Farewell, **fakta**

The rebranding of **coop 365discount**

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Abstract

In 2022 Coop Denmark rebranded their "Fakta" supermarket chain to "Coop 365discount", which, besides a change in colour-scheme and several marketing initiatives, included a thorough restructuring of their supermarket chain to focus on discount and a new green identity. Having identified an initial problem field, and not finding sufficiently similar case studies for the Danish retail market, we chose to adopt an explorative approach. To this end, we interviewed 365's chief strategist, along with 40 customers at several 365 locations, in Zealand and Jutland, respectively. Following a thematic-analysis, we examined the implementation through the lens of Actor-Network Theory (ANT), with a special focus on the communicative change aspects of the rebranding. Through our thematic analysis, we found that customers generally accepted the rebranding effort by 365, but did not accept 365's framing as neither affordable nor sustainable. Moreover, we identified a major concern among users: insufficient inventory. In our discussion we addressed these issues and applied our theoretical ANT lens. We concluded that 365 should initiate a new problematisation phase to avoid continuous course correction of their price perception and positioning, and we developed a new Obligatory Passage Point to this end. We reflected on the implications of our study and identified further avenues for future research. Finally we suggested how such research could be carried out, with an onset in Information Studies, including prototyping designs, to mitigate potential risks to user loyalty we identified during our research. Lastly, we commented on alternative theoretical angles that could be implemented with inspiration from Communication Studies and Charles Sanders Peirce's concepts of Decisigns and co-localisation.

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To 365discount, for aid, knowledge and, hopefully, being good sports.

To Fakta, for being probably the 'flinkeste' discount store.

Fare well.

Søren S. Hansen, on a farm somewhere.
5th of November, 2023

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1. Summary

In recent years Coop Denmark A/S rebranded their "Fakta"-chain to "coop 365discount" (henceforth referred informally to as "365"), and in 2022 the last Fakta store closed its doors (Langberg, 2022). This MA thesis sets out to investigate central issues and problems of this rebranding process from a theoretical perspective informed by Actor Network Theory. Based on an initial intrigue, we informally asked fellow customers in 365 locations what their experience of the new brand was and the responses alternated between "what are they trying to do?" and "they're green - I guess".

From these answers we formulate two research hypotheses: 1) 365 is trying to appear green, and 2) 365's customers are confused about the rebranding. We then form a central definition of the problem: *"To what extent has Coop Denmark's rebranding of its Fakta brand into coop 365discount succeeded, and how has this affected customer loyalty?"* and formulate three research questions centred around what the initial strategy was, the customer's response and how possible dissonances can be alleviated.

To explore this we perform one interview with a business professional and 40 semi-structured interviews, based on an initial survey-template, with customers of 365 in the greater Copenhagen area and in Vejle.

This paper is structured as follows:

In our background-section, we will introduce the context of the market 365 operates in, a timeline and an overview of the problem field before giving a quick summary of how we performed this research before moving on to the other sections of our paper.

In our literature review, we address the background for our choice of theory and reflect on several subfields of communication which our study touches upon, including the unifying field of Branding, which we will also address in our perspectives section.

In our theoretical section, we account for our choice of theoretical lens, Actor-Network Theory, and touch on the different contributors to the field. We specify our choice of working with Callon 1986's foundational text in the field and introduce the central problems and terms that make up our focus in the field, specifically the focus on implementation as a process of translation, consisting again of 4 moments of translation.

In our methodology section, we specify the nature of our study and reflect on our choices with an onset in Bryman 2012's tome "Social Research Methods". We expand on our data collection and data analysis before touching briefly on the validity of our study through the lens of the concept of 'trustworthiness'.

In our analysis we present our findings. We first present the results from our interview with a Coop operative, which includes the discovery that 365's main concern is to appear affordable, not sustainable. We then present the results from our 40 respondent survey-based interviews. This includes a brief quantitative overview, an introduction of the main findings pertaining to each question-group from our interview guide, and a more thorough presentation of each group with accompanying visualisations.

In our discussion, we first reflect on the findings from informant 1, including the theme of insufficient inventory. We then reflect on our findings from our 40 respondents juxtaposed to our findings from Informant 1. Lastly we discussed the implications of these findings using our theoretical lens before summarising our discussion.

In our conclusion section, we reiterate the purpose of this paper, our main findings and reflect on the implications of applying our theoretical framework. We repeat our research questions and definitions of the problem, and answer them.

In our perspectives section, we reflect on the possible implications of our study, what we would do if we were to continue further research and some thoughts on alternative theoretical approaches models we could apply to future research and findings.

It is our hope that this investigation in an actual branding case will shed light upon the importance of appropriately considering users in the development of large scale retail implementations.

2. Background

An active market

To establish an overview of the events surrounding the establishment of 365, we briefly and informally address 365 in the context of the retail market. To do so, we have observed several news articles relating to 365 and their competitors and shall give a brief understanding of the current market as it has developed during the past year, in the wake of the COVID pandemic and the following increase in inflation rates. Having read through these articles and the different 'moves' from different actors in the retail-market, leaves a pretty dramatic impression. Aside from the excitement of sensationalist journalism all these things point to an active market.

The go-to example is the whole controversy about the pending closure of Irma, also belonging to Coop. While the fate of a luxury chain has limited relevance for 365's position, it is an indicator of the market that Coop is operating in, as well as the financial issues of Coop.

On August 21, 2020, Finans.dk reports that Coop Denmark's Fakta chain is having trouble, and 13 Fakta locations will be run instead as a test for a new chain: Coop 365. According to concern-CEO, Jens Visholm, they aim to position themselves 'between discount-stores and supermarkets' (Olesen, 2020). As it stands, five discount chains (Fakta, Netto, Rema 1000, Lidl, and Aldi) account for 40% of the market but where others are expanding, Fakta closed stores. According to Jens Visholm, discount only counts for 20-25% of Coop's collective sales, so Coop "wants a part of that [40%]" (Olesen, 2020). According to a citation from May 2020, the chairman of the board, Lasse Bolander: "Fakta and discount is our challenge. We must secure that [the] chain is an attractive alternative among discount stores. We must find our characteristic. That challenge also existed before Corona, but has been accelerated by the crisis…". The article concludes with mentioning the test brand "Coop Hverdag" and that the 13 test stores will have their assortment expanded by 6-700 more wares.

Moving on the the 31st of January, 2023, dr.dk reports that Coop Denmark will merge their 3 chains Kvickly, Superbrugsen, and Irma into one chain: 'Coop'. A quick analysis by DR's business-correspondent, Jakob Ussing, states that "the inflation-crisis has hit Coop [Denmark] hard in 2022 and will result in … the worst [fiscal] result ever for the concern" (Ingvorsen, 2023) and that "the inflation has sent [customers'] purchases in the direction of more discount" (Ingvorsen, 2023). According to CEO in Coop, Kræn Østergård Nielsen, price-hikes amongst suppliers, and an explosive increase in energy-costs, has been contributory to the result (Ingvorsen, 2023). The loss in 2022, follows a record-setting surplus in 2020 followed by a comparatively lesser surplus in 2021. We found differing numbers in articles describing these fiscal years, so to circumvent this we went straight Coop's annual report of 2022, published 28 of april 2023:

Coop Danmark koncernen

mio. kr.	2022	2021	2020	2019	2018
Resultatopgørelse					
Nettoomsætning	39.860	39.271	38.246	37.073	37.412
Bruttoresultat	4.689	5.488	5.635	5.285	5.898
Driftsresultat (EBIT)	-722	232	506	328	445
Resultat efter kapitalandele og andre værdipapirer	-540	409	623	439	544
Finansielle poster, netto	-92	-59	-105	-109	-76
Resultat før skat	-632	350	518	321	461
Årets resultat	**-436**	**299**	**436**	**276**	**552**

(Muff, 2023, p. 6)

As we can see from this, and from reading annual reports dating back to 2010, the loss is a new development in Coop Denmark's recent financial history.

The first stirrings of discontent among Coop's franchise owners came in an article the same day, 31st of January 2023, also published by dr.dk. Kvickly Odder, by the way of its CEO, Arne Sørensen, stated to Aarhus Stiftstidende that they would not immediately be changing the name to just 'Coop'. As he says: "The name "Kvickly Odder" is our brand and I can see no reason to change it. Even if we put a new name on our storefront, I think people would still refer to us as Kvickly Odder" (Jungersen, 2023). The article states that not changing their name is possible because the franchises are independently owned and that Kvickly Odder might later change their name to "Kvickly Odder - a part of Coop" (Jungersen, 2023).

According to Berlingske Business, 13th of march 2023, by the way of retailnews.dk (Jensen, 2023), this recent dip in profits is happening on the back of a "failing customer support to five of Coop's supermarket chains - "Kvickly, SuperBrugsen, Dagli'Brugsen, Irma, and 365discount" (Jensen, 2023). Berlingske business cites an internal report in Coop, called 'Projekt Fokus', which also stated all of the mentioned chains would report significant losses in 2022, "worst of all 365discount" (Jensen, 2023).

In an article from 4th of april 2023, bt.dk reports that Meny has launched an ad campaign targeting Irma's soon-to-be former customers, playing on Irma's traditional blue and white-patterns. In the article, they describe Coop's image as vulnerable and according to their consumer editor, Niels Philip Kjeldsen, "[Meny] is trying to reap the maximal benefits of a weakened Coop" (Petersen, 2023), as Irma's customers have a lot of purchasing power and as a result they are a customer group Meny wants to fight for (Petersen, 2023).

In a finans.dk article, published 12th of May, detailwatch.dk, (Hansen, M., 2023), reports that Føtex will implement a lot of discount prices to meet user demand. This iterates the point above from Jacob Ussing that "the inflation has sent [customers'] purchases in the direction of more discount" (Ingvorsen, 2023). According to head of marketing, Karin Helene Sommer, this change in customers shopping-behaviour will be a 'new normal', but according to financial director at the time, Anders Hagh (now CEO), Salling Group "still see great potential in developing their supermarkets and hypermarkets" (Hansen, M., 2023).

The following month, 20th of May 2023, information.dk, (Cramon, 2023), published a scathing article on Coop's foray into the discount market so far. The article included a lot of comments from Dorthe Wimmer, an expert in customer behaviour and the CEO of Retail Institute, which publishes an annual report on the retail market in Denmark. It also includes the former CEO of Irma from 1999 to 2012, Alfred Josefsen, and former member of Coop's board, Stine Bosse. One of Stine Bosse's points is that "the competition on the discount market is extremely hard … you should be a discount specialist to manoeuvre in it, and I don't see Coop as being that [discount specialist]". Additionally, Alfred Josefsen claims Coop's abandonment of Irma as a brand shows a fundamental lack of understanding of the original business concept and that focus away from quality will generally result in a bland retail market.

Wimmer recites the story of how Fakta was a failing chain, and she is generally more optimistic than Bosse and Josefsen regarding Coop's push into the discount market. While she agrees that the discount retail market is "hard terrain", and oversaturated, she says: "365discount has 'a fine' position already, especially given their short time on the market" (Cramon, 2023). According to Wimmer, 365's challenge is to make themselves distinct on the discount market. CEO of Coop at the time, Kræn Østergaard Nielsen, emphasises the importance of temporarily lowering 365's prices as the "new kid on the block" (Cramon, 2023), which also resulted in 365 winning several "price checks" [retail comparisons] by the daily tabloid newspaper B.T.. When presented with this information, CEO of 365 at the time, Thomas Nielsen, expressed genuine surprise that 365 was indeed cheapest. Recently, 365 is not in the running for winning B.T.'s price-checks (Kjeldsen, 2023).

TIMELINE

2012

New closing law

Opens up for competition on Sundays. Fakta loses monopoly. 11% market share.

OCT 2019

Things are not going too well for Fakta. 8% market share. In oct. COOP decides to rebrand Fakta

2020

AUG: 15 test stores based on the "365 Økologi" product line launched

COOP 365

1st Strategy: Mid-position between discount and supermarket. Kræn becomes CEO in SEP 2020.

2021

Priceperception for COOP 365 is too high (117%). New team hired.

coop 365discount

2nd strategy: Mid-position is abandoned. 'discount' moniker added to change priceperception

365 goes live

365 decides to expand nationally in 2022 and phase out Fakta by 2023.

2022

APR: Inflation results in more focus on discount

FAKTA CLOSES

With the enhanced focus on discount, 365 decides to accelerate the conversion. The last Fakta store closes in 2022.

2023

'An Active Market'

Problem field

Problem Statement

In 2022, Coop Denmark rebranded their 'Fakta' supermarket chain to 'coop 365discount' with an entirely new aesthetic as well as other new implementations, namely redesigning the local decor of all shops from red to green colours, as well as removing the VAT on fruits and vegetables. Following this, we have observed an initial bewilderment regarding what Coop Denmark is trying to achieve with the rebranding. Our initial research yielded two main areas of concern; 1) "Are coop 365discount trying to be green (sustainable)?" and 2) "What is the general purpose of the rebranding?". From this we derived two initial hypotheses:

Hypothesis 1: Coop Denmark is trying to market their rebranded chain as sustainable.
Hypothesis 2: Coop Denmark's customers are confused about the purpose of the rebranding.

Problem definition

"To what extent has Coop Denmark's rebranding of its Fakta brand into coop 365discount succeeded, and how has this affected customer loyalty?"

Research questions

Research question 1

"What is the initial purpose and branding strategy of the rebranding in coop 365discount, and to what extent is Coop attempting to communicate a new green strategy as part of their supermarket chain?"

Research question 2

"What is the customer's perception of the rebranding of coop 365discount and are they content with the new aesthetic, prices, and practices of the new endeavour?

1. Does there exist a dissonance between the intended rebranding and the perception of the customer or not?
2. How does a possible dissonance affect the customer's relationship to coop 365discount and Coop Denmark in general?"

Research question 3

"How can coop 365discount alleviate a possible dissonance between their positioning and user perception?

1. By implementing new designs in their app
2. Or by targeted campaigns to their users.

A summary of our research-methodology

Before heading into our literature review and theoretical contemplations, we present here a brief practical summary of how we did our research.

After we formulated our initial hypotheses, we contacted Coop to expand our knowledge base and anticipate probable misunderstandings. Past our initial research, we chose an explorative approach, as we didn't want to pursue a total understanding of the fields beforehand, but rather focus on the analysis of emergent themes as the central part of our investigation.

Coop was quick to answer and we soon had an interview with coop 365discount's chief of strategy. We then formulated an interview guide inspired by our original research questions (what was your intention, user response and discrepancies) with supplementing themes regarding the overall strategy for Coop, branding (the name and the logo), as well as questions towards sustainability and green identity. Our business professional surprised us by having prepared a thorough walk-through of events, and we opted to ask a few succinct relevant questions within each area, instead of insisting on following our interview guide strictly. Later in the interview we visited the most crucial points of each section of the interview guide, and made sure that we could revisit areas of interest later pr. email.

Having gained new perspectives, specifically that price perception took precedence over appearing sustainable, we formulated 10 questions for users, divided into 5 themes: branding, green (sustainability), (user) loyalty, the app & design suggestions. We focused heavily on having as few questions as possible, as to not scare possible respondents off by the length of the survey. Making sure there was no sensitive information embedded in our questions, we added an 'about' section to get possible background data on our users, and plotted the rest of the questions into a google form.

Immediately after this, we did a few test-surveys, with the initial goal to adjust our user survey, but we quickly realised that we were getting substantial qualitative information and we decided to change the surveys from quantitative to qualitative, which meant that while we still wanted to extract the quantitative data we approached each of the 40 surveys as interviews instead. In addition, we learned that we always asked question 3 ("Is it important that your supermarked is green? (How important is that compared to your economy?")) as two questions, so we subdivided it and changed our total number of questions to 11. We undertook half of the respondent-interviews in Jutland and half in Copenhagen, for geographical diversity.

3. Literature Review

A literature review is meant to inform the researchers towards the problem field they are working within, and subsequently which theoretical tools present themselves to best analyse an issue. Our study relates to an *implementation process of a brand*, more specifically a rebrand of a Danish retail chain - Fakta to Coop 365discount.

Being familiar with sociology, we chose to address how actor-network theory might help us analyse the implementation of the rebranding.

Throughout our study it became apparent that Branding- and Communication-theory were also interesting perspectives to view our findings through. We thus found it essential to touch on these aspects of Communication. While we retain ANT as our theoretical lens, we will also touch on branding and the fields of communication in the review below. We note, however, that we approach Communications Studies as outsiders and will elaborate this alternative lens in our perspectivation.

Actor-Network Theory (ANT)

Inspired by Latour & Woolgar 1979's 'Laboratory Studies', Actor-Network Theory was developed by Bruno Latour and Michel Callon in the early 1980s at the *Centre de Sociologie de l'Innovation* of *École nationale supérieure des mines* in Paris, with contributions from John Law. Later texts from Bruno Latour clarified certain aspects of ANT but the primary theoretical tenets of ANT were developed in the 1980s and 1990s, with one of the fundamental texts being Michel Callon's "*Some Elements of a Sociology of Translation: Domestication of the Scallops and the Fishermen of St Brieuc Bay (1986)*" ("Scallops"). ANT challenged the division between both natural and social sciences, as well as natural and social actors. ANT, with its 4 moments of translation, is very useful in analysing (failed) implementation processes.

We use ANT as our theoretical lens in which to view our findings and discussion through, specifically commenting on the translation process and Callon 1986's moments of translation.

Branding

'Branding' as a subject of study was developed in the 1950s and has its etymological roots in the practice of "branding" cattle (Kolstrup 2014, p. 62). According to Kolstrup, the definition of 'Branding', by the American Marketing Association, is:

> *""A name, term, symbol or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors." (Kotler 2003: 418)"*
>
> (Kolstrup, 2014, p. 63)

The origin in cattle-farming, and definition, is reiterated by Heidi Hansen in her 2016 book: *Branding: Theory, Models and Analysis (Hansen, 2016)*. Where Kolstrup defines this as rooted in the "sale-economic discipline" (Kolstrup, 2014, p. 62), Hansen identifies this as "the economical approach", the first of "the 7 branding approaches" as developed by Heding et al 2009 (Hansen, 2016, pp. 15-18). Hansen's book on branding will turn out to be instrumental in our understanding of branding, especially the semiotic-narratological stand and Hansen's *semiotic branding triangle*. We reflect further on Heidi Hansen's book in our perspectives-section.

Marketing communication

Branding is a part of marketing communication which is part of "The 4 P's" of marketing: product, price, place, promotion (McCarthy 1964), specifically Promotion. Both Hansen and Kolstrup reference David Aaker's book "Building Strong brands" (Aaker 1996) as well as Kotler, P. (2003)'s "Marketing Management" (11th Edition).

Staying within market communication, Eiberg et al. 2013's book "Marketing communication in practice" elaborate on the concept of Integrated marketing communication (IMC). Where Kolstrup cites both the original American Association of Advertising Agencies' definition, as well as Jerry Kliatchko's definition:

"A concept of marketing communication planning that recognizes the added value of a comprehensive plan that evaluates the strategic role of a variety of communication disciplines - general advertising, direct response, sales promotion and public relations - and combines these disciplines to provide clarity, consistency, and maximum communication impact (American Association of Advertising Agencies in Duncan & Caywood 1996:18)."	*"IMC is the concept and process of strategically managing audience-focused, channel-centered, and result-driven brand communication programmes over time (Kliatchko 2005:23)*
(Kolstrup, 2014, p. 342)	(Kolstrup, 2014, p. 343)

We prefer Kliatchko's definition as it includes users in the overall marketing communication scheme. Eiberg et al (2013) iteratest this point, and elaborates that IMC is about creating a cohesion between the message of a company, both internally (employees) and externally (customers). Furthermore, they point out that "market communication is today often used synonymously with integrated marketing communication" (Eiberg et al., 2013, p. 13).

Communication

"probably the most characteristic feature of communication is it's diversity: it ranges from the mass media and popular culture, through language to individual and social behaviour"

(Fiske, 1990, p. xiii)

The subject of communication is broad. As Fiske 1990 says in his *"Introduction to Communication"*; "Communication is talking to one another, it is television, it is spreading information, it is our hairstyle, it is literary criticism: The list is endless" (Fiske, p. 1). Fiske does go on to describe two schools of communication: the process school and the semiotic school.

We used Helder 2016's book *"Communication Theory: A fundamental book"* (Helder, 2016) to gain an even broader overview of the field of communication, but we will focus our attention on Hansen 2016 in our perspectives section.

Corporate communication

Corporate communication entails both how a corporation communicates its values to people outside the company (PR & marketing communication, stakeholders/users), and inside the company (internal communication, employees, management) (Kolstrup, 2014, p. 83).

Kolstrup also notes that, within marketing, integrated marketing communication (IMC), unlike corporate communication, has focus on the market and the customers as stakeholders (Kolstrup, 2014, p. 83). Kolstrup further defines two dominant theoretical approaches to the field. These are 1) Corporate identity (Argenti 2007) and 2) A holistic approach (Van Riel 1995) (Kolstrup, 2014, pp. 84-85). They also mention a third "Critical perspective" (Christensen, 2008) (Kolstrup, 2014, p. 85).

In the first theoretical approach Kolstrup mentions image and reputation as pivotal points for its various disciplines (Kolstrup, 2014, p. 84) . The definition of "Image" explains the history and the relation between image and reputation, where image denotes the present view of the company while reputation is the long term perception (Kolstrup, 2014, p. 228). In the first approach, one of the important disciplines to acknowledge when addressing an image is not the least when it is threatened, i. e. crisis communication.

Crisis communication

"By Crisis communication is understood all the forms of communication that a person, a company or a public institution use in connection to a crisis" (Kolstrup, 2014, p. 261). Crises can vary in sort, from economical to environmental disasters, but in this case we are interested in this field in relation to crisis in image and reputation. Kolstrup notes that David Sturges (1994) accounted for 3 types of crisis communication: "the instructing, the adjusting (crisis help) and and the internalised, that is the image-restorative" (Kolstrup, 2014, p. 261), where the third one is of particular interest to us.

Where crisis communication would seem to focus upon a response to a crisis, in a modern context it deals both with before, during and after a crisis (Kolstrup, 2014, p. 261). Kolstrup goes on to note image, reputation and symbolic capital (Bourdieu 1986) as key concepts, and account for two great research-traditions within the field: the textoriented tradition and the context-oriented tradition. Both traditions have interest for us, the textual approach with its focus on the sender of a message and William Benoit (1995)'s *"crisis communication as image-restorative"*, paralleling Sturges third type of crisis communication, and the contextual with its focus on including not only the sender and the receiver, but the temporal and strategic considerations of communication as represented by Timothy Coombs (2012).

Kolstrup recommends further reading in "Frandsen & Johansen 2009" (Kolstrup, 2014, p. 262). We found the 2015 version (Johansen & Frandsen 2015), which elaborates on the different points above, and gives different definitions, historical context and numerous examples of crises

4. Theory

We have chosen to work with Actor-Network Theory (ANT) as our theoretical lens through our discussion and conclusion. ANT was developed in the early 1980s by Callon, Latour, and Law (Cadman, 2009), but has since been the subject of a lot of theoretical discussion and updates. This paper will focus on Callon's primary text *"Some elements of a sociology of translation: domestication of the scallops and the fishermen of St Brieuc Bay"* (Callon, 1986, "Scallops"). We find ANT highly relevant as an analytical tool, especially due to its focus on (unsuccessful) implementation processes.

