship towards the Bilka logo as the Starbucks logo. When e.g. the interviewees were asked whether they would still be interested in shopping at Bilka if the logo was removed from the shopping bags most did not indicate any specific relations towards the logo, neither positively nor negatively. Nevertheless, the youngest of the interviewees stated something interesting in relation to this question. Her response was:

- Ja, det ville jeg – poserne går jeg ikke rigtig op i. Bilka er heller ikke et mærke, der er fedt at ”show off”, da det er et discount-mærke[[36]](#footnote-36) (App. 2, Interview 7)

This statement along with another interesting response from IP2 in Interview 4, who was the one stating that one of the reasons he was willing to pay more to get a cup of Starbucks coffee was in order to show off the logo as well, indicate some interesting aspects of the Bilka logo. That statement clearly indicates that he appreciated the value of logos and brands in general. Hence, his response when questioned whether removing the logos on the Bilka bags would have any influence on his choices is interesting:

- IP2: Jamen altså, jeg skammer mig ikke over at handle i Bilka[[37]](#footnote-37) (App. 2, Interview 4)

The first comment, from Interview 7, is quite straightforward regarding the fact that she does not regard Bilka or the Bilka logo as cool and does not regard it as adding extra value like she stated in relation to the Starbucks logo. The second comment, however, has some more subtle but very interesting aspects to it. Firstly, this interviewee understands the question differently compared to the other interviewees as he indicates that removing the Bilka logo could be regarded as a positive initiative. Hence, to him the logo does not seem to have the aforementioned desired appeal. This assumption is based on the fact that his response is to deny the fact that he is embarrassed about shopping at Bilka, rather than focusing on whether removing the logo would affect his willingness to shop there. Thus, it could seem as if there are some negative connotations attached to the Bilka logo, however, not to such a degree that any of the respondents would prefer that they remove the logo. Still, none of the respondents stated that removing the logo would have any negative effect either, i.e. the Bilka logo does not seem to have a great influence on the consumers as such.

The following will provide a discussion on the various relevant findings regarding image, identity, culture and consumers, which have been made in the analysis. The discussion will provide both an overview as well as an assessment on the influences these findings could be argued to have on the cooperation between Starbucks and Bilka. This will include findings from the questionnaires and interviews, which have not yet been presented. Additionally, a discussion on why Starbucks might have chosen to engage in this cooperation with Bilka will also be included.

# Discussion

## The logos

As it was made clear in the analysis of the logos, they are very different in several aspects. For instance, the Bilka logo leaves limited need for the receiver to analyze it in order to establish what the logo is for. However, if the receiver does not posses any knowledge about the object as such, the logo might still not make much sense. The advantage with using this logo compared to a logo like Starbucks’ is, nevertheless, that the receiver is presented with the name of the corporation. Hence, receivers who are not familiar with the brand or the logo will be introduced to the corporate name. Compared to Starbucks, however, the approach regarding logo chosen by Bilka is somewhat impersonal and quite simplistic in its appearance. This could indicate that Bilka has a very different approach to the design of the logo compared to Starbucks for instance. It could be argued that to Bilka it is more important to get the fact that it has every need covered under just one roof across could and that this may be one of the most important aspects of the brand. Hence, Bilka has chosen a simple and maybe somewhat understated approach whereas Starbucks’ approach is rather extensive and perhaps more artistic. These different approaches regarding logos could also indicate why the two corporations would be a good match – they compliment each other in various aspects. Furthermore, both logos could be argued to represent the corporate identities and also images of the two corporations. The biggest difference lies in the fact that it seems as if the customers would rather identify themselves with the identity and image of Starbucks rather than Bilka. This is based on the findings from the survey along with the analysis of the interviews and will be further clarified in the following.

## The images and identities – matches and mismatches

The analysis of the two corporations regarding identity, brand and image, has to a great extent only clarified one side of these aspects, i.e. from the point of view of the corporations themselves. However, it is interesting to compare these findings with the findings made in both the questionnaires as well as the interviews.

