

Annual report 2002  
*Årsberetning 2002*



## Market-oriented research and competence development

At MAPP, we are convinced that market orientation is a good thing. We know that it contributes to better company performance, in the food sector and elsewhere. We also believe in market orientation in our work.

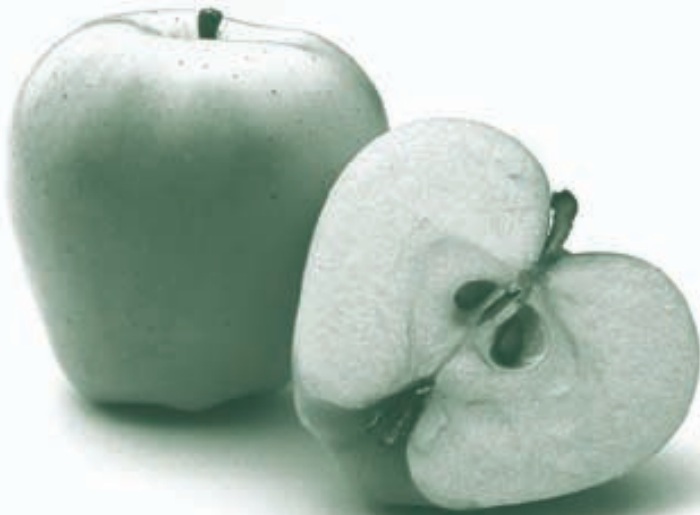
Among other things, this implies that our research has to be topical and relevant in the eyes of potential users. This report shows examples of research where we believe this to be the case.

One example is branding, which, although a topic of long standing in marketing, has received much renewed attention in recent years. In addition to the study described in this report, we have a major project on its way dealing with branding in the interplay between food producers and retailers. Another example is the project on market orientation from a chain perspective, where we try to link the market orientation concept to the growing field of analysing food production in value chains. Also, this is an area of further activity for us – in collaboration with partners like the University of Tromsø (in the fisheries area) and the Dutch KLICT research programme. A third example is our increased emphasis on strategy and policy formation and implementation within organisations, as witnessed by the two PhD projects on sales strategy and technology implementation mentioned in this report.

In the future, market orientation will be still more important for our educational activities. After a thorough analysis of the market, MAPP and Aarhus School of Business decided to launch the food sector's own MBA programme. It was concluded that the food sector needs and wants such a high level of qualification for its present and future decision-makers. MBA Food is described in more detail in this report.

I hope you will enjoy the glimpses from MAPP's work in 2002 on the following pages.

*Klaus G. Grunert*  
MAPP Centre director



Når forbrugerne nikker genkendende til Irma-pigen, McDonald's gule M eller Arla Foods' logo, reagerer de samtidig på virksomhedernes 'branding'. Selv om mange har hørt om branding før, er det de færreste, der kan give en nøjagtig definition på

det. Et 'brand' kan være mange ting. Et navn, et symbol, et logo eller en sætning – eller en kombination af det hele.

Meningen med branding er at adskille et produkt fra andre produkter og få forbrugerne til at foretrække netop dette produkt. Ved hjælp af branding kan man forbinde et brand med ønskede egenskaber ved produktet i forbrugernes bevidsthed. Og ofte er forbrugerne villige til at betale mere for de værdier, som det pågældende brand repræsenterer.

I 2002 undersøgte MAPP hvordan forbrugere reagerer på og vurderer et produkt, når det bærer flere mærker, for eksempel produktmærker og kvalitetsmærker. Undersøgelsen var koncentreret om fire forskellige mærker på mælk: Arla Foods, Harmonie, Minimælk og Ø-mærket. I undersøgelsen deltog et udsnit på 145 danske husstande, som alle købte mælk. Her skulle deltagerne blandt andet fortælle, om de genkendte mærket og hvilke associationer – positive som negative – de forbandt med det pågældende mærke.

98,6% af deltagerne kendte Arla Foods' mærke, som dermed røg ind på 1. pladsen. Derefter kom Harmonie med en kendskabsprocent på 94%, mens Minimælk og Ø-mærket var kendt af henholdsvis 73,1% og 78,6% af deltagerne. I undersøgelsen forbandt deltagerne Arla Foods mærket med ord som blandt andet 'mejeri', 'ost', 'yoghurt', 'stor virksomhed' og 'svensk', men også med mere negativt ladede ord som 'dominerende' og 'monopol'. I alt gav det en mærkeevaluering på 0,38 (de positive associationer minus de negative divideret med det totale antal associationer). Jo tættere mærkeevalueringen er på 1,0 desto bedre er det.

Harmonie-mærket blev af deltagerne forbundet med blandt andet 'økologi', 'natur', 'sommer' og 'fritgående køer', mens negativsiden bød på 'snyd'. Der var dog færre negative associationer forbundet med Harmonie-mærket i forhold til de positive, og dets mærkeevaluering blev 0,50. Ø-mærket blev også forbundet af nogle med 'svindel', men ellers var der et overalt af positive associationer, som eksempelvis 'økologi', 'dyrevelfærd', 'kontrol' og 'garanti'. Den samlede mærkeevaluering var derfor på 0,49 – igen højere end Arla Foods' mærke. Endelig forbandt deltagerne Minimælk-mærket med 'mælk for børn', 'smag', 'fedtfattig' og 'lille'. I alt var der 161 positive og 51 negative associationer forbundet med Minimælk, hvilket medførte en mærkeevaluering på 0,40.

Desuden viste undersøgelsen, at fedtindhold og mælketype (konventionel eller økologisk) faktisk er af størst betydning for forbrugerne, når de vælger mælk. På trods af den store kendskabsgrad og de mange associationer, så har de forskellige mærker ikke den afgørende betydning for forbrugernes valg af mælk.

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## To brand or not to brand

When consumers recognise the Irma-girl, the yellow arches of McDonald's or the logo of Arla Foods, they react to the 'branding' of the company. Even though many people have already heard of branding, only a minority are able to define the concept. A 'brand' can be a number of things: a name, a symbol, a logo or a sentence – or a combination of them all.

The purpose of branding is to differentiate a product from other products and make the consumers prefer this product in particular. Through branding a company can associate a brand with the product's desired qualities in the consumer's mind. And often consumers are willing to pay more for the qualities, which the brand in question represents.

In 2002 MAPP studied how consumers react to and evaluate a product if it bears a number of brands, for example product labels and quality labels. The study focused on four different brand/labels appearing on milk: Arla Foods, Harmonie (Arla Foods' own range of ecological dairy products), Minimælk (light milk from Arla Foods) and the government-controlled label 'Ø-mærket'. A cross-section of 145 Danish households, all consumers of milk, took part in the survey. Among other things, the participants were asked, whether they recognised the brand and which qualities – positive as well as negative – they associated with the brand/ label in question.