Theory: Actor-Network Theory (Callon, 1986)

Callon starts his foundational text by defining three difficulties associated with social science. In his introductory chapter, he criticises social scientists (sociologists) for treating the social sciences as inherently true, while at the same deeming the natural sciences as up for debate. Almost as a vengeful response to logical positivism's reduction of the social sciences, the sociologists do not extend their "liberalism" towards society to include the natural sciences. The result is a stagnation of scientific research (Callon 1986, p. 2) and this "implicit privilege" (Callon, 1986, p. 2) positions the sociologists as the judges of what is debatable. Through this asymmetrical attitude Callon identifies three major difficulties (Callon, 1986, p. 2).

(St. George, 2018)

(Lines, 2021)

3 difficulties

The first difficulty is "a matter of style" (Callon, 1986, p. 2)

After having taken their own analysis of the social context of their actors' into account, sociologists tend to censor, disregard, or weaponize actor's comments regarding anything but nature. Sociologists thus position sociology as "indisputably and above criticism" (Callon 1986, p.2), and by extension themselves. In effect, this means that a part of the perspective of the users are lost.

The second difficulty is "of a theoretical nature" (Callon, 1986, p. 2)

Within sociology, there is as much debate about the importance of different theoretical concepts, related to sociology, as there is within other scientific fields. When one recognises that both "societal and natural sciences are equally uncertain, ambiguous, and disputable, it is no longer possible to have them playing different roles in the analysis" (Callon 1986, p.3). This removal of the distinction between the natural and the social we see as a foundational element to understand why Callon later treats human and nonhuman actors equally.

The third difficulty is "methodological" (Callon, 1986, p. 3)

Excluding the positions and convictions of natural scientists does not enrich a discussion of their findings, but lessens it. As Callon says: "What actually were the interests of Renault ...?" (Callon, 1986, p. 3). Knowing the context and the motivations of actors in the concrete situation could result in a 'thick description' (Geertz, 1973) and removing it is a consequence of the sociologist's censorship mentioned above. Knowing what actors thought about themselves, doesn't mean taking it at face value, and either way it is possibly valuable information to collect. Callon considers science and technology as "dramatic 'stories'" (Callon, 1986, p. 3). By disregarding actors' personal stories the observer does not substitute their neutral "gods eye from above" (Jensen, 2007a, p. 194) but instead writes "a slanted story" (Callon, 1986, p. 3) based on their own biases and prejudices.

3 methodological principles

To meet these difficulties, Callon introduces 3 methodological principles:

1) Agnosticism
2) Generalised Symmetry
3) Free Association

First principle: Agnosticism
The idea of this principle is to include 'the social' when reserving judgement about the perspectives of actors. As Callon discussed above (Callon, 1986, p. 2), sociologists let actors go off on tangents when discussing natural phenomena, but not when they comment on their social situation. Callon suggests that 'the observer' should extend this agnosticism to all facets of the actor's experience. According to Callon; "Not only is the observer impartial towards the scientific and technological arguments used by the protagonists of the controversy, but he also abstains from censoring the actors when they speak about themselves or the social environment" (Callon, 1986, p. 3). What we interpret from this is that we should let our actors explain their rationale. Whether it's technical or social in nature, we should let them go off on tangents to collect as much of their perspective as possible, as much as is practically sensible within our chosen methodology.

Second principle: Generalised Symmetry
The goal is to describe both society and nature using the same repertoire or vocabulary. Callon specifies that vocabulary used in his text is that of "translation", but that infinite repertories is possible and that it is up to the observer to choose one and defend it (Callon, 1986, p. 4). While our perspectives are not more valid than the perspective of the users, the observer, as Callon says, "cannot just repeat the analysis suggested by the actors he is studying" (Callon, 1986, p. 4). Lastly, Callon notes that if one uses this vocabulary of "translation", it requires not changing register when moving from "the technical to the social aspects of the problem studied" (Callon 1986, p. 4).

Third principle: Free Association
Callons point here is that a priori distinctions between actors are conflictual in nature and should thus be avoided as "they are the result of analysis, rather than its departure (Callon, 1986, p. 4). "Instead of imposing a pre-established grid of analysis upon [actor's discussions], the observer follows the actor" (Callon, 1986, p. 4). This reiterates the point that we should let actors explain their own rationales before trying to judge, analyse, or categorise before they have given us the full version of their perspective. To truly achieve free association it is required of us to "reject the hypothesis of a definite boundary" (Callon, 1986, p. 4) between the "social or natural '' (Callon, 1986, p. 4) world/events. If the purpose of the first principle, agnosticism, was to include the social world in what we could analyse, this third principle solidifies the point that there really should be no a priori distinctions between the social and the natural world. Both agnosticism and free association could thus be considered foundational for the generalised symmetry.

Briefly on “The Scallops” (Callon, 1986)

The background for Callon’s text is a situation where 3 scientists, ultimately unsuccessfully, tried saving a local fishing industry regarding scallops in St. Brieuc Bay, France. In short, another fishing community, Brest, had already seen catastrophe as scallops had largely disappeared due to environmental factors and overfishing. The scientists’ agenda was to save the stock at St. Brieuc Bay, by convincing the local fishermen to change methods. Callon uses the different events of this story to illustrate several theoretical concepts of ANT. We will explore these concepts below, and retain the exemplification he uses in his text.

Translation

In the context of Callon, “Translation” means, generalising the regular usage of the word, to change something from one state to another. In an ANT-perspective, this is more formative and can mean to be actors, as in, actors can translate other actors from one state to another. ‘Translation’ can also mean ‘transformation’ and have very important consequences depending on the context, in ANT (Callon, 1986, pp. 14 & 18-19). In the context of ‘Scallops’ (Callon 1986), these ‘translations’ take their starting point in the above-mentioned researchers’ “first attempt at domestication” (Callon, 1986, p. 6).

While the general process is also called “Translation”, the 4 four phases of these events are called ‘moments’, thus constituting “the four moments of translation” described below:

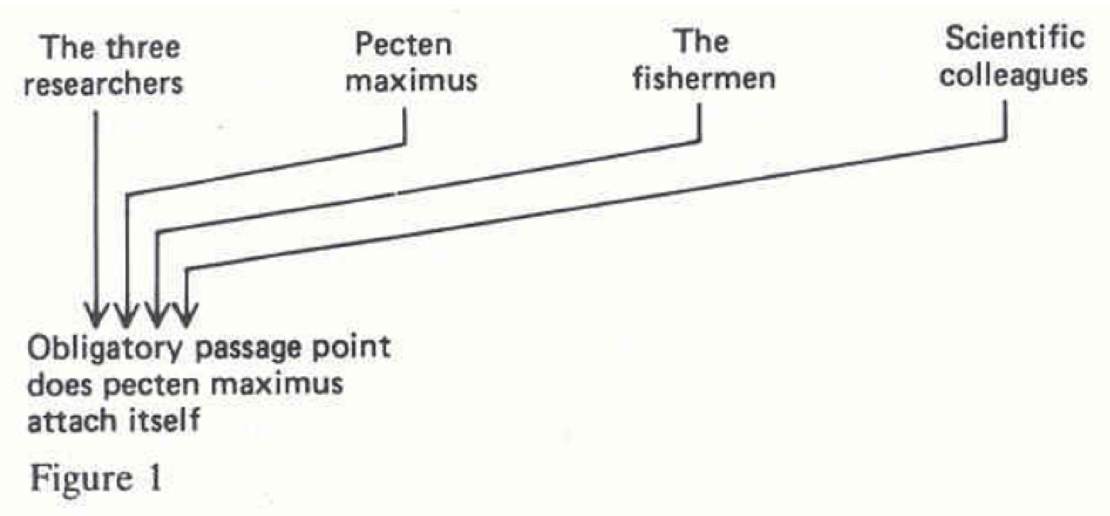
4 Moments of translation

While Callon introduces these phases to follow each other, they are highly intertwined and “can in reality overlap” (Callon 1986, p. 6). The phases are:

1) Problematisation
2) Interessement
3) Enrolment
4) Mobilisation

Problematisation

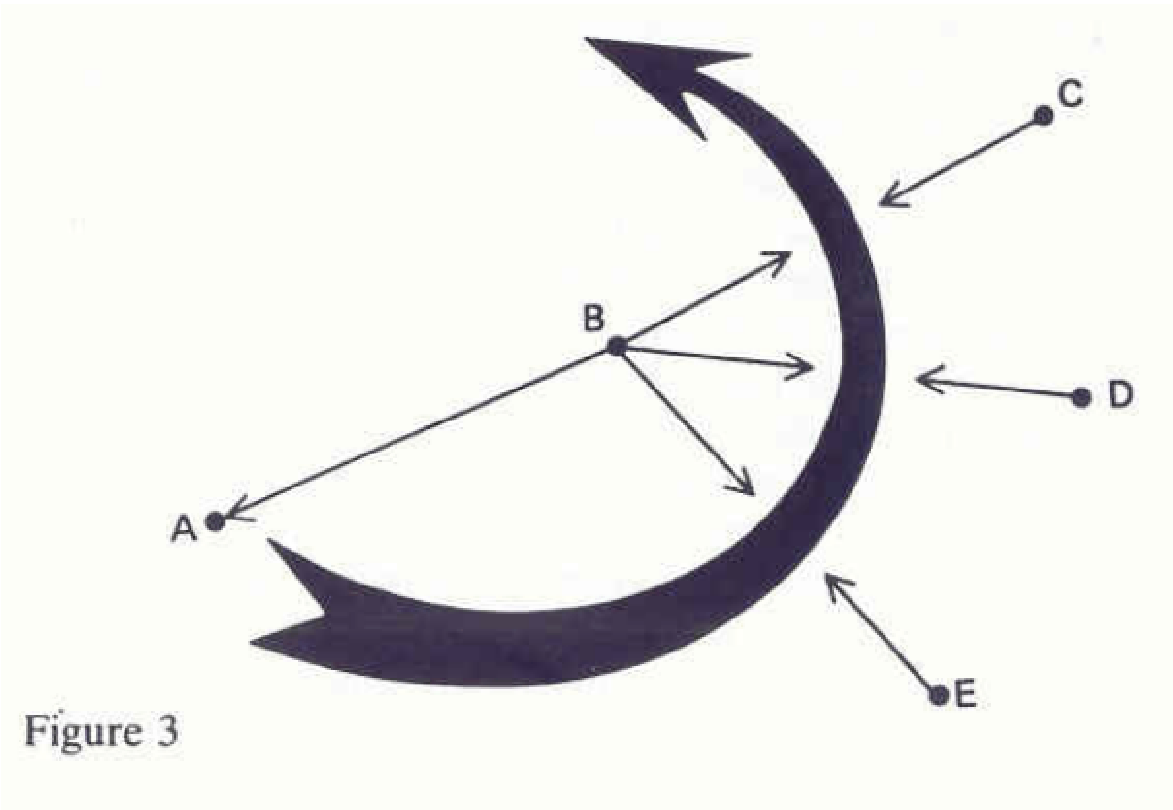
The point of the first phase of translation is to become indispensable in a network. To do so, actors will seek to define a problem to other actors. If this problematisation is successful their definition of the problem becomes an Obligatory Passage Point (OPP). According to Callon, the researchers in St. Brieuc Bay did this by defining the actors involved and themselves in such a way that they were themselves indispensable to the solution. While the problem was whether Pecten maximus (the French larvae-state of Scallops) attached itself, Callon points out that the three researchers made the network centre around themselves (Callon, P. 6), rather than the larvae.



“FIGURE 1” (Callon 1986, p. 22)

Interessement

Interessement is a process that, as the name implies, seeks to make other actors interested in the problem that our actors have defined. As Callon points out, it literally means to set other actors in between, inter-esse (Callon, 1986, p. 8). Callon illustrates this 'interposition' in the figure below. In this example A is trying to interest B, and does so by weakening/cutting the links from B to other entities that might or might exist. This is called the triangle of interessement. The things actors use to engage and convince other actors to take an interest in their mutual OPP, is called 'devices of interessement' (DOIs).



"FIGURE 3" (Callon 1986, P. 21)

Enrolment

This part of the process is heavily tied to interessement, and sometimes temporally accompanies it. Enrolment is about defining and stabilising the different identities and roles established in the problematization and interessement phases. To do so, actors engage in "multilateral negotiations" (Callon, 1986, p. 12). The strategies to achieve these results can vary and counts, "physical violence (against predators), seduction, transaction, consent without discussion" (Callon, 1986, p. 12). These "multilateral negotiations, trials of strength and tricks ... accompany the interessements and enable them to succeed" (Callon, 1986, p. 10). If interessement is successful it achieves enrolment (Callon, 1986, P. 10). A clear indication of enrollment is the creation of alliances (Callon, 1986, p. 10).

Mobilisation

The last phase of a successful translation is to entice people in your network to act. The question here becomes "who speaks in the name of whom" (Callon 1986, p. 12), as Callon questions in what degree spokespersons speak for the populations they are meant to represent. In 'Scallops' the three researchers mainly negotiate with the spokespersons of the different groups (scallops, fishermen, scientific colleagues). This is ultimately circumvented when the new batch of scallops does not attach themselves, and the fishermen fish the scallops, disregarding both their spokesmen and what they had negotiated. As mentioned by Callon, "to speak for others is to silence those for whom you speak" (Callon 1986, p. 14), and as the case ultimately showed, silence does imply consent.

5. Methodology

We will primarily be working with Alan Bryman's "Social research methods" (4th ed.) throughout this methodological review. We have used the book to great effect in prior research, and we find it an exhaustive and informative tome that addresses every stage of the research process.
Qualitative research can sometimes be challenging to measure, but Bryman has a knack for making the intangible tangible. Bryman does this by removing any apprehension of addressing methodological considerations by discussing every subtext, term, and definition in detail. Bryman offers a litany of resources to concretise the readers' different reflections, including short descriptions of methodological concepts, references, key points and checklists.
We highly recommend using this book as a reflective tool to any researchers who, like us, often find ourselves stuck in details. After all, when things become immeasurable, the measurable becomes important.

The nature of the study

Our study is a case study research design based on a qualitative research strategy. We have undertaken 41 semi-structured interviews (Brinkman, 2012. pp. 37-38 & Bryman 2016, pp. 471-490) distributed on one expert interview (Döringer, 2021) with an informant from our subject organisation, and 40 respondents who were interviewed in relation to a user survey we had developed containing both multiple-choice and qualitative questions. We undertook our data collection with a user-centred research design approach.

We were inspired by the ANT theory mentioned in the formulation of our hypotheses, and our fieldwork was exploratory in nature. Our data analysis involved using open, axial and selective coding. After this the expert interview was analysed using thematic analysis and the surveys were cleaned to fit the outline of a quantitative overview. The findings were then discussed as a part of a deductive approach based on the theory above (ANT).

Methodological reflections

Bryman introduces his book by giving a preview into the many chapters of 'Social Research'. In chapter 1, he accounts for what social research entails, the different parts that comprises it, and why we do it in the first place. As he says, "the springboard" for a study can be a gap in the literature or disagreement between findings in different studies, but it can also be " when there is a development in society that provides an interesting point of departure for the investigation of a research question" (Bryman 2012, P. 5). This departure in "in real"-life curiosity certainly describes how this paper came to be.
To us, this curiosity was sparked by the initial confusion experienced by users in relation to the large-scale rebranding of 365, especially with the addition of the 'discount' moniker. When we initially sampled our fellow users, the two most common responses we received in regards to the rebranding of 365, were "Are they actually green?" and "I'm not sure what they're trying to do".
As mentioned in our introduction of this section, we ourselves were inspired to use ANT. The initial confusion described above was in fact the catalyst for this choice, as ANT, in the example with Callon

1986, deals with failed implementation processes. When we caught on to the initial disgruntlement with the rebranding the potential to use ANT were obvious.

This also plays into Bryman's differentiation between theory and concept (Chapter 1). We have ourselves discussed if the use of theory was warranted or if indeed necessary to analyse our findings. While ANT inspired the initial hypotheses we did not implement questions throughout our interview guide or surveys that were directly tied to ANT-concepts, besides the initial idea of understanding the rebranding as a process - not a result. Instead we went into the field with the intention of letting our inquiries be changed by our observations. In other words we were explorative.

This is related to Bryman's differentiation between theory and concept, in that ANT is sometimes described as a set of concepts, or even a "non-theory" (Silvast & Virtanen, 2023). We consider this a testament to ANT's practical nature, and as middle-range theory as described in Bryman Chapter 2 (Bryman 2016). The key difference to a grand theory is this practical nature of ANT.

This theory-as-a-means, vs. theory-as-an-end, is at the same time what gives ANT its utility, and consequential popularity, as a theory and opens it up to doubt as to its level of abstraction, but, as Bryman says, "concepts are the building blocks of theory" (Bryman 2016, p. 570) and as he

> *"Theory—according to Strauss and Corbin (1998: 22): 'a set of well-developed categories . . . that are systematically related through statements of relationship to form a theoretical framework that explains some relevant social . . . or other phenomenon.' "*
>
> (Bryman, 2016, p. 570)

Data collection

As mentioned we performed a set of semi-structured interviews. Qualitative interviews are one of the industry standards for qualitative research (Bryman, 2016, p. 493). Semi-structured interviews are held up against structured interviews and unstructured interviews. Structured interviews are best known for quantitative research and are usually encountered in the form of surveys/questionnaires (Bryman, 2016, p. 212).

Our choice of a semi-structured interview was partly due to having a lot of questions regarding several areas which we had identified prior to the interview, and partly to allow Informant 1 time to elaborate his rationales without getting lost in the detail. As it happened, Informant 1 was well-prepared and was in his role used to giving presentations. The interview thus had less focus on the interview guide and the more the form of a free-flowing conversation, as is the case with unstructured interviews, where the interviewee has as much time as needed to go on tangents.

We still consider the interview semi-structured, as we did eventually implement the interview guide. Besides, Bryman specifies that "In both cases, the interview process is flexible. Also, the emphasis must be on how the interviewee frames and understands issues and events—that is, what the interviewee views as important in explaining and understand" (Bryman, 2016, p. 471) and both qualitative interview forms "are extremes, and there is quite a lot of variability between them" (Bryman, 2016, p. 471). We are thus allowed some flexibility, though we did consider doing a follow up-interview and got Informant 1's consent to send outstanding questions by email.

Regarding our 'semi-structured surveys', the thought was originally to receive feedback on a formal survey (structured interview), but we quickly discovered that users had further valuable input of a qualitative nature, so we adapted our strategy. From then on, we considered the structured survey-questions as our working interview guide, inspired by the *aide-mémoire* from unstructured interviews. We considered if the survey questions should be expanded to better match the new qualitative nature of a semi-structured interview, but given that we had short time to interview each respondent, and several qualitative questions, we opted not to do so.

Had we followed our original research strategy, we would probably have removed these qualitative questions to match the quantitative nature of a survey, thus greatly reducing the impact of our analysis. We did, however, also greatly increase our transcription work-load as well as complicate our analysis.

Data Analysis

Following our data collection and transcription, we analysed our data using thematic analysis, inspired by the coding structure of grounded theory: open, axial, and selective coding (Bryman, 2016, p. 569). Pending this, we additionally cleaned the dataset in order to present more precise graphs as part of our qualitative analysis. We did this by directly extracting the data from our surveys corresponding to the initial quantitative questions and transforming qualitative answers to a binary answer-form, yes-or-no answers. This added a quantitative aspect to our findings.

As this was still part of our thematic analysis, we still consider our general research strategy to be qualitative in nature. In addition, performing quantitative analysis would require our study to have a larger focus and population, as well as fewer open-ended questions. As it is now, our study is a user-centred case study because it "entails the detailed and intensive analysis of a single case" (Bryman, 2016, p. 66).

Comparatively, if we had expanded our study to include competitors, or indeed, other chains within the Coop conglomerate, we would have to evaluate if the nature of our study necessitated one of the other research designs: experimental, cross-sectional, longitudinal or comparative (Bryman, 2016, pp. 50-75).

Briefly on validity

Reliability denotes if the results of a study can be repeated and replication if the study itself can be replicated. While the nature of qualitative research is situated (Jensen, 2007a, p. 168), in a time and place, we have not identified substantial factors which would mean that someone would find results contradicting our findings, if they were to do so before any major shift in the current situation. In addition, as we have provided all our interview guides and references, it should be possible to *replicate* this study, with a similar population in a similar market. As Bryman discusses, both of these are more applicable to quantitative studies (Bryman, 2016, p. 48).

Validity, though, is very important to unpack. Bryman introduces several key concepts addressing validity (Bryman, 2016, pp. 46-49), but as he comments after introducing them, they mostly apply to quantitative research. Measurement validity, for example, is a measure of whether concepts actually apply to the thing they are supposed to represent. As we relied on pre-defined concepts, both in a general and a theoretical perspective, we find that this probably does not apply to this paper. Lincoln and Guba (1985), as cited by Bryman, introduces a set of alternative criteria, applicable to qualitative research under the umbrella term of 'trustworthiness'. These correspond to most of the validity-criterions and are;

Credibility (internal validity) - "how believable our findings are". Regarding this, we would like to refer back to the abovementioned "trustworthiness" as this is a matter of trust. Possible threats to our credibility would be if we had reason to doubt the statements users made to us, or indeed, if one had any doubt if we had tried misrepresenting the statements from users in our transcripts. To address the first part, we have chosen to anonymise users, shielding them from direct consequences of their statements. In addition they would need a motive to lie. "Qui bono?" becomes relevant here, as it is quite harder to prove something doesn't exist than the opposite - here, their reason to lie. Regarding our personal credibility you do not have to trust us. All recordings of our interactions are readily available.

Transferability (external validity). This is defined in the original interpretation as "can our findings be generalised?". As you will discover in our analysis, our respondent-population, while small, had a good spread in different personal background factors. If we had primarily been overly interviewing any particular group exclusively our study would possibly not be transferable.

Confirmability (objectivity). Bryman identifies this as "has the investigator allowed his or her values to intrude to a high degree?". As we mentioned under credibility we have supplied recordings of all our interviews and we strove not to lead our users in any particular direction; however, we recognize that the subject of bias is important to keep in mind. Given the relatively uncontroversial nature of our research we find it unlikely that a bias in any direction is likely.

6. Analysis

Informant 1 - Chief of Strategy, coop 365discount

Before asking the users we wanted to have 365's own perspective represented, which happened with our interview with the chief of strategy (Informant 1).

The most important thing we took away from our interview with informant 1 is that he, and 365, are very concerned about customers' price perception of 365. Informant 1 repeated throughout the interview that their main goal was to have a price perception of at most 100%.

Price perception is a measurement of customers' perception of the price of goods in a specific setting. If a banana cost 100 cent (1 dollar) at a certain store, but users think bananas generally cost 105 cent (1.05 dollars) at that store, the price perception for that is 105%, regardless of what the banana actually costs. By 365 wanting a price perception of max. 100% it means that their customers must not perceive their goods to be more expensive than they actually are. In addition, price perception can be measured against another stores' price perception, and just a few percentage points can make a big difference (i1, p. 10).

As a means to keep price perception close to 100%, 365 are continuously very aware of their positioning; aiming to be perceived as a discount supermarket first and foremost. We were told the story of the initial rebranding from the previous name of the chain, Fakta, which involved adopting the '365 Økologi'-product line being adopted as the new brand with an aim to position 365 "somewhere between a supermarket and a discount" (i1, p.4)

According to Informant 1, this endeavour failed as users perceived 365's prices to be 17% more expensive than they already were, most likely due to users associating sustainable with "not cheap". While 365 wants to participate in a value making green trend, according to informant 1: "80% of Denmark's purchased goods simply are people who want conventional wares" (i1, p. 14). 365 changed their price perception from 117% to 103%, and credited this to changing their name, by making the coop part of their name smaller and adding the qualifier "discount" after 365; coop 365discount. They called this a 'hack', to be understood as a quick fix to a problem, without the need to change other measures substantially.

