



# Centre for Retail Research at Lund University

ANNUAL REPORT | 2022



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# Introduction

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## Centre for Retail Research – the ninth year: 2022

You have in your hand the ninth annual report from the Centre for Retail Research at Lund University. We will have our tenth anniversary in 2023! It makes me both proud and humble that the Centre has existed for a decade. When we began in 2014, I was not thinking so far ahead; we were focusing on creating a research centre that would produce and disseminate outstanding research results. Ten years on, the dissemination of research results is still an important part of our work. However, the Centre itself does less of its own research. This is done by the researchers in our management group and our affiliated researchers. We have many years ahead of us and plan to continue the work of the Centre. The future may seem uncertain, yet we believe that the work we do is appreciated and that this is a solid foundation for the future.

Let me begin by listing a few highlights in the report that are of special interest (please do also read the entire report; you won't regret it!)

- Last year, three of the Centre's PhD students successfully defended their PhD theses: in alphabetical order: Karla Marie Batingen Paredes, Ebba Eriksson and Anna Spitzkat. All three PhD theses have a similar point of departure: the challenges – or opportunities – facing today's retailers. Karla explored the ability of retailers to innovate; Ebba focused on how food retailers have been affected by the creation of omnichannels, and Anna analysed how social media reframe consumers' shopping habits. This report includes a profiles on each of them and their PhD research.



- Last year, researchers at the Centre (with funding from the Swedish Retail and Wholesale Council) published two research reports: Framgångsrik kompetensutveckling (Successful Continuing Professional Development) by Pernilla Derwik and Daniel Hellström and Personalens roll i servicemötet (The role of staff in the service encounter) by Kristina Bäckström and Ulf Johansson. Find out more on page 12.
- Regarding university's third task, which can be defined as collaboration with society, the Centre has continued its activities (including appearances on Swedish television news, SVT Nyheter). More detail on this further on in the report. However, I would like to mention that Stefan Larsson spoke in front of the Swedish Parliament's Committee on Civil Affairs on the trends, problems and challenges of digital consumer markets.
- And finally, I would like to highlight the research of Kristina Bäckström, Carys Egan-Wyer and Emma Samsoe and their work last year on the book *The Future of Consumption: How Technology, Sustainability and Well-being Will Transform Retail and Consumer Experience*. The book will be published open access, which means it can be downloaded free of charge by everyone. 36 researchers and six practitioners have contributed to the book's 22 chapters, ranging from the metaverse to veganism. The Centre has published books previously, but this is a more ambitious work, and we are looking forward to its publication by Palgrave Macmillan. The book will be launched at the beginning of October 2023. This major event will also be an opportunity to celebrate our tenth anniversary as a research centre.

When I wrote the introduction to last year's annual report, we were still in the middle of the pandemic. We can hope that the pandemic is now over (even if we cannot make any promises yet). For my part, the pandemic has had a significant effect on me and how I live and work. I travel a lot less often but still manage to meet many people. Online meetings have become a regular and important part of my day, and that is a change for the better. The pandemic has also changed how we run the Centre and how we disseminate our work, both in research and in other areas. Face-to-face and online meetings are fundamental to the work of the Centre. I confess that we have not totally found our way yet. Indeed, we are still finding out what works best and the best way to combine different activities. We will continue to grow and learn!

I hope to see you – in a digital or analogue space – in 2023.

Cordially,

Ulf Johansson  
 Professor and Director of the Centre

## Focus on events – a selection

### JANUARY – SKILLS DEVELOPMENT IN THE RETAIL TRADE: OPPORTUNITIES AND CHALLENGES

At a workshop in January, the results of two research projects at Centrum för handelsforskning (the Centre for Retail Research) were presented. Pernilla Derwik and Daniel Hellström presented results from an ongoing research project focusing on how informal learning works in practice. They focused on how store managers learn and how the organization can support their learning. Kristina Bäckström and Ulf Johansson presented a project in the final phase on the role of the staff when interacting with customers. Kristina explained what the demands of today's customers look like and how skills development can support store staff in dealing with these. Katarina Stark, Frida Jarlbäck and Rickard Börjel from Systembolaget talked about how Systembolaget works with these issues today.



### JANUARY – CONSUMER PERSPECTIVES IN E-COMMERCE

E-commerce is growing at a record pace. Clothes, books, consumer electronics, food – most can be purchased via e-services with flexible forms of delivery. But how can the services be more adapted to the needs of the consumer? And at the same time maintain a focus on sustainability throughout the logistics chain? These issues were discussed by John Olsson, doctoral student in packaging logistics and researcher at the Centre for Retail Research when he presented his licentiate thesis at LTH in January. John's thesis focuses on the consumer's perspective in e-commerce for the convenience goods trade and is called *Exploring unattended delivery services in e-grocery retail: A consumer-centric perspective on last-mile logistics*.

### APRIL - THE ROLE OF RETAIL ESTABLISHMENTS FOR PERCEIVED SAFETY IN DEPRIVED URBAN ENVIRONMENTS

Our perception of safety in a cityscape is closely connected with the retail establishments with which we share that space. The challenges of mobilising a variety of stakeholders to foster perceived safety were discussed by researchers from the Centre for Retail Research at a workshop in April. There was

a particular focus on the prerequisites for establishing retail in so-called deprived areas that have a low degree of perceived safety, and how retail businesses contribute to the perceived safety of these places.

### MAY – SUSTAINABLE E-COMMERCE

In May, Lund University held its second interdisciplinary sustainability conference where 130 scientists from a variety of disciplines gathered to share knowledge and discuss work in progress. Several researchers from the Centre for Retail Research attended the conference. Daniel Hellström, deputy director for the Centre, Klas Hjort, and John Olsson presented a paper on sustainable ecommerce in which they highlighted the needs for a system acupuncture approach to deliver systemic change when it comes to complex problems such as sustainability. System acupuncture helps researchers to identify the key measures that will have the most impact on the entire system. Their study identifies eight key areas for change to achieve sustainable e-commerce and highlights the need for a consumer-centric approach. They conclude that sustainable delivery is the key to more sustainable e-commerce.



### MAY – ON RESILIENCE IN SUPPLY CHAINS

Resilience is the ability to withstand and cope with change, as well as the capacity to recover and further develop. The resilience of retail businesses has been severely tested in recent years by a number of disruptions. The examples are many: The pandemic, Suez Canal/transport containers, congestion in ports, hoarding behavior, extreme volatility in demand, Brexit, labor shortages, geopolitical conflicts as well as the consequences of climate change. In an online seminar that took place on 24 May, four supply chain experts discussed the issues above. The focus was on exploring the issue of supply chain resilience to supply and demand disruptions (for products) and the question of how to better deal with such future situations in the future.



### MAY – E-COMMERCE, RETURNS AND ENVIRONMENTAL IMPACT

One consequence of dramatically increased digital commerce is the considerable number of returns. It is disheartening that 30-50% of the clothes that are ordered are returned; we understand that returns are a big problem – associated with costs and a negative climate impact. Daniel Hellström and Klas Hjort from the Centre for Retail Research at Lund University presented a nuanced perspective on e-commerce, returns and environmental impact at a breakfast seminar organized by the Market Association in the Helsingborg region in May.