98,6% of the participants recognized the Arla Foods brand, which made it number one on the chart. Next came Harmonie with an awareness percentage of 94%, while 73,1% and 78,6% of the participants knew 'Minimælk' and 'Ø-mærket'. In the survey the participants associated the Arla Foods brand with words like for example 'dairy', 'cheese', 'yoghurt', 'large company' and 'Swedish', but also with negatively charged words like 'dominating' and 'monopoly'. All in all it resulted in a brand evaluation of 0,38 (the positive associations minus the negative ones divided by the total number of associations). The closer the brand evaluation is to 1,0, the better.

Amongst other things, the participants associated the Harmonie brand with 'ecology', 'nature', 'summer' and 'free-range cows' while the negative side included 'cheating'. However, there were fewer negative than positive associations in connection with the Harmonie brand, and its brand evaluation was 0,50. The label 'Ø-mærket' was also associated with 'fraud' by some, but apart from that there was a majority of positive associations such as 'ecology', 'animal welfare', 'supervision' and 'guarantee'. As a result, the accumulated brand evaluation was 0,49 – again, higher than that of the Arla Foods brand. Finally, the participants associated the Minimælk brand with 'milk for children', 'flavour', 'low-fat' and 'small'. All in all there were 161 positive and 51 negative associations related to Minimælk, which led to a brand evaluation of 0,40.

In addition, the study showed that the fat content and type of milk (conventional or ecological) is in fact of main importance to consumers, when they choose which milk to buy. So in spite of the large degree of awareness and the many associations, the different brands are not the deciding factor for the consumers' choice of milk.

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## 'Food for thought'

### Ny MBA målrettet fødevarerektoren på Handelshøjskolen i Århus

I løbet af efteråret 2002 besluttede Handelshøjskolen i Århus at lancere en ny international MBA – med fokus på fødevarerektoren. Forud for beslutningen lå et grundigt forarbejde i form af en positiv behovsundersøgelse blandt de største fødevarer virksomheder i Norden. Konklusionen var klar og arbejdet med selve udviklingen af uddannelsen gik derefter i gang for alvor, og der blev arbejdet hårdt inden deadline for indsendelse af ansøgninger til Ministeriet for Videnskab, Teknologi og Udvikling. Ansøgningen kom af sted til tiden, og så var det bare at vente på ministeriets vurdering. Det gik heldigvis som forventet, og i marts 2003 kom den endelige godkendelse, og markedsføringen af MBA Food kunne for alvor gå i gang.

Der er konstant behov for kompetenceudvikling – og også i fødevarerektoren,

hvis den skal imødekomme fremtidens store udfordringer. Den europæiske fødevarerektor klarer sig på mange måder rigtig godt, men det bliver stadig sværere at vinde kampen om hyldeplads i supermarkedet, da flere og flere konkurrenter fra ikke-europæiske lande kan producere fødevarer til konkurrencedygtige priser. I kampen om markedet kan efteruddannelse være med til at sikre kompetenceudvikling i den enkelte fødevarer virksomhed.

Markedsorientering er allerede på dagsordenen i de fleste fødevarer virksomheder, men det kniber ofte med implementeringen. Markedsorientering dækker over meget andet end at indsamle viden og derefter sprede den i virksomheden. Det handler i lige så høj grad om at få mennesker og forskellige afdelinger til at hjælpe hinanden og arbejde sammen på

tværs. Dette stiller krav til det strategiske overblik over virksomheden og til kompetenceudvikling hos medarbejderne og kræver, at der bygges bro mellem produktion, marketing og salg.

Mere konkret betyder det, at fødevarer virksomheder skal stille skarpt på udviklinger i omgivelserne og få en dybere forståelse af, hvordan nye markeder bør analyseres, og hvordan eksisterende markeder kan ses i et nyt lys. Derudover spiller strukturelle forandringer, internationalisering og globalisering også en stor rolle. Hvilke mekanismer styrer opkøb og sammenlægninger? Hvad kan virksomhederne gøre for at være på forkant med udviklingen? Og hvordan skal fremtidige internationale udviklingstendenser håndteres?

Eksportmarkeder og nye muligheder skal vurderes grundigt. De er ikke alle sammen lige interessante. Det er derfor afgørende, at fødevarer virksomheden har overblik over, om dens markeder er attraktive og har indsigt i, hvordan markedets parter handler og påvirker hinanden. Dernæst skal den indsamlede viden bruges i strategiske beslutninger og prioriteringer samt kombineres med virksomhedsinterne kompetencer og ressourcer.

Samtidig skal konkurrencedygtighed analyseres i et kæde- eller netværksperspektiv. Alle fødevarer virksomheder er led af værdikæder, hvor alle led er med til at skabe værdi for sidste led i kæden – i dette tilfælde forbrugerne. Men det er ikke nok, at det enkelte led i en værdikæde har en stærk konkurrenceposition, hvis et andet led i kæden trækker i en anden retning. Derved skabes der problemer for den samlede værdikæde. Konkurrencedygtighed skal derfor analyseres i et kæde- eller netværksperspektiv og netop derfor sættes der fokus på samarbejdsparter og relationer, som er afgørende for den enkelte virksomhed.



#### MBA Food – kort fortalt

MBA står for Master of Business Administration og er en højere uddannelse på universitetsniveau. MBA Food handler kort fortalt om at

- Identificere og analysere forandringer i omgivelserne
- Udnytte fremtidige muligheder og trends
- Udvikle og implementere strategier for marked og virksomhed som helhed
- Udøve professionel ledelse

Det er en to-årig uddannelse på deltid. Undervisningen vil være en blanding af teori, praktisk orienterede problemstillinger, cases og to udenlandsophold af en uges varighed i henholdsvis New Zealand og Brasillien. Derudover er gruppearbejde, præsentationer, fællesdiskussioner og projektarbejde i egen virksomhed væsentlige aktiviteter. Al undervisning og diverse aktiviteter foregår på engelsk i et internationalt forum. Endelig vil et særligt forløb fokusere på personlig udvikling og udfordre deltagerens leder- og kommunikationsevner.

Det første hold på MBA Food forventes at starte i januar 2004. Interesserede kan læse mere på [www.mbafood.asb.dk](http://www.mbafood.asb.dk) eller kontakte MBA-koordinator Julia Stacey på telefon +45 8948 6688 eller via e-mail [mbafood@asb.dk](mailto:mbafood@asb.dk).

Handelshøjskolen i Århus holder informationsmøder om MBA Food i Århus tirsdag den 19. august kl. 17.00-19.00 og i København tirsdag den 26. august kl. 17.00-19.00.