Original brand	1st rebrand name	2nd rebrand name
365 Økologi	COOP 365	coop 365discount

This second rebranding entailed a makeover of all their stores, as well as all the Fakta stores which were phased out by 2022. The colour scheme focused on the green colour as the main store theme, yellow lettering and orange nuances (lamps). The green were to market 365 as the 'only green' supermarket with SuperBest and Kiwi no longer around (i1, p. 7), the yellow lettering were to denote discount and the orange emphasis (lamps) were for warmth/contrast and to put a spotlight on their goods.

Informant 1 mentioned that the overtaking of the Fakta stores was practical as Fakta had a lot of stores, and was thus local to a lot of customers. However, many of the Fakta locales were small compared to Coop's newest acquisitions as these did not have the same size limitations. (i1, p. 5)
We asked informant 1 if they were okay being perceived as sustainable, and they affirmed that they were (i1, p. 13). So stipulating that 365's price perception matches their actual prices, they do not mind being seen as sustainable. In the longer term they aim to become actually substantially sustainable, but they would change their strategy back to discount if users were to think this change to sustainability meant

that they were more expensive (i1, p. 10). No specific deadline for this was given, when we prompted (i1, p. 8).

Given that organic goods presumably cost the same for competitors, we didn't immediately understand how 365 could be more competitive on prices.
We thus used a lot of the interview questioning how 365 would offer both sustainability and discount while being competitive, but it was elaborated by informant 1 that several measures could act as sustainable without heighting prices for customers of 365.
We learned that the goal might be more to change the perception than the actual conditions they operate under, which are the same for their competitors.

Another factor was their locality and Informant 1 talked a great deal about two competition situations that they had with other comparable stores. The first step was then to have customers first and foremost stop at a 365 if they were the closest store to them, and the second step to have customers decide to drive by a competitor to get to 365, even if 365 was less local than the competitor. The point of discount was towards step 1: retaining customers as they would not have a reason to shop elsewhere if their prices matched, and the point of being sustainable was partly towards step 2: motivating customers to drive by their competitors and seek out a 365 because of an attractive profile beyond affordable prices. Locality plays a major factor in both strategies, which makes the implementation of the local Fakta stores essential for 365's success.

Informant 1 saw their green profile (being ecological and sustainable) as a distinctive characteristic ("særpræg"), which could be used as part of their future branding strategy. However this is not the current priority. More so they would continuously develop green initiatives to bolster this 'green characteristic', e.g. healthier food options, meat free alternatives and limited discount on organic eggs. To this end, if some users think that 365 is already sustainable, it does not concern our informant, as long as prices do not change.

When asked about the name Informant 1 said it was too long, but informed us that it was already a set decision at the point where the team for the second rebranding took over (i1, p. 20). He pointed out that the name had been going through an evolution to emphasise affordability, but that some confusion was expected until the name settled as an unambiguously discount name. Given the chance to be part of the initial decision he would have given it another name.

Lastly, when prompted, he was very interested if users found it easy to shop at 365 presently. He used the term "easy is good" ("nemt er godt", i1, p. 19), and when we enquired further he presented us with 6 main benchmarks that marked break or fail for a discount store (i1, p. 19):

1. Can you get quickly through the store?
2. Is the store close to you?
3. Can you find the goods you are looking for?
4. Can you get all the goods you need?
5. Is the quality to your expectations?
6. Is the price to your expectations?

User interviews: 40 respondents

Survey-based spreadsheet

Respondent#	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Landsdel	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.	Kbh.
Butik	Brygg	Brygg	Brygg	Brygg	Brygg	Brygg	Valby	Valby	Valby	Valby	Valby	Sydh	Sydh	Sydh	Sydh	Sydh	Amag	Amag	Amag	Amag
Køn (K: 1, M: 0)	1	1	1	0	0	0	1	0	1	1	0	0	1	1	0	0	0	0	1	1
Alder	24	29	26	46	70	34	60	19	23	22	30	25	48	38	34	40	25	40	21	44
Job (1, 0: stud/pens)	1	1	1	1	1	0	1	0	0	0	1	0	1	1	1	1	1	1	1	1
Anonym	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Logo	1	0	0	1	1	0	0	1	0	0		1	1	/	1	1	-	1	0	0
Navn	1	0	0	0	1	0	0	0	0	0		0	/	/	0	1	-	1	0	1
Vigitig butik grøn?		1	1	1	1	1		0	1	0	1	0	1	1	1	1	0	x	1	1
At du får billigt?			1	0	x	x	1	x	0	x	x	1	0	1	1	1	x	x	x	x
Er 365 grøn?		/	0		1	0	1	0	1	1	1	0	1	/	/	30%	0	x	?	1
Hvor handler du mest	Netto	Rems	Alt	365/S	365		Kvikl	Kickl	Føtex	365/L	Netto		Netto	365	365	Netto	365/N	Aldi,	Netto	Nett
Hvad skulle 365 gøre f	Sortir	Sortii	Sortir	Sortir	Perso		Sortir	Lokal	Lokal	Lokal	-	Sortir	Sortir	?	Luxus	Sortir	Pris	Lokal	tiltale	Order
Bruger du appen?	0	0	1	1	1	0	0	1	0	1	0	0	0	0	1	0	0	0	1	0
Er er appen grøn?	x	x	0	0	1	x	x	0	x	0	x	x	x	x	0	x	x	x	0	x
Designforslag?	x	x	Mads	Opda	0	x	x	x	x	x	x	x	x	x	Gami	x	x	x	?	x
Vores designforslag?	x	x	CO2	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Hurtigt gennem?	1	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	0
Tæt på dig?	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	mid.	1	/
Finde varer?	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	/	1
Få alle varer?	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	/	0	1	0	0
Kvalitet?	1	1	1	1	1	1	1	0	0	1	1	/	?	1	1	1	1	1	1	1
Pris (value)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	-par	1	1	?	1

Respondent#	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
Landsdel	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle	Vejle
Butik	Engh	Engh	Engh	Engh	Engh	Veste	Veste	Veste	Veste	Brejni	Brejni	Brejni	Børkc	Børkc	Børkc	Børkc	Børkc	Vindir	Vindir	Vindir
Køn (K: 1, M: 0)	1	1	0	0	1	0	1	1	1	0	1	1	1	0	1	1	1	1	1	1
Alder	83	65	49	34	27	24	80	18	51	73	18	47	83	84	78	69	47	71	82	49
Job (1, 0: stud/pens)	1	0	1	1	1	1	0	0	1	0	1	0	0	0	0	0	0	0	0	1
Anonym	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Logo	1	1	1	1	1	/	1	1	1	1	1	/	1	1	1	1	?	1	1	1
Navn	1	1	1	1	0	1	/	1	1	0	1	/	1	1	?	1	?	1	1	1
Vigitig butik grøn?	1	?	1	1	0	1	1	1	/	1	0	1	0	1	1	0	0	1	1	0
At du får billigt?	1	1	1	1	0	0	1	1	?	1	1	1	0	x	1	1	1	?	?	0
Er 365 grøn?	1	?	1	0	0	0	1	0	0	1	1	0	/	1	/	1	?	1	/	1
Hvor handler du mest	Rems	Føtex	Føtex	Lidl	365/R	Rems	365/F	Rems	kly/Fø	365	Netto	365/A	Rems	365	365	Rems	?	Rems	Lidl	Lidl. F
Hvad skulle 365 gøre f	Pris	Sortir	Pris	Sort	Sortir	Sort,	/	Mobil	Sortir	Tilbud	Sortir	Pris.	x	x	Kød	x	Vin	Lokal	/	Sortir
Bruger du appen?	0	0	0	0	0	0	0	0	0	1	0	1	0	0	1	0	1	0	0	0
Er er appen grøn?	x	x	x	x	x	x	x	x	x	0	x	0	x	x	0	x	0	x	x	x
Designforslag?	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Vores designforslag?	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Hurtigt gennem?	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Tæt på dig?	1	1	1	1	1	1	/	0	1	1	1	1	1	1	1	1	1	//	1	1
Finde varer?	1	1	1	0	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	/
Få alle varer?	0	1	0	0	0	0	1	1	0	?	0	/	0	1	0	1	1	1	0	1
Kvalitet?	1	0	1	1	0	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1
Pris (value)	1	1	1	?	1		?	1	1	1	1	1	1	1	1	1	1	1	1	0

Before we dive into the emergent themes from our 40-respondent user survey we plotted the various inputs into a spreadsheet to give the reader an overview over what our respondents told us. Clearly not all questions were binary yes/no answers, and thus not able to be immediately translated into numeric values, but 7 out of 11 questions from the original interview guide were, along with 6 extra questions that correspond to the 6 benchmarks we got from informant 1. For the remaining 4 questions with open answers, we reflected on what was most important and translated them into new binary questions which we will relay under the relevant sections.

Emergent themes overview

Branding: Logo and name indifference

The first theme that emerges is that the users are roughly evenly split between being pro or con the new logo as well as name. We have allowed surveyed users to answer with 'indifferent', however, indifference to a rebrand would not appear to be a positive result, and we therefore counted these with negative sentiments. Regardless, however, there is a substantial negative sentiment towards the new logo and name, mostly resulting from it being too long (R14, p. 3) and annoying (R7, p. 3). In general, the users' positive responses were not enthusiastic, though, and they generally reacted with more of an indifference, which iterates our point that Coop should consider counting their sentiments as negatives. Also worth noting is that users who didn't like one didn't like the other, as was the case with Respondent 7 above.

Green Identity: People are green, 365 are not

The second theme is that people generally care about their supermarkets having sustainable options, but they do not necessarily consider 365 to be a green supermarket. Question 3 ("Is it important that your store is green") also had an additional question in parentheses, which asked "How important, taking your economy into consideration" which people a) found amusing, b) did make most people reconsider and c) really should be its own question. We have thus awarded it its own place in our spreadsheet with the phrasing "That you can buy cheap" and will hence refer to it as Question 3b. From the answers you can glean that around half did also take economic considerations into account when shopping, which corresponds with Informant 1's statement, above, that Danish customers primarily shop conventionally (i1, p. 14).

User loyalty: Too little inventory

The third theme that emerges is that several of the users that we talked to wew unhappy with the inventory of 365. This is very clear at the bottom of the spreadsheet (line 22) but it is actually backed up earlier (line 14) where the respondents volunteered this information when being prompted about what 365 should do to attract/retain them as customers. 15/40 respondents precisely mentioned this as their biggest issue with shopping in 365, with a minority focusing on fruits and vegetables, but more damning is that it is the singular most prolific issue the customers have with the chain. Given our geographic diversification, it would appear to be its own issue. This could be in line with Informant 1 mentioning that the Fakta stores generally had small locales, and possible inventory storage. The stores being generally small might affect inventory space for 365 might be affected because they have taken those same stores over.

App usage and design: People don't use the Coop App

The fourth emerging theme is that people generally do not use the Coop application (hereafter "Coop App", or "App"), which is 365's associated App. The App has several functionalities, among which is the ability to scan prices and check-out via SCAN&GO, which was the primary feature our respondents reported using. Additionally every respondent except one did not believe that the App helped them be more sustainable-minded users. We asked specifically in regard to the measurement of the CO_2-measurement function, but most either didn't know about it or had stopped using it past the first year (R15, p. 4). Given that most respondents had no experience with the App, our line of questioning regarding it and possible redesigns did not get a lot of answers. We would recommend future surveys to focus on recruiting users who are familiar with the application.

User experience: General accept of rebrand

The fifth, and final, theme is that the users of 365 are generally happy with the revamping of the stores and the ensuing make-over. While some still report messy stores, and are not tuned in to the purpose of the whole rebranding, our general respondent thought of the new stores as cosy and clean, some even with enthusiasm (R14, p. 5). Apart from the inventory-issue, most of the questions regarding the shopping experience were overall positive.

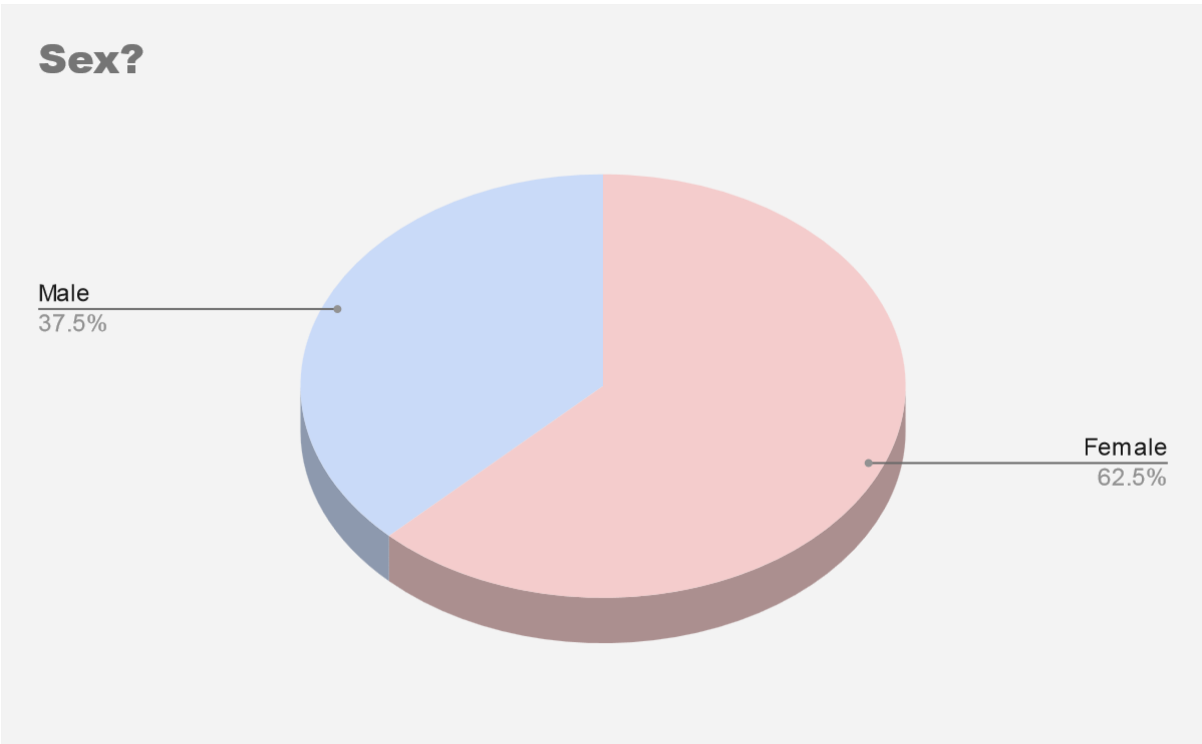
Quantitative overview

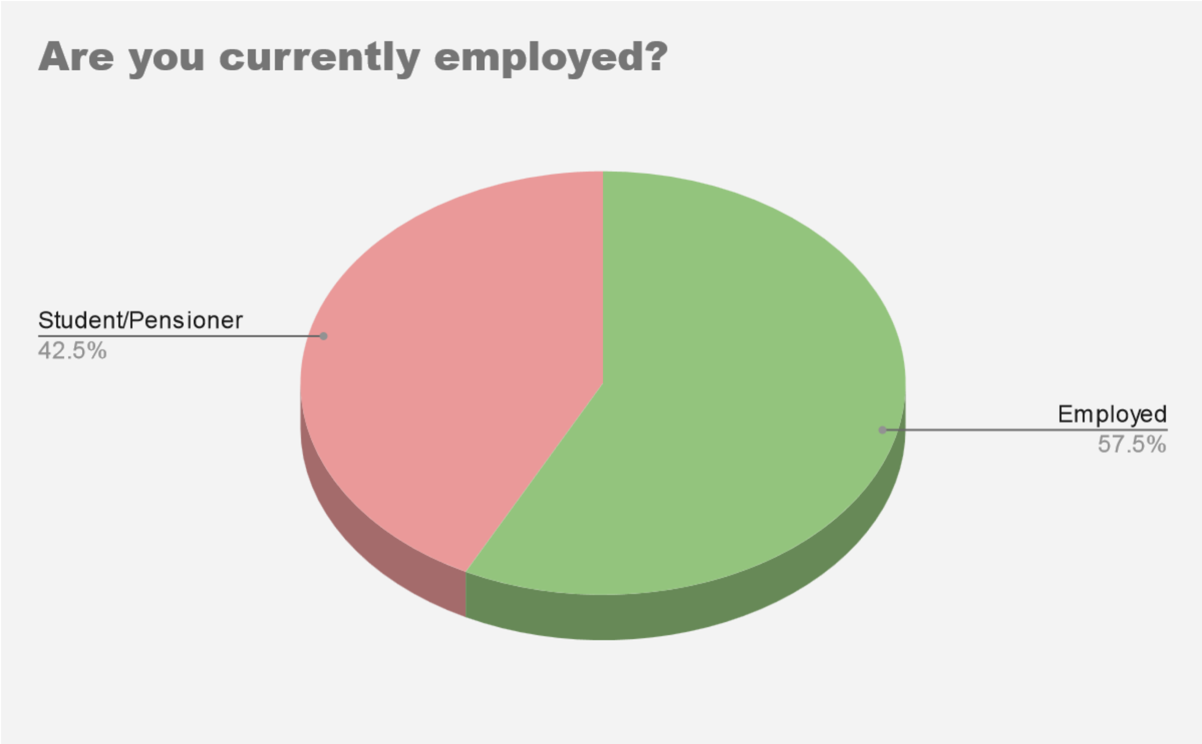
Having identified these 5 themes we will now go deeper into the six sections of this small-scale quantitative reflection. We will visualise our findings throughout, primarily presenting our results in pie charts to show comparisons, and reflect on the perspectives we discovered in our expert interview. To do so we have transposed our dataframe and cleaned our data.

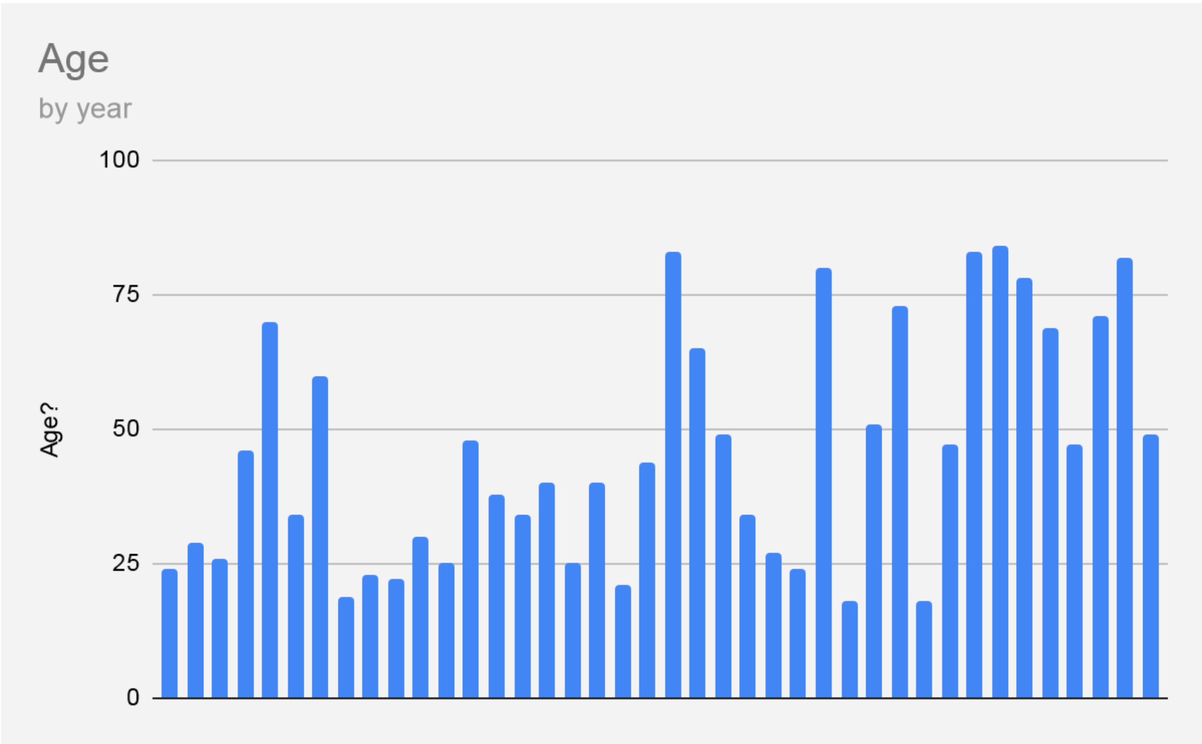
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X
Respondent#	Landsdel	Butik	Køn (K: 1, M: 0)	Alder	Job (1, 0: studi	Anonym	Logo	Navn	Vigtig butik grøn	At du får billigt?	Er 365 grøn?	Hvor handler du i	Hvad skulle 365	Bruger du appen	Er er appen grøn	Designforslag?	Vores designfors	Hurtigt gennem?	Test på dig?	Finde varer?	Få alle varer?	Kvalitet?	Pris (value)
1	Kbh.	Bryggen, Njalsgade 13	1	24	1	1	1	1	0	0	0	0	1	0	0	0	0	1	1	1	0	1	1
2	Kbh.	Bryggen, Njalsgade 13	1	29	1	1	0	0	1	0	0	0	1	0	0	0	0	1	1	1	0	1	1
3	Kbh.	Bryggen, Njalsgade 13	1	28	1	1	0	0	1	1	0	0	1	1	0	Madspild	CO2	1	1	1	0	1	1
4	Kbh.	Bryggen, Njalsgade 13	0	46	1	1	1	0	1	0	0	1	1	1	0	Opdater designe	0	1	1	1	0	1	1
5	Kbh.	Bryggen, Njalsgade 13	0	70	1	1	1	1	1	0	1	1	0	1	1	0	0	1	1	1	1	1	1
6	Kbh.	Bryggen, Njalsgade 13	0	34	0	1	0	0	1	0	0	0	0	0	0	0	0	1	1	1	0	1	1
7	Kbh.	Spinderiet, Valby Tonsgade 13	1	60	1	1	0	0	0	1	1	0	1	0	0	0	0	1	1	1	0	1	1
8	Kbh.	Spinderiet, Valby Tonsgade 13	0	19	0	1	1	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	1
9	Kbh.	Spinderiet, Valby Tonsgade 13	1	23	0	1	0	0	1	0	1	0	0	0	0	0	0	0	1	1	1	0	1
10	Kbh.	Spinderiet, Valby Tonsgade 13	1	22	0	1	0	0	0	0	1	1	0	1	0	0	0	1	1	1	0	1	1
11	Kbh.	Spinderiet, Valby Tonsgade 13	0	30	1	1	0	0	1	0	1	0	0	0	0	0	0	1	1	1	0	1	1
12	Kbh.	Sydhavn, Borgbjergsvej 25	0	25	0	1	1	0	0	1	0	0	1	0	0	0	0	1	1	1	0	0	1
13	Kbh.	Sydhavn, Borgbjergsvej 25	1	46	1	1	1	0	1	0	1	1	1	0	0	0	0	1	1	1	0	0	1
14	Kbh.	Sydhavn, Borgbjergsvej 25	1	38	1	1	0	0	1	1	0	1	0	0	0	0	0	1	1	1	0	1	1
15	Kbh.	Sydhavn, Borgbjergsvej 25	0	34	1	1	1	0	1	1	0	1	0	1	0	Gamify	0	1	1	1	0	1	1
16	Kbh.	Sydhavn, Borgbjergsvej 25	0	40	1	1	1	1	1	1	0	0	1	0	0	0	0	1	1	1	0	1	0
17	Kbh.	Amager, Lyongade	0	25	1	1	0	0	0	0	0	1	0	0	0	0	0	1	1	1	0	1	1
18	Kbh.	Amager, Lyongade	0	40	1	1	1	1	0	0	0	0	0	0	0	0	0	1	0	1	1	1	1
19	Kbh.	Amager, Lyongade	1	21	1	1	0	0	1	0	0	0	0	1	0	0	0	1	1	0	0	1	0
20	Kbh.	Amager, Lyongade	1	44	1	1	0	1	1	0	1	0	0	0	0	0	0	0	0	1	0	1	1
21	Vejle	Enghavecentret	1	53	1	1	1	1	1	1	1	0	0	0	0	0	0	1	1	1	0	1	1
22	Vejle	Enghavecentret	1	65	0	1	1	1	0	1	0	1	1	0	0	0	0	1	1	1	1	0	1
23	Vejle	Enghavecentret	0	49	1	1	1	1	1	1	1	0	0	0	0	0	0	1	1	1	0	1	1
24	Vejle	Enghavecentret	0	34	1	1	1	1	1	1	0	0	1	0	0	0	0	1	1	0	0	1	0
25	Vejle	Enghavecentret	1	27	1	1	1	0	0	0	0	1	1	0	0	0	0	0	1	1	0	0	1
26	Vejle	Indre by, Vestergade 22	0	24	1	1	0	1	1	0	0	0	1	0	0	0	0	1	1	0	0	1	0
27	Vejle	Indre by, Vestergade 22	1	50	0	1	1	0	1	1	1	1	0	0	0	0	0	1	0	1	1	1	0
28	Vejle	Indre by, Vestergade 22	1	18	0	1	1	1	1	1	0	0	0	0	0	0	0	1	0	1	1	0	1
29	Vejle	Indre by, Vestergade 22	1	51	1	1	1	1	0	0	0	0	1	0	0	0	0	1	1	1	0	1	1
30	Vejle	Brejning	0	73	0	1	1	0	1	1	1	1	1	1	0	0	0	1	1	1	0	1	1
31	Vejle	Brejning	1	18	1	1	1	1	0	1	1	0	1	0	0	0	0	1	1	1	0	1	1
32	Vejle	Brejning	1	47	0	1	0	0	1	1	0	1	0	1	0	0	0	1	1	1	0	1	1
33	Vejle	Børkop	1	53	0	1	1	1	0	0	0	0	0	0	0	0	0	1	1	1	0	1	1
34	Vejle	Børkop	0	54	0	1	1	1	1	0	1	1	0	0	0	0	0	1	1	1	1	1	1
35	Vejle	Børkop	1	75	0	1	1	0	1	1	0	1	1	1	0	0	0	1	1	1	0	1	1
36	Vejle	Børkop	1	69	0	1	1	1	0	1	1	1	0	0	0	0	0	1	1	1	1	1	1
37	Vejle	Børkop	1	47	0	1	0	0	0	1	0	0	1	1	0	0	0	1	1	1	1	1	1
38	Vejle	Vindinggårdcenteret	1	71	0	1	1	1	1	0	1	0	0	0	0	0	0	1	0	1	1	1	1
39	Vejle	Vindinggårdcenteret	1	52	0	1	1	1	1	0	0	0	0	0	0	0	0	1	1	1	0	1	1
40	Vejle	Vindinggårdcenteret	1	49	1	1	1	1	0	0	1	0	1	0	0	0	0	1	1	0	1	1	0
G	-	-	25	46	23	40	26	19	25	18	16	15	18	11	1	0	0	37	34	35	11	33	34
			15	42	17	0	14	21	15	22	24	25	22	29	39	40	40	3	6	5	29	7	6
			40	46	55%																		

