



SWEDEN 2018

**OFFICIAL RESULTS OF THE NORDICS'
LARGEST BRAND STUDY ON SUSTAINABILITY**



**SUSTAINABLE
BRAND INDEX**

B2B

About The Report

This report was written by SB Insight AB. SB Insight is an insight agency based in Stockholm, Sweden and the founder of **Sustainable Brand Index™** and **Sustainable Brand Index™ B2B**

Sustainable Brand Index™ is the Nordics' largest brand study on sustainability. The study has been conducted annually since 2011 from a consumer perspective (B2C) and for the first time in 2017 from a business-to-business perspective (B2B).

This official report of Sustainable Brand Index™ B2B 2018 contains the overall developments within sustainability on the Swedish B2B-market. Over a 100 B2B brands across more than 10 industries in Sweden have been analysed on sustainability. The official report is freely available and provide the methodology, brands ranking and key insights of Sustainable Brand Index™ B2B 2018.

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GET THE REPORT

FOR ALL 103 BRANDS INCLUDED IN SUSTAINABLE BRAND INDEX™ B2B 2018 A TAILORED STRATEGY REPORT IS AVAILABLE

Based on the research of Sustainable Brand Index™, we create tailored strategy reports for brands. Is your brand included in this official report and ranking of Sustainable Brand Index™ B2B? Get a complete analysis of your brand from the Sustainable Perspective by ordering your strategy report.

WHY GET THE REPORT?

- Increased Market Knowledge
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- Planning Tool & KPIs
- Basis For Strategic Decisions

CONTACT

Erik Elvingsson Hedén

Managing Director & Partner

Email: erik.heden@sb-insight.com

Mobil: +46 (0) 70 865 13 97

The selection of brands in the study is independent and is based mainly on three parameters: Activity on the Market of the Country, Turnover & Market Share and General Brand Awareness. The strategy report includes market trends, brand-specific and sustainability insights regarding purchasing and supplier decisions.

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STRATEGY REPORT SUSTAINABLE BRAND INDEX™ B2B

	PRICE / YEAR	PRICE / YEAR after discount
1 YEAR	150 000 SEK	135 000 SEK
3 YEARS	125 000 SEK	112 500 SEK



PART 01

ABOUT

THE NORDICS' LARGEST BRAND STUDY ON SUSTAINABILITY

RESEARCH QUESTIONS

Sustainable Brand Index™ is the Nordics' largest brand study on sustainability. The study has been conducted annually since 2011 from a consumer perspective (B2C) and for the first time in 2017 from a business-to-business perspective (B2B).

Sustainable Brand Index™ B2B 2018 aims to examine and answer the following overall questions:

1. How do Swedish decision-makers view sustainability and its effect on purchasing decisions and choice of suppliers?
2. How are Sweden's largest B2B-brands perceived from a sustainability perspective?
3. Why are Sweden's largest B2B-brands perceived this way?

PURPOSE

The purpose of Sustainable Brand Index™ B2B is to visualise the value of sustainable branding and increase the knowledge on sustainability within branding and communication. By motivating, inspiring and providing a concrete tool, we encourage companies to improve their work and dare to communicate.

EVALUATED BRANDS & INDUSTRIES

Sustainable Brand Index™ B2B is an independent study in which brands have been selected based on turnover, market share and general brand awareness. These independent parameters are combined with formulated target group in the Swedish market.

INDUSTRIES

In total, 103 brands from the following industries/sectors have been evaluated:

- > Banking
- > Construction
- > Energy
- > Fuel
- > Manufacturing & Materials
- > Insurance
- > IT & Technology
- > Pension
- > Real Estate
- > Telecommunication
- > Transport & Logistics
- > Waste Management
- > FMCG

NUMBER OF BRANDS

103

NUMBER OF BRAND EVALUATIONS

5000

TARGET GROUP

The respondents in this study are decision-makers that carry the responsibility for purchasing and procurement of goods and services within the selected industries in one of the two target groups below:

Large companies with more than 500 million SEK in turnover within the private sector in the Swedish market.

An exception, from the target group as stated above, has been made for the industry Fast Moving Consumer Goods (FMCG). This is due to the fact that the companies and decision-makers that are relevant for this industry do not always reach the selection's turnover threshold (500 million SEK). To get relevant insight on the industry, it has therefore been crucial to interview large actors but also decision-makers in specific business units such as boutiques and restaurants.

