

Centre for Retail Research at Lund University

ANNUAL REPORT | 2018

EXPERIENCE
DRIVES
GROWTH





HANDELSSTADEN KRISTIANSTAD

Kommunikations- och marknadsföringsbyrå

Tjänstområde: Malmöregionen (2017-2018)

Vision: "Handelsstaden Kristianstad ska vara en av Sveriges mest framgångsrika handelsstäder och ett stadskärnan är en trygg, levande och attraktiv mötesplats där stadens traditioner möter framtiden."

Introduction

Centre for retail research – the fifth year

The centre for retail research has now been in existence for five years and, during the past year, we have wrapped up several research projects that we started in 2016 – Retail Destination and Retail Innovation. The results from these projects have been presented this year both at academic conferences and at seminars for retail professionals.

This year we have arranged a number of workshops directed at practitioners. The first of these focused on the consumer experience and featured speakers from IKEA and the consultancy WorkShop. Sofia Ulver moderated the workshop's discussion. The centre for retail research was also active at Lund University's Sustainability week with contributions from both Johan Jansson and Jens Hultman. In December, the centre, in conjunction with Lund's Retail Association, arranged a workshop on opportunities and challenges for city centres. We presented results from our Retail Destination research project with a focus on past and present relationships between retail and place, the city centre in social media, and the city centre and sustainability.



In October, the centre and the Swedish Retail and Wholesale Council launched a joint publication called The Future Physical Store. The book is based on three workshops that we held in 2017 on the future of the physical store, and focuses on three areas: digitalisation, experiences and sustainability. The book was extremely popular and sold out quickly. A similar book on the future of city centre shopping is now on the agenda.

In line with our focus on Retail Destination and the precarious development of city centre retail development, the centre's researchers took a field trip to Kristianstad this year. Kristianstad is one of the few cities of its size in Sweden that didn't have an out-of-town shopping centre. That changed in September 2018, when the first stage of C4 Shopping, with around 70 stores, opened outside the city. A second stage is planned to open in autumn 2019. The centre for retail research will follow the development in Kristianstad, not least what effects a large out-of-town shopping centre might have on city centre retail and the city centre more generally.

The end of 2018 also sees the Centre for Retail Research celebrating five successful years! We plan to continue researching and spreading information about retail to a variety of people with a variety of interests. With support from the Swedish Retail and Wholesale Council and the Hakon Swenson foundation, among others, we are moving confidently forward!

Cordially,

Ulf Johansson
*Professor and director of the Centre for Retail Research at
 Lund University*

Focus on events – a selection

MARCH – WORKSHOP ON CUSTOMER EXPERIENCE

Around 80 researchers and business professionals participated in the first workshop of the year where customer experience was in focus. Shawn Roberts and Filip Åhman from WorkShop, discussed the technical possibilities for contemporary retailers while Marcus McKinley and Maria Møllerskov Jonzon from IKEA Group focused on the challenges that IKEA group faces regarding digitalisation. The morning finished with a discussion moderated by trend researcher, Sofia Ulver.



APRIL – SUSTAINABILITY WEEK AT LUND UNIVERSITY

How can businesses be sure that clothing production does not negatively affect the environment and that working conditions are acceptable? And what can we do as consumers? These are the questions that Jens Hultman och Johan Jansson from the Centre for Retail Research discussed during Sustainability Week 2018 (23-27 April) in Lund. Sustainability Week is an annual event at Lund University. This year, Jens Hultman took part in a panel discussion entitled *#FashionRevolution: Human Rights and Sustainability in the textile industry* and Johan Jansson presented at a workshop called *Consumers or Politicians: who are the key drivers of change?*

MAY – NEW RESEARCH PROJECT

In May, the Swedish Retail and Wholesale Council agreed to finance a new project affiliated to the Centre for Retail Research. The project will explore the role of retail assistants in the service experience and will develop knowledge on what challenges retail personnel face in meeting contemporary consumers' expectations in face-to-café, in-store interactions. Researchers will collect data from stores and head offices of five large, Swedish retailers from different industries. Kristina Bäckström, Ulf Johansson and Jens Nordfält are running the project.