Personal information

From the personal information section, we can already see that 62.5% of our 40 respondents were female (corresponding with 37.5% male respondents), the average age was ~46 years and 57.5% of respondents were employed. All respondents are anonymous.

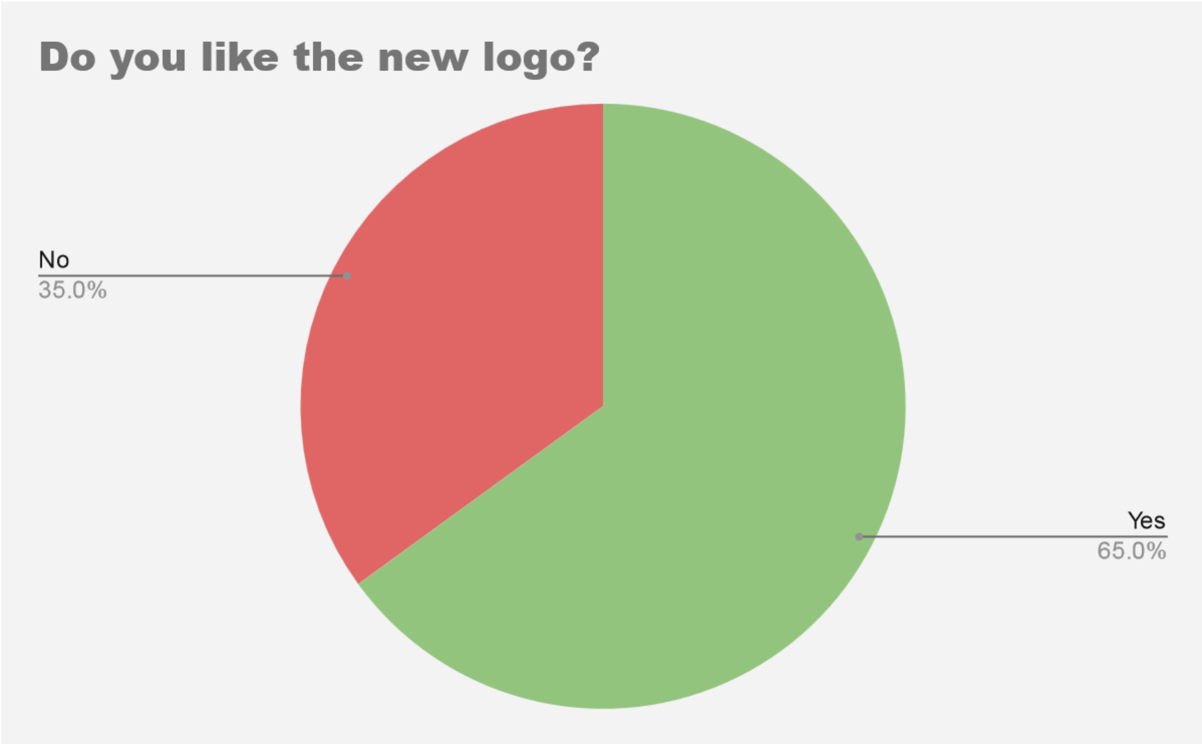


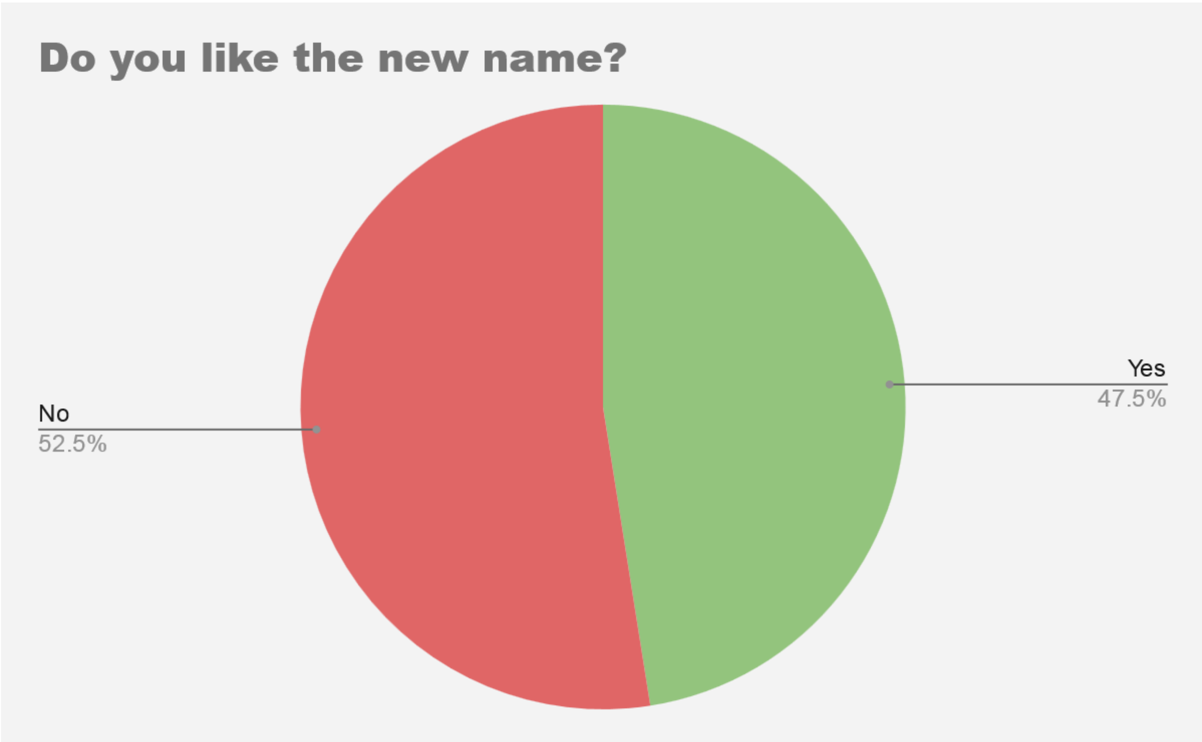


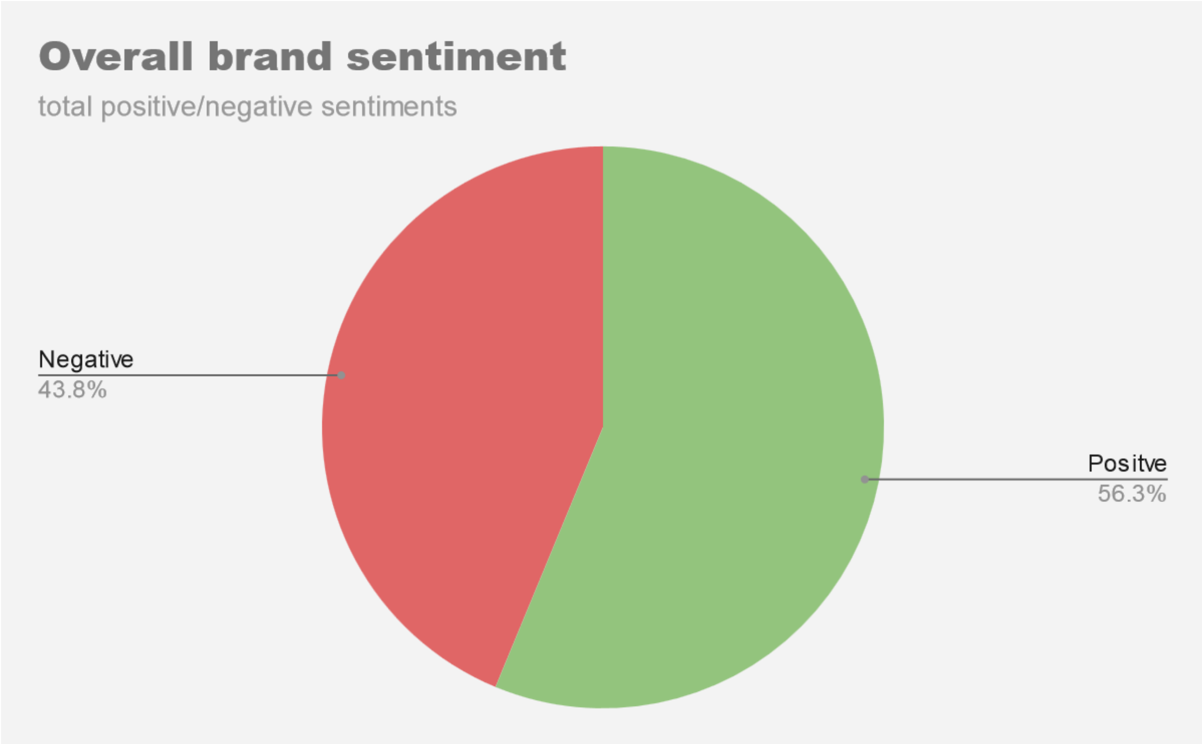


From this chart we can also quickly see that even though the average age is 46, roughly half of respondents are in the second (25-50 y/o) quartile. In general a good spread of customers.

Group 1: Branding

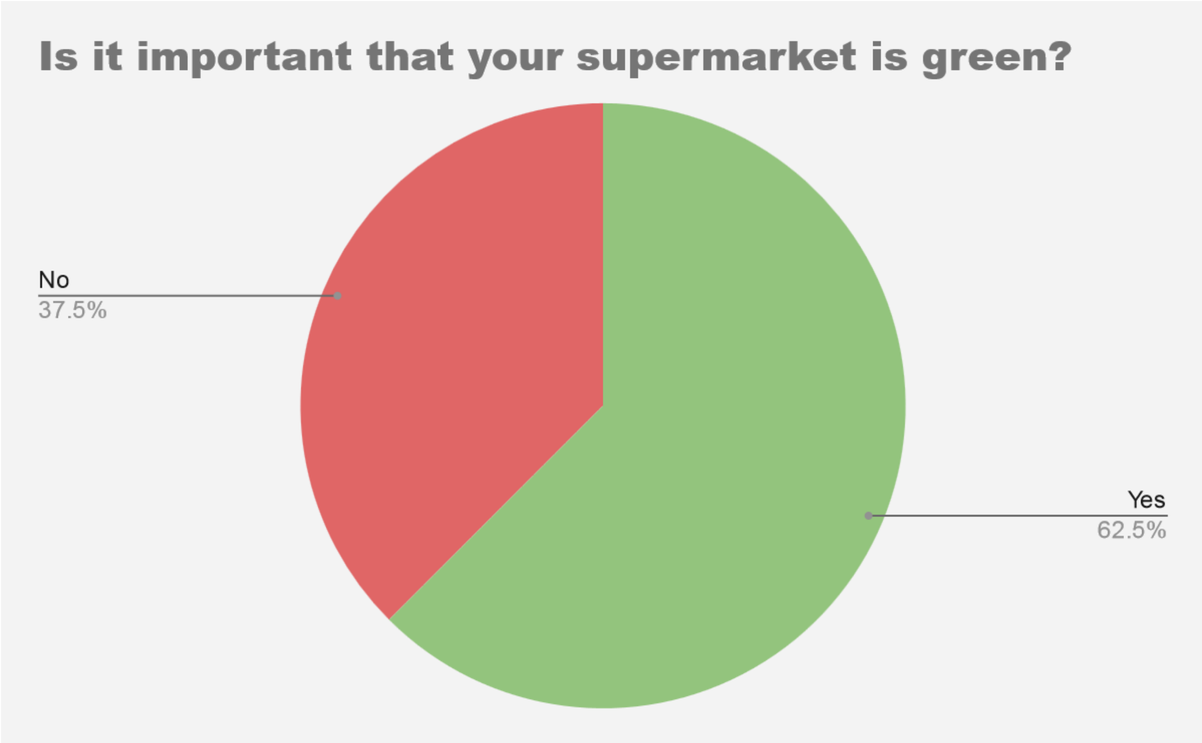


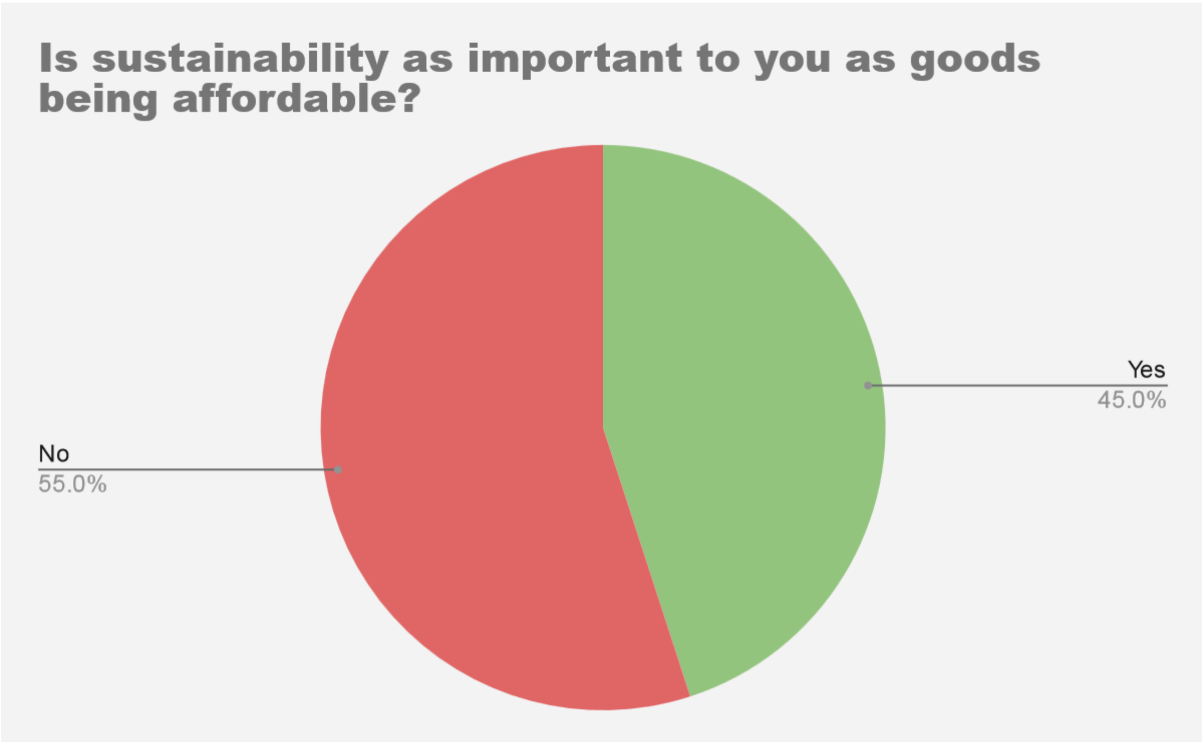


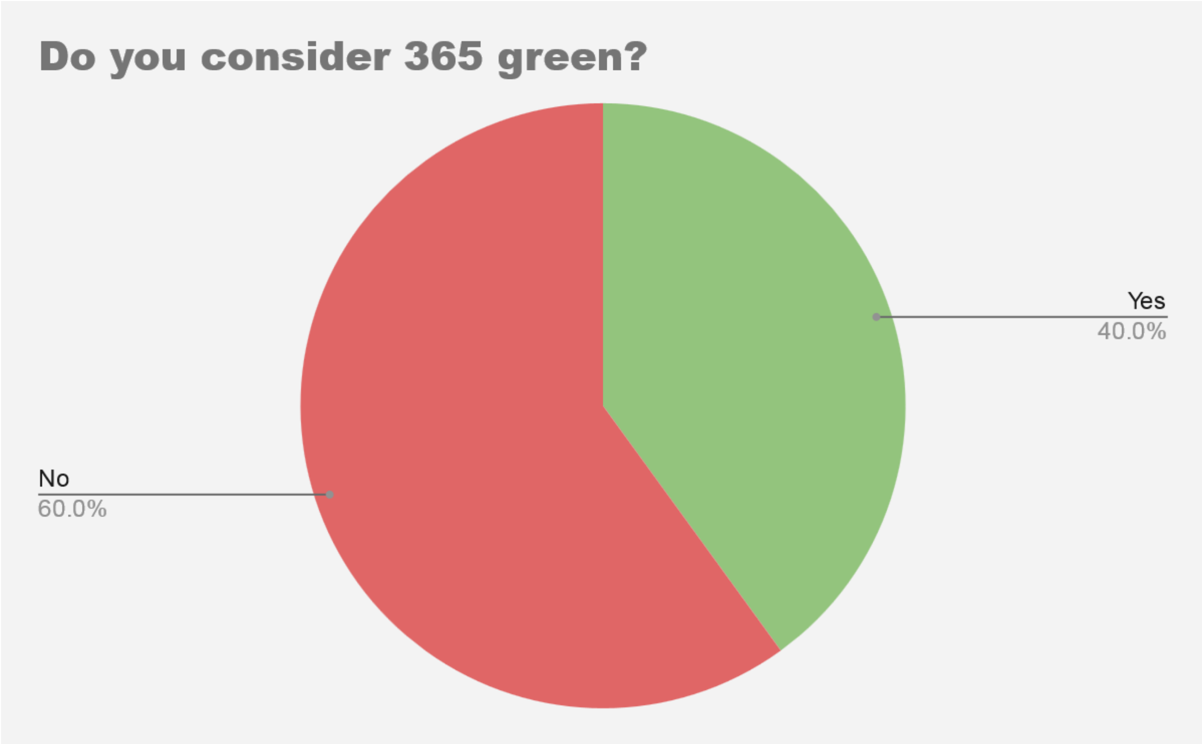


As we noted above (theme 1) there exists a substantial enthusiasm (65%) for the new logo but a slightly negative attitude towards the name (52.5%). If we define a large majority of positive sentiments to be the 4th quartile (>75%), and operate with the idea that a rebranding should have a general to overwhelming enthusiasm to be considered a success, the visual data does not bear this through. In percentage points the sentiment would need to be moved 10 percentage points on the logo, and 27.5 percentage points on the name, meaning that if Coop wants to change the brand-change into a success it is ~2-3 times more important to change the name sentiment than the logo, and given that the singular reason given was that the name was too long, for the respondents who had negative sentiments, and that a shorter name would most likely imply a shorter logo, it would solve both to focus solely on shortening the name. We recognise this might be a substantial undertaking (11, p. 20), but this is what the respondents tell us, so further research into the impact of expenses is needed in regards to gradual name/logo reduction versus having a mid tier positive brand sentiment.

Group 2: Green identity







As we see from chart 1, 62.5% of users care about buying sustainable, but from chart 2, 55% weigh economic considerations higher or on equal footing with buying sustainable.
From the surveys we remember that most users confirmed that they also shopped with their economy in mind, and we are immediately reminded of the quote from our analysis, from Informant 1, that roughly 80% of users shop economically. This demonstrates that an overwhelming part of our users, while saying they care that their supermarket is sustainable, at least also take economic concerns into consideration.