POSITIONS & TITLES

Based on the criteria of responsibility for purchasing and procurement of goods and services within selected industries, we have identified the following departments/positions as most relevant:

- > Administrative manager
- > Chief Financial Officer (CFO)
- > Chief Information Officer (CIO)
- > Compensation & Benefits Manager
- > Establishment Manager
- > Real Estate Manager
- > HR Manager/Chief of Staff
- > Purchasing Manager
- > Chief Buyer Insurance Manager
- > Chief of logistics/transport
- > Environmental Manager/Sustainability Manager
- > Production Manager
- > Project Development Manager
- > Property Manager
- > Regional Manager
- > Security Manager
- > Technical Manager
- > Category Manager
- > Product Manager
- > Store Manager
- > Restaurant Manager
- > Food & Beverage Manager

In conclusion, the study focuses on large companies, with the exception of the FMCG industry. The primary focus on large companies is an active choice based on the fact that these companies and decision-makers are responsible for large investments with a great effect on sustainability in the society. Of course, small- and medium-sized companies are also vital for a sustainable development. However, given the challenges and the time it takes to reach these types of decision-makers, Sustainable Brand Index™ B2B has chosen to focus on a segment of large companies in this study.

GEOGRAPHY

The target group's geographical areas of responsibility are not limited but divided as follows:

- > Sweden
- > The Nordics
- > Europe
- > Globally

TARGET GROUP

Based on the study's questions and target group, the research method has been designed as a quantitative survey based on 20-40 questions depending on the respondent. The survey method consists of telephone interviews. This method has been chosen due to an assessment that telephone interviews would give us the lowest shares of drop-outs. In order to conduct these telephone interviews, Sustainable Brand Index™ B2B works together with a professional survey company that has an expertise in conducting these types of interviews.

The interviews have been conducted in day-time between 9-17 during September-November 2018. The process started with interviewers calling the companies through the company telephone exchange. Afterwards, they were referred to the correct person that falls within the target group of the study. The respondents have been approached up to 12 times by the interviewer. During each phone interview, respondent evaluate a randomized selection of brands based on which industries the respondent works and in which they carry the responsibility for purchasing and procurement of goods and services.

HOW HAS THE SELECTION OF THE RESPONDENTS BEEN MADE?

To reach our selected target group, the study's sample (frame population) was based on a register on all companies operating on the Swedish market with a turnover over 500 million SEK. The register contains the companies' names, turnover and contact details to the telephone exchange of the companies.

For the target group within FMCG, a particular randomized sample has been made based on the largest actors within:

- > Grocery stores – headquarters and stores
- > Service shops
- > Caterers and restaurants – headquarters and restaurants.

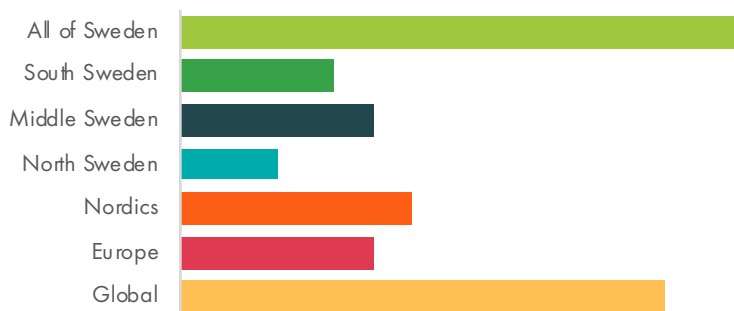
Furthermore, the survey contained control questions in order to secure that the right persons took part in the study. The limitation of the selection is the fact that there is no full control over all titles and areas in each companies.

DEFINING SUSTAINABILITY

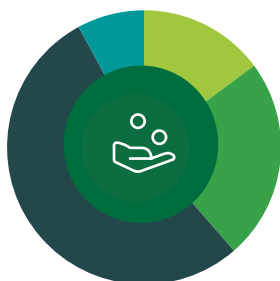


In this study, the concept "sustainability" is based on the United Nations 17 Sustainable Development Goals. For each industry specifically, more detailed definitions of sustainable focus areas were presented.