MAY – FIELD TRIP TO KRISTIANSTAD

Around a dozen of the Centre for Retail Research's affiliated researchers went on a research trip to Kristianstad in May where they met representatives from the City Council and from local business and discussed the changing retail landscape in the city. They visited and met with the managers of the Galleria Boulevard shopping centre and C4 Shopping.



MAY – INNOVATION IN RETAIL WORKSHOP

Business must be innovative if they are to meet and survive contemporary retail challenges so we invited thirty people to a workshop at Studio in Malmö where they could learn more about innovation methods and design thinking. Retail specialist Emma Hernell from United Minds talked about retail trends and Professor Ulf Johansson from the Centre for Retail Research focused on tensions and challenges in his presentation. After lunch, Malin Olander Røese led a workshop on innovation and design thinking methods to help retailers deal with pressing problems.



OCTOBER – THE FUTURE PHYSICAL STORE BOOK LAUNCH

A book jointly published by the Centre for Retail Research and the Swedish Retail and Wholesale Council was launched in Stockholm in October. In *The Future Physical Store*, 17 authors present their vision of the future of physical retail with a focus on experience, digitalisation and sustainability. The book has attracted a great deal of attention and has been the subject of numerous articles in the media.



NOVEMBER – NORDIC RETAIL AND WHOLESALE CONFERENCE

In November, the annual Nordic Retail and Wholesale Conference was held in Reykjavik, Iceland. A number of researchers from the Centre for Retail Research attended and presented their research results in a variety of conference sessions. Jens Hultman was involved in organising the conference and also led a workshop for international doctoral students.

DECEMBER – THE CITY CENTRE'S OPPORTUNITIES AND CHALLENGES WORKSHOP

In December the Centre for Retail Research partnered with Lund's Retail Association to organise a half-day workshop on opportunities and challenges for city centres. Based on current research from the Retail Destination research project, researchers highlighted the past and present relationship between retail and place, the city centre in social media, and how the city centre can promote sustainable food consumption. Around 70 participants met one another and worked together to reflect on the hard and soft values ascribed to various cities.

DECEMBER – LICENTIATE SEMINAR AND DOCTORAL DEFENCE

In December the centre's affiliated researcher, Ida de Wit Sandström from the Department of Service Management defended her PhD dissertation, *The Love Affair: Women and Merchandise in Coastal Commerce*. In the same month, Karla Marie B. Paredes from Innovation Engineering defended her licentiate thesis, *Exploring retail innovation management: perceptions and practices in Swedish retail organizations*. Karla Marie's project has been financed by the Centre for Retail Research via the Swedish Retail and Wholesale Council.





Sofia Ulver from the School of Economics and Management talks during the inauguration in March 2014.

A Five-Year Retrospective

The Centre for Retail Research at Lund University was established with a five-year award (5 million Swedish crowns per year 2014-2018) from the Swedish Retail and Wholesale Council. The Centre was inaugurated at the Academic Society in Lund in March 2014 and has developed positively over the following five years. There are a number of retail researchers at Lund University and, since the Centre's inauguration, they have been able to work from a common platform. The research activities at the Centre for Retail Research are interdisciplinary and have a strong focus on the flow of goods and interactions with customers.

“During its first five years, the Centre for Retail Research has taken part in numerous practical and relevant research partnerships with retail organisations.”

The majority of the researchers that are affiliated with the Centre for Retail Research at Lund University are employed at the Faculty of Engineering, the School of Economics and Management and Campus Helsingborg but over the years, researchers from other faculties have also been affiliated. The Centre is now nationally and internationally renowned and comprises around 50 researchers and doctoral students with a research interest in retail. When the Centre for Retail Research was established, the following long-term goals were developed, along with our partners at the Swedish Retail and Wholesale Council:

- Develop a platform for retail focused researchers and practitioners to strengthen and stimulate retail research nationwide.
- Develop a world-class interdisciplinary research milieu with a focus on retail.
- Develop a platform for knowledge transfer between the academics and retailers.
- Coordinate existing and planned retail research and retail education at Lund University

In addition to its affiliated research projects, the Centre for Retail Research at Lund University has four of its own research programs, in which research is concentrated. In 2014 - 2015 Jens Hultman headed the E-retail programme and Cecilia Fredriksson headed the Knowledgeable Consumers programme. In 2016 - 2018 the Retail Innovation programme was run by Ulf Johansson and Annika Olsson while Cecilia Fredriksson ran the Retail Destination programme. A variety of different projects have been organised by each programme and each programme has a number of affiliated researchers.