## 'Food for thought'

### New MBA with focus on the food sector at Aarhus School of Business

During the autumn of 2002, Aarhus School of Business decided to launch a new international MBA – with focus on the food sector. Prior to this decision lay thorough groundwork in the shape of a positive demand study among the largest food companies in Denmark, Sweden, Norway and Finland. The conclusion was clear and the task of actually developing the program began in earnest; it was hard work before the deadline for submission of the applications to the Ministry of Science, Technology and Innovation. The application was sent in time and now there was nothing left to do but wait for the assessment of the Ministry. Luckily, it all went as expected and in March 2003, the final approval arrived and the marketing of the MBA Food could really get under way.

There is a constant need for the development of competencies – and in the food sector too, if it is to meet the major challenges of the future. In many ways, the European food sector is doing really well, but it is becoming increasingly difficult to win the struggle for shelf space in the supermarkets, as more and more competitors from non-European countries are able to produce food products at competitive prices. In the struggle for the market, further education can be a tool to secure the development of competencies in the individual food company.

Market orientation is already on the agenda in most food companies, but often the implementation lags behind. Market orientation covers more than just gathering knowledge and subsequently distributing it within the company. It is equally about making people and different departments help each other and work together across boundaries. This requires strategic overview of the company and on the development of the employees' qualifications, and requires the bridging of production, marketing and sales.

More specifically it means that food companies have to focus on developments within their surroundings and gain a deeper understanding of how the markets

ought to be analysed, and how existing markets can be seen in a new light. In addition, structural changes, internationalisation and globalisation also play a major role. Which mechanisms control the takeovers and mergers? What can the company do to keep ahead of the trend? And how should future international development trends be handled?

Export markets and new opportunities should be carefully assessed. They are not all equally attractive. As a result, it is crucial that the food company has a comprehensive view of whether its markets are attractive and an insight into how the market's parties act and influence each other. Then, the gathered knowledge is to be used for strategic decisions and prioritisations as well as being combined with the company's internal competencies and resources.

#### MBA Food – in brief

MBA is short for Master of Business Administration and is a higher education at university level. In brief, MBA Food is about

- Identifying and analysing changes in the surrounding environment
- Utilising future opportunities and trends
- Developing and implementing strategies for market and company as a whole
- Exercising professional leadership

MBA Food is a part-time course of two years duration. The teaching will be a combination of theory, practically orientated problems, cases and two one-week visits abroad to New Zealand and Brazil respectively. Other principal activities will be group work, presentations, joint discussions and project work. All teaching and activities will be carried out in English in an international forum. Finally, a special course will focus on personal development and challenge the participant's leadership and communicational skills.

The first MBA Food class is expected to begin January 2004. Those who are interested can read more at [www.mbafood.asb.dk](http://www.mbafood.asb.dk) or contact MBA co-ordinator Julia Stacey by telephone on +45 8948 6688 or via e-mail [mbafood@asb.dk](mailto:mbafood@asb.dk).

Aarhus School of Business are holding information meetings on MBA Food in Aarhus on Tuesday August 19 at 17.00-19.00 and in Copenhagen on Tuesday August 26 at 17.00-19.00.

At the same time, competitive strength has to be analysed in a chain or network perspective. All food companies are part of value chains in which all links take part in creating value for the last link of the chain – the consumers. But it is not enough that the individual link of the value chain has a strong competitive position, if another link drags in another direction. This would create problems for the entire value chain. Therefore competitiveness should be analysed in a chain or network perspective, and this is the very reason why focus is put on collaborators and relations, which are crucial to the individual company.

## Historiefortællinger som baggrund for succes med implementering af et IT-system

det disse fortællinger, der er med til at danne baggrunden for en virksomheds beslutning om at investere i et nyt IT-system.

I projektet følger Charlotte Øland Madsen én virksomhed, der har arbejdet aktivt

Mange danske fødevarerproducerende virksomheder investerer i øjeblikket i nye IT-systemer, der blandt andet kan øge mulighederne for en integreret samhandel med kunder og leverandører via Internettet. Men hvordan undgår en virksomhed, at nye systemer bliver langt dyrere en budgettet og tager længere tid at implementere end planlagt?

En undersøgelse i forbindelse med et ph.d.-projekt har undersøgt, hvilke processer en fødevarer virksomhed løber igennem i forbindelse med beslutningen om behovet for IT-strategiske investeringer samt overvejelser om systemvalg og selve implementeringsprocessen. Begrebet 'virksomhedens identitet' har vist sig at være et nyttigt redskab i analysen af sådanne processer.

Virksomheders identitet afspejles i de historier, som medarbejderne løbende fortæller sig selv og hinanden. Fortællingerne skaber dels en fælles forståelse blandt medarbejderne og omgivelserne, og danner dels baggrund for de beslutninger, der træffes. Og det er blandt an-

med at påvirke virksomhedens egne medarbejdere, dens kunder og andre interessenter – gennem interne kommunikationskanaler og eksternt gennem brug af lokal tv, radio og presse. Som resultat opfatter såvel medarbejdere som eksterne samarbejdspartnere i dag implementeringen af SAP R/3 som en 'succes' for virksomheden. Både budgetter og tidsplaner i forbindelse med IT-projektet, er overholdt til punkt og prikke.

Charlotte Øland Madsen har gennemført samtaler med kernemedarbejdere i virksomheden, hvor de har fortalt om deres oplevelser med implementeringen af SAP R/3. Samtalerne afspejler, hvordan fortalte historier er med til at påvirke medarbejdernes opfattelse og brug af IT-systemer. Medarbejdernes fortællinger om IT-implementeringskatastrofer i andre virksomheder har virket som en slags baggrundshistorier til iscenesættelsen af virksomhedens og medarbejdernes egne oplevelser af succes.

Ph.d.-projektet er et eksempel på, hvordan virksomheder via historiefortællinger kan være med til at påvirke medarbejdernes og eksterne omgivelseres opfattelse af den organisatoriske forandringsproces, som et nyt IT-system sætter i gang.

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## Storytelling as the background for success in the implementation of an IT system

Many Danish food producing companies are currently investing in new IT systems, which, among other things, create opportunities for integrated trade with customers and suppliers via the Internet. But how can the company avoid that new systems become far more expensive than budgetted and take more time to implement than planned?

As part of a PhD project, a study has examined the decision processes of a food company in relation to establishing the need for IT strategic investments as well as the considerations about choice of system and the implementation process itself. The concept of 'organisational identity' has turned out to be a useful tool in the analysis of such processes.

Organisational identities are reflected in the stories that the employees continuously tell themselves and each other. These stories create a shared understanding among the employees, and they also form a background for organisational decisions. And it is those stories, among other things, which play a part in forming the background for a company's decision to invest in a new IT system.

In the project, Charlotte Øland Madsen is following a company, which has actively worked on influencing its own employees, its customers and other con-

stituents – through internal communication channels and external use of local television, radio and printed press. As a result, the employees as well as the external partners today perceive the implementation of SAP R/3 as a 'success' for the company. Budgets and time schedules in connection with the IT project have been kept in every detail.