GEOGRAPHY



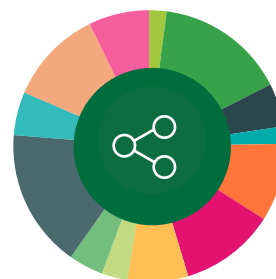
Revenue



- Less than 500 million SEK*
- 500-1000 million SEK
- 1000-10 000 million SEK
- More than 10 000 million SEK

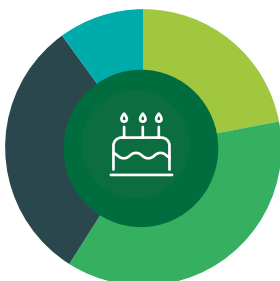
* This does not include the FMCG target group

Department



- Category Management
- Finance
- Human Resources
- Insurance
- It & Technology
- Logistics
- Management
- Production
- Project Management
- Purchasing
- Security
- Store Management

Age



- < 40 yrs
- 40-49 yrs
- 50-59 yrs
- 60 yrs >

Gender



- Men
- Woman

In total, 1000 decision-makers were interviewed and **5000** brand assessments were conducted during the period September-November 2018.



PART 02

RANKING

01

STENA RECYCLING
- 80% -



Stena Recycling takes over Skanska as the winner of Sustainable Brand Index™ B2B this year. The Waste Management brand has the highest score of all B2B-brands included in the study, especially scoring high on environmental responsibility. Stena Recycling climbs from place 11 in 2017 to number 1 in 2018.

Stora Enso is new to the study this year and immediately ending up on second place. With that, Stora Enso is also taking over the industry leader position within Manufacturing & Materials.

02

STORA ENSO
- 78% -



Another new brand to the study is Lantmännen. With in Sustainable Brand Index™ B2B 2018, Lantmännen belongs to the FMCG industry, one of the new industries included in the study. All top 3 brands are stronger in environmental than in social responsibility.

03

LANTMÄNNEN
- 73% -



PLACE 4 - 1

Sustainable Brand Index™ B2B is growing every year, which means more industries and brands are included over time. This year, 5 brands out of the top 10 are new to the study; Stora Enso, Lantmännen, SCA, Telia Company and Arla. There are also two new industries that performing relatively high in 2018, namely FMCG and Telecommunication.

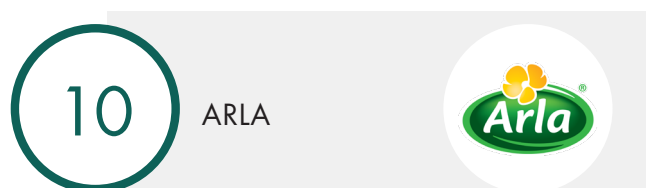
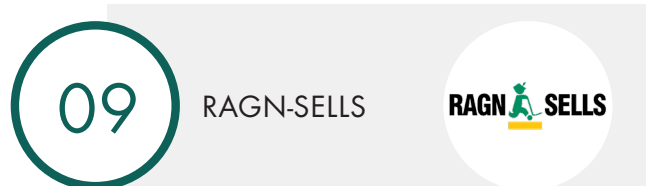
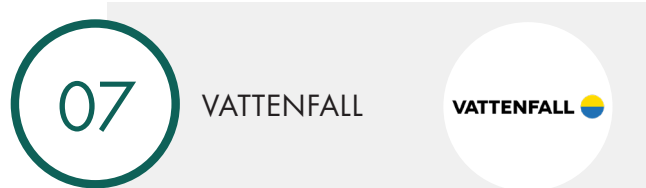
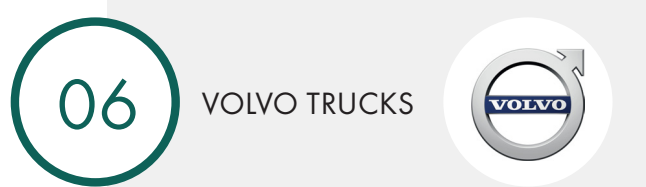
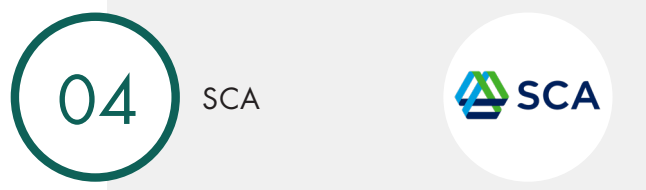
The 2018 top is dominated by Manufacturing & Materials brands. Another interesting remark is that all brands in the top 10 are Swedish in origin, besides Store Enso which is partly Finnish.

SCA has the highest score in social responsibility. The winner Stena Recycling scores highest in environmental responsibility. Volvo Trucks is the only brand in the top 10 that slightly dropped in the ranking, from 4th to 6th place.

All brands in the top 10 have prioritised sustainability in their strategic communication.

About the Ranking in Sustainable Brand Index™

The ranking is based on the percentage of decision-makers who assess the company's sustainability efforts as good (4) or very good (5) on a scale of 1-5 + "don't know." The maximum score is 200%. A company that has 200%, performs very well within both environmental and social responsibility according to decision-makers.