During its first five years, the Centre for Retail Research has taken part in numerous practical and relevant research partnerships with retail organisations. Knowledge has been disseminated through direct partnerships with retailers, in workshops, and via a wide variety of communication strategies. For example, in 2017 we ran three extremely popular workshops with three different themes related to the future of the physical store, digitalisation, experiences and sustainability. Around 80 retail professionals attended each of the workshops, which took place in May, September and November and findings from the workshops were summarised in a book called *The Future Physical Store*, which was published in 2018.

Between 2014 and 2018 the Centre for Retail Research's affiliated researchers published around 100 academic articles and took part in a huge number of conferences. Our visibility in media has been particularly impressive. Around 1000 representatives from retail and from the wider society have been invited to 17 different workshops. Our website has developed into a platform for sharing news and research results and the number of visitors has continually risen. We reached over

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1300 unique visitors in 2014 and around 3200 in 2018. The regular Centre Comments series, in which researchers address current retail questions and events, has been instrumental in driving visitors to the Centre's website.

The Centre for Retail Research is now entering a new phase with new financing but will continue to arrange research seminars for researchers and workshops directed at practitioners. We are strengthening communications with a periodical newsletter and will also be creating a physical presence for the Centre with an office at Campus Helsingborg. However, we will continue to operate in an interdisciplinary manner with researchers from Campus Helsingborg, the School of Economics and Management and the Faculty of Engineering and affiliated researchers will continue to be at the heart of our research work. The Swedish Retail and Wholesale Council will continue to support the Centre's work and we are also grateful for new financial support from the Hakon Swenson foundation.

In 2018, research at the Centre for Retail Research focused on two overarching themes: Retail Destination and Retail Innovation. Both are strongly

linked to our general focus on the flow of goods and interactions with customers – two crucial aspects of well-functioning and efficient retail.

Theme: Retail Destination

The starting point for the Retail Destination research programme is the relationship between retail and its location. Our focus is on startup issues, logistics, city development, changing consumption patterns, and digitalisation. We investigate how resources are invested into creating attractive market places and in a variety of projects we study the active agents and social processes connected with different consumption destinations. When regions, towns and city centres are transformed into retail destinations other aspects of the spatial and social environment are also affected. Meanwhile, online shopping and e-commerce create new challenges and opportunities in terms of location and logistics.

A common denominator for the research projects in this programme is their focus on city centres as attractive destinations. The city centre is a unique environment where non-retail experiences compliment the shopping experience. With a focus on social media, one project has studied the role of place in the marketing of city centre retail. In other projects, we have explored how out-of-town retail expansion has affected city-centre and high-street retail, with their particular logics. How older shopping centres can preserve their competitive advantage has also been an important question. Out-of-town retail continues to expand with shopping centres getting bigger, more distant, lavish and, according to some, too numerous. Existing shopping centres try to survive by updating their updated design or shopping mix, by redeveloping or by investing in covered pedestrian streets and walkways. Our on-going research on links between such investments and their effects on sales and customer satisfaction will provide important insights into the features of this development.

Studies performed in 2018 have taken a historical perspective on the relationship between city and retail. The changes observed since the mid-1990s have primarily been driven by out-of-town retail's expansion. In the last two decades, many traditional retailers have left Swedish city centres in order to reap the benefits of out-of-town shopping centres, hypermarkets and e-commerce and we have seen shops replaced by service-providers and meeting places that provide experience-based offers. However, a longer historical perspective allows us to see these changes as part of wider societal transformations and we are reminded that Swedish city centres have not always been dominated by shops.