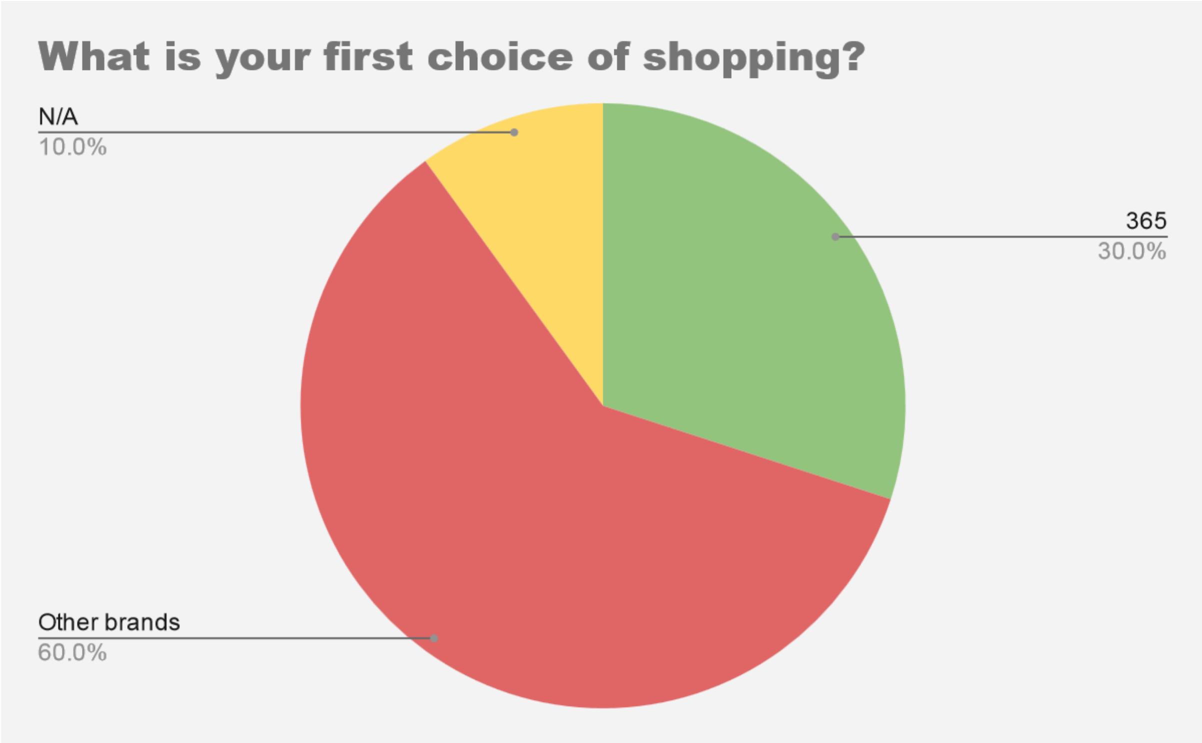
The implication of this is that we have to go back and correct our initial analysis in theme 2 "People are green, 365 are not". First of all; people are not consistently green. They like to be, but our second question revealed their real priority is economically affordable goods, according to our data. This aligns with the statement about shopping habits from informant 1. As shown in the interviews, however, users do prefer to have the option to buy green, valuing it as a value in itself to, at least, have the option (R14, p. 3), and they still reserve the right to judge whether 365 is green or not.

We considered if this conditional green identity should make us reconsider the validity of their answers, but it might simply point to a nuance in their opinion. Informant 1's statement above also aligned with this perspective and additionally, even if our surveys were not anonymous, the inclination to appear as a more accountable consumer is stronger than the reverse, that is; the existing societal norm is that sustainability is preferable. They simply don't have a reason to appear less sustainable. It's a 'free lunch' to claim that you prefer that something has to be sustainable, while the reverse may have social consequences, even within themselves. Though they are anonymous in a survey, people do not like to appear unethical.

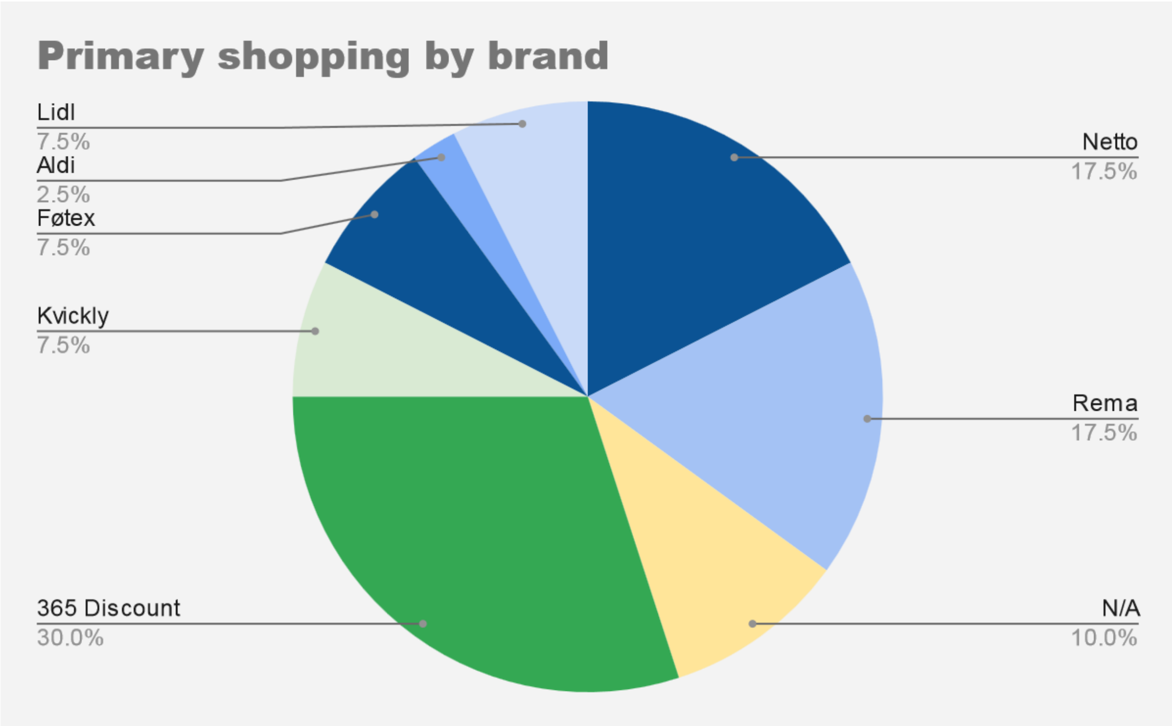
Then again, the overwhelming response, and reactions, towards question 3B; "Is sustainability as important to you as goods being affordable?", also shows us that they were not afraid of answering in the negative when push came to shove, so while it is not popular to say you prefer to shop discount over sustainable, it wasn't directly unacceptable (taboo). In addition their reactions (laughing) and body language (smirks, gestures) implied that they recognized the dilemma and thought they were being (playfully) caught out. We considered if this would push our respondents into the "everyone shops discount"-narrative, but some also maintained that they actually prioritised shopping sustainable over discount, so that doesn't seem likely either.

To summarise our findings: users want to appear green but not pay for it, to have green options and while 365 does have green options, users do not consider 365 green or are in doubt.

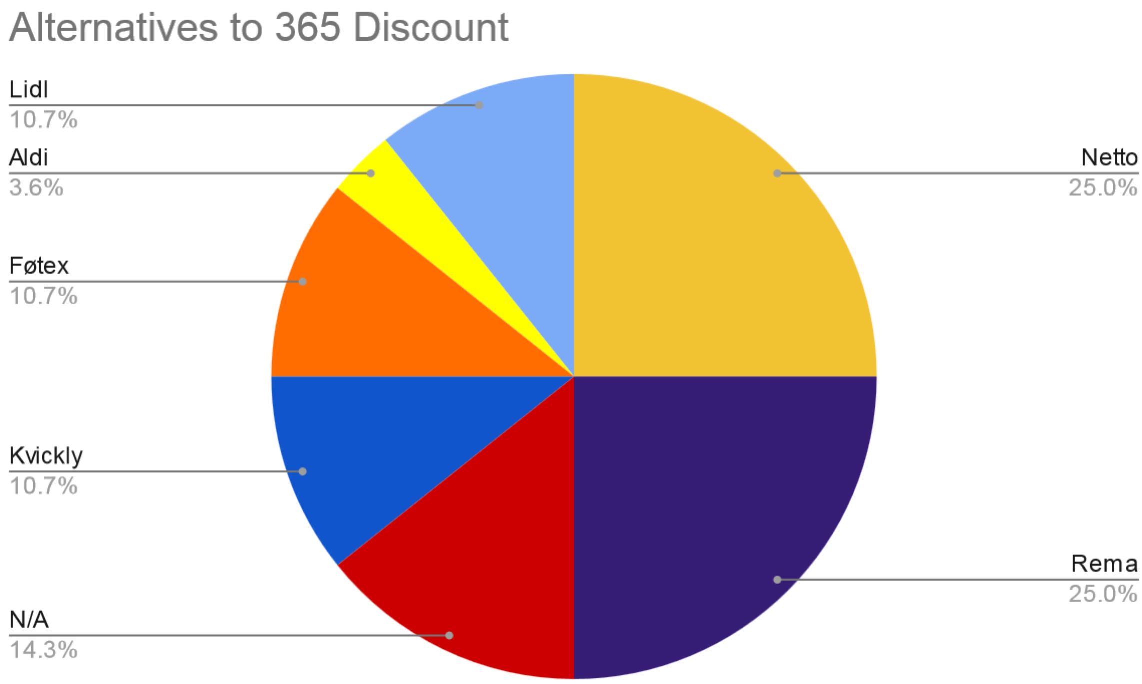
Group 3: User loyalty



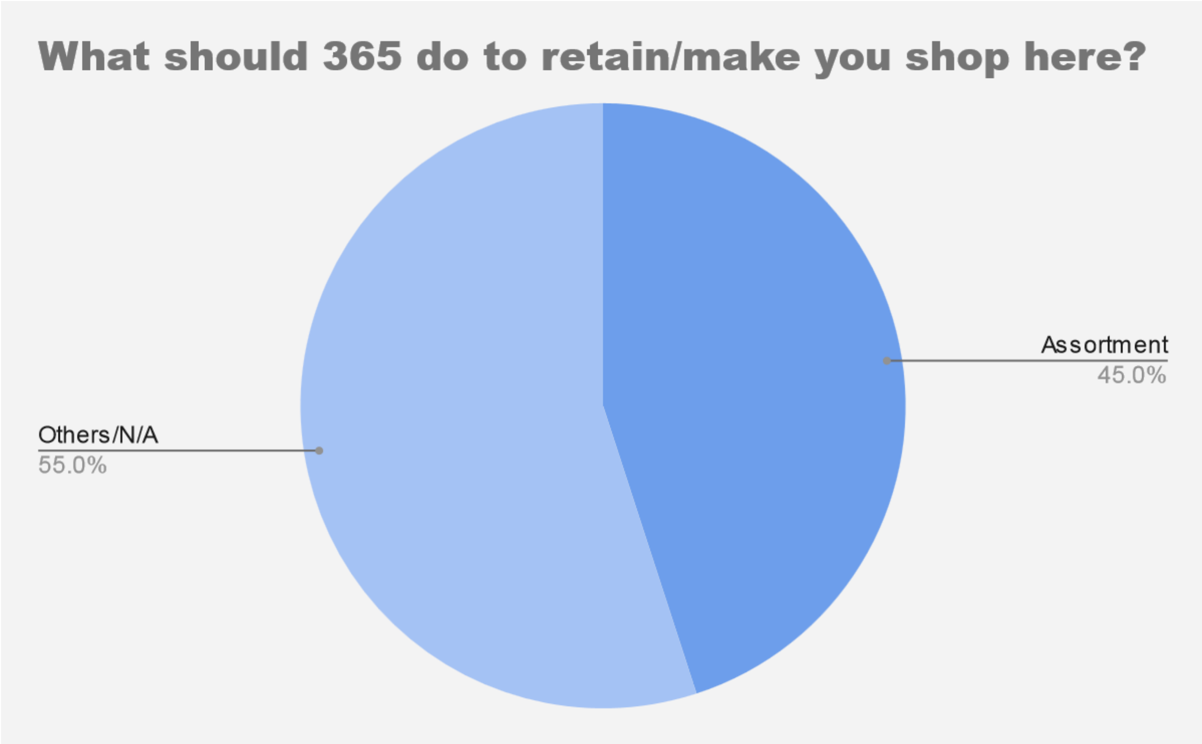
When we asked customers this question it was clear that 1) Customers usually did not have one single favourite chain in which they did all their shopping and 2) that 365 was not their preferred choice in a majority of cases. There are a few stipulations here. First off; of the 60%, 365 is still one the secondary choice for shopping, not every customer had a favourite chain in which they did the majority if their shopping (10% N/A), and thirdly; every customer we asked, we asked in front of a 365 store, meaning that this data is probably not representative of the larger population. If anything the 30% result is probably skewed in 365's favour.



If we take a closer look at the distribution of the different store brands, the picture looks a bit 'better', but only because 365 is not compared to the rest of the other brands mentioned by respondents altogether. We can also see that Salling Group (Føtex and Netto) comprise a joint 25%, with REMA 1000 taking the 3rd spot as a chain. Interestingly, we notice now that Netto and Rema 1000, both discount supermarkets, are the two largest competitors to 365, amongst the 365 customers we interviewed. In comparison, more quality focused chains like Kvickly and Føtex are less than half as popular among the customers.

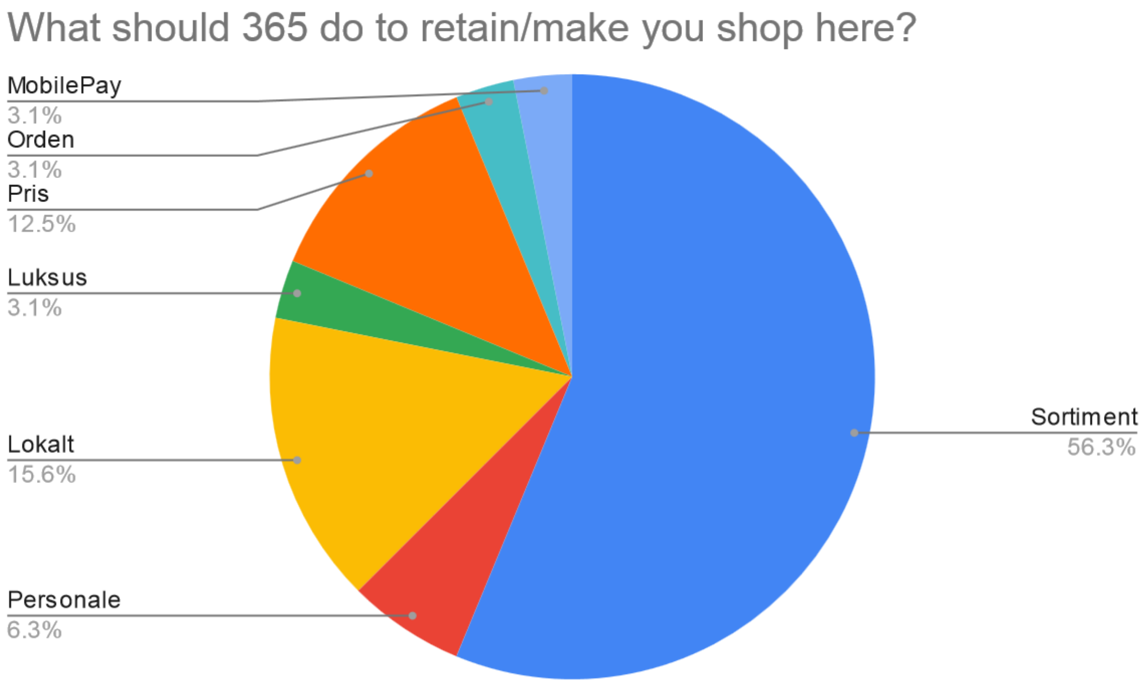


If we remove 365 from the data we see that this corresponds to two of low-budget options having a quarter of the positions each, with the upscale quality choices sharing a quarter, and the other low budget competitors sharing 14.3%. Thus, amongst 365 customers who answered, 64.3% of the interest towards other brands are targeted towards comparative competitors.



Our follow-up question found that customers have a wide range of things that they would want 365 to improve upon if they wanted them as primary customers. We expand on these below, but it quickly became apparent that the main issue customers had, at several 365 locations, was insufficient inventory, as shown on the graph above. We find the fact that almost half of respondents (18 out of 40) offered this issue by themselves to be a significant finding. Other issues were repeated as well, but not nearly as often.

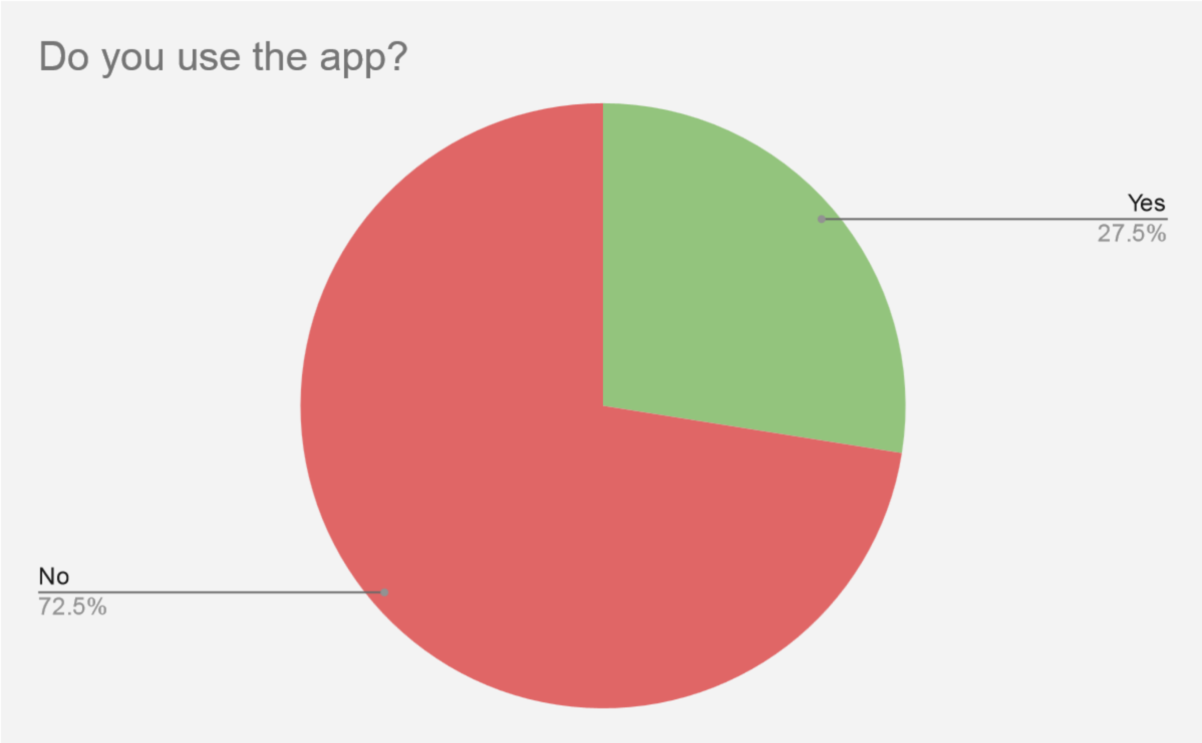
A quick note; several users told us that they were dissatisfied with the lack of stock, and they specified items they needed that they had to get elsewhere because there was no stock left on shelves. By the descriptions given to us, we understood that the lack in inventory was about stock, not choices (assortment). We will later recommend further research to verify our understanding, but going forward we consider the inventory-issue to be primarily about empty shelves rather than a diversification of goods.

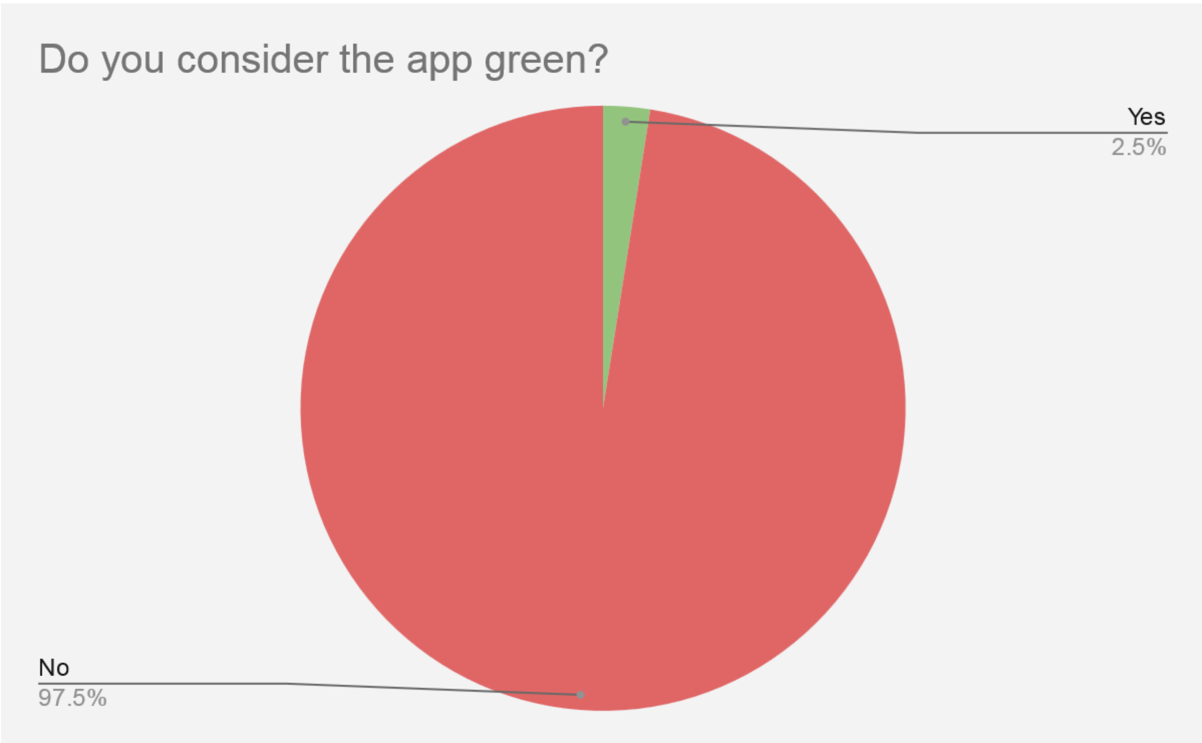


By excluding non-answers from the data, inventory is solidified as the main issue for customers, at 56.3% of given answers. While the majority of respondents themselves suggest 'inventory', we have also included specific food groups in this category, like 'wine' and 'meat' or 'special deal'-offers, which the respondent had come to the store to specifically buy. On the other hand we have not included 'luxury' or 'price' as these are not a "not enough inventory"-issue.

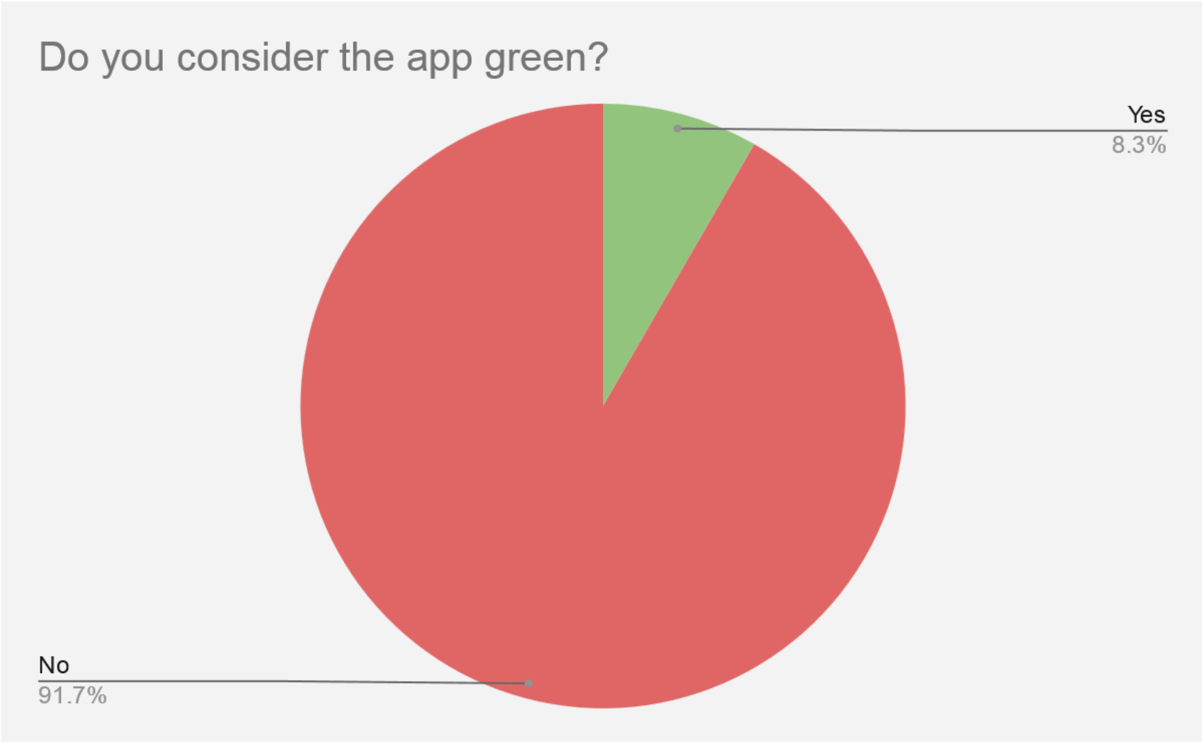
From the graph we identify other prominent issues to be price and having a store nearby. The "Personnel" category includes both how the staff acts on shift and a general lack of staff.