As it was evident from the analysis section both Starbucks and Bilka have rather clear-cut ideas regarding how they would like the customers to view them and that they have some important values such as quality and service in common (Starbucks og Dansk Supermarked udvider partnerskabet – Dansksupermarked.dk). One of the aspects both of the corporations mention they would like to give to their customers is an experience. A total of 51.97% of the respondents in the questionnaire have stated that they agree and think they get an experience when visiting Starbucks, whereas only 28.90% think they get an experience when visiting Bilka. In contrast, almost half of the respondents, 44.53%, answered that they disagree regarding the fact that visiting Bilka provides them with an experience (App. 1, Q. 12 & 13). This indicates that attempts on Bilka’s part to provide the customers with what they refer to as a shopping experience is not something that is being recognized by the customers in general. On the other hand, it seems as if Starbucks manages to create satisfying coherence between the desired image and identity compared to what the customers actually think. In relation to this finding it is relevant to mention that 46.62% of the respondents find Bilka stressful (App. 1, Q. 10) and when referring to the aspects of experience economy, this could prove to be interesting. The reason is that the so-called *ing*, which was described in the section on Experience Economy, that Bilka is missing could be argued to be ‘relaxing’. Thus, the fact that 29.32% consider Starbucks relaxing (App. 1, Q. 11) could indicate that placing Starbucks cafes at the Bilka stores could help Bilka in terms of providing their customers with an experience. Hence, incorporating a relaxing experience, such as the possibility of sitting down and enjoying a nice cup of coffee could be argued to be an experience within the shopping experience.

Another important aspect both of the corporations mention is ‘quality’, which 53.38% of the respondents have stated is something they associate with Starbucks. 28.57% have stated that quality is something they associate with Bilka (App. 1, Q. 10 & 11). However, it is worth mentioning that Bilka wants to have the best quality at the best prices and 43.61% of the respondents have chosen ‘inexpensive’ as one of the words they associate with Bilka. Thus, even though Bilka may not manage to communicate their focus on quality to as great an extent as Starbucks, it seems as if the customers consider them to have fair prices. This, however, cannot be argued to be the case with Starbucks. 51.88% have chosen ‘expensive’ as one of the words associated with Starbucks. The fact that many customers consider Starbucks to be expensive is further underlined by the comments made in relation to Question 9 (App. 1) where 11 different respondents have commented on the high prices. This could be argued to create a sort of inconsistency regarding the Starbucks brand, since Starbucks seemingly wants to be able to provide all humans with great coffee, however, given the prices this would often be regarded as a luxury many might not be able to afford. Thus, even if the higher prices might position Starbucks as a luxury brand, which could be regarded as positive, it does not really correlate with the whole underlying philosophy regarding how everyone is equal. However, it could also be argued that the high prices are a necessity in order to ensure the highest quality of coffee, i.e. that the coffee is ethically sourced, Fairtrade and socially responsible in general. In relation to this statement, however, it is important to mention that words such as Fairtrade, ethically sourced products or social responsibility in general have been left out of both the questions on the questionnaire as well as in the interviews. In hindsight, it would have been interesting to have had specific question focusing on these areas. However, what might be even more interesting is the fact that none of the respondents in neither the survey nor the interviews mentioned anything about these subjects. This could indicate that these issues may not be of as great importance to the customers as assumed.

Two of the most significant differences regarding the question as to which words the respondents associate with the two corporations are the ones on ‘Trendy’ and ‘International’. 62.41% associate the word ‘International’ with Starbucks, whereas the percentage associating the word with Bilka is 0.00. The same goes for the word ‘Trendy’ where 54.89% stated that they associate Starbucks with this word and for Bilka it was 0.00%. These findings could indicate that many customers would find the cooperation between Starbucks and Bilka somewhat conflicting. This will be elaborated in following.