Charlotte Øland Madsen has carried out interviews with core employees in the company, in which they have told about how they experienced the implementation of SAP R/3. The interviews reflect how the stories contribute to affecting the employees' view and use of IT systems. The employees' stories about IT implementation disasters in other companies have acted as a kind of background for the staging of the company's and the employees' own experiences of success.

The project is an example of how, through storytelling, companies can affect the employees' and external surroundings' perception of the organisational change process, which is set off by a new IT system.

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## Salgsstrategi i små og mellemstore fødevarer virksomheder

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Alle virksomhedsledere ved, at de skal forholde sig til virksomhedens strategi i håndteringen af markedet. Men hvordan gør de det og på hvilken baggrund? Et næsten færdigt ph.d.-projekt har undersøgt, hvordan tre små og mellemstore fødevarer virksomheder definerer deres marked, deres konkurrenter og kunder – og gennem egne handlinger selv skaber den verden, de ser og handler i.

Renate Nielsen har gennem længere tid fulgt tre fødevarer virksomheders dagligdag for at finde frem til, hvordan virksomhederne tager beslutninger, baseret på hvordan de opfatter deres omgivelser og sig selv. Hun har undersøgt virksomhedernes identitet og image, nærmere betegnet deres selvopfattelse som fortolkningsramme for, hvordan de ser verden og i højere grad, hvordan de gennem deres egne handlinger selv er med til at skabe deres nære verden, dens muligheder og begrænsninger.

Mange ledere i små og mellemstore virksomheder opfatter strategiarbejde som omfattende, tidskrævende og forbundet med mange analyser. Disse ledere mener, at deres virksomhed burde have en strategiplan, men da de har ikke har kunnet finde tiden til at lave en sådan, har de valgt at lade være. Strategi kan imidlertid også defineres som en fortolkningsramme. Gennem virksomhedens selvopfattelse, tidligere erfaringer og løbende fortolkning i meningsdannelseprocessen forstås strategi som den fortolkningsramme, hvor egne og andres tiltag fortolkes og danner grundlag for fortsat handling.

Når og hvis medarbejderne i en virksomhed deler overbevisninger og fortolkninger af virksomhedens verden, opnås en fælles forståelse for virksomhedens markeder og

den måde, hvorpå medarbejderne og virksomheden handler. I meningsdannelseprocessen inddrager medarbejdere deres egne oplevelser og opfattelser af verden omkring dem. Der vil dog være en tilbøjelighed til, at medarbejderne afviser reaktioner, som ikke umiddelbart svarer til virksomhedens selvopfattelse, mens reaktioner, der bekræfter virksomhedens særkende vil blive fremhævet. Strategi som en fortolkningsramme og grundlag for fælles opfattelse søges spredt i virksomheden – i kraft af historier, der fortæller om bekræftende reaktioner.

En fællesopfattelse i virksomheden af, hvad den står for og grundene bag denne fælles opfattelse, synes at kunne fungere som en stærk strategi i sig selv. Det kræver dog, at virksomheden er åben overfor alternative fortolkninger af omverdenen, både med hensyn til reaktioner, der svarer til og ikke umiddelbart svarer til virksomhedens selvopfattelse. Det kan derfor konkluderes, at små og mellemstore fødevarer virksomheder ikke behøver at have dårlig samvittighed over, at de ikke når at lave formelle strategiplaner. De skal hellere erkende, at strategier implicit er del af virksomhedens fortolkningsramme og handlinger. Og at virksomheden kan skabe en verden, som passer til den ved at tydeliggøre virksomhedens selvopfattelse, skabe konsensus og være åben overfor fortolkninger af de nære omgivelser.

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## Sales strategy in small and medium-sized food companies

All managing teams know that they have to deal with the company's strategy in handling the market. But how do they do it and on the basis of which beliefs and interpretations? A nearly completed PhD project has examined the way in which three small and medium-sized food companies define their market, their competitors and customers, and how they create the world they perceive and act in through their own actions.

Through a period of time, Renate Nielsen has followed the daily life of three food companies to find out how companies make decisions based on the way in which they perceive their surroundings and themselves. She has studied the companies' identity and image, their self-perception to be precise, which constitutes the interpretative frame of the way in which companies see the world and, to a greater extent, how they,

through their own actions, contribute to creating their immediate environment, its opportunities and limitations.

Many managers of small and medium-sized companies perceive strategy work as extensive, time consuming and associated with a lot of analyses. These managers know that their company ought to have a strategy, but since they have not found the time to create one, they have chosen not to. However, strategy can also be defined as an interpretative frame. Through the company's self-perception, previous experiences and continuous interpretation in the process of creating meaning, strategy is understood as the interpretative frame, within which you interpret your own and others' initiatives and which forms the basis for continued action.

When and if employees of a company share beliefs and interpretations of the company's world, a joint understanding is reached of the company's markets and the way in which the employees and the company act. In the process of creating meaning, employees draw in their own experiences and perceptions of the world around them. However, there will be a tendency to the employees rejecting reactions, which do not exactly match the company's self-perception, while reactions, which confirm the company's hallmarks, will be given prominence. Strategy as an interpretative frame and basis for common perception is sought diffused around the company – through stories, which tell about confirmative reactions.

A widespread common opinion in the company of what it represents and the reasons behind this common perception seem to be able to act as a strong strategy in itself. However, it does require the company to be open to other alternative interpretations of its surroundings, both regarding reactions, which correspond to and do not directly correspond to the company's self-perception. Therefore it is possible to conclude that small and medium-sized food companies do not need to feel bad about not having the time to make formal strategy plans. Rather, they ought to realise that strategies are an implicit part of the company's interpretative frame and actions. And that the company can create a world, which suits them by elucidating the company's self-perception, create consensus and be open to interpretations of the surrounding environment.

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## Bæredygtig produktion og afsætning af kød fra frilandsgrise

Forbruget af svinekød stagnerer ikke bare i Danmark men også på mange andre europæiske markeder i disse år. Det sker samtidig med, at mange forbrugere stiller krav om øget velfærd for dyrene i landbruget.

I et projektet om bæredygtig produktion og afsætning af kød fra frilandsgrise udvikles retningslinier på europæisk plan for produktion af svinekød fra udendørs produktionssystemer, der kombinerer dyrevelfærd med høj spisekvalitet og høj sundhedsmæssig kvalitet. I samarbejde med kollegaer i Frankrig, Storbritannien og Sverige undersøger MAPP markedspotentialet for denne type kød på basis af forbrugerundersøgelser i de fire lande.