In this research programme, we are also interested in how retail operates in rural areas, where service and logistics are

crucial for functioning and accessible e-commerce. Meanwhile, other research projects have focused on second-hand and charity shops as alternative retail destinations. In second-hand shopping, new retail formats are intertwined with complex cultural and historical phenomena such as recycling and philanthropy. Second-hand retail represents an important part of both city centre and out-of-town shopping and its particular history make it interesting as an example of thrift as well as hedonistic consumption. Today second-hand shopping is connected with the local and the unique, and is juxtaposed with the more-or-less global offerings of the large chains.

This research programme raises important questions about retail spaces in relation to digitalisation, new store formats and their consequences for retailers and consumers. Our researchers have analysed how consumers use smart phones in physical stores in order to understand how they relate to the store as a physical space. We have seen how the use of mobile phones creates independent consumers with greater capability to self-serve. This places new demands on retailers, who must reorganise stores to accommodate these new behaviours. We have also explored pop-up stores as temporary destinations with particular retailscapes that feature unconventional ways of organising and sparse design in inaccessible places.

The Retail Destination research programme has created new research fields, posed new questions and investigated the relationships between retail and place from a variety of perspectives. By understanding retail venues and start-up issues in their wider context, we generate important knowledge that can be developed into long-term tools for sustainable trade and community planning.

The Retail Destination research programme at the Centre for Retail Research is made up of researchers and doctoral students from the Department of Service Management and Service Studies at Campus Helsingborg, the Department of Design Sciences at the Faculty of Engineering, and the Departments of Business Administration at Lund University's School of Economics and Management as well as Kristianstad University.

Cecilia Fredriksson

Theme: Retail Innovation

The Retail Innovation research programme has focused on different phenomena that, in one way or another, can be linked to innovation in retail. Why is this theme so important? Well, from a research perspective, innovation in retail is relatively unexplored. What research does exist has focused on the results of innovation, meaning the launch of different retail products and services, but there has been less focus on how retail can go about creating change and renewal. From a practical perspective, we have observed an increased interest in innovation among retailers and their urgent need to keep up with changes in their environment.

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A lot of innovation research focuses on manufacturing and does not address the needs of retailers. Researchers in the Retail Innovation programme compared traditional innovation research with that found in the service sector and found that service innovation, especially that connected with retail, has not received as much scholarly attention as traditional innovation. Researchers from service management suggest that retail innovation should be understood from a different perspective than manufacturing innovation and that it is an area that requires development in order to help retailers as they endeavour to change, renew and keep up with the pace of change in contemporary society.

Researchers in the Retail Innovation programme have studied the conditions for innovation in retail by analysing individual retail organisations' creative climates using surveys and interviews. These studies have shown that innovation conditions in retail organisations are promising but that the structure and knowledge required to be systematic and strategic about innovation is lacking. Retail organisations do not leverage the concept of innovation and it is often unclear who is responsible for innovating. More research in this area is clearly required. In connection with these studies, it has also become clear that retail organisations often find it difficult to achieve the combination of structure and flexibility that is recommended by innovation experts. An entrepreneurial climate requires flexibility but innovation must also be strategically mandated at the organisational level.

Furthermore, our studies have shown that retail assistants are not only a critical resource for creating customer value but that they have a crucial role to play in creating service



innovations. Despite this, there is little contemporary research on what retail assistants actually do and the industry lacks knowledge about how best to leverage their competence in innovation work. Our research suggests that retail assistants should be given more discretion and that there should also be clear guidelines and routines to ensure that customers' suggestions and frustrations can be translated into input for innovation work.

“Furthermore, our studies have shown that retail assistants are not only a critical resource for creating customer value but that they have a crucial role to play in creating service innovations.”

One researcher from Retail Innovation has analysed new payment methods from a business perspective. Digitalisation demands that retailers offer customers multiple payment options and convenient digital platforms. It should be noted, however, that while new payment solutions offer new possibilities, they also transfer power away from retailers to financial organisations.

The Retail Innovation programme is responsible for an entirely new research area, innovation in retail, which focuses on how retailers can work with and relate to innovation. Overall, there are indications that retail organisations are moving towards an innovative space, but there is still much to learn. Our research will continue with new projects focusing on innovation in retail, on the role of the retail assistant, and on payment solutions and digitalisation.