## The cooperation

One of the interesting findings in the questionnaire regarding the cooperation between Starbucks and Bilka is that 75.38 % stated that they were not familiar with the fact that Starbucks and Bilka had commenced this cooperation (App. 1, Q. 14). Furthermore, 91.79 % stated that they have yet not visited one of the Starbucks cafes situated in or around Bilka (App. 1, Q. 15). This clearly indicates that the customers are in general lacking knowledge about the cooperation, both in general as well as practically. However, when asked whether they would be interested in visiting one of these cafes 41.04% state that they would, whereas only 25.37% answered no. Thus, it would seem as if the attitude towards the cooperation is primarily positive. Additionally, it seems as if Bilka could benefit image-wise from this cooperation. Although the majority of respondents, 66.67%, stated that their general image of Bilka was positive, 31.06% stated that their image of Bilka would be influenced positively by this cooperation with Starbucks (App. 1, Q. 17). However, 68.94% stated that their image would remain unchanged whereas 0.00% thought that this cooperation would affect the image of Bilka negatively. The fact that not one single respondent considered the cooperation to be a disadvantage to Bilka is rather interesting, since it could indicate that the image of Starbucks must be very positive in the minds of the Danish customers. When asked about the general image of Starbucks 72.87% answered that they hold a positive image of Starbucks, however, 34.85% stated that the cooperation between Bilka and Starbucks would affect their image of Starbucks negatively whereas only 12.88% would consider it as positive regarding image (App. 1, Q. 18). Thus, even though customers predominantly hold positive images of both corporations, it seems as if there is still some sort of discrepancy. This could possibly be further clarified by some of the statements made by the interviewees. This will be done in the following where the various advantages and disadvantages for the two corporations regarding the cooperation will be discussed.

### Advantages and disadvantages

One of the main areas where the customers seem to find that the two corporations differ greatly is regarding target groups. In relation to this it is necessary to mention that target groups is not a concept that has been introduced in this thesis thus far. The main reason being that both Starbucks and Bilka use phrases like ‘everyone’ or ‘everybody’ when referring to whom they would like to benefit from their products (Starbucks.com; Bilka.dk). Thus, specific target groups as such have not been considered relevant from the point of view of the corporations. However, throughout the interviews it became clear that the customers themselves might have a somewhat distinct idea on who would be considered the general target groups of both Bilka and Starbucks. The following statement illustrates this rather well:

- IP2: … Altså fordi målgruppen jo ikk’ … man tænker jo ikke at dem der går i Bilka går i Starbucks altså (…)

IP1: For mig der har Bilka … altså Bilka det har altid været sådan lidt øh (…) joggingdragt og campingvogn og Starbucks virker ikke nødvendigvis sådan på mig. Det er mere sådan lidt business-agtigt, halvyngre (griner).[[38]](#footnote-38) (App. 2, Interview 1)

According to the interviewees in this interview the images of Bilka and Starbucks seem to *”clash”*. One of the primary arguments is the fact that the interviewees do not regard the people who would shop at Bilka to be the same group of people who would normally visit a Starbucks, which the previous statement illustrates. In fact, they argue that they believe that Starbucks has made a bad decision regarding this cooperation and its image. When asked how the cooperation might influence their image of the corporations the answer was clear:

- IP1: På en eller anden måde så kan jeg godt synes at Starbucks har solgt lidt ud

IP2: Ja (…) Jeg fatter heller ikke at de har gjort det.[[39]](#footnote-39) (App. 2, Interview 1)

These interviewees are not the only ones who express a sort of confusion as to why Starbucks would be interested in the cooperation. When presented with the question on how they regard the cooperation between Starbucks and Bilka they answer:

- IP1: De [Starbucks] går på kompromis.

IP2: Ja, de øh … De har skudt sig selv i foden. Det synes jeg helt sikkert.

I: Ja. Men Bilka kan måske vinde på det eller?

IP2: Bilka øh … De kan da bare stå og så sige ´Det var fandme fedt de gad det´.[[40]](#footnote-40) (App. 2, Interview 4)

These statements along with the findings in the questionnaire could indicate that Starbucks to some extent harms its image due to the cooperation with Bilka. At least it seems obvious that many of the respondents believe that Bilka is the one that primarily experiences the benefits. The youngest interviewee does not believe that the cooperation harms either of the corporations, however, acknowledges the fact that the positive image of Starbucks could rub off on Bilka.

- I: Har deres samarbejde nogen indflydelse på dit indtryk af de to virksomheder? Hvordan? IP: Det har ikke som sådan ændret mit indtryk af de to virksomheder, da de ikke har ændret sig væsentligt – Starbucks er ikke blevet billigere som Bilka, Bilka er dog blevet noget mere stilet, ligesom Starbucks.[[41]](#footnote-41) (App. 2, Interview 7)

However, though many of the customers who were interviewed express how they believe that the cooperation is primarily beneficial to Bilka, some of the interviewees mention how Starbucks could also benefit from it. Especially the interviewees from Interview 3 (App. 2) are rather enthusiastic about the cooperation on behalf of both Starbucks and Bilka. As well as for the interviewees in Interview 1 (App. 2) the focus is primarily on target groups, and the fact that Starbucks could possibly gain access to customers who would otherwise not go to Starbucks.