Allerede gennemførte fokusgrupper i landene viser, at forbrugerne betragter svinekød som en basisfødevarer, der gennemgående er af udmærket kvalitet. Samtidig er der et udpræget negativt billede af nutidens svineproduktion, der betragtes som alt for intensiv, noget som af forbrugerne forklares med stærk konkurrence i branchen og utilstrækkelig offentlig fokus.

En opfølgende holdningsundersøgelse på basis af spørgeskemaer bekræfter fundene fra fokusgrupperne. Undersøgelsen viser også, at der bør skelnes mellem forskellige segmenter af forbrugere. Mens nogle forbrugere ikke interesserer sig meget for fødevarerens kvalitet, er andre meget kvalitetsbevidste og optaget af faktorer som sundhed, økologi, friskhed, og atter andre ser høj nyhedsværdi som en kvalitet i sig selv. De meget kvalitetsbevidste forbrugere er umiddelbart også de forbrugere, der lægger størst vægt på dyrevelfærd. De tre segmenter af forbrugere findes i alle de undersøgte lande.

De resterende undersøgelser i projektet skal give mere detaljeret information om, hvilke kriterier der ligger til grund for de forskellige forbrugeres købsbeslutninger i forbindelse med svinekød, herunder forbrugernes interesse i at købe svinekød fra udendørs produktion, eventuelt importeret, deres betalingsvilje og betydningen af kødets udseende.

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## Sustainable production and sales of meat from free-range pigs

These years, the consumption of pork is not only stagnating in Denmark but also on many other European markets. This coincides with a rise in consumer demand for increased welfare among farm animals.

In a project about sustainable production and sales of meat from free-range pigs, guidelines are developed on a European level for the production of pork from outdoors production systems, which combine animal welfare with high quality of consumption and high quality of health. In cooperation with colleagues in France, Great Britain and Sweden, MAPP is examining the market potential of this type of meat, based on consumer surveys in these four countries.

Focus groups, which have already been carried out in abovementioned countries,

show that the consumers regard pork as a basic food, which is generally of a high standard. At the same time, there exists a distinctly negative image of today's pig production, which is regarded as far too intensive, something, which the consumers explain by referring to strong competition in this branch of trade and insufficient public focus.

A follow-up attitudinal study based on questionnaires confirms the findings of the focus groups. This study also shows that you ought to distinguish between different segments of consumers. While some consumers are not all that interested in the quality of foods, others are more quality-conscious and preoccupied with parameters such as health, ecology, freshness, and still others regard high news-

worthiness as a quality in itself. On the face of it, the more quality-conscious the consumers are, the more importance they attach to animal welfare. The three consumer segments are to be found in all the studied countries.

The remaining surveys of the project are designed to render more detailed information on which criteria the consumers base their buying decisions with regard to pork, including the consumers' interest in buying pork from outdoors production, possibly imported, their willingness to pay and the importance of the appearance of the meat.

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## Market orientation seen in a value chain perspective

Market orientation is regarded as a prerequisite for a company's ability to create customer value and higher profits. Market orientation is usually regarded as something, which characterises a company. However, companies are part of value chains, and a lot of competition taking place in international markets is between the different value chains rather than between the individual companies. This is the reason why it makes more sense to look at the degree of market orientation in a complete value chain rather than the degree of market orientation of a single company.

MAPP has carried out a study of four food value chains, from producer to retailer, in order to shed light on their degree of market orientation and its possible causes. The four value chains, which were under scrutiny, were Danish bacon, frozen Norwegian cod, New Zealand lamb and Brazilian orange juice. These four specific value chains were chosen because they were seen as being very different regarding the parameters, which we believed to be decisive to the degree of market orientation in the value chain.

In order to explain the degree of market orientation in a value chain, we studied the following characteristics:

The difference between end users in the value chain. If the demand from the end users is differentiated, there is a larger incentive for the value chain to be more market orientated – that is, to try and understand the different demands made by the end users in order to increase the possibility of earning more money.

The internal relationships in the value chain regarding for example power and dependence. The types of relations between the members of the value chain can affect the degree of market orientated behaviour in different ways. For example, relations of mutual trust and commitment may increase the exchange of information and thus the degree of market orientation, too. If, on the other hand, the value chain's balance of power is lopsided, it can lead to relations characterised by mistrust, which, as a result, will hamper the exchange of market information and similarly lead to a lesser degree of market orientation.

The legislation in the area can also influence the degree of market orientation both directly and indirectly. Directly, in the case where legislation creates an artificial uniform demand, which takes away the company's incentive for being market orientated. Indirectly, the degree of market orientation may be influenced if the relations in the value chain are influenced, for example in the instances where legislation prohibits the formation of certain types of relation.

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## Markedsorientering set fra et værdikædeperspektiv

Markedsorientering anses som en forudsætning for en virksomheds evne til at skabe kundeværdi og højere indtjening. Markedsorientering opfattes almindeligvis som noget, der karakteriserer en virksomhed. Virksomheder indgår dog i værdikæder, og meget af nutidens konkurrence på internationale markeder er mere blandt de forskellige værdikæder end mellem de enkelte virksomheder. Man bør derfor se mere på graden af markedsorientering i en hel værdikæde, fremfor graden af markedsorientering af en enkelt virksomhed.

MAPP har gennemført en undersøgelse af fire fødevarieværdikæder, fra producent til detailhandel, for at belyse deres grad af markedsorientering og mulige årsager heraf. De fire værdikæder, som var under lup, var dansk bacon, norsk frossen torsk, new zealandsk lam og brasiliansk appelsinjuice. Disse fire specifikke værdikæder blev valgt, fordi de blev anset for at være meget forskellige med hensyn til de parametre, som anses at være bestemmende for graden af markedsorientering i en værdikæde.

For at kunne forklare graden af markedsorientering i en værdikæde undersøgte vi følgende kendetegn:

Forskelligheden mellem slutbrugerne i værdikæden. Hvis efterspørgslen fra slutbrugerne er differentieret, er der større incitament for værdikæden til at være mere markedsorienteret – det vil sige at prøve at forstå forbrugernes forskellige krav for at øge muligheden for at tjene flere penge.

Forholdet internt i værdikæden med hensyn til eksempelvis magt og afhængighed. Relationstyper blandt deltagerne i værdikæden kan påvirke graden af markedsorienteret adfærd i kæden på forskellige måder. For eksempel kan relationer som gensidig tillid og 'commitment' øge udvekslingen af informationer og hermed også graden af markedsorientering. Hvis værdikædens magtbalance på den anden side er skæv kan det føre til relationer, der er præget af mistillid og som derfor vanskeliggør udveksling af markedsinformationer og dermed fører til en mindre grad af markedsorientering.

Lovgivningen på området kan også både direkte og indirekte påvirke graden af markedsorientering. Direkte i det tilfælde, hvor der via lovgivning skabes kunstige ensartede forbrugerpræferencer, hvilket fratager virksomhederne incitamentet til at være markedsorienterede. Indirekte kan graden af markedsorientering også påvirkes ved at relationerne i kæden påvirkes, som for eksempel i de tilfælde hvor lovgivningen forbyder dannelsen af visse former for relationer.