The Retail Innovation research programme at the Centre for Retail Research is made up of researchers from the Department of Design Sciences at the Faculty of Engineering, the Department of Business Administration at Lund University's School of Economics and Management, and the Department of Service Management and Service Studies at Campus Helsingborg.

Annika Olsson



Framtidens fysiska butik

Digitalisering, upplevelser och hållbarhet

ULF JOHANSSON (RED.)

CENTRUM FÖR HANDELSFORSKNING | LUNDS UNIVERSITET



The Future Physical Store

How will shops look in the future? This question was the subject of a series of workshops organised by the Centre for Retail Research in partnership with the Swedish Retail and Wholesale Council. Their findings have now been summarised in a book.

“Retail is changing.” These are the first words of the book entitled *The Future Physical Store – Digitalisation, experiences and sustainability*, which was released by the Centre for Retail Research at Lund University in October 2018. “Changing” seems like an understatement in a context where e-commerce and changing consumer behaviours have turned the world upside down for many players in the industry.

“Yes, but it depends how you look at it,” said Ulf Johansson, Professor of Marketing at Lund University’s School of Economics and Management and editor of *The Future Physical Store*. “A lot has happened and is happening behind the scenes, but when it comes to what the customer wants, not much has actually changed in the last 50 years.”

However, the enormous interest in the book suggests that there is a great deal of interest in the changes that have already taken place and what retail can expect in the future. “The 400 copies we printed ran out straight away,” explained Ulf, “and I have been all over the country to discuss these questions in different contexts.”

So what kind of changes are we talking about? The book covers three main areas:

- Digitalisation, including e-commerce and consumers’ use of mobile phone while shopping.
- Experiences, which is also connected to mobile phone use but also includes customer focus and services offered by retailers.
- Sustainability, which, broadly speaking, is about consuming less or consuming the right products in the right way.

“But to retain some perspective on these developments, it is worth remembering that 90 per cent of all retail still takes place in physical stores.”

It is hardly news that e-commerce is growing. In the last two years, it is online shopping that has accounted for almost all the growth in the retail industry. “But, to retain some perspective on these developments, it is worth remembering that 90 per cent of all retail still takes place in physical stores,” said Ulf Johansson.

The increase in mobile phone use is a phenomenon that offers both challenges and opportunities for retail. “Many customers are very preoccupied with their smart phones when they come into a shop. And that is a huge challenge. Shops are typically designed to show the customer a lot of enticing visual offers but this can’t happen when more and more customers are staring at their phones.” But there are also positive outcomes for retailers of mobile use. “We spend more time in the store and we are interrupted all the time, which is actually positive for the shopping process, at least when it comes to grocery shopping. Each distraction makes us start the process of shopping all over again, which means we buy more per visit.”

“With all the data they have on us, retailers have huge potential to be significantly more customer-oriented...”

Other kinds of digitalisation also offer ways to improve the customer’s in-store experience, for example, by offering improved personalisation. “With all the data they have on us, retailers have huge potential to be significantly more customer-oriented but so far most of them have used that information for their own processes rather than to be customer focused.”

One reason that retail organisations are not better at doing this is, according to Ulf Johansson, simply that most of them lack the competence. “Advanced data analysis is quite different from being good at selling things. Retail is a very traditional industry so it takes time to seriously integrate new ways of working. But, of course, it will happen. The Centre for Retail Research will hold a workshop on artificial intelligence in retail this spring and there is a great deal of interest around it.”

So, what should the physical store focus on if it wants to ensure its survival? One of the advantages that the physical store has over e-commerce is the possibility to share knowledge in interactions with customers. “They must make the most of this advantage though because e-commerce is beginning to invest in this area. Often, when you seem to hesitate before buying something online, a chat screen pops up to offer you help.” According to Ulf Johansson, many contemporary shops are little more than transaction spaces. “You don’t often feel that you have entered a temple of knowledge when you go into a shop but it’s exactly that feeling that retailers should be trying to stir in their customers.”

Original text: Peter Wiklund

Translation: Carys Egan-Wyer

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The management group, from the left: Annika Olsson, Cecilia Fredriksson, Ulf Johansson and Jens Hultman.