- I: Så lige pludselig rammer Starbucks faktisk også den

IP2: Lige præcis

I: Et segment som

IP2: Som de bare ikke har haft. Og det er egentlig der hvor jeg tænker, det er fandme genialt tænkt.[[42]](#footnote-42) (App. 2, Interview 3)

This notion regarding how Starbucks might be able to attract customers they would otherwise not be able to is also recognized by the interviewees from Interview 1:

- IP1: Jamen (…) det er jo sådan lidt win-win. Altså så … men … men måske en anden målgruppe end de har været vant til (…) alligvel.[[43]](#footnote-43) (App. 2, Interview 1)

Thus, even if Starbucks does not benefit from an image point of view, the fact that they have the opportunity to reach a broader group of customers than they would if they have been situated in a different location must be regarded as a substantial benefit. Hence, one of the reasons why the target group may be slightly different than what the interviewees might have expected could be related to the fact that along with Bilka, Starbucks is in this case situated outside the city. This means that the customer needs to have access to transportation, preferably a car, which could mean that the younger generations who do not have this opportunity are less likely to visit Starbucks compared to if it had been situated in the city. The fact that Starbucks is situated outside the city is actually an aspect the interviewees seem to find somewhat incoherent with their general conception of Starbucks. Several mention how they relate Starbucks with major cities and city-life in general (App. 2, Interview 1, 3 & 6). One of the interviewees who mention this is IP 2 from Interview 3, and even though she is very positive regarding the cooperation she acknowledges that the two brands or images do not necessarily match:

- IP2: Ej, der kunne godt være lidt disharmoni.[[44]](#footnote-44) (App. 2, Interview 3)

Her argument regarding why she feels that there is a sort of ‘disharmony’ is the fact that Starbucks is something she relates to capitals and travelling, which is not the case with Bilka (App. 2, Interview 3). This notion further underlines the previously presented findings regarding how the actual location also has an influence on why the customers tend to consider the cooperation as conflicting.

The most interesting aspect of all this is that it seems as if the interviewees at Starbucks would not consider themselves as the ordinary target group of Starbucks, however, all of them were familiar with Starbucks prior to this particular visit and all, except one, had also visited Starbucks previously. Furthermore, the majority of the interviewees as well as around one third of the respondents in the questionnaire stated that they believe the cooperation would have a negative influence on their image of Starbucks. Nevertheless, this does not mean that they would deselect Starbucks, which is evident by the facts that: 1. All of the interviewees were there during the interview, 2. More than 40% of the respondents stated that they would be interested in using Starbucks placed in or around Bilka.

The following section will provide a discussion regarding the various relevant cultural aspects there might be in connection to this cooperation.

### Cultural aspects

The cultural differences between the Danish and American consumers regarding coffee have been briefly touched upon in the beginning of the analysis section. However, the following will seek to give a more in-depth analysis of the cultural anchorage of especially Starbucks, since this may also have an affect on the cooperation to some extent. The reason why the main focus will lie on the cultural anchorage of Starbucks is the fact that Starbucks is the one entering a new market and as such could be argued to be the one bringing some new cultural aspects into the mix. As for the previous sections, this section will be based on the findings from the collected data as well as relevant secondary data.