### MAY – FUTURE CONSUMPTION AND CONSUMER WELLBEING

Ideas about physical and mental wellbeing have long been intertwined with consumption and retail. In a hybrid seminar at Campus Helsingborg on 19 May, three international researchers and one practitioner discussed how our future consumption will collide with our attitude towards our minds and our bodies. Alisa Minina Jeunemaître, Assistant Professor of Marketing, IPAG Business School, Paris, talked about mapping the market ecosystem of digital mental health services. Sofia Ulver, Associate Professor, Centre for Retail Research at Lund University presented research on the potential oxymoron of consumer well-being in the social media age. Vitor Lima, Assistant Professor of Marketing, Audencia Business School & Russell Belk, Professor of Marketing, Schulich School of Business, Canada talked about the ethical issues associated with implanting microchips into the body as a mode of payment. And Sofia Norén, Business Owner Partnerships at Swish explained how the payment landscape is rapidly changing alongside new consumer behaviors.



### MAY – DOCTORAL SEMINAR ON FUTURE THEMES IN CONSUMPTION

Following the Future Consumption and Wellbeing seminar at Campus Helsingborg, the Centre for Retail Research at Lund University welcomed a group of PhD students to an interactive session where ideas and questions tied to the future of consumption and the future of retail were discussed. The retail and consumer research students were able to discuss their work with a panel of international researchers including Russell Belk, Professor of Marketing at Schulich School of Business, Vitor Lima, Assistant Professor of Marketing at Audencia, and Alisa Jeunemaître, Assistant Professor of Marketing at IPAG Business School.

### JUNE – OUR FUTURE CITY

Can fashion ever become sustainable? How do we switch to environmentally smart e-commerce? What is the importance of the retail trade for vulnerable areas? These are some of the topics that several of the researchers working at the Centre for Retail Research discussed on stage 7-10 June when Our Future City / H22 took place in Helsingborg.

### SEPTEMBER – RETAIL RESEARCH ON TOUR

In late September, four trade researchers travelled to Scotland to discuss how the physical store is changing. They are participating in a research project where new store formats such as show-rooms, planning stores and pop-up stores are explored. For the past 8 years, the project group has been led by Ulf Johansson, professor, and director of the Centre for Retail Research at Lund University. The group also includes Carys Egan-Wyer and Kristina Bäckström from the Centre for Retail Research and Jens Hultman, Kristianstad University. All four travelled to the University of Stirling to analyse the project's results with one of Europe's most distinguished researchers in commerce, Professor Steve Burt.



### OCTOBER – INTERACTING WITH CUSTOMERS IN THE STORE

In a recently completed research project, Kristina Bäckström and Ulf Johansson have studied how meeting customers in the physical store is changing as a result of new customer behaviours and increased digitalization. In October, at the Swedish Retail and Wholesale Council's trend spotting event, the study's results were presented with a reflection on the future challenges for retail staff. The following issues, among others, were in focus: How has the store changed in terms of how employees interact with customers and the role they play? What new challenges exist and how can the commercial organization deal with these? What future challenges await the staff who work in the retail trade? Read more about the project and the report on page 12.



### OCTOBER – RESEARCH SEMINAR ON FASHIONABLE ETHICS

On Monday 10 October, researchers and students with an interest in retail, marketing and consumption met for coffee and discussions about ethics in the fashion retail during a research seminar at the School of Economics and Management in Lund. The participants came from the Centre for Retail Research at Lund University, Copenhagen Business School and the University of Manchester. Sofia Ulver gave an interesting presentation on how the term "fetish" has been used in different ways to understand (un)ethical consumption. Visiting scholar Jack Coffin and Carys Egan-Wyer from the Centre for Retail Research presented previous research on how to raise the average morale of markets. They also discussed an upcoming publication on the risks for those retail companies that want to use morality to stand out from their competitors.

### NOVEMBER – NORDIC RETAIL AND WHOLESALE CONFERENCE

In mid-November, the largest Nordic scientific retail conference took place in Tampere, Finland. 100 researchers presented around 80 articles and papers, of which 10 were carried out by the Centre's researchers. Kristina Bäckström, our deputy director, was awarded the Best Paper Award for her article New technology and in-store service encounters: An analysis of work experiences and coping behaviours among frontline employees.



### DECEMBER – RETAIL/WHOLESALE TRADE DAY 2022

Stefan Karlsson was one of the speakers at Handels dag (Retail/Wholesale Trade Day), which took place this time in Stockholm with an audience present. Retail/Wholesale Trade Day is a day with a focus on commerce for all those who work in and with this sector. The purpose is to spread knowledge and good ideas that are generated within the framework of the Swedish Retail and Wholesale Council's activities, both internally among founders and externally in the market and the research community. Stefan presented his research on the opportunities to make returns management both more efficient and more customer-friendly.

### DECEMBER – THE INFLUENCERS' MARKET, CONSUMER CULTURE, SOCIETY AND LAW

Influencers have become a concept we hear in all sorts of contexts, both in the negative sense and in the passion they provide. In December, researchers from the Centre for Retail Research met with researchers from Lund university, other parts of Sweden and other countries; lawyers, influencers and advertising agencies were also involved. The purpose was to discuss how things were with this growing reality from a marketing, legal, sociocultural, societal and political point of view.

### DECEMBER – BUSINESS AS UNUSUAL

Towards the end of the year, 11 groups of excellent from the masters International Marketing and Brand Management programme presented their analyses of the future of retail from a business as unusual perspective. They identified the most relevant and disruptive business environment challenges and used a variety of tools and theories from the course to make predictions about the consequences for retail organisations in the near future. Some groups had collected data to make their predictions, while others used scenario thinking to forecast the effects of the business environment trends. The retail branches analysed ranged from luxury fashion to gas stations. The students presented their ideas for a panel of industry experts from Retail House, Polestar, Boozt, JOY Store and COOP. The presentations were part of the final assignment on the *Multichannel Marketing, Retail & Internationalization* course.

# New Doctors

In the final months of 2022, no less than three of the Centre for Retail Research's PhD students defended their doctoral theses. First up was Ebba Eriksson, from the Faculty of Engineering who defended her thesis on 11 November. On 1 December, it was the turn of

Karla Marie Batingen Paredes, from the Department of Innovation Engineering. Last but not least, Anna Spitzkat from the Institute for Service Management defended her thesis on 9 December. Read about our new doctors and their research in the following pages.

## PROCESSES FOR NECESSARY INNOVATION

In the retail sector, innovation is a prerequisite for survival in the long run, says Karla Marie Batingan Paredes. She has studied how established industry players can develop this ability.

Karla Marie Batingan Paredes is originally from the Philippines, where she earned a bachelor's degree in food technology. Before her master's studies, she chose to go to Europe and focus on food innovation and product design.

Now that she has finished her PhD, she has – at least temporarily – put her interest in food to one side. Instead, she has immersed herself in the subject of technological innovation. But what does that mean?

"It's about different types of innovation and value creation in organizations. So it doesn't necessarily have to be technical innovation, which many people associate it with, but can also be about, among other things, social issues or business models," she explains.