Group 4: App usage



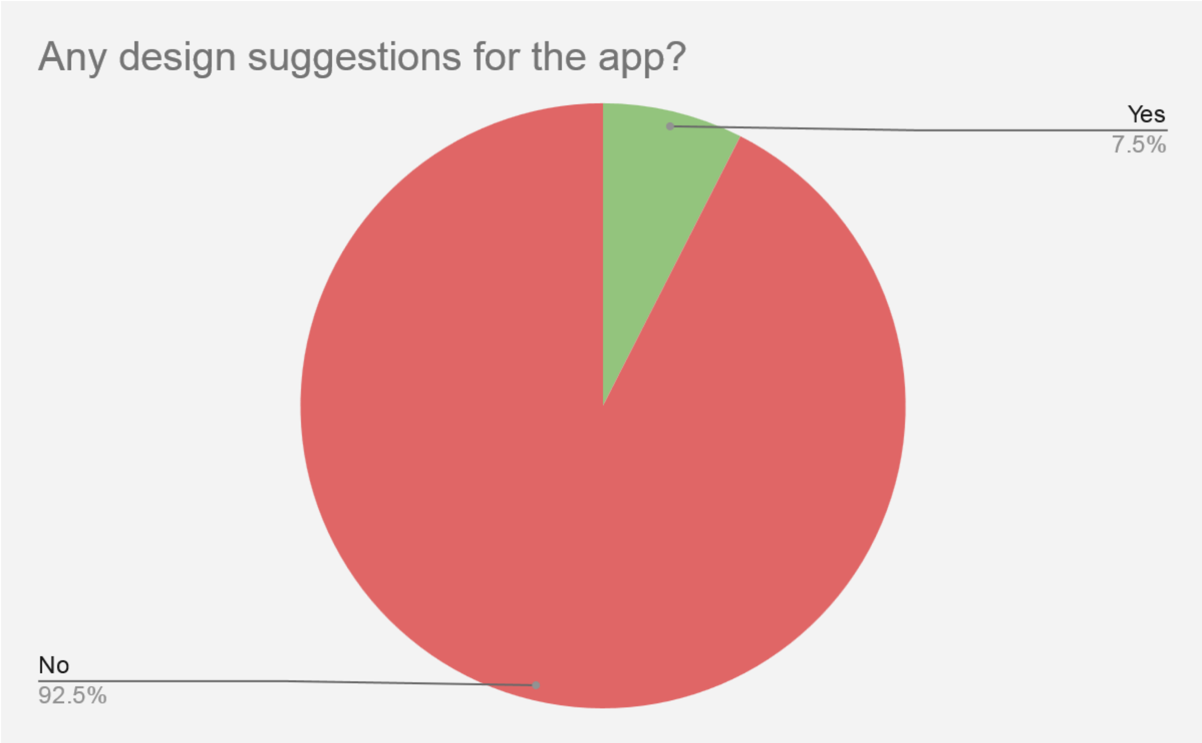


As we can see from the graph, about a quarter (27.5%) of users asked, used the Coop App. We asked the follow-up question "Do you consider the App green?" either way, in case they might have heard of it, but as we expected a large majority did not answer in the affirmative if they did not use the App. Given that users who did not the use the App, probably do not have an informed opinion if it is green or not, we have chosen to focus on the actual app users in relation to the same question, as this is a more fair representation:

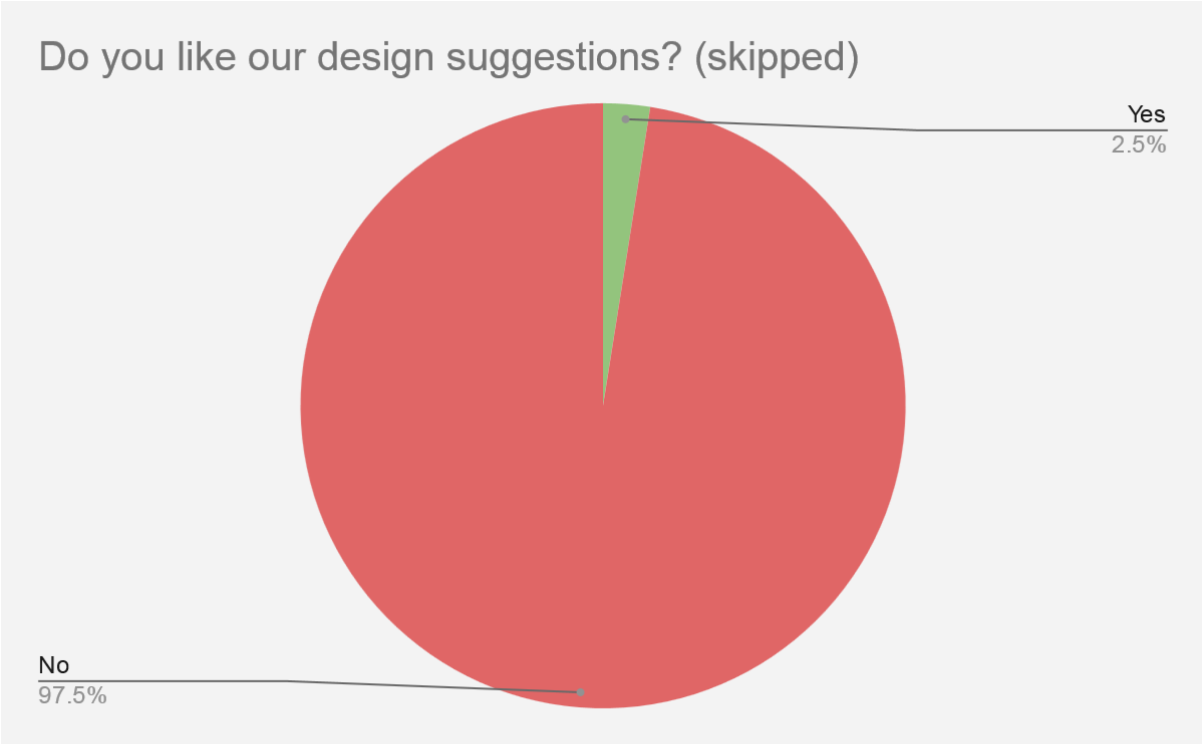


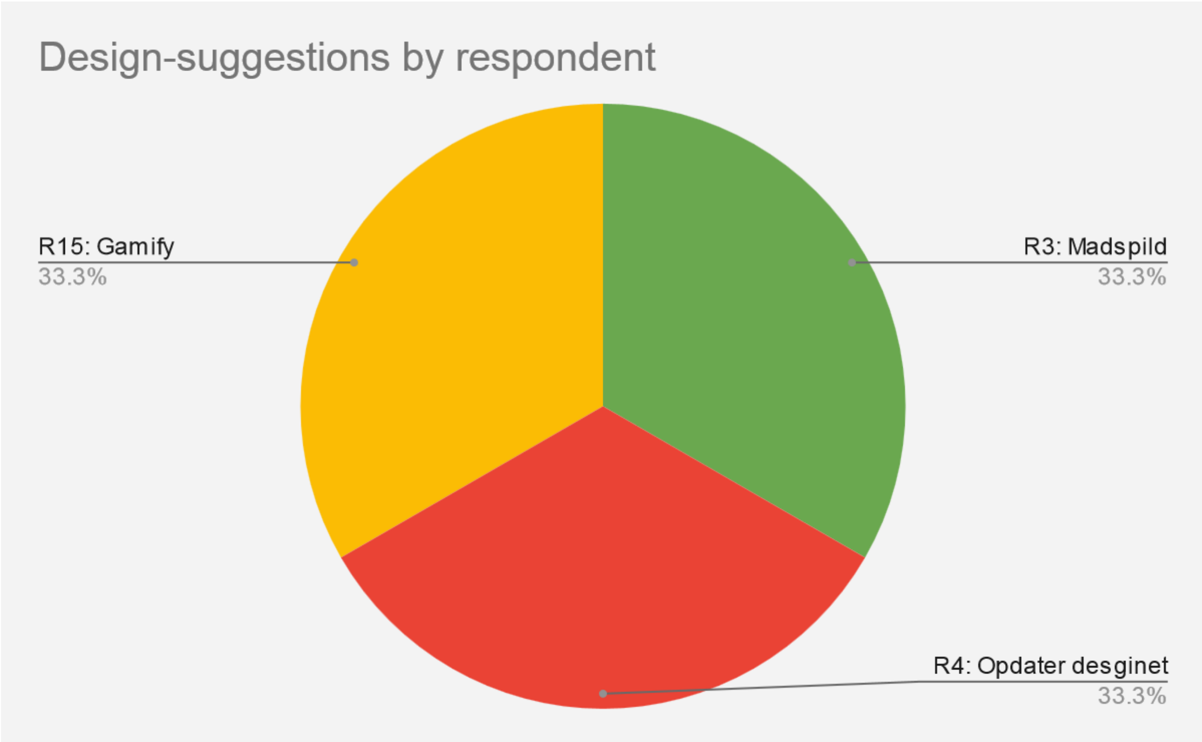
As we can see, despite this consideration, it does not however change the picture substantially. This result appears dramatic, if the expectation from Coop is to appear green, through the App, and not ideal if the expectation is that users use the App. However, given the small sample size, the survey should be repeated with a larger population before this point can be solidified.

Group 5: Design Suggestions

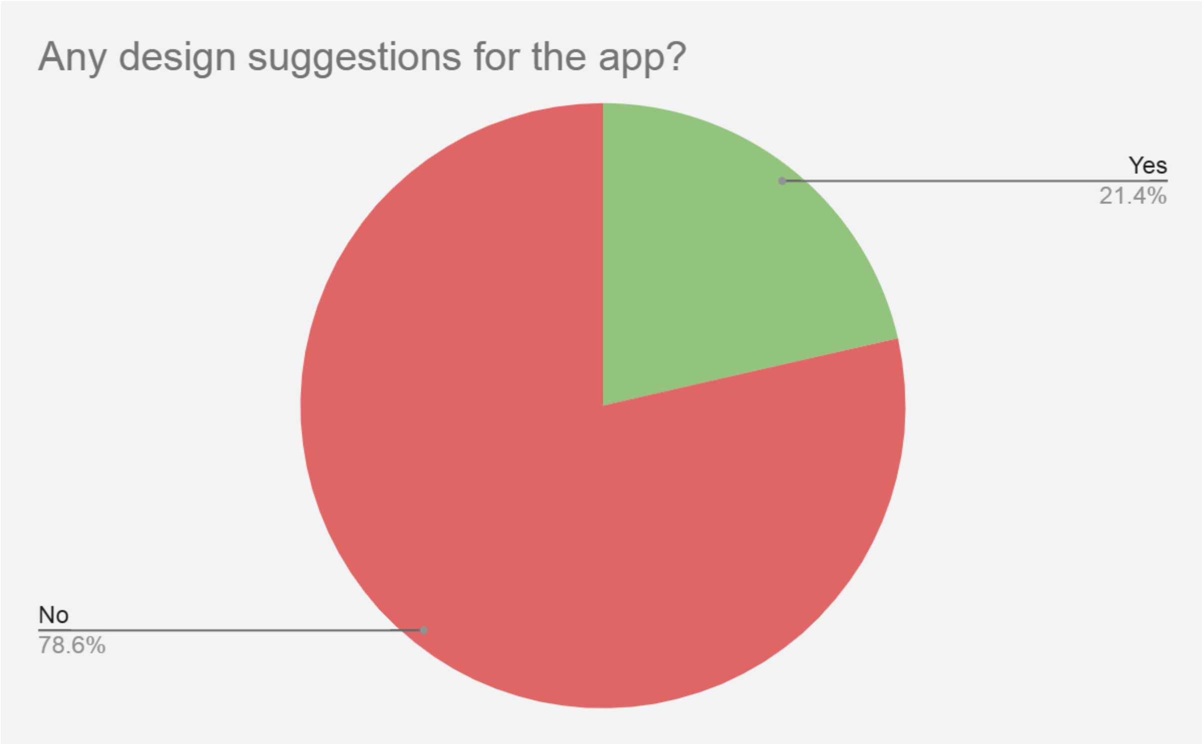


As we mentioned prior, many respondents did not use the App. In addition we were stretching the attention of our respondents at this point as we had promised them to do the interview in <10 minutes. As a result we often skipped these questions, and we mostly opted to not enquire further regarding our own design suggestions (see below).





3 respondents, however, were enthusiastic and we have extracted their answers to the above graph. R3, who studied environmental design had many good ideas toward implementing designs regarding food waste in the App. R4, a graphic designer by trade, had some suggestions to improve the overall design, and R15 had some involved ideas regarding user design and gamifying it. While 7.5% of respondents seem like a small percentage, we get another picture if we compare to the total number of respondents who actually used the App:



In this case, as you can see from the graph, the 3 respondents with design suggestions, when compared to the 11 respondents in total who answered that they use the App, make up 21.4% of the total respondents, meaning about 1 in 5 of positive respondents had their own ideas for how the App could be optimised. As mentioned prior we are still working with a small sample size but it appears there are interesting design suggestions to be explored further in a larger population.

R3: Food Waste & CO-stickers.

The first respondent who actually used the App also had a lot to say about sustainability and climate change. Specifically, she volunteered an idea we also had played around with: looking into food waste (madspild). She told us she had a balanced approach between buying sustainable and affordable (being a student), but besides this she studied sustainability at AAU CPH, so we considered her more knowledgeable than the average users regarding sustainability . As a result we were keen to get her input on the environmental aspects of our inquiry.

She readily dismissed that the App was green just because it had a CO_2-measurement, and she had some general suggestions for initiatives that 365 could implement if they wanted to be more sustainable.

The first of these was to focus on decreasing food waste, which we understood to mean that 365 should offer bargains with food that was near its best-by date before throwing it out (yellow prices). The other was to clearly mark the CO_2-cost for any specific ware in the store.

R4: Update the design, minimalism

Respondent 4 was our second 'expert-respondent' and gave us a lot of valuable insight. Being a graphic designer, he himself designed interfaces for apps and was informed about the standards of the industry, so we were very interested in finding out what he could tell us about the App.

He made a few very distinct points. Firstly, he didn't use the CO_2-feature of the App as he "didn't sit around and after-analyse" (R4, p. 4) his groceries, let alone know about the feature. Secondly, he thought Coop should update the design in a more minimalistic direction, as he thought it appeared 'messy'. The third point we took away was that this minimalistic direction was something "other new apps are" (R4, p. 4) in line with, which is our first point of reference of a practical industry standard.

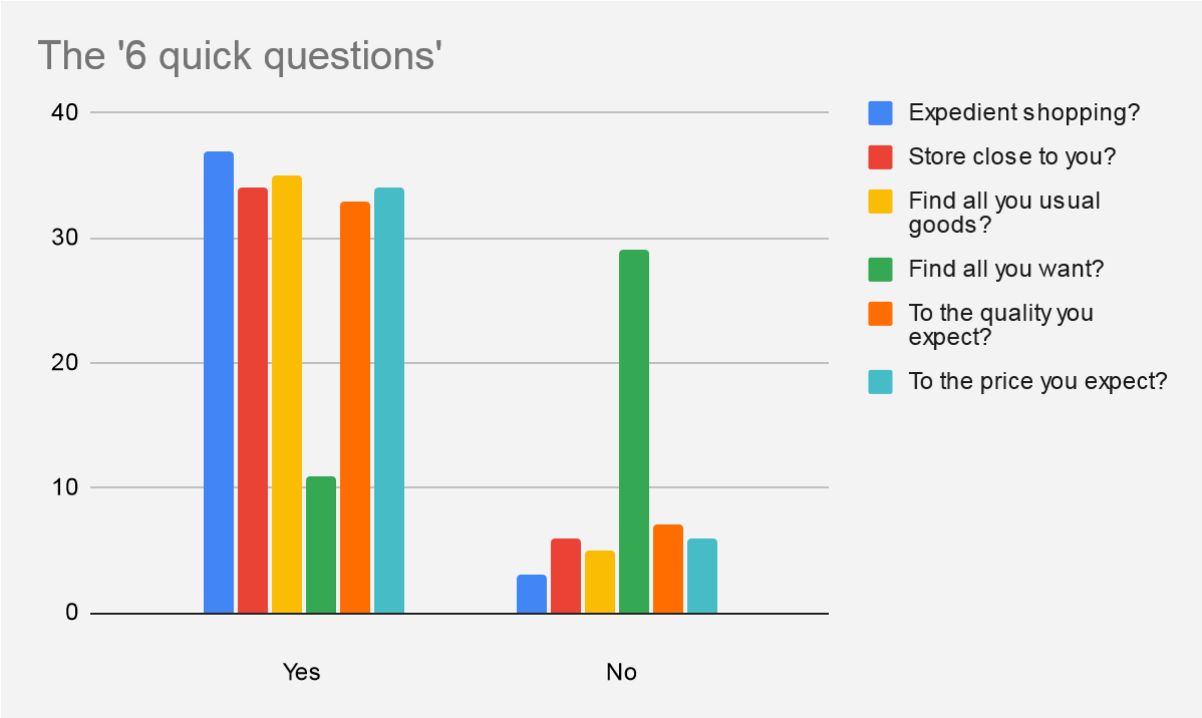
R15: Gamifying

Respondent 15 was an IT-consultant and one of our more informative interviews. Besides having some involved design suggestions he displayed an in-depth understanding and was passionate about sharing his ideas. He used the SCAN&GO-function regularly and would also use it to scan prices on goods for other customers. Besides this he enjoyed the autonomy of self-checkout.

He had one major problem with this function, though. The App would identify his basket as being located at another 365 location ~10 times/year which meant he would have to make sure the App was registering the right store and re-scan his entire basket.

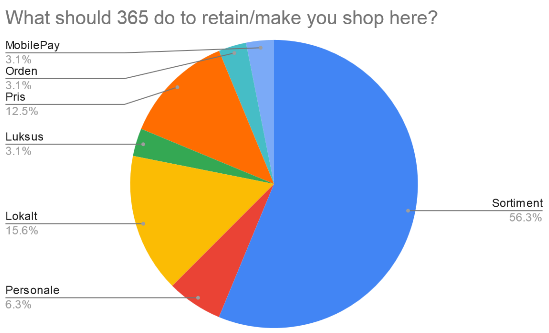
One of the positive experiences he had was accumulating enough "points" to get a free membership of Coop, valued at 200 dkk. This he saw as a kind of game, and he liked "systems where you can level up" (R15, p. 4). He offered that this was not because it was worth the time spent, but because of the gamifying element, which he in general liked. Like with computer games, he enjoyed earning a prize (achievement).

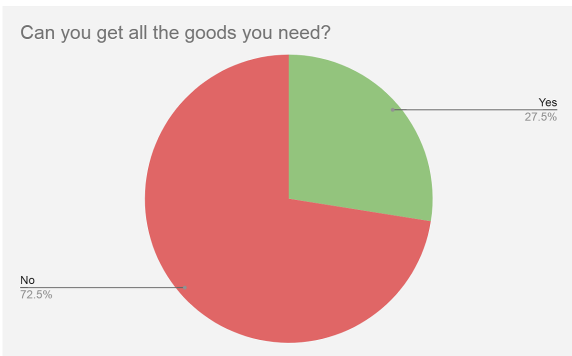
Group 6: User experience



As the last part of our survey we asked our respondents a series of 'rapid fire' questions to get an impression of their shopping experience. These questions came directly from the 6 benchmarks received from Informant 1. which were pointed out to us as essential to understand the effects of the strategy.

As is clearly observed, the respondent generally affirmed that 365 met their expectations in these areas. Insufficient inventory sticks out as the only area where respondents had an overwhelmingly dissatisfied response. This was volunteered unprompted by respondents in section 3, and if we compare these findings with our findings here, we see that the percentage of respondents who answer that they want more inventory rises from 56.3% to 72.5%, when prompted (below). Besides being drawn from two different sample sizes, it makes sense that someone if prompted a question would answer it either way, but it is still remarkable that 56.3% of respondents who answered, volunteered inventory as their main point of contention themselves.





Analysis findings

To summarise our analysis in order we first found that the users were slightly indifferent up til slightly positive towards the rebranding, which we do not perceive as a mark of success. In relation to a future rebranding we have noted that users prefer a shorter name, but the logo did not inspire users either way.

During our inquiry toward user loyalty we noted that a mere 30% of users asked indicated 365 as their primary choice for shopping, that is among customers encountered at 365 locations. Among the same users, almost half volunteered, without prompting, that they thought 365 had substantial issues towards stocking inventory, both regarding regular and discounted goods. This was later strengthened when we asked about inventory specifically as part of our '6 rapid questions'. However this was the only issue that stuck out amongst the rapid fire questions.

In relation to our questions about the Coop App we found that a majority of users did not use, or even know about the App. Following this, our prepared questions toward design suggestions mostly fell by the wayside, with a few outliers providing substantial information and ideas.

Following this, our findings prompt us to reconsider what success means to Coop's rebranding strategy. In our initial hypothesis we asserted that Coop wanted to appear sustainable, but as we discovered from Informant 1, that did not remain the case. Coop is content to appear sustainable but their main goal is to appear affordable. In this case sustainability takes second seat to appearing affordable (price perception), which is the main success criterion for Coop and part of their marketing strategy.

From our findings, customers have not noticed a clear strategy to introduce 365. They do not perceive 365 as a discount store, nor that 365 is green. The latter may be considered a blessing given their noted unwillingness to prioritise sustainability, if it affects price, aligns with Informant 1's assertion that price perception must take precedence to keep customers loyal.

In relation to the parameters of success, Coop's rebranding strategy to 365 is partly successful but remains muddled on important points. It lacks clarity to consumers and effective emphasis on affordability. We now move into the discussion of how Coop may rectify this dissonance between what Coop is attempting to communicate to 365's customers (affordability) and what customers experience in the stores from our findings.

7. Discussion

Introduction

In the following discussion we will juxtapose the rebranding as told by informant 1 directly with customers' experience and Callon's 'moments of translation' (Callon, 1986).

Firstly, Informant 1's rendition of 365 as a new is unpacked and discussed.

We will then discuss his rendition in relation to each section about customer's perception with regards to 365's rebrand strategy as informed by Informant 1s concerns and priorities.

Lastly we will reflect on the discrepancies found in the prior section, through the lens of Callon.