According to David Nye, an American professor at Center for American Studies at University of Southern Denmark, the diversity of the American population makes it somewhat difficult to list specific national traits. Nevertheless, he does mention one area where the American and European cultures differ greatly; the way we behave during mealtimes (2007, 227). In Scandinavia we tend to have a much more organized or ritualized approach to eating, whereas the Americans have a tendency to eat on the go, which is why much of the fast food we know originate from the US. Americans also tend to eat at very different hours as well, whereas the Scandinavians have quite set meal times. Furthermore, since Americans do not regard mealtimes as a specific task already set at a specific time during ones schedule, it is more common to combine business and eating (Ibid). Thus, seeing Americans at e.g. a Starbucks working with their laptop or having a quick meeting with business associates could be argued to be much more common compared to Denmark. This cultural difference could also be part of the reason why it seems as if the Danish customers at Bilka have a somewhat difficult time comprehending the cooperation between Starbucks and Bilka. To elaborate, this could mean that in an American context placing a Starbucks at a hypermarket or supermarket would be regarded as practical since it would allow you to get a quick bite or a cup of coffee while you shop. Thus, having a Starbucks at the supermarket allows the customer to do his or her shopping while also attending to the need to eat or drink, however, without having to spend any additional time as such. Nevertheless, due to the cultural differences this may not be the case with the Danish customers. Two of the interviewees mention how, among other aspects, the cooperation with Starbucks could be regarded as a sort of ‘Americanization’:

- IP2: … Jam … Men jeg tænker da også det her med at Bilka har lavet det om til det her kæmpe mall-agtig ting

IP1: Mmm

IP2: Altså, det virker mere … det bliver mere … vi har siddet og snakket om

IP1: … Det amerikanske

IP2: … Det her amerikanske … […]

(App. 2, Interview 1)

An important notion to make in relation to this is that IP2 earlier in the interview stated that she did not visit Bilka as much as she used to after the refurbishment where Starbucks was added to the store has been carried out. According to her it is simply too large and now resembles what she would consider an American mall. Hence, is could seem as if this Americanization has somewhat negative connotations. According to Associate Professor from University of Southern Denmark Per Østergaard, the connotations regarding American cultural imperialism[[45]](#footnote-45) related to Starbucks has created an entire movement against Starbucks. This distancing from Starbucks and the American culture it represents has resulted in websites such as ihatestarbucks.com. To some Starbucks has become the quintessence of what some refer to as ‘corporate America’ (Skab dig - brandbase.dk). Basically, the term ‘corporate America’ refers to the multitude of American corporations operating on a global scale, e.g. Starbucks, McDonalds and Disney, which could also be argued to represent some connotations related to American cultural imperialism. According to an article from Berlingske Business the association with cultural imperialism could be one of the reasons why Starbucks experienced some challenges when it first wanted to expand internationally (Starbucks har brændt fingrene på eksport - business.dk). However, the article was written in 2003 and therefore it could be argued that Starbucks may not face these challenges to the same degree today. Nevertheless, it is still interesting that the connotations towards American culture have been a challenge for Starbucks, at least to some extent, and these same connotations could also be argued to have a positive effect on some Danish customers. The Danes’ fascination with and influence of American culture has been evident ever since World War II, especially within the younger generations (Amerikanisering og Dansk Kultur 1945-65 - danmarkshistorien.dk). This fascination regarding American culture was also mentioned during both Interview 1 and Interview 7 and has also been brought up previously in the analysis (App. 2). Both interviewees agree that the younger generations may still, to some extent at least, be fascinated and attracted by American culture. Hence, the fact that Starbucks is American could also be regarded as an advantage. Either way, Starbucks does not attempt to hide its American cultural anchorage – on the contrary, this anchorage seems rather obvious in several respects. Nevertheless, some of the aspects may also have some connotations towards Danish cultural heritage. This will be the focus of the following section.

#### Cultural Anchorage: name, logo and language

As previously mentioned the name Starbucks originates from the American classic novel *Moby Dick*. This may be a fact that is not recognized by many, however, it could still be argued to be a testament to the cultural anchorage that seems to be a rather big part of the Starbucks corporation. This relation to the sea is also an integral part of the Starbucks logo, which was clarified in the analysis of the logo. However, the fact that the siren in the logo could also be viewed as a mermaid could provide the viewer with connotations to The Little Mermaid and H. C. Andersen, which would be argued to be very important regarding Danish cultural heritage. Hence, the Starbucks logo could be argued to relate to aspects of Danish culture as well. Nevertheless, the American cultural anchorage is very predominant. During the observations at Starbucks it was clear that the American language is also still very evident throughout the design of the café. Some of the walls, for instance, where decorated with statements in English, which reminds the customers of the fact that Starbucks’ roots are American. It could be argued that this type of ‘Americanization’ may not even be recognized by some today since the use of American expressions and words has become such a great part of our everyday life (Amerikanisering - danmarkshistorien.dk). Yet, the fact that Starbucks chooses to use the American language even in the cafes outside of the U.S indicates that the cultural anchorage is something that is regarded as both important and relevant. It also indicates that Starbucks has no wish to assimilate to the foreign markets as such, but rather take such pride in the American heritage that this follows them no matter the country. Whether or not this could be regarded as positive or negative image and branding wise is rather difficult to conclude, however, it seems clear that to Starbucks it is regarded as such an integral part of the corporate identity that leaving it out is not a possibility.