The majority of industry leaders in 2018 are as stated Swedish brands in origin. The few exceptions are Stora Enso (partly Finnish), Atea (Norwegian) and DHL (German).

We can see some interesting climbers in this year's ranking. First of all, Stena Recycling climbed from place 11 to 1 and still remains industry leader within Waste Management. As said, Stora Enso is taking over the lead in the Manufacturing & Materials sector from Scania. Vattenfall is also one of the big climbers in this year's ranking (from place 21 to 7), becoming industry leader in Energy. Atea climbs from number 41 to 13 and is the 2018 industry leading in IT & Technology.

We can conclude that the high performing brands within the Manufacturing & Materials sector are especially focused on timber, paper and packaging. These brands generally have a higher association with environmental responsibility and the use of renewables, compared to for example steel, mining or electrical manufacturers belonging to the same industry in Sustainable Brand Index™ B2B 2018.

Overall, 3 new industries have been added to Sustainable Brand Index™ B2B this year; Insurance, Pension and Telecommunication. Waste Management is the new leading industry, taking over Construction in 2017.

INDUSTRY LEADERS			INDUSTRY RANKING	
1	Stena Recycling	Waste Management	1	Waste Management
2	Stora Enso	Manufacturing & Materials	2	Manufacturing & Materials
3	Lantmännen	FMCG	3	Energy
7	Vattenfall	Energy	4	Fuel
8	Telia Company	Telecommunication	5	FMCG
12	Swedbank	Banking	6	Banking
13	Atea	IT & Technology	7	Insurance
14	Länsförsäkringar	Insurance	8	Construction
16	Preem	Fuel	9	Telecommunication
24	NCC	Construction	10	IT & Technology
25	Riksbyggen	Real Estate	11	Pension
29	SPP	Pension	12	Transport & Logistics
30	DHL	Transport & Logistics	13	Real Estate

BRAND	2018	2017	INDUSTRY
Stena Recycling	1	11	Waste Management
Stora Enso	2		Manufacturing & Materials
Lantmännen	3		FMCG
SCA	4		Manufacturing & Materials
Tetra Pak	5	8	Manufacturing & Materials
Volvo Trucks	6	4	Manufacturing & Materials
Vattenfall	7	21	Energy
Telia Company	8		Telecommunication
Ragn-Sells	9	12	Waste Management
Arla	10		FMCG
BillerudKorsnäs	11		Manufacturing & Materials
Swedbank	12	18	Banking
Atea	13	41	IT & Technology
Länsförsäkringar	14		Insurance
E.ON	15	6	Energy
Preem	16	13	Fuel
Carlsberg	17		FMCG
Ahlsell	18		Manufacturing & Materials
Circle K	19	19	Fuel
Canon	20	28	IT & Technology
Sveaskog	21		Manufacturing & Materials
Scania	22	3	Manufacturing & Materials
Securitas	23		Manufacturing & Materials
NCC	24	2	Construction
Riksbyggen	25	30	Real Estate
Skanska	26	1	Construction
Spendrups	27		FMCG
Handelsbanken	28	26	Banking
SPP	29		Pension
DHL	30	9	Transport & Logistics
LKAB	31	10	Manufacturing & Materials
HP	32		IT & Technology
Assa Abloy	33		Manufacturing & Materials
Vasakronan	34	17	Real Estate
DB Schenker	35	20	Transport & Logistics
Alecta	36		Pension
Fortum	37	16	Energy
Veidekke	38	52	Construction
PEAB	39	7	Construction
Dustin	40	36	IT & Technology
Coca Cola	41		FMCG
JM	42	5	Construction
SSAB	43	15	Manufacturing & Materials
Castellum	44	51	Real Estate
PostNord	45	29	Transport & Logistics
SEB	46	49	Banking
Green Cargo	47	34	Transport & Logistics
Skånemejerier	48		FMCG
Renova	49	62	Waste Management
Telenor	50		Telecommunication