Informant 1

As we have discussed in detail, Informant 1 holds price perception as the deciding measure if 365 implements any new endeavour. If users think 365 goods become more expensive, even if they do not, by 365 adopting a more sustainable profile 365 would refocus their efforts towards affordability. Let us elaborate on that. Is price perception the only worthy measure that 365 should measure everything against?
As we found above, user perception of 365 is skewed and while we understand that price perception is paramount to 365 it is only one user perception among several. More specifically, we have identified the doubt about 365's green identity to be significant which might be harmful to 365's brand in the long term. We are not saying 365 should disregard their focus on price perception, but rather include our concern regarding their general perception too. As the situation is now 365 is treating the symptom rather than underlying misperception, and will probably have to continue to do so as long as they don't address the underlying issue.

As we have established, 365 is conditionally green and Informant 1 takes it as a small possible win that some users do consider them sustainable (i1, p.13). As he asserts "I think people are a bit confused ... I think people now understand that we, to an even higher degree, are discount" (i1, p. 17). There are two immediate problems related to this:

First off, we doubt that users being generally confused is good marketing. While 365 could interpret the confusion to be beneficial, because some users give them the benefit of the doubt as regard to sustainability and also think they might be cheap, the reverse could also be the case, especially if users have a different fundamental perception of 365 so as to skew their price perception slightly too high. What would keep users from considering 365's somewhat wavering sustainable profile as an indicator of 'lack of commitment' but still associate the same profile as an indicator of higher prices. Users could even see sustainability measures as gimmicky if 365 is not perceived as actually investing in them, or doing so inconsistently.

As mentioned, 365 does have a rationale for not clearing up this confusion, but not doing so will potentially lead to more problems than benefits. A few customers possible thinking that 365 is sustainable does not cancel or measure up to these risks.

Secondly, how does Informant 1 know that users consider them 'discount'? What does 'discount' entail? And is this merely based on price perception, because as we have covered users are generally in doubt whether to consider 365 'discount'. They consider 365 somewhat discount, somewhat green, generally as a kind of enigma position-wise. Users do not know what 365 is, which we find hard to consider a win either way.
365 risks having to defend their discount-position again and again, by constant ad campaigns, instead of having it be a foregone conclusion that 365 is discount in their customers' minds. While we might agree that they are indeed discount, a continuous back-and-forth between affordability and sustainability is not ideal. After all, 365's main mission was to "give the whole of Denmark green and healthy goods at a discount-price" (i1, p.11). Rather than trying to fix users' price perception, they should consider trying to fix their general brand perception first by promoting this general uplifting message.

Coop.dk. Karriere (n.d.). Edited.

We immediately think of Lidl as an example of a brand with a more robust discount-profile. Lidl is known to be cheap, and even if they implement green goods, as Informant 1 mentions (i1, p.11), their discount-brand is intact in customers' perception. Compared to 365, which have positioned themselves as a sustainable supermarket, Lidl is positioned as a discount supermarket throughout. To hear Informant 1, should 365 try a similar measure they would need to keep a close eye on price perception to ensure customers' perception of them as discount doesn't change, whereas Lidl's brand as discount seems to be more resilient.

As noted in our analysis, 365 originally sought to position themselves "somewhere between a supermarket and a discount" (i1, p.4), that is, between a mid-priced and low-priced supermarket. Juxtaposed with Lidl, who have always branded themselves as discount, this in-between "both discount and not discount"-position seems intangible and to invite uncertainty. Informant 1 also confirmed that 365 gave up on this middle-position when they changed their initial strategy. Our point here is that "somewhere" does not seem to have existed in the first place and that 365 has to lay more groundwork to make 365's "green and cheap"-position exist in users' perception.

Coop 365discount, is a name in an ongoing evolution. From its beginnings as a popular product line "365 Økologi", the brand gave the clear impression of accessible quality and sustainability. This was made clear by the harmonic juxtaposition of 365, referring to being open all of the 365 days in a year, and "Økologi" which in a Danish context has a status of quality along with addressing environmental concerns.
It is literally "everyday sustainability" and can be presented with an emphasis on either the everyday saving angle (discount) or the quality/sustainability angle (green). This angle can be reiterated in ads, logo etc. to emphasise either a discount or green profile.
This also makes sense if we look at the translation from Danish into English. Here, "Økologi" would be correctly translated to 'organic', but also directly to 'ecology' which nicely represents the two meanings the word actually contains in Danish. Organic being perceived as "healthy and natural", and ecology being perceived as "natural environment/preservation".

As it stood, 365 chose to abandon the "Økologi" moniker part of the name, and only adopt 365, because they were afraid that they would be perceived as a specialty brand. In addition, *COOP* was added because of copyright concerns and, as discussed earlier, the *discount* qualifier was added as 'a hack' to fix their price perception. Reflecting on this, adding *COOP* might have contributed to this higher price perception as "*COOP* has a … a high quality perception" (i1, p. 6).

In other words the addition of *COOP* wasn't a free addition to the name. Removing "økologi" (quality), only to add *COOP* (quality) could basically have nullified the whole renaming altogether. Additionally removing 'økologi' takes away the context between 365 (everyday) and 'økologi' (green), in other words 'everyday green', making the 'green' seem affordable.

Adding *COOP* leaves instead, *COOP* (quality) and *365* (everyday), so 'quality everyday', making it seem like they are ensuring quality, not affordability, nor sustainability (green)
In this context, minimising "Coop" (*COOP -> coop)* and adding discount could be interpreted, by users, as trying to hide the quality focus, and at the same lowering quality perception to achieve the lower price perception.

This is unfortunate as 365's preferred position is to be 'cheap but green'. The 'but' here is intentional instead of 'and' because the preferred position of 365 is to be cheap first, and green secondarily. If it was 'cheap and green' it would denote a harmonious balance between both concepts and an equal focus on both, potentially harming price perception. In addition, by saying 'but' instead of 'and', 365 could indirectly make the claim that green is not usually cheap, but that it is if you buy it at a 365 store.
Above was covered by the original name 365 (everyday) Økologi (green) - everyday green. 365 does not seem to be against further name-changes, even informant 1 acknowledged that their full name (coop 365discount) "might be a bit long (i1, p. 20), but the question is if it's beneficial at this point.

365's new colour-palette consisted of the colours (green, yellow and orange) to emphasise sustainability, discount and contrast/warmth respectively. While the makeover made the locations look nicer we consider if this might be counterproductive as the "new" stores now have an air of better quality about them. This would usually be considered a positive, but since 365's main goal is to keep price perception down, improving quality might inadvertently inflate price perception. Given this risk, why would they make it look nicer? Is it an understood part of rebranding that the stores need an uplift in quality? As we heard from some users, Fakta was generally considered to not emphasise looking neat and clean all time as is the case with the revamped stores. Like we discussed with Lidl earlier, this might be a deliberate strategy to retain the feeling of discount.
In defence of the rebrand, the change to focus on the goods by hightinging contrast, would not necessarily make sense if you kept the "more dentist-office feel" ... of the old stores, which informant 1 mentioned (i1, p. 6). It also has not been possible to make every store look alike as a lot of the old stores inherited from Fakta varied in size and it therefore was not possible to heighten the roof in all of them.

In general, though, taking over the Fakta stores was an asset for 365 as it made them competitive against other discount stores by having locations local to the users. This geographical advantage gave them the possibility to both attract customers to not drive by their store, by offering the discount, or drive by their competitors stores, by offering them sustainable goods (quality).

The smaller size possibly also led to the one benchmark that 365 did not meet with users; inventory. As we discussed in our analysis users generally found that they could not get the selection they wanted when entering a 365, regardless of price category. This makes sense as smaller stores generally means less possibility to stock shelves, but could also be extrapolated to small storage space as the limited size of the stores seemed contingent on them being rented in older buildings. This is contrasted to the newer real estate, which Coop bought up to be used as 365 stores, which have ample floor and storage space.

We consider the lack of inventory one of our main findings, but is it possible to fix with the smaller stores, and is 365 even interested in fixing it? Workarounds like un-packing pallets on the store floor or receiving more frequent deliveries are not uncomplicated and require additional personnel/salary, but Informant 1 did ask us to look into it as part of the 6 benchmarks. Besides these extra resources being used, would increasing the amount of goods on the shelves on the other limit the range of goods offered, and hurt the general perception or functionality of the 365 locations, or in some other unforeseeable way. This is risky, but against this risk, the lack of inventory is not a lack of choices, but a lack of stock, and the main gripe amongst users seemed to be that they could not buy goods which were advertised. In either case these issues should be addressed, while still maintaining the general approval of users regarding the remaining 5 benchmarks. Our main concern in this regard is the first benchmark; users being able to navigate easily through the store, if for example the more frequent deliveries results in excess inventory/pallets on the store floor.

Group 1: Brand

As we touched on in our analysis, there is a mixed sentiment towards the new logo and name collectively.

Users were generally positive (65%) towards the new logo, one specifically noting: "I like the colours and it seems a bit more modern than the old red heavy [logo]" (R4, p. 1).
In comparison users' sentiment towards the new name was slightly negative (52.5%). An important point here is that the rest of users (47.5%) were not actually positive, but had a general demeanour of disinterest.

Main complaints with the "coop 365discount" name was that it was too long and difficult to pronounce. In Danish, the phonetic pronunciation would be something like 'CO-OP-tre-hund-re-de-og-fem-og-tres-dis-count' which at twelve syllables is a mouthful compared to other competitors or the former 'Fak-ta'. Usually a slightly shorter 365 (tre-hund-re-re-de-og-fem-og-tres) or (tre-fem-og-tres) is used, but as mentioned, still with some dissatisfaction. Several customers and people in general, including ourselves, sometimes slip up and refer to the stores as 'Fakta'. Lastly there is doubt as to whether to pronounce Coop as "ko-op" or "kuup", possibly resulting in a loss of association to the symbolism of being a "cooperation".

As we mentioned in the analysis, this does not bode well if the result of the rebranding were meant to be a substantial enthusiasm for the new brand. However the rebranding might not have a negative effect either if most customers are indeed indifferent anyway. In other words, a campaign to rebrand with a short(er) name, and great logo, would give good conditions to kickstart 365, but if the current name is not popular, at least it won't have much of an effect.

Changing to a new name might produce a more favoured name, however, it would be important to first examine if it is actually a problem for customers that they don't really like the name in the first place. Informant 1's 6 benchmarks did not include whether people liked the name or logo, and besides this, all of our respondents were found in a 365-store in the first place. If anything, dissatisfaction with the brand did not keep them away.

Additionally to all these considerations, a new rebranding campaign at this point is a substantial endeavour, and even if undertaken, should be done so only after conduction to larger user-surveys regarding satisfaction, which might be warranted. At this point the dissatisfaction does not itself substantiate a failing in branding strategy, but should inform thoughts for any future campaigning. As it stands though, the "freshness" effect of a new name might already be lost in a new rebranding.

Group 2: Green Identity

Through our survey and analysis it seems that many customers, while saying they care that their supermarket is sustainable, also take economic concerns into consideration to the point that the reverse in practicality is more true. In other words sustainability is seen as a positive attribute, but also as a problem if price is thought to be affected. In this way customer answers align with informant 1's assertion and focus on price perception above sustainability.

As mentioned in our analysis, we thus have to nuance our initial thought which deemed users as green, because most of them prioritise their economy before their green identity. We are not dismissing the users green identity, and we still take it as valid, as is also demonstrated by them affirming that they like to have the option of buying sustainable. In addition we found users to be engaged and interested in discussing sustainability issues.

Now we open for the discussion of the relevance of this. As mentioned above (Analysis: Informant 1), 365 is actually not seeking to be green in the shorter perspective - so is it even relevant for 365 if users consider them green? Both yes and no. Right now they are not really interested in appearing green, especially if it hurts their price perception, but they don't mind appearing green presently as they are projecting meeting these commitments in the future, as being seen as green could add value to their brand-image.

This is a problem, as right now most users do not see 365 as green, and there is no guarantee that they will in the future without prompting new developments in 365 or in user preferences. In addition, being seen as trying to appear green, without authenticity has potential to backfire. As 365 is currently trying to market themselves as affordable first and foremost, trying to fix their green image simultaneously might prove counterproductive right now as it will hurt their core identity as a discount supermarket. Regardless, their green profile should be an issue for future consideration.

Group 3: User Loyalty

As we saw in our analysis, the majority (60%) of users did not consider 365 as their first choice of shopping. This could be less than ideal, firstly because 365, according to Informant 1, wants them to be the first choice of shopping, and secondly because everyone we interviewed was a 365 customer and presumably wanted to be there.

As we saw in our analysis, compared to competitors, 365 was favoured by a fair share (30%) of the customers we asked, outdoing both of the 2 nearest competitors by 12.5%. Both of these were discount supermarkets, which could be seen as encouraging for the idea of 365 as a discount supermarket.

In addition to this a lot of customers did not have a favourite store, and people generally shop in multiple stores, not just one favourite. In future surveys, we recommend diversifying this question to how many stores people normally visit and include which effect being 'a preferred store' has on the preferred stores and their brand. Does favourite store status result in higher earnings or other beneficial factors?

Regardless of this favourite store-status, it would be good to have a larger degree of customer loyalty, and in this, our users volunteered a series of things that they would like 365 to change.

Amongst these were order/cleanliness, an engaging/polite personal, luxury, geography and competitive prices. In regards to geography, several mentioned that they would not prefer the 365 location because it was not close enough (local) to them. As mentioned, though, people shop around so this answer mostly illustrates a natural geographic limit to user loyalty.

The starkest issue offered, however, was a general lack of inventory. Not only did a majority of users suggest this as a hurdle to their loyalty, but they were enthusiastic about sharing it, in both parts of the country. In addition it was a problem spanning both luxury items, general wares and the special offers section, so the issue could not be retained, or easily fixed within, one pricelevel or stock. We considered if this was related to 365's general store sizes, and if this is even something that 365 has the possibility to change, but given that a lot of respondents mentioned this as the primary reason they can't make all their purchases in 365, we find it highly relevant.

Group 4: App

As we mentioned in our analysis, 27.5% of users use the Coop App, and of these only 8.3% considered it 'green'. As we also mentioned it is hard to draw any statistically significant conclusion from our second discovery as it is based on a small sample size of a small sample size. We stand by our choice to exclude users commenting on whatever the App was green, if they did not use the App.

According to a 2018-survey, "57% of consumers have used a retailer's mobile app while in a store" (DATA AXLE, 2018, p. 14). Compared to this, 27.5% seems low, but we suggest further research into comparative app adherence amongst competitors. Regardless, we ask if it would not benefit 365 to have a sleek and functional app, and since users are in doubt as to 365's green profile we consider if the App is not a good place to start a conversation with users about 365 green identity.

Before this can happen further research should be conducted to disclose if the current app adherence amongst users at 365 is in fact enough. In relation to this, it would be relevant to ask if users are satisfied with the App, if they are satisfied with the functionalities and if they even care about its existence.

Group 5: User's Design Suggestions

In our analysis we identified several design suggestions from three different respondents, regarding 365's App, the first with a more general sustainability focus and the latter two with a more involved app focus.

R3, a sustainability engineer, generally suggested that 365 focused on reducing food waste, with a "best before" discount being added instead of throwing away produce. In addition, she suggested labelling all goods with a CO_2-measurement to give users an idea towards their environmental impact. As she, like the majority of respondents who used the App, did not consider the App to be significantly 'green', we find that implementing her ideas into the App to be a venue for exploration. This could happen by digitally marking the different goods with their CO_2-impact as well as automatically notifying users if a product was nearing its best-before date. We see no reason to reject the idea of also doing this physically and it could even be discussed if 365 should reward users identifying goods that were not correctly identified in the first place. Additionally, as the CO_2-functionality in the current App is based on a set of calculations, these calculations should be made transparent to users, so as to alleviate users' perception that the measure is superfluous.

R4, a graphic designer, commented that Coop's App should be brought in concorde with other comparable apps, specifically in regards to its user interface. Simply, it does not make sense to have a messy app when other apps generally opt for a minimalist design. This is strengthened by the App being targeted towards smartphones and people of all ages, which calls for an even more clean design. In addition the CO_2-calculation might be up front rather than a retrospective exercise as the respondent did not care to analyse his CO_2-impact post-shopping. As a professional graphic designer we value his input, and would also note that he was positively inclined towards the logo and name, so he is not just a naysayer. In addition, he brought the same enthusiasm while discussing the logo favourably.

R15, an IT-consultant, brought enthusiasm and involvement to our design leading to a prolonged interview. Reflecting on his suggestions we found them both specific and informed, reflecting both his profession and a personal interest/hobby. Specifically we ourselves thought to implement a gamifying element, which was echoed in his urge to continuously 'level up' through his interactions with different systems. In continuation of this, he did not care for the CO2-measurement in the App, seeing it as gimmicky, rather than substantial. He did not have any strong feelings, either way towards the name, but a part of his sceptical outlook on 365 could be from experience with the store when it was a Fakta.

Contraposed to his technical enthusiasm, his main gripe was when the system wasn't working at all, i.e. when the App identified the wrong store for his shopping basket. This is interesting as he was generally a bit of a 'super-user' including helping others in the store scanning their goods. This could, however, also be an issue, when even he, has had technical issues with the App. If an otherwise competent user, who is used to helping others, has these technical problems, it implies others might also have problems with the App.

Group X: Our own Design Suggestions

As to the potential avenues for developing an improved user interface for the App we would like to point out that the Coop App generally has a sleek and modern design, but we think there is room for improvement in the following areas.

Firstly we would like to introduce a gamifying element. Right now the only 'sustainable' interaction there is with the App is that it measures your CO2-usage based on your shopping in 365 stores. This is not very interactive and not really representative either as people normally shop other places than 365 too. This could be in the form of a recipe suggestion service, in cooperation with different chefs, which would recommend users different goods to buy to make a sustainable (and cheap) meal each day of the week. "Green matching service".

Secondly, we suggest an "green alternative" option where users can scan the goods they are interested in and get a recommendation for an alternative more sustainable option. The green option can be tied to points or a small discount and would give users the idea of choice.

Thirdly, we suggest a food waste option in the spirit of the "TooGoodGo"-app where each 365 location will put out bags of soon-to-expire produce and goods at a discount. This could be paired with the already established "yellow prices" discount tags, or maybe be a partnership with apps like TooGoodToGo or HelloFresh. Name: "SoonToGo".

Group 6: User satisfaction

Informant 1 was the progenitor of these questions. We thus see them as a wish from 365 to know how satisfied their users are.

Users were generally satisfied, but what does that mean? Is satisfaction the same as “thrilled” or merely “good enough”. Are the users saying “yes” to our question the same as them being generally happy with 365? What's the span between “generally”, “enthusiastic” and “I didn't think enough to complain about this”. Is the question rather “I don’t care enough to complain about this” and what is the source of the disinterested attitude we met among respondents.

As mentioned, inventory was a big reported issue for the majority of our respondents, but it isn’t keeping them out of the store either, though many reported also shopping in competitor stores to get everything. It isn’t clear that fixing this will result in them frequenting 365’s stores more often or exclusively, but this would likely be a benefit to be had in terms of customer loyalty in ensuring that they wouldn't need to ‘shop around’. It is however also possible at this point that customers would remain apathetic afterwards as the freshness enthusiasm expected in the rebranding is gone, or may need rekindling through a future campaign.

There was a clear discrepancy between users being able to identify that 365 actually was compatible with other brands in their category and a lingering opinion they were still somehow more expensive generally. As mentioned prior in this discussion, 365’s main goal is to keep their core identity as an affordable supermarket.

Fixing these issues seems an obvious path forward. However, this must be seen in the context of Informant 1’s assertion that price perception was 365’s first priority. If any of these complaints are met 365 runs the risk of not seeming discount enough - will trying to fix these concerns, in relation to this goal, potentially cause more harm than good at this point? Will fixing the inventory issue, or implementing a green identity through the App, result in a higher price perception among users?

Discussion: Actor-Network Theory

Introduction

As we mentioned in our theoretical section on ANT we are primarily inspired by Callon's 1986 classic *"Some elements of a sociology of translation: domestication of the scallops and the fishermen of St Brieuc Bay"*. Besides describing several ANT concepts, and giving real life examples for different nuances of the theory, we consider this specific text poignant as it deals with an incomplete translation-process. As we have noted throughout this paper we differentiate between a successful rebranding and a successful translation-process. In the following we will primarily consider the theoretical implications connected to the rebranding, not the rebranding itself. In other words, considerations regarding rebranding aspects are kept for later discussion and we will here solely focus on the implications in an ANT process framework, henceforth referred to as 'a translation'. While the result of this translation and rebranding probably would affect each other, we are in this following section focusing our attention on the translation process and its 4 moments.

Problematisation

In the above discussion, we discussed how 365 was attempting to carve out a new position on the Danish supermarket market by positioning themselves as "sustainable but affordable". This was done from the belief that a middle-position between discount and (green) quality was possible but users ultimately rejected this position by perceiving their prices as higher than they actually were.

From an ANT-perspective, 365 attempted to make themselves indispensable in the network by defining the users as an actor with which 365 shared the accompanying Obligatory Passage Point: "It is a problem that customers cannot buy sustainable at reasonable prices". Like the three researchers in Callon's text they attempted to associate themselves with this problem, as the place to go to buy sustainable and affordable at the same time.

We first thought of this as users rejecting 365's OPP, but in keeping with our findings, and Callon, we instead find that users actually accepted 365's OPP, "It is a problem that customers cannot buy sustainable at reasonable prices", but they didn't accept that 365 was the place to do so, by assuming prices were higher than they were.

Interessement & enrolment

365's second rebranding involved the "hack" of adding discount to their name in order to alleviate users' price perception (11, p. 6). This we find to be a clear device of interessement (DOI). The purpose is here to make users reconsider 365 as affordable and thus agree that 365 can help solve the OPP, "It is a problem that customers cannot buy sustainable at reasonable prices". While the users' perception of 365 as affordable was helped greatly, to what degree 365 was green was not emphasised or clarified. Per our findings, users are also conditionally green, meaning they prioritise affordability over sustainability.

What 365 actually wants to say here is: "Hey, we are affordable - but you can also get your sustainable selection here" - with the main emphasis on affordability.

This means that a new OPP, which aligns with both 365 and users' interests is actually available if both actors reassessed their perception of each other's positions and allied towards an honest sustainability. In ANT terms, they would negotiate a new alliance. The new OPP, based on their actual positions, "affordability, then sustainability", could be defined as:

> *"It should be possible to buy goods affordably, while at the same time having access to sustainable goods"*
>
> *New OPP*

"Affordable and sustainable" could sound like just reversing the initial "sustainable but affordable", but the difference in what word is prioritised is stark. 365's original branding, by stating that they are sustainable first, implied that sustainability is their main identity, and affordability comes second. This is contradictory to the purpose of their original position, which was to be something between a supermarket and a discount store, with sustainability as a distinct characteristic. By reversing the focus to affordability, the opposite should be true. That is, that "affordable but sustainable" would convey to users that 365 is primarily discount, but that sustainability comes second.

As 365's primary concern is to appear affordable it would be harder for them to constantly course correct price perception, rather than convincing users they had actual initiatives to be sustainable in addition to being discount. This revised self-description also would have the advantage of being in line with what our findings found users are prepared to believe is possible.

Mobilisation

That 365 has not managed to engage users in a successful interessement and enrolment is evident from the lack of successful alliances. Per our findings and Informant 1, 365 believes that they have agreement from the users that 365 is discount. Judging by the users actions, however, they don't consider 365 above competitors for neither discount nor sustainability.

While 365 did not seek to abandon their original OPP "sustainable but affordable", by fixing price perception, the result in users' perception were to neither quite trust their new "affordable" identity as well as being left to question 365's adherence to sustainability as a result. As both 365 and users are not 100% committed to a sustainable agenda, we find that 365 should start with a revised problematisation process and negotiate new roles with the users.