The following will provide a conclusion of all the various findings that have been made trough out the analysis and will seek to provide an answer to the given problem statement.

# Conclusion

Various types of data have been analyzed throughout this thesis in an attempt to reach a solution regarding the problem statement:

**‘Why would Starbucks choose to engage in a cooperation with Bilka and would this cooperation be advantageous regarding the respective brands and images of the two corporations?’**

Providing any definite conclusions on the matter, however, has proven to be somewhat challenging. Nevertheless, the research and analysis carried out have reached some plausible reasons as to why Starbucks would be interested in engaging in this cooperation and also how this may affect the respective brands and images of both Starbucks and Bilka. These findings have been presented continually throughout the analysis, but will be summed up and presented in the following.

In general, the two corporations seem to have some similarities regarding their corporate identity and corporate brand, which could provide some explanation as to why the two corporations would consider each other a good match. The aspects they have in common are: the focus on quality, putting the customers first, as well as wanting to provide the customers with an experience when they visit one of their respective stores. However, there is some discrepancy between the images the customers hold of Starbucks compared to the one of Bilka. One of the underlying thoughts or hypotheses when commencing this thesis was that Bilka, for the time being, could be argued to rank lower regarding image in the minds of the customers compared to Starbucks. The findings from both the questionnaires along with the interviews conducted support this notion since it was rather obvious that the respondents would primarily consider Bilka as the one benefitting from this cooperation. Around 1/3 of the 132 respondents from the online survey stated that the cooperation would affect their image of Bilka positively, whereas just over 1/3 stated that the cooperation would affect their image of Starbucks negatively. Furthermore, not a single respondent stated that the cooperation would affect their image of Bilka in a negative manner. To a great extent, this also seemed to be the opinion of the majority of the interviewees. Hence, based on the findings of this thesis it could be concluded that the cooperation is beneficial to Bilka regarding image, whereas it may be harmful regarding the image of Starbucks. Therefore it seems even more relevant to try and reach a conclusion as to why Starbucks have engaged in the cooperation.

One of the most significant findings regarding why Starbucks may have chosen to cooperate with Bilka is that it could seem as if Starbucks manages to reach some customers, which they would not normally be able to attract. Hence, to some extent it could be argued to be beneficial to both corporations.

Generally it seems as if both the corporations have some inconsistencies regarding what is being communicated and what is actually being done, which means that the brands and identities are incoherent in some aspects. One of the most significant inconsistencies directly connected to this cooperation is the fact that the baristas, or partners as Starbucks calls them, are employed by Dansk Supermarked and not Starbucks. This could pose a rather significant threat, since Starbucks tends to consider the ‘partners’ as a very important part of the experience provided to the customers, and the fact that it is important that all ‘partners’ feel related to the corporation. However, when the baristas are actually employed by Dansk Supermarked they are likely to not feel as connected to Starbucks as the ones who are working at company-operated stores. Hence, Starbucks communicates one thing, but the reality shows something else, which creates some incoherency regarding the brand.