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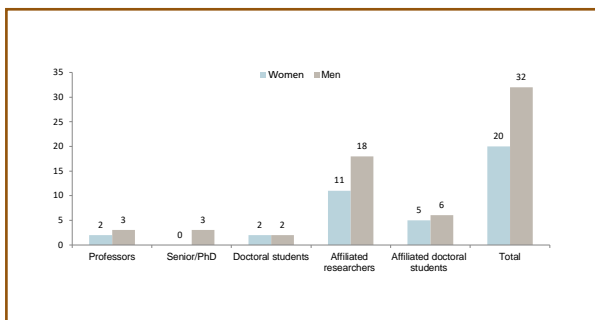
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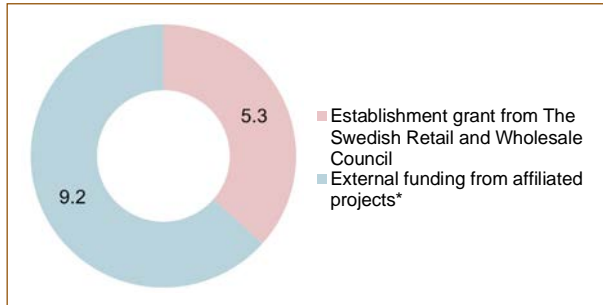
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RESEARCH GRANTS AT THE CENTRE FOR RETAIL RESEARCH AT LUND UNIVERSITY (MSEK)



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Popular science publications and visibility in the media – a selection

E-handelns snabba utveckling öppnar för nya logistiklösningar	Market	January	Jens Hultman
Digitaliseringen förändrar butikens roll	Sydsvenskan	January	Marcus Klasson
Hur skapas tillit och transparens på datadrivna marknader	Paneldebatt, Fores, Stockholm	January	Stefan Larsson
Returer och leveranser kring e-handel	Godstransportrådet i Skåne & Blekinge, Boozt Ängelholm	January	Klas Hjort & Daniel Hellström
The future of retailing. Digital retail changes both flow of goods and customer meeting	Lund university senior faculty meeting	February	Ulf Johansson
Trender och utmaningar för materialhantering och lager i omnikanaler	Frukostseminarium i Göteborg arrangerat av HUI Research och Handelsrådet	February	Andreas Norrman & Joakim Kembro
Forskaren varnar Ystad: "Kan få det väldigt svårt"	Ystads Allehanda	February	Jens Hultman
Forskare: Tuffare för Ikeavaruhuset när e-handeln kommer till Asien	Smålandsposten	February	Ulf Johansson
Från butik och e-handel till omnikanal. Trender och utmaningar för logistik och lager	Seminarium på "Stockholmsmarknaden 2018" arrangerat av Fastighetsvärlden	March	Andreas Norrman
From dominance to being a rookie; IKEA's multichannel journey	Cass Business School Faculty seminar, London	March	Ulf Johansson
Partierna bör redovisa sin etik för digitala kampanjer	Slutreplik, Dagens Nyheter Debatt	March	Stefan Larsson et al.
Partier, lova väljarna att avstå från oetiska digitala metoder	Dagens Nyheter Debatt	March	Stefan Larsson et al.
Vi måste få veta hur våra personuppgifter används	Dagens Nyheter Debatt	March	Stefan Larsson et al.
Fast Fashion vs Slow Fashion	Dunkers Kulturhus, Helsingborg	April	Christian Fuentes & Emma Samsioe
Returer – fälla eller förutsättning?	Ecommerce & Shop tech 2018	April	Daniel Hellström & Klas Hjort
Omnikanal – Så samlar handeln ihop sina flöden	Transportnytt	April	Joakim Kembro & Andreas Norrman
Nytänkande krävs för citybutikens överlevnad	SVT Nyheter Skåne	May	Jens Hultman
Triple Helix collaboration in research	Skåne Innovation week	May	Annika Olsson
Innovation i handeln	Breakfast seminar Handelsrådet, Stockholm	May	Annika Olsson
Fysisk handel eller E-handel – Köpcentrum eller centrumhandel?	Rotary Lund	May	Ulf Johansson
Idag integreras artificiell intelligens i människors vardag utan att det finns tillräcklig kunskap om vad det innebär. Lagar och regler släpar efter	Debattinlägg, Sydsvenska dagbladet	May	Stefan Larsson et al.
Kampen om den sista milen	INRIKES Magasin	June	Klas Hjort
Vi glömmet att jeansen har gjorts av barn	Råd & Rön	June	Christian Fuentes
Guldkanten som blev en snara	Tidningen Vi	July	Cecilia Fredriksson
Professorn: "Den osmarta kunden åker runt och jagar erbjudanden"	Sydsvenskan	September	Ulf Johansson
Hamburgerjätte tar bort tillsatser	Dagens Nyheter	September	Marcus Klasson
Förståelse kan ge förändring	Umeå Tidning	September	Johan Jansson
Brands on fire – how to adapt to the new market reality of AI platforms	Esomar 2018 Congress, Berlin	September	Michael Björn