Her thesis is called "Building innovation capability in retail", and a keyword is "capability" – because she is very interested in how people can become more innovative.

"And how the organizations at the same time can modernize. Innovation is becoming more and more of a key issue for the retail sector.

The purpose of the thesis has been to investigate how the capacity for innovation can be developed among large, established retail players with a traditional organization.

"Many of these companies have a long and successful history in store-based retail, and for them, it is no longer an issue of whether they need to innovate or not. It is clear that their capacity for innovation is crucial for long-term survival," she says.

This is because the rules of the game in retail are changing, and they are changing fast.

"Companies may well be good at developing their organizations, so that their operations become faster or cheaper. But now it's time to see how they can do things differently compared to before.

During the pandemic, many companies in a number of industries had to start thinking innovatively, but even though the



Covid crisis has now passed, the need for innovation is still apparent," says Karla Marie Batingan Paredes.

"The key is not only to react in the short term, but also to have a long-term perspective, to reflect on how important drivers such as digitalization and sustainability are shaping the retail sector – and to adapt to these changes.

She describes it as companies needing to "train their innovation muscles". With relatively small muscles, they have been able to drive gradual development, which has been quite enough, but now it takes muscle power to handle the disruption that is shaking up the industry.

However, this does not mean that the existing capacity for continuous development is superfluous, but the key to success is to be able to balance and manage different activities at the same time.

"Optimizing efficiency will always be important, but it is important to combine this with long-term innovation characterized by experimentation and learning. As a result, it will inevitably also mean higher risk-taking and greater uncertainty."

Risk and uncertainty are things that company management wants to avoid as far as possible, and Karla Marie Batingan Paredes shows in her thesis that active, disruptive innovation work easily causes tensions in the organization.

"Then it is of course important to dare to acknowledge that the tensions exist so that it is possible to develop suitable solutions and methods to deal with them," she says.

Text: Peter Wiklund

## THE TOUGH CHALLENGE FOR THE SUPERMARKETS

Today's consumers expect to be able to shop for food efficiently and smoothly, both in-store and online. In addition, the goods they order should be delivered quickly and easily to any location. These are high expectations, which have given the supermarkets something to sink their teeth into.

Ebba Eriksson began to take an interest in logistics and warehousing when she studied for a master's degree in Industrial Engineering and Management at Lund University (LTH). When she finished her master's degree, she moved into the business world, but after almost two years as a consultant ("you could say that I acted as an intermediary between IT systems and operations"), the desire to come back to academia had increased significantly.

She wanted to do her PhD and therefore jumped at the opportunity immediately when the Department of Technical Logistics at LTH announced a doctoral studentship with a focus on logistics and warehousing. Or more specifically: how the supermarket sector is affected by the current omnichannel transformation.



"From a logistics perspective, the concept of "omnichannel" stands for transforming one's organization, networks, and warehouses – or investing in new ones – to meet customer expectations for an integrated shopping experience and at the same time be able to run a profitable business," says Ebba Eriksson.

In comparison with other sectors, the convenience goods trade has been late in embarking on e-commerce, and they have, without a doubt, their particular challenges with regard to logistics and warehousing. Not least, there are tough rules regarding food safety and hygiene; they must not break the refrigeration chain when food is on its way to the consumer. In addition, food logistics networks and warehouse systems have been adapted to the needs of a physical store, not to make it easy to pick up an e-commerce order.



"The supermarkets have developed excellent logistics networks for the stores, but it is difficult to take advantage of them for e-commerce because there are such massive differences between store and e-commerce orders.

Around 2017, the big players started offering their customers the possibility to shop via the web, and in the first years, their businesses grew steadily, albeit at a fairly leisurely pace. The spring of 2020 brought a major change to the growth rate.

"They had expected to be able to continue to grow organically, but the pandemic forced them to take a big leap in development when so many people wanted to avoid shopping in physical stores. They needed to adjust and make decisions about things that would not otherwise have been of relevance until several years later.

Ebba Eriksson's thesis, "Exploring the omnichannel transformation of material-handling configurations and logistics capabilities in grocery retail", is based on three studies. In the first study, she focused on how manual warehouses for e-commerce are designed, and the second is about how the convenience goods trade manages and succeeds with the transformation towards omnichannel.

"I looked into what makes such a transformation successful, for example, what are the most crucial choices, what dynamic abilities you possess and how to restructure an organization." The third study focused on the next step, in the form of investments in automation warehouses and what influences the decisions concerning this.

"It is clear that it requires large volumes and financial muscle to sell food online – profitably. Therefore, it is not surprising that there seems to be a consolidation of the market, which will be dominated by fewer but larger players."

Now that Ebba Eriksson has put the work on her thesis behind her, she will continue to be active in academia.

"I am currently involved in a project where we study how the food industry works with crisis preparedness. In addition, I am interested in exploring ways to work to improve the work environment in highly automated warehouses," she says.

Text: Peter Wiklund



## MULTIFACETED SHOPPING ON SOCIAL MEDIA

The explosive development of social media since the turn of the millennium affects society in many different ways. Among other things, we see more multifaceted shopping contexts and new roles for consumers.

Just as you might guess from her surname, Anna Spitzkat is from Germany, where she earned a bachelor's degree in business administration and digital media before starting to look for a good retail programme. After researching what was available in a few different countries, the choice fell to Lund and the Department of Service Management and Service Science.

After earning a master's degree, she embarked on a doctoral project that combined her two major interests: digital media and retail. This has now resulted in the thesis *Understanding Social Media Shopping – Instagram and the reconfiguration of the practice of shopping*.

The topic is thus shopping in social media, a concept that may require a brief explanation:

"I see it as a relatively broad area. So it's not just about buying things on social media, but this includes all kinds of activities that are linked to or made possible by social media in a shopping context," says Anna Spitzkat.



She notes that it is a complex way of shopping, where the consumer first finds inspiration and then looks for shopping opportunities and the right products. All in social media.

"But it doesn't stop at a purchase; a part of the shopping process is to be able to show off what you have bought. Then

it's a lot about letting people know who you are and maybe being more goal-oriented, developing a personal brand.

Thus, on social media, there is no clear line between being a consumer and promoting consumption.

"It becomes an ecosystem for shopping, where you can buy something and at the same time market it. You influence or guide other people in their shopping, more or less consciously.



Those who do it more consciously than the average consumer are, of course, the influencers.

"They are an important group in this context because the vast majority of them want to do just that: combine shopping with marketing what they shop. In addition, an influencer can have a clear impact on shopping situations in physical stores, for example by showcasing the products they try and choose," says Anna Spitzkat.

Currently, shopping via social media is primarily about activities on Instagram, but she is confident that in the future, other platforms and settings will appear.

"Instagram is definitely not the last stop, so it would be interesting to see how we will consume in the future and what is next. Maybe it will be Metaverse? And will people then be prepared for digital artefacts within this meta world to construct their virtual identities?

It is unknown whether that will be an area that Anna Spitzkat will study. Currently, she is curious about some other aspects of social media shopping that she encountered while working on her thesis:

"I included both the influencers who have succeeded in building a following and the regular consumers who follow in their footsteps. But there is a group in between, those who work hard to gain influencer status. I would be happy to investigate them.