To sum up: on the basis of the findings from this thesis it can be concluded that Starbucks might have chosen to engage in a cooperation with Bilka because it allows them to attract customers who would normally not be considered the target group. Furthermore, the cooperation may not have a negative influence on the brands as such, since they in many respects are still considered to be the same. Nevertheless, the findings indicate that the cooperation does have an effect on the respective images. Most of the respondents in the questionnaire, around 70%, have stated that their general images of both Starbucks and Bilka are positive. However, the findings from the interviews indicate that the customers still believe there is some sort of discrepancy between the two corporations. However, the findings also indicate that this does not have any influence as such on whether or not the customers would like to visit and make use of the Starbucks cafes situated in or around Bilka. Finally, the aspects regarding the American cultural heritage or anchorage of Starbucks could both be regarded as positive or negative. In general, the findings indicate that the relationship to American culture tend to be embraced and valued more by the younger generations, whereas it does not have any influence as such on the other customers. However, Starbucks have previously experienced critique and the fact that customers would distance themselves due to the fact that Starbucks had become the epitome of more negative concepts such as American cultural imperialism. Nevertheless, it could be argued that the Danish customers and the Danish population in general have become so accustomed to the use of American words and the influence of American culture in many aspects that it is unlikely to have a negative influence as such. Conclusively, even though there may be some differences between the images and brands of the two corporations, which also seems to be recognized by the customers, it could be argued that the cooperation between Starbucks and Bilka does make sense to both of the corporations. Starbucks manages to spread knowledge about the brand to what might be considered a new target group and thus gets to clarify its position on the Danish market. Bilka may experience a positive development regarding the image, since the strong brand held by Starbucks will rub off on Bilka, and furthermore gets to provide the customers with the ‘experience’ they seem to have been lacking previously.

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# Appendix 1

Questionnaires

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# Appendix 2

Interviews: Transcription and Audio

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# Appendix 3

Observations at Bilka and Starbucks Vejle

1. Combination of a supermarket and a department store. [↑](#footnote-ref-1)
2. This term stems from Wilhelm Dilthey, who argues that the subject matter of the historical and social sciences is the human mind, as it manifests or ’objectifies’ itself in languages and literatures, actions, and institutions – exemplified by the term ’manifestation of life’ (Encyclopædia Britannica ”Wilhelm Dilthey”, 2011, para. 6). [↑](#footnote-ref-2)
3. Translation: ”That a **manifestation** of life appears to us an articulation of meaning is only possible due to us encountering this manifestation with a pre-understanding, i.e. a meaningful expectation of meaning.” [↑](#footnote-ref-3)
4. Spelling mistake – cited directly [↑](#footnote-ref-4)
5. Corporate Social Responsibility: a company’s sense of responsibility towards the community and environment (both ecological and social) in which it operates (Businessdictionary.com). [↑](#footnote-ref-5)
6. Translated from: Brandet skal føles ens, uanset hvor man rører ved det eller kommer i kontakt med det. [↑](#footnote-ref-6)
7. Pej gruppen is a privately owned Scandinavian Trend Institute that has provided knowledge about trends to professionals within the life style industries since 1975 (Hvem er pej gruppen – pejgruppen.com). [↑](#footnote-ref-7)
8. The National Coffee Association in America [↑](#footnote-ref-8)
9. Translated: Coffee break [↑](#footnote-ref-9)
10. Translation: Well, I don’t think this place is really … it’s not like a place where you would go and sit and have a good time like in the city at Baresso, for instance … it’s like a different atmosphere down there. Here it might be more like … often I just get a coffee to go. [↑](#footnote-ref-10)
11. Danish cafe chain that will be presented further in the *Competitor Analysis for Starbucks* (p. 65) [↑](#footnote-ref-11)
12. Translation: I’m not one of the big USA worshippers, but I know that many people my age are fascinated by the country and the culture, and I would think that it would matter to them. Besides, I think it is thanks to the United States that the brand has become so well known. [↑](#footnote-ref-12)
13. Translation: In general, it’s not part of Danish culture … A real coffee house, right … That is (…) our culture is different from where they [eds. Starbucks] normally are … the USA and. [↑](#footnote-ref-13)
14. Translation: Somewhere else [↑](#footnote-ref-14)
15. Translation: Again, it’s the quality and like the taste-experience, so I would say no. I don’t think about that … where it’s from. [↑](#footnote-ref-15)
16. Translation: Yes (…) well, quality. That’s the brand. [↑](#footnote-ref-16)
17. Translation: Expensive [↑](#footnote-ref-17)
18. Translation: Way too expensive. [↑](#footnote-ref-18)
19. Translation: Well, I don’t know if they are trying to create a need that you don’t really have. Today … In general we don’t have the need to go and drink coffee while we do our grocery shopping. [↑](#footnote-ref-19)
20. Translation: Wide selection [↑](#footnote-ref-20)
21. Translation: Mmm (…) mmm, it’s easy for us to get here, and they have it all … I mean, everything in one place. We shop once a week, same place. Where we’re sure that we can get all the necessary groceries in one place. [↑](#footnote-ref-21)
22. Translation: Ah (…) there are some specialty items I can get here, which I think ah (…) they have many specialy products (…) yes. [↑](#footnote-ref-22)
23. Translation: Everything under one roof [↑](#footnote-ref-23)
24. Translation: Inexpensive [↑](#footnote-ref-24)
25. Translation: No doubt. One could say that what Bilka normally … typically address are large-scale shopping and inexpensive shopping and where people bring shopping carts and trailers and … to really do some shopping. [↑](#footnote-ref-25)
26. Translation: They would rather have the opportunity to do some inexpensive shopping: therefore they drive to Bilka and shop for a lot of money – maybe even without checking whether or not the products are cheaper (I have seen many examples where the products in Bilka were over twice as expensive as in my own town – but was marketed as ”outrageously cheap” – apparently people want to be deceived????) [↑](#footnote-ref-26)
27. Translation: Otherwise they will go to Rema. [↑](#footnote-ref-27)
28. Translation: … Starbucks is pretty well branded in the entire world. [↑](#footnote-ref-28)
29. Translation: You pay a price to get that (points at the logo on the cup) [↑](#footnote-ref-29)
30. Translation: I would, since the beverages are good – however, the logo does add something to the chain since it, in my opinion, is symbol of something a bit exclusive. Regarding Starbucks I must admit that I’m somewhat of a ’mærkedyr’ – i.e. someone who loves brands, which Starbucks definitely is regarding cafes. [↑](#footnote-ref-30)
31. Translation: ”The customer is our dear guest” [↑](#footnote-ref-31)
32. Translation: “The business units and chains of Dansk Supermarkeds Gruppe is to be known and evaluated as being the best place to shop” [↑](#footnote-ref-32)
33. Translation: ”Quality at discount prisces, good customer service and qualified employees.” [↑](#footnote-ref-33)
34. Danchurchaid [↑](#footnote-ref-34)
35. Translation: ’THINK BIG, PAY LESS’, ’Who can? Bilka!’, ’THE BEST PRICES – the rest is to be experienced’ [↑](#footnote-ref-35)
36. Translation: Yes, I would – I don’t really care about the bags. Besides, Bilka isn’t a brand that is cool to show off, since it’s a discount brand. [↑](#footnote-ref-36)
37. Translation: Well, I’m not embarrassed to shop at Bilka [↑](#footnote-ref-37)
38. Translation: IP2: … Well, because of the target group, right … you wouldn’t think that the people who go to Bilka would also go to Starbucks (…)