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## Dissemination 2002

MAPP published four articles in international journals with referee system and another 18 articles are in press, awaiting publication. MAPP wrote nine articles for trade magazines or as input to press releases. The researchers participated in 19 international conferences and gave 33 practically oriented presentations at conferences, companies, government administrations, trade organisations, ministries etc.

MAPP participated in the following projects in 2002

- Children's diet: The negotiation and formation of food choice
- Consumer interest in e-retailing for foods
- The social importance of the Danish pork industry
- Different organisational change due to different sensemaking
- Documented pork quality
- Consumer complaints: Tendencies and behaviour
- Future scenarios for competence development and research needs
- Degree of complementarity between the sales organisations of the slaughter and processing business and the purchase organisation of retail chains
- Information on green accounts
- Competencies and business performance
- MBA – with focus on the food sector
- Market orientated product development: Use of the means-end chain approach in product development
- Labelling from a consumer perspective
- Probiotics: A study of barriers and success parameters
- Retail buying as meaningful action
- Final fattening of cast cows
- Supra-company determinants of market orientation in fisheries and agriculture
- Sustainability in the production of pork with improved nutritional and eating quality using strategic feeding in out-door production

- Knowledge management in multinational product development teams
- Safe and high quality food supply chains and networks
- The validity of the means-end chain model of consumer behaviour

MAPP continuously provides up-to-date information on its research via [www.mapp.asb.dk](http://www.mapp.asb.dk). As a new feature, the website now contains short abstracts on published journal articles and on the ones that are in press. Also, the database and search facilities have been updated

and are now much easier to use. Improvement and technology never end and [www.mapp.asb.dk](http://www.mapp.asb.dk) will therefore be relaunched during the autumn of 2003.

There was one MAPP conference in 2002 and the theme was consumer behaviour and marketing strategies – consumer complaints, convenience and branding. The conference was a success with a lively debate. Altogether 55 participants attended.

### Researchers and administrative staff in 2002

Bech-Larsen, Tino, Associate professor  
Blunch, Niels J., Associate professor  
Bredahl, Lone, PhD student  
Brunso, Karen, Associate professor  
Esbjerg, Lars, PhD student  
Fjord, Thomas Ahle, Researcher (till 01.04)  
Frigaard, Birgitte, Secretary (till 01.07)  
Grunert, Klaus G., Centre director, Professor  
Hansen, Kåre, Assistant professor (till 01.04)  
Harmsen, Hanne, Associate professor  
Jensen, Birger Boutrup, Researcher  
Jeppesen, Lisbeth Fruensgaard, Researcher  
Jespersen, Kristina Risom, PhD student  
Juhl, Hans Jørn, Professor  
Madsen, Charlotte Øland, PhD student  
Nielsen, Renate, PhD student  
Poulsen, Carsten Stig, Professor (till 01.04)  
Ramus, Kim Bjarne, PhD student  
Rosholm, Charlotte, Secretary (from 01.08)  
Scholderer, Joachim, Assistant professor  
Simonsen, Heine Bech, Intranet developer (till 01.07)  
Skytte, Hans, Associate professor  
Sonne, Anne-Mette, PhD student  
Stacey, Julia, Outreach co-ordinator  
Søndergaard, Helle Alsted, PhD student  
Westensee, John, Administrative co-ordinator (till 01.04)  
Østergaard, Peder, Associate professor

## Publications and other dissemination in 2002

### Articles in journals with referee system

Grunert, Klaus G. – Current issues in the understanding of consumer food choice. In: *Trends in Food Science & Technology*. 2002, 13, p. 275-285.

Grunert, Klaus G.; Jeppesen, Lisbeth Fruensgaard; Jespersen, Kristina Risom; Sonne, Anne-Mette; Hansen, Kåre; Trondsen, Torbjørn – Market orientation at industry and value chain levels: Concepts, determinants and consequences. In: *Journal of Customer Behaviour*. 2002, 1, p. 167-194.

Juhl, Hans Jørn; Kristensen, Kai; Østergaard, Peder – Customer satisfaction in European retailing. In: *Journal of Retailing and Consumer Services*. 2002, 9, 6, p. 327-334.

Lähteenmäki, L.; Grunert, Klaus G.; Ueland, Ø.; Åström, A.; Bech-Larsen, Tino – Acceptability of genetically modified cheese presented as real product alternative. In: *Food Quality and Preference*. 2002, 13, p. 523-533.

### Articles in journals with referee system (in press)

Bredahl, Lone – Cue utilisation and quality perception with regard to branded beef. In: *Food Quality and Preference*. In press.

Brunso, Karen; Scholderer, Joachim; Grunert, Klaus G. – Closing the gap between values and behavior: A means-end theory of lifestyle. In: *Journal of Business Research*. In press.

Frewer, Lynn; Lassen, J.; Kettlitz, B.; Scholderer, Joachim; Beekman, V. – Societal aspects of genetically modified foods. In: *Food and Chemical Toxicology*. In press.

Frewer, Lynn; Scholderer, Joachim; Lambert, Nigel – Consumer acceptance of functional foods: Issues for the future. In: *British Food Journal*. In press.

Frewer, Lynn; Scholderer, Joachim; Bredahl, Lone – Communicating about the risks and benefits of genetically modified foods: The mediating role of trust. In: *Risk Analysis*. In press.

Grunert, Klaus G.; Bech-Larsen, Tino; Lähteenmäki, Lisa; Ueland, Ø.; Åström, A. – Attitudes towards the use of GMOs in

food production and their impact on buying intention: The role of positive sensory experience. In: *Agribusiness*. In press.

Grunert, Klaus G.; Hildebrandt, Lutz – Success factors, competitive advantage and competence development. In: *Journal of Business Research*. In press.

Grunert, Klaus G.; Bredahl, Lone; Scholderer, Joachim – Four questions on European consumers' attitudes toward the use of genetic modification in food production. In: *Innovative Food Science and Emerging Technologies*. In press.

Grunert, Klaus G., Brunso, Karen, Bredahl, Lone – Consumer perception of meat quality and implications for product development in the meat sector. In: *Meat Science*. In press.

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Harmsen, Hanne; Jensen, Bjarne – Identifying the determinants of value in the market: A competence-based approach. In: *Journal of Business Research*. In press.

O'Sullivan, C.; Scholderer, Joachim – Measurement equivalence of the food-related lifestyle (FRL) instrument in Ireland and Great Britain. In: *Food Quality and Preference*. In press.

Scholderer, Joachim; Grunert, Klaus G.; Brunso, Karen – A procedure for eliminating additive bias from cross-cultural survey data. In: *Journal of Business Research*. In press.