"I'm also interested in learning more about how influencers organize themselves or develop plans to promote each other's content by influencing the algorithms or otherwise gaining more influence and power. So, there are several opportunities for me to move forward in the field, we'll see what happens in the future.

Text: Peter Wiklund

The future of retail is always a hot topic. To guide our research and to frame our research and practitioner-focused activities, the Centre

for Retail Research launched two future-oriented themes in 2020. These themes continued to guide our work throughout 2022.

## Theme: Future Retail Forms

As early as 2018, the Centre for Retail Research held a series of workshops on the future form and function of the physical store. In 2020, we launched a new theme that would allow us to focus on this topic in even greater depth. Throughout 2021 and 2022 we continued to work with important questions from this theme. What is the future of what we call retail? What will be the forms, the governance, the offer? What influence will digitalization wield and what elements will remain analogue? Will we travel to stores or will they come to us? How will new store formats fit into the customer journey?

This year, researchers from the Centre for Retail Research travelled to Scotland to discuss some of these questions with colleagues at the University of Stirling. Early findings suggest that new types of value are derived from different store formats. They are also developing a new method of customer self-mapping that will allow more detailed insights about how new store formats fit into new and existing customer journeys.

Future retail forms were also discussed by Kristina Bäckström och Ulf Johansson when they presented the findings of a recently-completed research project on how digitalisation has affected and will continue to affect staff in bricks and mortar stores. Kristina Bäckström's article on the same topic was well-received at the Nordic Retail and Wholesale Conference, winning the prize for best paper. And in December, we heard from students in the master's programme in International



Marketing and Brand Management when they presented their analyses of the future of retail. They identified the most relevant and disruptive business environment challenges and used a variety of tools and theories to make predictions about the consequences for retail organisations in the near future.



Research in this theme has also focused on how to make supply chains more resilient in the future. Retailers' capacity for resilience has been sorely tested in recent years by several geopolitical, climate- and health-related supply chain disruptions. Problems and solutions were discussed by four supply chain experts at an online seminar that we hosted in May.

**"Will we travel to stores or will they come to us? How will new store formats fit into the customer journey?"**

Several projects tied to the Centre also investigated future retail forms in 2022. For example, a project on multichannel retailing aimed to understand the challenges that retailers go through on their journey from single to multichannel sales formats. Another explores how to measure and evaluate new store formats, such as pop-up stores, showrooms and concept stores, where direct, cash-and-carry sales are not the primary aim. There are also projects examining the role of shop-floor staff in service encounters and how they can be better trained and prepared for the challenges of the future. And numerous projects focus on the logistical and data-related challenges and opportunities of the ecommerce and platform-based retail formats of the future.

Text: Carys Egan-Wyer

## Theme: Future Consumption

**he future of retail is closely related to the kinds of consumption that will take place in the future. Current modes of consumption – in which retail is responsible for selling high volumes of products and services to consumers – are not sustainable.** Neither are they responsible. So how will consumption develop? What will be important to the consumers of the future? Will sustainability continue to shape retail offerings? And how will consumer wellbeing be affected by retailers? And how will technological developments affect our ability to consume more sustainably and in ways that benefit our wellbeing? These are the questions that are in focus in the Future Consumption theme.

### **“Will sustainability continue to shape retail offerings? And how will consumer wellbeing be affected by retailers?”**

These questions are addressed in various research projects connected to the Centre. Some focus on questions of sustainability in retailing and examine, for example, how to enable sustainable food practices through socio-technical innovations, how automation can increase retailers’ sustainability, or how retail can react to new consumption trends, such as anti-consumption. Researchers from the Centre are also involved in the National Initiative for Sustainable E-commerce in which brings together public, private and academic stakeholders who aim to transform the e-commerce sector into a sustainable logistics centre in the future. Learnings from all

these projects will help retailers address future consumption trends in positive and sustainable ways.

The Centre hosted numerous workshops and seminars on the theme of future consumption in 2022. John Olsson presented research on the future of sustainable ecommerce, and the need for a system acupuncture approach to deliver systemic change, at Lund University’s interdisciplinary sustainability conference in May. Sustainability was on the agenda again, this time in the context of, greenwashing, when international scholar, Jack Coffin, visited us. And in December, the Centre’s researchers joined researchers and practitioners from a variety of fields to discuss the impact of influencers on the future of consumption.

In May 2022, the second of a series of Future Themes in Consumption seminars—at which researchers and retail practitioners discuss the future of consumption and retail from their particular perspectives—was hosted by the Centre for Retail Research. This time the focus was on the ways in which mental and physical wellbeing will shape the consumption and retail of the future. Following the seminar, PhD students were invited to continue the discussion in an interactive session with senior scholars. The highlights of all four Future Themes in Consumption seminars will be included in a book to be published in 2023 by Palgrave Macmillan as well as a special issue of *The International Review of Retail, Distribution and Consumer Research*.

Text: Carys Egan-Wyer



## New report: The role of staff in customer interactions

### CHALLENGES AND CHANGE MANAGEMENT FOR RETAIL/WHOLESALE

The physical store and the way staff interact with customers have undergone significant changes in recent years as a result of the digitalization of retail. The development of multi-channel commerce and new digital tools have changed the needs and behaviour of customers, as well as the role of staff in the store.

In a report published in 2022, Kristina Bäckström and Ulf Johansson explain how the staff's role has changed in how they interact with customers. The project was funded by the Swedish Retail and Wholesale Council and its main purpose was to enhance our understanding of the staff's role in the physical store and of the challenges they face in their work.

The studies showed that increased digitalization and new customer behaviour have changed these interactions and the work of staff in several respects. Many describe, for example, that the requirements for service and availability have increased, and that detailed product knowledge and the staff's ability to offer customized solutions have become increasingly important. At the same time, there is also a lot of talk of reduced resources and difficulties in living up to the requirements and goals that exist.



The results show that the most important challenges for today's retailers include resource management and the organization of store work, training opportunities for staff, as well as the development and implementation of new digital tools. The full report and a summary can be found on the Centre for Retail Research's website.



## New report: Successful skill development

### MECHANISMS OF INFORMAL LEARNING

An additional popular science research report was launched by the Centre for Retail Research in 2022. This is meant to provide ideas and a starting point for conversations about workplace learning.

The right skills are a fundamental prerequisite for both companies and society at large to be able to successfully meet existing and future challenges. In today's rapidly changing world, the ability to develop and transform skills is more important than ever. It is clear that skill development is fundamental in today's knowledge society.

A new research report is being published which is meant to provide ideas and a starting point for conversations about workplace learning. From a lifelong learning perspective, it is essential that you do not routinely just do what you have always done but broaden your horizons and understand the full potential of informal learning. Above all, the research results are intended to act as an injection of knowledge for trading companies that want to strengthen their skills development and work more actively to promote informal learning. Hopefully, in the long run, the research will contribute to increased competitiveness for trading companies and more successful



employees who thrive in their workplace and thus an even more attractive industry to work in.

Daniel Hellström and Pernilla Derwik, Centre for Retail Research at Lund University are the authors of the report and are in charge of the research project *Successful skills development at work – informal learning in trade*. Please read the report or summary on the Centre's website.