Mångdubblar försäljning på kanelbul-lens dag	Svenska Dagbladet	October	Sofia Ulver
Så shoppar du så lite som möjligt under ett år	Lunds Universitets Magasin	October	Carys Egan-Wyer
Breddad AI-forskning kan vägleda politikerna	SvD Debatt	October	Stefan Larsson
Från butik och e-handel till omnikanal. Trender och utmaningar för logistik och lager	Frukostseminarium & workshop, HUI Research och Handelsrådet, Stockholm	October	Andreas Norrman & Joakim Kembro
Företag måste ställa om mot en grönare produktion – men inom vissa ramar	Global Utsikt	October	Johan Jansson
Professorn: Så kan butikerna överleva i centrala Lund	Sydsvenskan	October	Ulf Johansson
Framtidens fysiska butik – digitalisering, upplevelser och hållbarhet	Presentation på Forskningsinblick (Handelsrådet)	October	Ulf Johansson
Konsumtionsidentiteter ur ett genusperspektiv	Seminarium, Konsumentverkets vetenskapliga råd	October	Cecilia Fredriksson
På spaning efter cirkulära ekonomin och hållbara konsumtionen	Klimat, miljö och hållbarhetsserien på Lunds stadsbibliotek	October	Johan Jansson
Ett sätt att förenkla	Nya Wermlandstidningen	October	Cecilia Fredriksson
Why we want the internet	TEDx Karlskrona	November	Michael Björn
The future of retail – retail destination and retail innovation	Presentation at Google, London	November	Ulf Johansson
How will retail take place in the future?	Speech at Tarkett, Copenhagen	November	Ulf Johansson
Så står du emot köphetsen på Black friday – och alla andra dagar	Ystads Allehanda	November	Carys Egan-Wyer
Framtidens fysiska butik	SVT Nyheter	November	Ulf Johansson
Framtidens butik/handelsplats. Hur ser framtidens butik ut och vem driver den? En scenarioanalys av framtida handelsplatser	Presentation på Retail house	November	Ulf Johansson
Innovation i handeln	Campus Open, Helsingborg	November	Annika Olsson
Rusning efter nya tech-innovationer i handelsbranschen	Unionen	November	Ulf Johansson
Från butik och e-handel till omnikanal. Trender och utmaningar för logistik och lager	Seminarium på Logistik&Transport, Logistikmässan i Göteborg	November	Andreas Norrman
Årets julklapp 2018 – här är prylen som tippas vinna	Dagens Nyheter	November	Jens Hultman
Diskussion om Ikeas varsel	Studio Ett, Sveriges Radio	November	Ulf Johansson
Om onödig konsumtion	Expressen TV	November	Cecilia Fredriksson
Minimalism – trend eller växande social rörelse?	Dagens Nyheter	November	Cecilia Fredriksson
Den gröna staden: Om främjandet av hållbar matkonsumtion	Stadskärnans möjligheter och utmaningar workshop, Lund	December	Christian Fuentes
(T)apping Into Consumer Ethics	American Marketing Association	December	Christian Fuentes
För tio år sedan pratade ingen om hållbarhet	Handelsnytt	December	Christian Fuentes
Sex trender om framtidens butiker	Fri Köpenskap	December	Ulf Johansson
Ikeas jakt på ny affärsmodell pausar varuhus	Smålandsposten	December	Jens Hultman

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