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Scholderer, Joachim; Brunso, Karen; Grunert, Klaus G.; Poulsen, Carsten Stig; Thøgersen, John – On chickens and eggs and organic foods: What constitutes a consumer trend? In: *Food Quality and Preference*. In press.

Scholderer, Joachim; Frewer, Lynn – The biotechnology communication paradox: Experimental evidence and the need for a new strategy. In: *Journal of Consumer Policy*. In press.

Scholderer, Joachim; Brunso, Karen; Bredahl, Lone; Grunert, Klaus G. – The cross-cultural validity of food-related lifestyles. In: *Appetite*. In press.

Trondsen, T.; Scholderer, Joachim; Lund, E.; Eggen, A. – Perceived barriers to seafood consumption. In: *Appetite*. In press.

### Articles in other journals

Esbjerg, Lars – Food retailing in Central Europe and the Baltic Republics: Structure and buying behaviour. In: *The European Retail Digest*. 2002, 33, p. 49-51.

### Contributions to anthologies and books

Balderjahn, Ingo; Scholderer, Joachim – Benefit- und Lifestyle-Segmentierung. In: *Handbuch Produktmanagement*, 2nd edition, S. Albers & A. Herrmann. Wiesbaden: Gabler. 2002, p. 267-288.

Kærgaard, N.; Bredahl, Lone; Frandsen, S. E.; Ovesen, J. E.; Sandøe, P. – In: *Den danske svinesektors samfundsmæssige betydning*. Greve: Jordbrugsforlaget – Det Kongelige Danske Husholdningsselskab. 2002, p. 7-10.

Grunert, Klaus G.; Bredahl, Lone; Scholderer, Joachim – Four questions on European consumers attitudes toward the use of genetic modification in food production. In: *Innovative Food Science and Emerging Technologies*. In press.

Grunert, Klaus G., Brunso, Karen; Bredahl, Lone – Consumer perception of meat quality and implications for product development in the meat sector. In: *Meat Science*. In press.

### Working papers

Brunso, Karen; Fjord, Thomas Ahle; Grunert, Klaus G. – Consumers' food choice and quality perception. MAPP working paper no. 77.

Jensen, Birger Boutrup; Sonne, Anne-Mette; Harmsen, Hanne – Scenarier for fødevarerindustrien år 2010: Del 1 Scenariekonstruktion og scenarier. MAPP working paper no. 80.

Jeppesen, Lisbeth Fruensgaard; Bredahl, Lone; Fjord, Thomas Ahle; Grunert, Klaus G.; Bove, Karsten – Udviklingen på afsætningsmarkederne for dansk svinekød. MAPP working paper no. 78.

Juhl, Hans Jørn; Poulsen, Carsten Stig – Den forbrugerbaserede værdi af en mærkning – med fokus på Svanemærket: Undersøgelsens design, gennemførelse og resultater. MAPP working paper no. 79.

## Project papers

Bredahl, Lone; Poulsen, Carsten Stig – Perceptions of pork and modern pig breeding among Danish consumers. MAPP project paper no. 01.

Grunert, Klaus G.; Skytte, Hans; Esbjerg, Lars; Poulsen, Carsten Stig; Hviid, Marchen – Dokumenteret kødkvalitet – Slutrapport. MAPP project paper no. 02.

Grunert, Klaus G.; Bredahl, Lone; Scholderer, Joachim – Færdigfædning af slagtekøer: Slutrapport fra forbrugersundersøgelsen. MAPP project paper 03.

## Conference papers

Bech-Larsen, Tino; Grunert, Klaus G.; Scholderer, Joachim – We tasted a genetically modified cheese – and we like it. Marketing Communication Strategy: Marketing Communication Strategies in a Changing Global Environment, Hong Kong, China, May 22-24.

Bredahl, Lone – Cue utilisation and quality perception with regard to branded beef (Poster). Xth Food Choice Conference, Wageningen, The Netherlands, June 30 – July 3.

Brunso, Karen; Andersen, Karina B.; Grunert, Klaus G.; Kjeldal, Sue-Ellen – A study on brand confusion in the milk sector. Marketing Communication Strategy: Marketing Communication Strategies in a Changing Global Environment, Hong Kong, China, May 22-24.

Esbjerg, Lars – On how German retail buyers perceive the identity, image and competitive context of the retailers they work for. 6th International Conference on Corporate Reputation, Boston, USA, May 22-25.

Esbjerg, Lars – On the usefulness of Heidegger's concept of "thrownness" for understanding how people think and act in organisations. 9th Workshop on Managerial and Organisational Cognition, Brussels, Belgium, June 12-14.

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Grunert, Klaus G.; Bech-Larsen, Tino; Lähteenmäki, Lisa; Åström, Øydis; Åström, Annika – Attitudes towards the use of GMOs in food production and willingness to buy cheese produced using GMOs for respondents with and without tasting experience. 6th International Conference on Agricultural Biotechnologies: New Avenues for Production, Consumption and Technology Transfer, Ravello, Italy, July 11-14.

Grunert, Klaus G.; Jeppesen, Lisbeth Fruensgaard; Jespersen, Kristina Risom; Sonne, Anne-Mette; Hansen, Kåre – Market orientation at the value chain level: Concept and determinants. 5th International Conference on Chain and Network Management in Agribusiness and the Food Industry, Noordwijk an Zee, The Netherlands, June 6-8.

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Harmsen, Hanne; Sonne, Anne-Mette; Jensen, Birger Boutrup – Future impact of new technologies: Three scenarios, their competence gaps and research implications. 6th International Conference on Agricultural Biotechnologies: New Avenues for Production, Consumption and Technology Transfer, Ravello, Italy, July 11-14.

Jensen, Birger Boutrup – Consumers' price awareness at the point-of-selection. 31st EMAC Conference, Braga, Portugal, May 28-31.

Jespersen, Kristina Risom; Juhl, Hans Jørn – The drivers of and definition of new product performance: A meta analysis. The 7th World Congress for Total Quality Management, Verona, Italy, June 25-27.

Madsen, Charlotte Øland – IT strategising in the Danish food processing industry: A sensemaking study. LOK Conference, Kolding, Denmark, December 2-3.

Nielsen, Renate – Sensemaking in the Danish bread producing industry. LOK Conference, Kolding, Denmark, December 2-3.

Scholderer, Joachim; Lund, Eiliv; Trondsen, Torbjørn – Age, period, or birth cohort:

What determines demographic differences in seafood consumption? IIFET 2002 – 11th Biennial Conference, Wellington, New Zealand, August 19-22.

Scholderer, Joachim; Grunert, Klaus G. – Promoting seafood consumption: An evaluation of the Danish campaign for fresh fish. Quality of Fish in the Supply Chain: Labelling, Monitoring and Traceability, Florence, Italy, April 15-17.