## Affiliated projects – a selection

The Centre for Retail Research does not currently fund its own research projects. Instead, we operate as a platform for researchers to meet and share knowledge. We arrange research seminars and workshops as well as supporting research networks and retail research applications from researchers at Lund University. Below you will find a selection of the research projects that are affiliated via our platform.

### Fossil-free deliveries: Industry agreement for e-commerce

In the autumn of 2021, ten e-commerce companies and ten transport carriers gathered for a workshop to discuss the conditions for forming a common definition of what a fossil-free delivery is. A year later, an industry agreement was finalized and available for endorsement at Svensk Handel. Becoming part of the agreement is free of charge and is based on an agreement between e-retailers and transport carriers, which in turn makes it easier and more transparent for consumers who e-shop to choose a fossil-free delivery. The industry agreement for fossil-free deliveries clarifies the concept of fossil-free delivery and requires that other environmental concepts used at check-out be removed. A few exceptions are made for certifications such as the Nordic Ecolabel's upcoming label for sustainable e-commerce transports.

To transform e-commerce into a sustainable system, more of this kind of collaboration is needed, where engaged traders and transport carriers join forces. Hopefully, the industry agreement for fossil-free delivery is the first of many joint concrete policy initiatives for more sustainable e-commerce.

*Projekt participants:* Daniel Hellström, Josephine Darlington, Klas Hjort, Kristoffer Skjutare

*Project duration:* 2021-2024

*Funder:* Swedish Government Agency for Innovation Systems (Vinnova)

### Transport efficiency and fill ratio: Analysis and action proposals for increased resource utilization

The overall goal of the entire project is to develop and operationalize appropriate, reliable, accessible and cost-effective efficiency measures (key figures) for an analysis of the Swedish freight transport system. These key figures will be developed taking into account the varying conditions of different subsystems and the different needs and roles of different stakeholders. The overall goal of the project is to generate new and vital knowledge that facilitates a reliable evaluation of the Swedish freight transport system's transport efficiency and efficiency potential, as well as the development of models and tools to study effect relationships as a basis for policy measures for increased sustainability.

*Project participants:* Daniel Hellström, Henrik Pålsson, Jessica Wehner, Sara Rogerson, Vendela Santén, Dan Andersson, Marta Gonzalez-Aregall

*Project duration:* 2021-2026

*Funder:* Swedish Transport Administration

### National Initiative for Sustainable E-commerce: Accelerate Innovation

To be able to achieve the sustainable development goals, there is no doubt that we need to transform e-commerce into a sustainable system. Individual efforts are not enough. We need changes at the system level. We also know that innovation is crucial for tackling this global and complex societal challenge. To be able to achieve these comprehensive system changes, there must be national coordination of efforts to accelerate innovation. The aim of this initiative is to create a successful arena for collaboration and a competence centre for sustainable e-commerce.

*Project participants:* Daniel Hellström, Josephine Darlington, Klas Hjort, Kristoffer Skjutare

*Project duration:* 2021-2024

*Funder:* Swedish Government Agency for Innovation Systems (Vinnova)

### Safe and accessible deliveries for elderly people

Many users are either unable to or, during the age of the pandemic, unwilling to visit service points or open the door to deliveries of items such as groceries. This means that vital social functions are not accessible to all. By eliminating personal interaction with home deliveries and other services, the risk of spreading infection is minimised. At the same time, care providers are able to significantly increase their flexibility, enabling more time with the person receiving care. Similarly, delivery of other items, such as those for healthcare in the home can be made to a delivery box connected to the internet and close to the user's home, thus minimising the need to travel to different service points. Home help staff can use an electronic key to collect the goods from the delivery box and take them to the user. The overall aim of the project is to investigate and describe elderly people's experiences of new services such as contactless food delivery, and in what way these services can be developed to increase accessibility to other vital public services.

*Project participants:* Klas Hjort, John Olsson, Daniel Hellström

*Project duration:* 2021-2023

*Funder:* The Kamprad Family Foundation

### Towards zero emission last mile distribution in omnichannel retail

Last mile logistics is an emerging research area with growing interest from scholars and practitioners, especially over the past five years. The rapid growth is mainly driven by increasing urbanization and population growth, e-commerce development, changing consumer behavior, innovation, and growing attention to sustainability. Many definitions of last

mile logistics exist, yet a common view is that it concerns the last stretch of the supply chain from the last distribution center to the recipient's preferred destination point.

The last mile is often described as one of the most expensive, inefficient, and polluting parts of the supply chain. Therefore, a fast and efficient transition towards more sustainable last mile distribution is required. Little is known about the transition towards zero emission last mile distribution, therefore a more comprehensive understanding of this transition is required. The aim of this dissertation project is to contribute to enhanced understanding of the transition towards net-zero emission last mile distribution in omni-channel retail and its effects.

*Project participants:* John Olsson, Daniel Hellström, Henrik Pålsson

*Project duration:* 2018-2023

### **Retail and anti-consumption**

Being a good consumer was once synonymous with being a good citizen. When individuals shopped, they supported local farmers, national manufacturers and contributed to economic growth (Cohen, 2003; Coskuner-Balli, 2020). A good citizen, today, appears to be one that forgoes material desires rather than indulging them. And some consumers are using anti-consumption rather than consumption as way to construct their identities.

This trend obviously has consequences for retailers, but how exactly should they respond? This is an especially pressing question for those retailers whose business models are based on volume and unnecessary replacement of items, such as fashion retailers. But, in order to understand how retailers can respond to the anti-consumption trend, we must first understand the trend from a consumer perspective.

This research will use qualitative methods and a socio cultural approach to understand anti-consumption trends because consumer choices inside the store are not isolated from life outside the store nor from the kind of selves we want to present to the outside world.

*Project participant:* Carys Egan-Wyer

*Project duration:* 2021-2023

*Funder:* The Swedish Retail and Wholesale Council

### **Grocery retail warehousing: Decision factors and dynamic capabilities in omni-channel transformation**

Transforming to omni-channel means retailers must design their networks and hubs to suit different contexts. Although there is no one-size-fits-all solution, we have observed that sorting plays an increasingly important role in omni-channel logistics. In grocery retailers' OFC, sorting is used to handle goal conflict and trade-offs between different management activities as well as to deal with different kinds of logic driven by, for example, the sending node, the management point, stores, vehicles and consumers. Retailers must decide when different types of sorting work best and how they are best performed in different situations. Another aspect concerns

why different kinds of sorting should be automated and what kind of automation suits what kind of sorting. Different automation solutions are appropriate to different contexts. Hence, grocery retailers choose different future logistics solutions as well as different implementation and roll-out plans. It is interesting to understand the reasons motivating different transformation plans as well as the various challenges and benefits that they imply. This study, thus, aims to develop knowledge on grocery retailers' omni-channel transformation of warehouse logistics, especially with regard to important decision factors and dynamic capabilities. The central research questions are as follows:

1. What decision factors affect and motivate different logistics configurations in grocery retail's transformation to omni-channel logistics?
2. What determines the most appropriate kind of sorting and automation in different situations?
3. How do different dynamic capabilities affect the transformation of warehouse logistics towards omni-channel retail?