Discussion summary

To summarise the above, we have discussed 365's strategies in relation to our interview with informant 1 and the experience of the users we interviewed. After this, we discussed the theoretical implications related to Callon's 4 moments of translation (ANT).

Informant 1s rendition was authoritative, as an expert in the field, and presented us with a very knowledgeable timeline of the whole rebranding process. He explained their initial and revised strategy as well as their current foci to retain 365's brand as sustainable without hurting price perception.

We problematized 365's singular focus on price perception in relation to sustainability and questioned if 365 should rather adopt a focus on their general perception amongst their users. We discussed their conditionally green identity and the risks of letting their users remain confused toward their brand identity. We further problematised their claim to be seen as discount, as well as their current strategy to amend recurring issues in price perception compared to a discount supermarket. We then reflected on the tangibility of their positioning in the market and discussed the different changes to their name, with an in depth discussion of the impacts of their different choices of monikers, especially the connection between '365 (everyday)' and 'ecology'.

Lastly, we discussed the makeover of Fakta stores in the takeover to the new 365 design. We commented on the roles of the colours, the uplift of quality and impact of the varying size of the old Fakta stores and the impact of this on other areas. In continuation, we discussed the connection with inventory issues and storage space and the potential risks of trying to fix this issue with relation to the other benchmarks informed by Informant 1.

In our continued discussion Informant 1s rendition was compared with our findings of users' experiences.

In our discussion of Group 1: Branding, we noted that the 365 logo was generally quite popular, but elaborated on dissatisfaction with the name, namely that it was too long and hard to pronounce. We discussed the lukewarm enthusiasm for the rebrand and questioned the importance of users being indifferent to new initiatives in general. We emphasised the need for further studies before taking any measures, and mentioned that new measures would not be considered part of a fresh rebranding at this point.

In group 2: Green Identity, we discussed the dissonance between user's self-perception as ethical consumers with their preference for affordability, aligned well with 365's prioritisation on price perception. We revised our perception of the users as single mindedly sustainable, but retained that they were interested in sustainability. We questioned whether 365 risks anything currently by not appearing green as users prioritise affordability. However, we also questioned whether 365 can risk future green profits by abandoning a green profile entirely.

In Group 3: User loyalty, we discussed 365's popularity compared to several competitors among their customers. We questioned if being the preferred choice by your own customers was substantially important. We noted that their closest competitors, amongst their customers, were discount supermarkets, and if the concept of favourite store made sense in the first place, as people shopped at multiple locations. We elaborated on customers' suggestions for change to further user loyalty to 365, with a special focus on inventory, as it was the main complaint of customers.

In group 4: App and 5: User Suggestions, we noted that the majority of users were not using the Coop App, and a majority of those who were did not consider it green. We suggested that 365 explore why users don't use the App and update the App accordingly to bolster adherence. We pointed out the App as an obvious starting point to change users' perception of 365 as truly committed to a sustainable agenda. Our first user suggested a general focus on food waste and CO_2-stickers on goods that could be incorporated in the App. Our second user suggested making the UI of the App more minimalistic, to bring it in line with other comparative apps. Our third user suggested that 365 focus on gamifying elements and fixing a bug about location being read wrong in the SCAN&GO function. Of our 3 users volunteering app-suggestions, all of them, directly or indirectly, dismissed the current CO_2-feature as gimmicky. Lastly, we made 3 suggestions of our own.

In group 6: User Satisfaction, we discussed Informant's 1 6 benchmarks with users' answers. As mentioned there is a general satisfaction with all benchmarks, however we questioned if general satisfaction reap 365 any substantial benefits. We then elaborated on the one benchmark, inventory, users were not satisfied with. We noted discrepancy between users' acknowledging that 365's prices were competitive, but still regarding them as slightly more expensive than competitors and considered if solving problems might create more problems.

In the theoretical section of our discussion, we discussed Callon's 4 moments of translation in relation to the rebranding of 365. We clarified that a successful translation process was not the same as a successful rebranding of 365. We iterated 365's original and subsequent rebranding and their attempts to position themselves on the market. We discussed how they tried making themselves indispensable in the network by defining an OPP and associating themselves with it.

We discussed 365's attempt to fix price perception by introducing a DOI to convince users that 365 fulfilled the original OPP. We commented that the original OPP, as per our findings, did not apply to neither the actual positions of users, nor of 365. Based on the actual position of 365 and the users, we suggested a new OPP focused on affordability first, then sustainability a close second, and discussed the implications of this reversed focus.

Lastly, we noted the absence of evidence towards a successful translation, and the importance of restarting the problematization process, with a revised OPP, before going through the remaining moments of translation, if 365 wants to solidify their market position.

8. Conclusion

This paper has sought to reflect upon the overarching question: "To what extent has Coop Denmark's rebranding of its Fakta brand into coop 365discount succeeded, and how has this affected customer loyalty?". To this end, we have performed one interview with an industry expert from Coop and undertaken 40 user surveys with customers. We have identified several emergent themes from this fieldwork and reflected on this in our discussion.

365 prioritise price perception over sustainability

As we learned from Informant 1, 365's original strategy to position themselves as a sustainable but cheap supermarket failed as their distinct characteristic as sustainable made users think 365 were more expensive than they actually were. The subsequent corrective strategy, to add 'discount' to their name, have helped price perception but remnants of the original brand name continues to muddle their profile.

We suggest that this 'somewhere'-position is intangible and that 365 should shift their marketing strategies from course correction to address the underlying brand perception.

Users are also conditionally sustainable

As we learned from both informant 1, and our user interviews, users also prioritise affordability over sustainability.

We don't recommend that 365 abandon their green identity, but they should make it clearly secondary to affordability and make sure any sustainability measures are perceived as authentic.

Inventory

A by-product of our small sample population user interviews, was the discovery that the majority of users interviewed are dissatisfied with the current selection of inventory in 365, an outlier from the general satisfaction from regular consumer benchmarks. We have discussed possible advantages and pitfalls to addressing this issue, but it is an emergent theme and an issue that warrants consideration.

Actor-Network Theory

365 attempted to make themselves indispensable in the Actor-Network by defining an OPP, "Sustainable but affordable", but failed to convince users that they could solve this problem. Their rebranding succeeded in fixing their price perception, but did not re-associate with the OPP. 365 did not manage to define the relevant actors or enrol them in alliances, as witnessed by the lack of mobilisation of the users. We suggest a new OPP, in line with both 365 and the users actual positions, that 365 can seek to make themselves indispensable to.

Research Questions

“What is the initial purpose and branding strategy of the rebranding in coop 365discount, and to what extent are Coop attempting to communicate a new green strategy as part of their supermarket chain?” (Research Question 1)

The initial purpose of the rebranding of Fakta to 365, was to initiate a new brand, which had a potential for growth which was ebbing out in Fakta. To this end, Coop initially adapted a popular in-store sustainable product line, *365 Økologi*, in order to revamp their new stores as sustainable. While this initial green strategy succeeded, it backfired on 365’s overall business strategy as price perception was hurt.

“What is the customer's perception of the rebranding of coop 365discount and are they content with the new aesthetic, prices, and practices of the new endeavour?” (Research Question 2)

Customers are generally favourable to the rebranding, but have not bought 365’s “green but cheap”-position, as they consider the implementation of sustainability in the brand as resulting in higher prices, even as it did not. Customers were generally pleased with the new aesthetics but sceptical if a change of colours actually resulted in new practices.

Thus, there exists a dissonance between the intended rebranding (Green, but cheap) and the perception of customers (green, quality), and the original rebrand is still affecting customer’s perception of prices as higher than they actually are.

“How can coop 365discount alleviate a possible dissonance between their positioning and user perception?” (Research Question 3)

Pending further research, 365 could possibly alleviate the discovered dissonance by addressing the underlying problems in the initial rebranding. We suggest that they do this by targeted campaigns explaining their fundamental position as affordable as well as remedy their green character as substantial through new functionalities in their App and website.

Answering the problem

“To what extent has Coop Denmark’s rebranding of its Fakta brand into coop 365discount succeeded, and how has this affected customer loyalty?” (problem definition)

We found that Coop Denmark’s rebranding of its Fakta brand into coop 365discount has generally succeeded, but that the rebranding resulted in a two-fold threat towards customer loyalty, by both their position as affordable, as well as their choice characteristic as authentically sustainable being called into question by users.
Based on our applied theoretical lens we recommend that 365 starts a new problematisation phase with the purpose of remedying the affordability perception. Pending this, we recommend that 365 explore their users 'conditionally green’ identity.

9. Perspectives

Introduction

"People ignore design that ignores people"

Frank Chimero, Designer.

Having ended the analysis of our findings, our discussion of the implications hereof, and the conclusions we've drawn from viewing this through our theoretical lens (ANT) we find it important to now look forward and reflect on what to do onward. In the below we will thus reflect on several different roads worth considering in addition to our conclusions.

We are aware that criticism has to be tempered by alternatives, and reflecting on the conclusions we've drawn in our paper we believe it poignant to offer suggestions for improvements in equal measure to our criticisms.

The implications of our findings are many and we have already commented on specific areas of interest for further exploration. Below we will comment on these and reflect on them using relevant tools related to Information Studies. Following this, we will reflect on the foundational literature we made ourselves familiar with in relation to the field of Communication, broadly, and Branding, specifically. Lastly, we will note on the overlap between the semiotic tenets of communication, branding and Charles Sanders Peirce's concepts of dicisigns and co-localisation.

Implications

Given our conclusions, what are the implications of our study? This is a question we have asked ourselves continuously throughout the writing of this paper. To say it bluntly; 365 is probably not gonna halt operations to take measure of our findings. If anything they might look into the stock issue and maybe commission some tentative user surveys based on the problem areas we identified. Honestly, that would be great in itself as we believe that our findings, while being limited in the scope of our sample-size, are transposable to a larger population.

As we concluded, however, 365 is already course-correcting, so starting a whole circus for one master's thesis seems a bit optimistic, especially since Informant 1, at a glance, rejected the idea of changing 365's name (i1, p. 20). This should not imply any sort of discouragement from our view, though. "What will the effect of my study be?" is a question frequently repeated among student-researchers and if we did harbour any ideas that our findings may be used towards the start of our exploration, being, as we are currently, so late 'after the fact', and 365 are busy with other campaigns, we don't expect the implications of our results to be implemented without scrutiny. This doesn't mean we won't try, though. If anything it only means that we focused more on making this paper self-contained, and have written out our rationales throughout so that our findings can be implemented should the will to do so be there.

If addressed, the implications of our findings could be extensive.

First of all, for 365, changing the fundamental user perception of them to discount would mean that they no longer would have to implement campaigns to remind their users of their price competitiveness, and with their focus on sustainability they would be able to retain their distinct characteristics, possibly increasing sales and brand perception.

In turn, the users would be less confused about the purpose of 365, and with a change in user perception of 365 as 'actually affordable', would probably be more forgivable towards the speed and scope of 365's implementation of sustainable initiatives. With 365 stores being local to most users this would give users the ability to shop 'affordably, but sustainably' every day and possibly boost their green self-perception and identity.

Lastly, we have in this paper pointed to several places that are apt for further studies. Our suggested areas summarises are; Name and logo adherence, App usage, development and design, Inventory and Campaigns. To meet these implications we will reflect on what could be done if we continued our research at this point.

Information Studies Perspectives

As mentioned above, most of our suggested avenues for future studies centres around the Coop App. The most important thing to study before undergoing other studies relating to the App, is how many of 365's customers actually use the App and if customers are satisfied with the App or if it is hurting 365's perception as sustainable by not having substantial impact on customers' green identity.

An interesting tangent here for us to examine is to find out if our findings (27.5% app adherence) are comparable to other studies. Cross-sectional studies of app adherence between competitors on the Danish retail-market were not readily available, so researching this prior to drawing any conclusions should be undertaken. Pending this, we suggest either a large-scale user-survey between 365's customers or a cross-sectional study of app adherence in general.

Such a survey would be relevant to other areas of interest too. User's perception of the 365 logo, and especially the name, seems like obvious places to start. The survey could even be framed as a review of the whole rebranding, potentially with point of departure in this paper.
This could also include questionnaires about UI-design of the App, and questions of users' perception of the inventory-issues (stock or assortment).

Thinking about it, there is actually no reason to not make this survey directly preliminary to other surveys, meaning: discover all the areas for further research we prompted in this paper, and then follow up with relevant modes of inquiry.

We suggest something framed as a campaign with the meaning of "according to this survey-thesis, you do not use our App a lot, and apparently don't think we're sufficiently sustainable affordable enough - care to share your opinion so we can improve?". This can also be formulated as part of "do you actually like our rebranding?" or any comparable formulation. The point is, as we have stated, that 365 needs to fundamentally say to users "we are starting anew - please help us", and we suspect that not speaking plainly about the issues in user's perception will help indefinitely prolong these issues.

This is obviously a step into campaign-territory, but we find little reason to postpone campaigning until all the results are in, especially as a new problematisation initiation is already the point of this paper.

Pending this initial survey, in our new research-phase, there will undoubtedly be new questions and avenues to explore. Now, we find, however, it would actually be time to take a step back and do a stakeholder-analysis to identify key, primary, and secondary stakeholders. Any revision this would impact on our subsequent surveys should be undertaken, but otherwise it's time to design some more in-depth research schemes.

Regarding the App, and website, eye-tracking technology could be implemented in laboratory sessions with a representative cross-section of 365's users. We could do card-sorting workshops with users to measure website engagement and perform contextual inquiries with the users when using the App, both in laboratory settings as well as on-site in 365 locations.

Contextual Inquiry could also be used internally in the Coop corporation, to follow decision makers through their processes, or extensive qualitative interviews (semi- and unstructured) with key stakeholders in the development strategy pertaining to 365's or Coop's different business-approaches. Especially interesting would be their member director, or developers in the App development division. There are several tools developed for data analysis and data visualisation that could be implemented either on our own quantitative/mixed-methods surveys and looped back again into the process until saturation (Saunders, 2017) is met.

Depending on results from the studies above, further studies can be developed or reports written to inform 365's marketing department. We could develop workshops or focus groups to have users articulate their opinions in less performance-focused settings. This would also apply to Coop and 365's employees as 365 as a brand is also affected by their view of it, as we mentioned during our literature review of corporate communication (Kolstrup, 2014, P. 83). Heidi Hansen iterates this point in her chapter on corporate communication: "... the basic idea of corporate communication is [that] ... all the company's employees must speak with ... the same voice (Hansen, 2016, p. 113).

Finally, we could develop prototypes, both lofi and hifi, and have users respond to the very changes they wished for in an agile development-cycle before running actual usability tests.

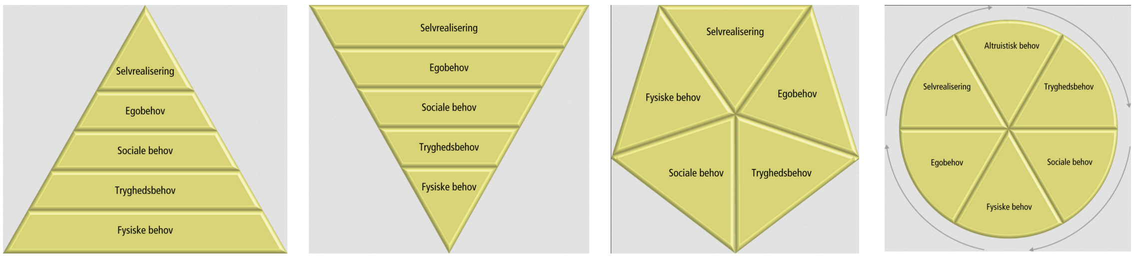
Some broader thoughts

Another theoretical approach might lie in Communications Studies. As we accounted for in our literature review, the field of communication studies spans several sub-fields and is new to us. At a cursory glance we see valuable perspectives in each sub-field, and should we continue this study we would consider using several of these. Below we will give a look into how specific theoretical models of one field, Branding, might be used as an outset of this alternative approach to our problem area.

Heidi Hansen's book "Branding: Theory, Models, Analysis" gives us a fundamental understanding of the theoretical concept of branding, as well as several special areas. With an outset in 7 historical approaches to branding, as defined by Heding et al (2009), Hansen accounts for the historical account of Branding (Hansen, 2016, pp. 16-18). She also accounts for a litany of models concerning each special area. In the below, we will address how a few of these models might be included in future analysis on 365's rebranding.

Maslow's pyramid of needs & Hansen's "wheel of needs".

With an onset in Maslow's pyramid of needs, Hansen 2016 goes through different alternative models and introduces the concept of altruism, to form a new model: "the wheel of needs" (behovshjulet, Hansen, 2016, p. 28). The process is shortly reproduced below:



Andersen 2003 | Jacobsen 1999 | Lindberg 2009 | Hansen 2016

Hansen, 2016. "*Supplerende materiale*" (*Samfundslitteratur*, n.d.)

Hansen makes several points relating to her revised model. Most importantly, we are inspired by the reverse Mazlow's pyramid (Jacobsen, 1999)'s focus on the top 3 layers of needs; Self-realisation, Ego needs, Social Needs in addition to Hansen's introductory concept of Altruism. She specifies that the point is to "include as many needs as possible" (Hansen, 2016, p. 29) before linking several needs to 'ecologi'.

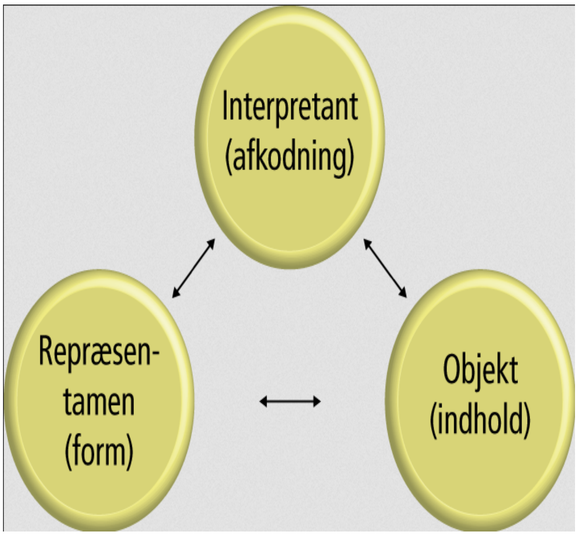
We immediately identified a connection between "the consumer wanting ecology" to the users in our study and their interest in sustainability. As Hansen, we believe most of the needs in the wheel can be covered if 365 wanted to appeal to their users, but as we also found, their adherence to sustainability were dependent on affordability. While we dont inherently disagree with Hansen's link of the user's basic needs (physical and comfort) to ecological goods being healthier than conventional goods, we find that our users prioritised affordability, as part of our "conditionally green identity". Where Hansen doubts that the need for self-realisation is met, we find that there might, in practice, be an overlap between the social, altruistic, and self-realisation needs of users.

As we have discussed in our analysis, the conditionally green identity included both that users wanted to shop affordably, but that they wanted to be associated with a sustainable identity too. As we learned from Informant 1, a part of 365's pitch was to fill that need and at the same time brand themselves as the "sustainable but affordable"-option, a distinct characteristic(særpræg). As we found in this paper, however, users did not accept this branding, which corresponds with Hansen's points that "the brand's immaterial added value basically only exists in the head of the consumer" and that "consensus determines meaning" (Hansen 2016, p. 32).

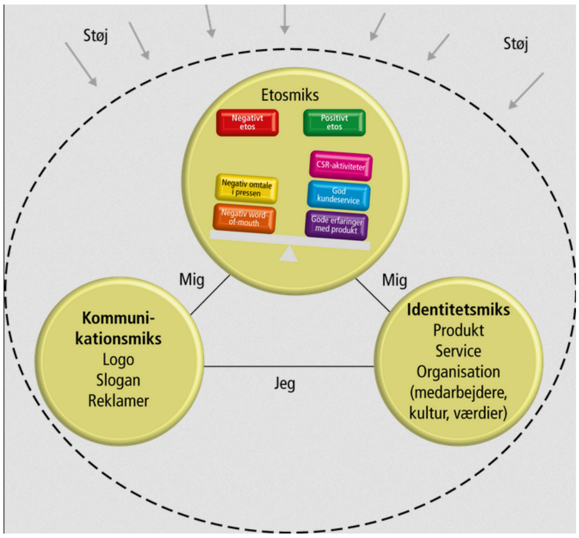
We find it interesting to examine if the users' view of 365's distinctive sustainable characteristic (grønne særpræg) is dependent on 365 branding themselves as "sustainable but affordable", or if this sustainable characteristic might be preserved, even if they shifted to an "affordable but sustainable"-brand.

Hansen 2016 & Peirce

Another interesting angle that could be explored in a future study is Charles Peirce's Triadic Model of Signs in relation to Hansen 2016's rework of it and two other models: the semiotic branding triangle.



Peirce's Triadic Model of Signs
(Hansen, 2016, p. 33)



The semiotic branding triangle
(Hansen 2016, p. 42)

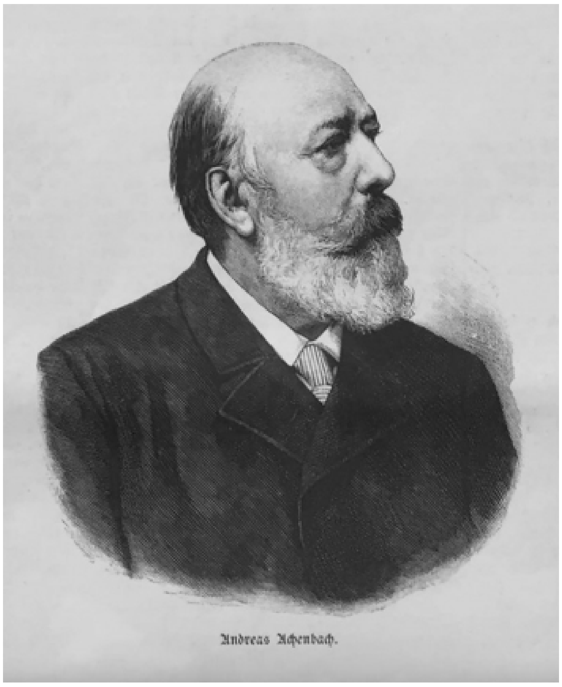
We have, in the above, excluded the image triangle by Bordum and Hansen 2005, as well as Hatch and Schultz (2009)'s branding model (Hansen 2016, pp. 40-41), but would include Hansen 2016's considerations in reworking these models into any future analysis.

Peirce’s concepts of Dicisigns and Co-localisation

Another aspect of Peirce’s body of work that could be explored is the concepts of dicisigns and co-localisation. The concepts are well explained in Stjernfelt (2015); “Dicisigns: Peirce's Semiotic Doctrine of Propositions.” and Stjernfelt (2019); “Co-localization as the Syntax of Multimodal Propositions: An Amazing Peircean Idea and some Implications for the Semiotics of Truth”.

Stjernfelt has elaborated on both concepts in his 2022 book; “Sheets, Diagrams, and Realism in Peirce”, which we would recommend reading, especially the first 6 chapters, sans chapter 5, which corresponds to Stjernfelt (2019).

Even though this is evidently a very detailed topic and we mention it here primarily as necessary background knowledge for a better understanding of Peirce's semiotic theory, we think Peirce’s idea of multimodal propositions have potential, in its own right, for further analysis of 365’s logo as both the Achenbach example and 365’s logo contains both sign and text.



“Fig. 4: A print of Andreas Achenbach, 1884.” - (Stjernfelt, 2022)

(Ritzau, 2022)

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