Scholderer, Joachim; Trondsen, Torbjørn; Lund, Eiliv – Separating the effects of age, period and birth cohort on seafood consumption in Norway. Xth Food Choice Conference, Wageningen, The Netherlands, June 30 – July 3.

Sonne, Anne-Mette; Harmsen, Hanne; Jensen, Birger Boutrup – Deriving future oriented research and competence requirements based on scenarios. Probing the Future: Developing Organisational Foresight in the Knowledge Economy, Glasgow, Scotland, June 11-13.

Søndergaard, Helle Alsted – Consumer oriented development of new products in the food industry: Application of means-end chains and the use of laddering data (Poster). Xth Food Choice Conference, Wageningen, The Netherlands, June 30 – July 3.

## Other publications

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Brunso, Karen – Hvad tror forbrugeren om BSE, CLA, transfedtsyrer og andre nye "påfund". In: Bovilologisk – Om kvægbrug. 2002, 3, p. 24-25.

Esbjerg, Lars; Stacey, Julia; Haslund, Lillian – Hvordan får danske svinekødsleverandører succes i Tyskland? Svinekødsleverandørerne skal vide, hvordan tyske detailkæder opfatter sig selv, oplever forbrugerne og ser markedet. In: Nyhedsbrev til pressen fra Handelshøjskolen i Århus. 2002, 1, 12. marts.

Grunert, Klaus G.; Bredahl, Lone; Scholderer, Joachim – Genmodificering af fødevarer – Nej tak. In: Naturens Verden – Føtek særnummer. 2002, p. 10-13.

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Harmsen, Hanne – Innovation – Det går da meget godt eller...? In: Plus proces. 2002, 6.

Juhl, Hans Jørn; Poulsen, Carsten Stig – Overvågning af mærkningsordninger. In: Facts. 2002, 17, p. 3-6.

Stacey, Julia - Hollandske MBA-studerende på besøg i Århus. In: Nyhedsbrev til pressen fra Handelshøjskolen i Århus. 2002, 9, 17. september.

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### Practical and educational presentations

Bech-Larsen, Tino – Danske forbrugeres holdninger til functional foods, The Swedish Embassy, Copenhagen, Denmark, November 5.

Bech-Larsen, Tino – Forbrugernes opfattelse af fødevarers sundhed, MATFORSK, Oslo, Norway, November 12.

Bech-Larsen, Tino – Brush-up: Markedsanalyse for analysekøbere- og brugere, Aarhus School of Business, Denmark, November 28-29.

Bredahl, Lone – Forbrugeraccept og GMO i fødevarerprodukter, Heldagsmøde med Center for Bioteknik og Risikovurdering vedrørende gensidig orientering og fremtidigt samarbejde, Aarhus School of Business, Denmark, October 24.

Brunso, Karen – A consumer perspective on attitudes and food, Nordisk workshop om avanceret sensorik IX: Sensorik og perception, Kolding, Denmark, March 18-20.

Brunso, Karen – Forbrugere og fødevarer-kvalitet: Hvordan vurderer forbrugere fødevarer-kvalitet, og hvilke ønsker har de til fremtidens fødevarer? Nordvestjysk Uddannelsescenter, Thisted, Denmark, August 7.

Brunso, Karen – Analyse af forbrugernes kvalitetsopfattelse, Heldagsmøde med Center for Bioteknik og Risikovurdering vedrørende gensidig orientering og fremtidigt samarbejde, Aarhus School of Business, Denmark, October 24.

Brunso, Karen – To brand: Case om Mini-mælk, MAPP Conference, Middelfart, Denmark, November 5.

Brunso, Karen – Consumers and seafood: Research priorities, European Commis-

sion – European Research 2002, Workshop on Intergrating European Seafood Research, Bruxelles, Belgium, November 13.

Brunso, Karen – Fødevarerrelateret livsstil, Brush-up kursus om markedsanalyser, Aarhus School of Business, Denmark, November 29.

Esbjerg, Lars – Informationsteknologi og relationer, Afsætningsøkonomisk konference: Nye markedsformer, Copenhagen Business School, September 26.

Grunert, Klaus G. – Consumers, food and health, 1st PROEUHEALTH Workshop, Saariselkä, Finland, February 1-3.

Grunert, Klaus G. – Markedstrends og kompetenceudvikling hos TiCan, Bestyrelsesseminar, Brovst, Denmark, February 22-23.

Grunert, Klaus G. – Marketing and agricultural economics: Up for remarriage?, European Association for Agricultural Economics, Zaragoza, Spain, August 29.

Grunert, Klaus G. – Velkomst og introduktion af MAPP, Heldagsmøde med Center for Bioteknik og Risikovurdering vedrørende gensidig orientering og fremtidigt samarbejde, Aarhus School of Business, Denmark, October 24.

Grunert, Klaus G. – Markedsorientering i et værdikædeperspektiv, Afsætningsøkonomisk konference: Nye markedsformer, Copenhagen Business School, September 26.

Grunert, Klaus G. – To brand or not to brand: Et overblik, MAPP Conference, Middelfart, Denmark, November 5.

Harmsen, Hanne – From scenarios to future competence and research needs in the food sector, LMC Congress, Lyngby, Denmark, January 16-17.

Harmsen, Hanne; Jensen, Birger Boutrup – Bench-marking: Fokus på udviklingskompetencer og de væsentligste udfordringer, Den danske fødevarerbranche: Optimal produktudvikling, Teknologisk Institut, Aarhus, Denmark, February 26-27.

Harmsen, Hanne – Fremtidens udviklingskompetencer, Arla Foods A/S, Ebeltoft, Denmark, April 18.

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Juhl, Hans Jørn – Forbrugerklager: Hvor meget af isbjergget får vi at se? MAPP Conference, Middelfart, Denmark, November 5.

Scholderer, Joachim – Consumer perception of food-borne risks, First Consensus Workshop on Food Safety, European Consumers' Organisation, Bruxelles, Belgium, July 10-12.

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Skytte, Hans – Sensemaking og strategisk ledelse, Company Conference at Aarhus School of Business, Denmark, August 22.

Sonne, Anne-Mette – Danske konsumentaspekter omkring functional foods, SIK, Lund, Sweden, April 17.

Sonne, Anne-Mette – New product development research at MAPP, Expert Meeting on Patterns in New Product Development, University of Twente, The Netherlands, October 11.

Thøgersen, John – Grøn markedsføring på Internettet, Afsætningsøkonomisk konference: Nye markedsformer, Copenhagen Business School, Denmark, September 26.

Thøgersen, John – Danske forbrugeres holdning til økologiske fødevarer, Seminar i MAT 21-programmet: Vem gillar ekologiska livsmedel – och varför? Sveriges Landbruksuniversitet, Uppsala, Sweden, October 3.

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