*Project participants:* Ebba Eriksson, Joakim Kembro, Andreas Norrman

*Project duration:* 2020-2022

*Funder:* Hakon Swenson Foundation

### **Climate and Cost Effective Packaging: A Decision-Support Tool**

There is no doubt that packaging is a part of making a better everyday life. Packaging can also help to cut carbon emissions and generate less product waste, playing an important role in keeping the planet healthy. In overall, this project will emphasise that packaging protect and adds value to products, but it is necessary to integrate the processes of designing, evaluating and producing packages, in order to successfully fulfil these tasks. The purpose of this project is to develop and disseminate new knowledge and a novel decision-support tool to tackle the complex issue of managing the design and selection of consumer and transport packaging for sustainable development. The project is based on design science research, co-creation with IKEA, Tetra Pak and WWF.

*Project participants:* Henrik Pålson, Daniel Hellström,

*Project duration:* 2020-2022

*Funder:* The Kamprad Family Foundation

### **Multichannel Retailing**

This project is about understanding the challenges that retailers go through on their journey from using mainly one channel for selling, to multiple channels for selling. The challenges are in many of areas for a retailer, from how operations are organized to the logistics of fulfilment. A case study of IKEA retail is ongoing and currently we are in the process of publishing the first part of that study.

*Project participants:* Ulf Johansson, Jens Hultman, Jonathan Reynolds, Steve Burt, John Dawson

*Project duration:* 2014-2022

*Funder:* Department of Business Administration, Lund University School of Economics and Management

### **Successful training at work: Informal learning in retail**

Training employees is necessary for companies to successfully meet future demands and challenges. Training also contributes to employee satisfaction because we grow as human beings when we learn something new and feel good when we master what we are expected to do. Unfortunately, many retail employees do not feel that they get the training they need. The majority of training happens via informal, learning at work but knowledge about learning at work is very limited and the potential for improvement is extensive. The purpose of this project is to explore how informal learning is applied in practice, and to disseminate knowledge about how different learning methods can contribute to competence development. Our goal is to identify successful learning techniques among the participating companies and their employees and, thereby, to increase the possibility for each individual to reach their maximum potential and for each business to support learning at work. The research project focuses on "how" rather than "what" one learns and, hence, on the mechanisms of learning. Learning is a complex and contextual process and focusing on learning mechanisms help us to understand how learning itself takes place. A distinctive feature of this project is that we study learning in specific professions and not in a single organisation or for a single individual. Different professions have different competence needs and, hence, have their own unique underlying learning mechanisms.

*Project participants:* Daniel Hellström, Pernilla Derwik

*Project duration:* 2020-2022

*Funder:* The Swedish Retail and Wholesale Council

### **The influence of automation and new technologies on the performance and sustainability of warehouse operations**

The rate of implementation of automated warehouses has increased rapidly in recent years. This has effects on retail profitability and competitiveness as well as on sustainable work life and society. This project develops a framework for decision support and provides recommendations on how retailers should approach automation projects and the implementation of smart warehouses. It also contributes with knowledge development about the role of staff role and need for future skills in automated warehouses.

*Project participants:* Joakim Kembro, Andreas Norrman

*Project duration:* 2020-2023

*Funder:* The Swedish Retail and Wholesale Council

### **Retail Innovation: management, organization and governance for long-term competitiveness**

The challenges that the retail industry is facing - including urbanization, unprecedented competition from new actors, and most importantly digitalization - put new demands on retail development, including their ways of managing and

organizing around innovation. Previous studies have shown that innovation is not a completely understood concept in retail and that there is no systematic approach to innovation in this sector. The purpose of this research project is therefore to contribute to increasing the innovative capabilities of retail trade, particularly looking into how to create the conditions that could combine retail's strong focus in ongoing operations with a more long-term perspective and innovative focus. How can retail's work with continuous improvements, high efficiency and short lead times be combined with a higher degree of strategic and operational innovation management - to create and secure long-term value and competitiveness?

*Project participants:* Malin Olander Røese, Karla Marie Bantangan Paredes, Sofia Ritzen, Annika Olsson, Ulf Johansson

*Project duration:* 2019-2022

*Funder:* Swedish Government Agency for Innovation Systems (Vinnova)

### **New Formats for the Physical Store of the Future: How to evaluate and manage new store formats**

This project's departure point is that the physical store is changing and a growing number of retail chains are experimenting with new store formats, such as show rooms, pop-up stores etc. These concept stores are a complement to traditional stores and they allow retailers to tailor their offerings to customer needs. Store performance is traditionally evaluated on the basis of sales but new format stores need to be evaluated and managed according to different variables. But which ones? And how? This project will answer these questions by studying new and established retail chains and their customers in Sweden and in the United Kingdom.

*Project participants:* Ulf Johansson, Jens Hultman, Steve Burt, Carys Egan-Wyer

*Project duration:* 2019-2023

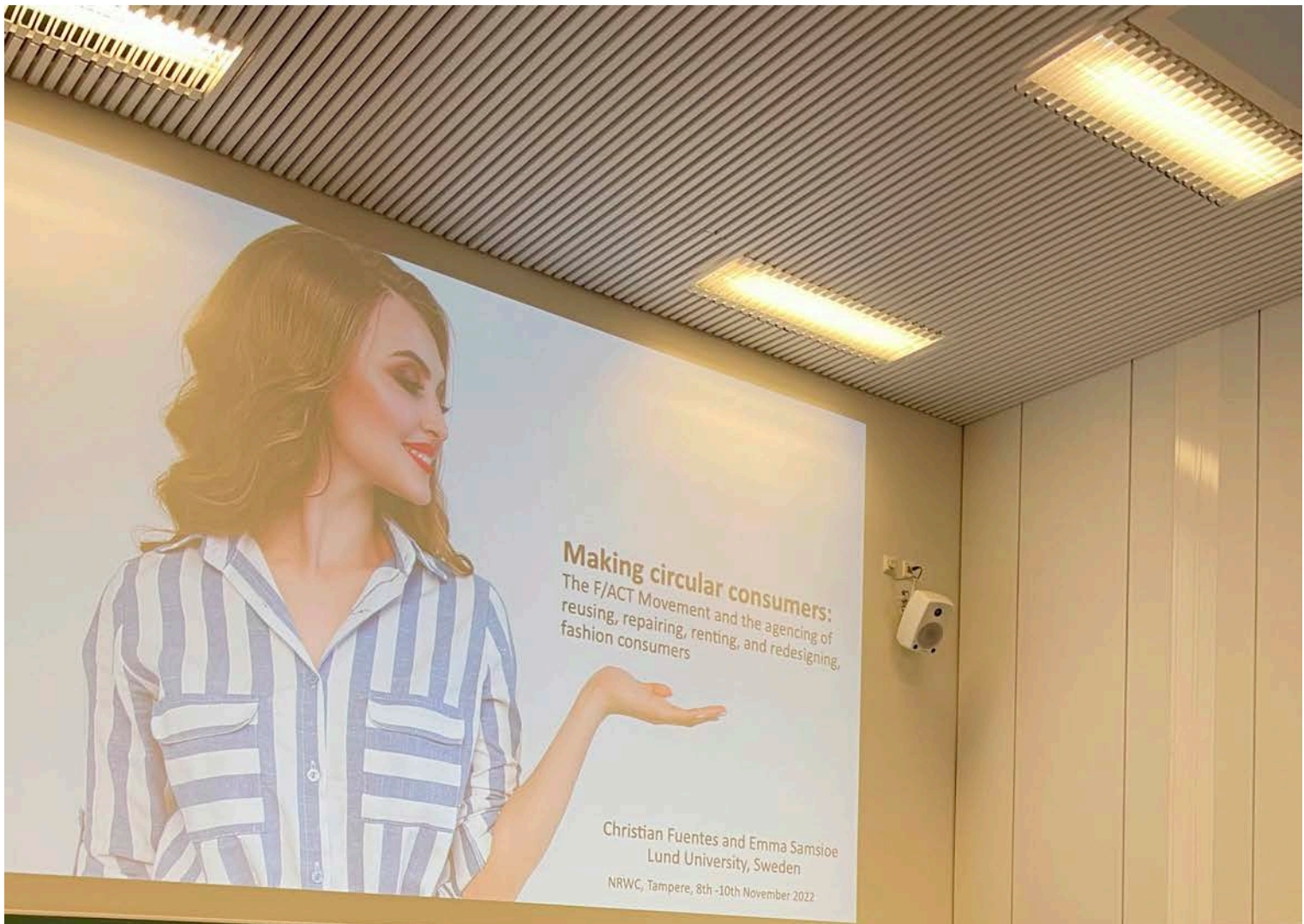
*Funder:* The Swedish Retail and Wholesale Council