    IP1: To me Bilka … well, Bilka has always been sort of (…) [↑](#footnote-ref-38)
39. Translation: IP1: To some extent I may think that Starbucks has sold out a little.

    IP2: Yes (…) I really don’t get that they have done this. [↑](#footnote-ref-39)
40. Translation: IP1: They [Starbucks] is compromising.

    IP2: Yes, they ah … They have shot themselves in the foot. I think, for sure.

    I: Yes. But Bilka may be able to gain something?

    IP2: Bilka ah … They can just be like ’Great that wanted to do that’. [↑](#footnote-ref-40)
41. Translation: I: Does the cooperation have any influence on your image of the two? How?

    IP: It has not changed my image as such since the corporations have not changed noticeably - Starbucks has not become cheaper like Bilka, Bilka however has become more classy like Starbucks. [↑](#footnote-ref-41)
42. Translation: I: All of a sudden Starbucks reaches that

    IP2: Exactly

    I: A segment that

    IP2: That they just have not had. And that is actually where I think, that is really brilliantly thought. [↑](#footnote-ref-42)
43. Translation: IP1: Well (…) it is sort of win-win. Well … but … but maybe a different target group than they have been used to. [↑](#footnote-ref-43)
44. Translation: IP2: No, there could be some disharmony. [↑](#footnote-ref-44)
45. Definition: the fact of the culture of a large and powerful country, organization, etc. having a great influence on another less powerful country. (Dictionary.cambridge.org) [↑](#footnote-ref-45)