### **Towards Sustainable Supply Chain Practices – Investigating Packaging Efficiency**

The purpose of this project is to highlight the volume and weight losses created by packaging and occurring along the entire supply chain, and makes assessments of their magnitude.

*Project participants:* Noor Faizawati Badarudin, Daniel Hellström, Henrik Pålsson

*Project duration:* 2019-2022





# People at the Centre

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TOTAL NUMBER OF WOMEN: 31, TOTAL NUMBER OF MEN : 31

# Funding

## RESEARCH GRANTS AT THE CENTRE FOR RETAIL RESEARCH AT LUND

The Centre for Retail Research's initial five-year funding from the Swedish Retail and Wholesale Council (of 5 million Swedish crowns per year) ended in 2018. In 2022 we received 1 mil-

lion Swedish crowns from Lund University. These funds have been used to arrange research seminars and workshops and to support research networks and retail research applications.

## Popular science publications and visibility in the media – a selection

The city center should be a local election issue	Sydsvenskan	January	Johan Anselmsson
Digital Consumer Markets: Trends, Issues and Challenges	Swedish Parliament: Committee on Civil Affairs	February	Stefan Larsson
Consumer confidence in trade data collection	Research Breakfast, Retail house, Stockholm	February	Stefan Larsson
Post-pandemic shopping	Lund University School of Economics and Management, Lund	March	Johan Anselmsson
Craft: Organising against the mainstream	Lund University School of Economics and Management, Lund	April	Carys Egan-Wyer
Attraction & driving force: An analysis of Lund's city centre	Retail Association, Lund	April	Johan Anselmsson
Researcher's verdict: Get the plastic out of e-commerce - choose this instead	E-handel magazine	April	Daniel Hellström
To reach the stars: Effect of delivery experience on user ratings and reviews	Retail Tech 2022, Kistamässan Exhibition & Congress Centre, Stockholm	April	Yulia Vakulenko, Daniel Hellström
Increased e-commerce and more returns - sustainable for the environment?	The Market Association, Helsingborg	May	Daniel Hellström, Klas Hjort
Fashion, consumption, and circularity	Sustainability week, Lund University	May	Carys Egan-Wyer
The delivery experience - What is important to the consumer?	Research Breakfast, Retail House, Stockholm	May	Daniel Hellström
The Future of Sustainable Urban Food Logistics	Our Future City/H22, Helsingborg	May	Yulia Vakulenko, Klas Hjort
Anti-consumption, retail, and sustainability	Sustainability week, Lund University	May	Carys Egan-Wyer
Logistics trends 2022	Catena Properties	May	Daniel Hellström, Klas Hjort
Third party cookies	Interview, Afternoon on P4 Malmöhus	May	Stefan Larsson
How vulnerable areas are affected by active retail	Our Future City/H22, Helsingborg	June	Cecilia Cassinger, Ola Thufvesson
Research seminar: The delivery experience - What is important to the consumer?	Retail House, Stockholm	June	Daniel Hellström
The Helsingborg Declarationen	H22 City Expo	June	Klas Hjort, Daniel Hellström, John Olsson, Pernilla Derwik
Can fashion ever be sustainable?	Our Future City/H22, Helsingborg	June	Carys Egan-Wyer
Fast fashion – shopping that creates konflikt	Dagens Nyheter	June	Carys Egan-Wyer
The road to sustainable e-commerce	Our Future City/H22, Helsingborg	June	Daniel Hellström
Research seminar: Digital marketing	Retail House, Stockholm	September	Burak Tunca
Packaging and Labels: Possibilities for cooperation between The label group and LTH	Industry network, The label group, Sverige	October	Daniel Hellström
Adjusting platform business models: Digital health platforms in regulated industries	Management of Innovation and Technology	October	Javier Cenamor

AI Governance - Social Norms and interdisciplinary needs	Presentation, MIRAI 2.0 R&I Conference, Fukuoka, Japan	November	Stefan Larsson
Sustainable urban logistics – matching challenges and solutions	Smart City Business Forum, Spain	November	Klas Hjort, John Olsson
New report: Half prefer AI customer service to humans	SVT News	December	Stefan Larsson

## Aktuella frågor

”Stadskärnan bör bli en kommunal valfråga.”

## Ny rapport: Hälften föredrar AI-kundtjänst framför människor

PUBLICERAD 17 DECEMBER 2022

## Fast fashion – shoppingen som skapar konflikt

9  
jun

OUR FUTURE CITY/H22 Så påverkas utsatta områden av en aktiv handel

**Forskarnas dom: Ut med plasten ur e-handeln – välj detta istället**



# Publications

## SCIENTIFIC ARTICLES

Biedenbach, G., Biedenbach, T., Hulten, P. & Tarnovskaya, V. (2022) **Organizational resilience and internal branding: investigating the effects triggered by self-service technology**. *Journal of Brand Management*, 29(4) 420-433

Cassinger, C. and Thufvesson, O. (2022) **Enacting safe places – a study of (im)balancing acts in everyday city centre management**, *Journal of Place Management and Development*, 0(0)

Cenamor, J. (2022) **Use of health self-management platform features: The case of a specialist ehealth app**. *Technological Forecasting and Social Change*, 185, 122066

Coffin, J. & Egan–Wyer, C. (2022) **The ethical consumption cap and mean market morality**. *Marketing Theory*, 22(1) 105-123

Denver, S., Christensen, T., Nordström, J., Ditlevsen, K., Jensen, J. D. & Sandøe, P. (2022) **Dietary priorities and consumers' views of the healthiness of organic food: purity or flexibility?** *Organic Agriculture*, 12(2) 163-175

Denver, S., Christensen, T., Nordström, J., Lund, T. B. & Sandøe, P. (2022) **Is there a potential international market for Danish welfare pork? - A consumer survey from Denmark, Sweden, and Germany**. *Meat Science*, 183, 108616

Elg, U. & Welinder, A. (2022) **Sustainability and retail marketing: Corporate, product and store perspectives**. *Journal of Retailing and Consumer Services*, 64(0) 102810

**The results from the survey with the city centre managers show that safety is not being a prioritised issue in Swedish cities.**

Cassinger, C. and Thufvesson, O. (2022) *Enacting safe places – a study of (im)balancing acts in everyday city centre management*, *Journal of Place Management and Development*

Eriksson, E., Norrman, A. & Kembro, J. (2022) **Understanding the transformation towards omnichannel logistics in grocery retail: a dynamic capabilities perspective**. *International Journal of Retail and Distribution Management*, 50, (8/9) 1095-1128

Essén, A., Frishammar, J. & Cenamor, J. (2022) **Entering non-platformized sectors: The co-evolution of legitimacy debates and platform business models in digital health care**. *Technovation*, 0(0)

Fuentes, C. & Fuentes, M. (2022) **Infrastructuring alternative markets: Enabling local food exchange through**

**patchworking**. *Journal of Rural Studies*, 94, 13-22

Fuentes, C., Samsioe, E. & Östrup Backe, J. (2022) **Online food shopping reinvented: developing digitally enabled coping strategies in times of crisis**. *International Review of Retail Distribution & Consumer Research*, 32(2) 130-150

Haresamudram, K., Larsson, S. & Heintz, F. (2022) **Three Levels of AI Transparency**. *Computer*, 0(0)

Hultman, J. & Egan–Wyer, C. (2022) **Physical retailing vs. physical distancing—an empirical study of Swedish retail adaptations in the wake of Covid-19**. *International Review of Retail, Distribution and Consumer Research*, 32(2) 201-220

Hunter, E., Norrman, A. & Berg, E. (2022) **Quantifying differences in alternative food network supply chain activities and their relationship with socio-economic outcomes**. *International Food and Agribusiness Management Review*, 25(1) 83-101

**There is consensus in current literature that stakeholders must collaborate to obtain sustainable freight systems.**

Kervall, M. & Pålsson, H. (2022) *Barriers to change in urban freight systems: a systematic literature review*. *European Transport Research Review*, 14(1) 29

Johansson, U. (2022) **Editorial for first issue of international review of retail, distribution and consumer research, 2022**. *International Review of Retail, Distribution and Consumer Research*, 32(1) 1-2

Katsela, K., Pålsson, H. & Ivernå, J. (2022) **Environmental impact and costs of externalities of using urban consolidation centres: a 24-hour observation study with modelling in four scenarios**. *International Journal of Logistics Research and Applications*, 25(12) 1542-1563

Kembro, J., Eriksson, E. & Norrman, A. (2022) **Sorting out the sorting in omnichannel retailing**. *Journal of Business Logistics*, 43(4) 593-622

Kembro, J. & Norrman, A. (2022) **The transformation from manual to smart warehousing: An exploratory study with Swedish retailers**. *International Journal of Logistics Management*, 33(5) 107-135

Kervall, M. & Pålsson, H. (2022) **Barriers to change in urban freight systems: a systematic literature review**. *European Transport Research Review*, 14(1) 29

Koch, C. & Ulver, S. (2022) **Plant versus Cow: Conflict Framing in the Ant/Agonistic Relegitimization of a Market**. *Journal of Macromarketing*, 42(2) 247-261

Olsson, J., Hellström, D. & Vakulenko, Y. (2022) **Customer experience dimensions in last-mile delivery: an empirical study on unattended home delivery**. *International Journal of Physical Distribution & Logistics Management*, 0(0)

Olsson, J., Osman, M. C., Hellström, D. & Vakulenko, Y. (2022) **Customer expectations of unattended grocery delivery services: mapping forms and determinants**. *International Journal of Retail & Distribution Management*, 50(13) 1-16

Prataviera, L. B., Norrman, A. & Melacini, M. (2022) **Global distribution network design: exploration of facility location driven by tax considerations and related cross-country implications**. *International Journal of Logistics*, 25(7) 1067-1090

Pålsson, H. & Sandberg, E. (2022) **Adoption barriers for sustainable packaging practices: A comparative study of food supply chains in South Africa and Sweden**. *Journal of Cleaner Production*, 374, 133811

Pålsson, H. & Sandberg, E. (2022) **Packaging paradoxes in food supply chains exploring characteristics, underlying reasons and management strategies**. *International Journal of Physical Distribution and Logistics Management*, 52(11) 25-52

Samsioe, E. & Fuentes, C. (2022) **Digitalizing shopping routines: Re-organizing household practices to enable sustainable food provisioning**. *Sustainable Production and Consumption*, 29 (January) 807-819

Silva, N. & Pålsson, H. (2022) **Industrial packaging and its impact on sustainability and circular economy: A systematic literature review**. *Journal of Cleaner Production*, 333, 130165

Southerton, D. & Fuentes, C. (2022) **Special section: Digital platforms and sustainable food consumption transitions**. *Sustainable Production and Consumption*, 29, 805-806

Sternberg, H., Liñan Jimenez, I., Prockl, G. & Norrman, A. (2022) **Tragedy of the facilitated commons: A multiple case study of failure in systematic horizontal logistics collaboration**. *Journal of Supply Chain Management*, 58(4) 30–57

Sullivan, K. R., Rennstam, J., & Bertilsson, J. (2022) **Sycomorphism in city branding: The case of Amazon HQ2**. *Marketing Theory*, 0(0)

Sörum, N. & Fuentes, C. (2022) **How sociotechnical imaginaries shape consumers' experiences of and responses to commercial data collection practices**. *Consumption Markets and Culture*, 0(0)

Tarnovskaya, V., Melén Hånell, S. & Tolstoy, D. (2022) **Proactive Corporate Sustainability via Social Innovation—A Case Study of the Hennes & Mauritz Grand Challenge in Bangladesh**. *Sustainability*, 0(0)

Tarnovskaya, V., Tolstoy, D. & Melén Hånell, S. (2022) **Drivers or passengers? A taxonomy of multinationals'**

**approaches to corporate social responsibility implementation in developing markets**. *International Marketing Review*, 39(7) 1-24

Vakulenko, Y., Arsenovic, J., Hellström, D. & Shams, P. (2022) **Does delivery service differentiation matter? Comparing rural to urban e-consumer satisfaction and retention**. *Journal of Business Research*, 142, 476-484

## CONFERENCE ARTICLES AND ABSTRACTS

Bäckström, K. & Egan-Wyer, C. (2022) **Customer journeys in the new retail landscape: A qualitative study of customer value and new retail store formats**. *Nordic Wholesale and Retail Conference*, Tammerfors, Finland

Bäckström, K. (2022) **New technology and in-store service encounters: An analysis of work experiences and coping strategies among frontline employees**. *Nordic Wholesale and Retail Conference*, Tammerfors, Finland

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