BRAND	2018	2017	INDUSTRY
If	51		Insurance
Folksam	52		Insurance
Skandia	53		Pension
OKQ8	54	27	Fuel
Erlandsson Bygg	55	71	Construction
AMF Pension	56		Pension
IBM	57	32	IT & Technology
Veolia Recycling	58	39	Waste Management
Sandvik	59		Manufacturing & Materials
Holmen	60		Manufacturing & Materials
Nestlé	61		FMCG
Unilever	62		FMCG
Atlas Copco	63		Manufacturing & Materials
UPS	64	43	Transport & Logistics
CGI	65	47	IT & Technology
HiQ	66	67	IT & Technology
Suez	67	23	Waste Management
Trygg-Hansa	68		Insurance
St1	69	64	Fuel
Ericsson	70	22	IT & Technology
Outokumpu	71	58	Manufacturing & Materials
Nordea	72	66	Banking
SKF	73	14	Manufacturing & Materials
Axis	74	68	IT & Technology
Wallenstam	75	46	Real Estate
Skandia Fastigheter	76	48	Real Estate
Ricoh	77	63	IT & Technology
Valio	78		FMCG
Boliden	79		Manufacturing & Materials
Uniper	80	73	Energy
Åbro	81		FMCG
Danske Bank	82	33	Banking
Balder	83	60	Real Estate
Bring	84	24	Transport & Logistics
Hufvudstaden	85	69	Real Estate
AMF Fastigheter	86	53	Real Estate
Klövern	87	25	Real Estate
DSV	88	54	Transport & Logistics
Kungsleden	89	61	Real Estate
IFS	90	42	IT & Technology
Serneke	91	40	Construction
Fabege	92	55	Real Estate
Tele2	93		Telecommunication
Agility	94		Transport & Logistics
Tieto	95	31	IT & Technology
Kopparbergs	96		FMCG
Movestic	97		Pension
Kuehne + Nagel	98		Transport & Logistics
Danica	99		Pension
Arcona	100*	37	Construction
Atrium Ljungberg	100*	56	Real Estate
Wihlborgs	100*	70	Real Estate
Tre (3)	100*		Telecommunication

* All brands on place 100 have the same ranking score.



PART 03

KEY INSIGHTS

Sustainable Brand Index™ B2B 2018 shows that decision-makers with the responsibility of purchasing and procurement have large knowledge gaps when it comes to sustainability. Moreover, they do not evaluate their suppliers often enough which makes it hard for suppliers to differentiate and brand themselves with sustainability. Also, sustainability communication is usually targeted at sustainability departments. It would be more impactful to target more relevant decision-makers with higher levels of purchasing power.

Putting this result in the context of future business and current sustainability progress, a problem becomes apparent. Sweden and the other Nordic countries are failing on some of the most crucial Sustainable Development Goals (SDGs). On top of that, we are expecting an economic slowdown in the coming years.

In a business landscape where knowledge levels about sustainability amongst decision-makers are low, and where we underperform on SDGs, economic hardship poses considerable challenges. It is now time to rush to integrate sustainability into the brand and your entire operations. Because in a few years, resources will be scarcer and investments levels lower. Lower investments will mean less innovation within sustainability. And long-term successful companies need sustainability to be integrated into their brands. Thus, it is time to rush.

What will these challenges mean for integrating sustainability across value chains? And what actions points will be crucial to succeed when it comes to building sustainable brands and businesses? Digging deeper into this year's ranking results give us a clue.

IN A RUSH TO INTEGRATE SUSTAINABILITY

THE IGNORANCE REGARDING SUSTAINABILITY AMONG DECISION-MAKERS IS HUGE

Sustainable Brand Index™ B2B 2018 shows that a large share of decision-makers have no knowledge about the sustainability efforts of their suppliers. In fact, a large share of them simply replies "I do not know" when asked to properly evaluate suppliers' environmental and social responsibility. Despite the fact that decision-makers who are responsible for purchasing decisions are expected to have long-term relations with their suppliers, it is apparently very unusual to have knowledge about their sustainability work. Even amongst decision-makers that stated they were customers of a certain supplier, the knowledge levels about that supplier's sustainability efforts were in general extremely low.

First, companies on average evaluate their suppliers too seldom. This does not only contribute to low knowledge levels about the sustainability work of the suppliers, but also lowers the awareness about the suppliers' competitors and their efforts. Evidently, this creates a distortion in the market, as suppliers have a hard time creating competitive advantages based on sustainability. Being able to do so is crucial for them to dare to invest in sustainability.

Second, B2B-companies communicate too little about their sustainability efforts. However, the amount of communication is not the only problem. The effectiveness and targeting of the communication also plays a huge role. Today's sustainability communication often targets sustainability man-

agers, which makes the content rather complex. Companies are simply aiming at impressing a sustainability manager with their communication when they, in fact, would be more successful in using simple, clear and accessible information targeted at the actual buyers amongst decision-makers.

WHY ARE THE
KNOWLEDGE
LEVELS THIS LOW?

We used to see the same trend in B2C-markets. A few years ago, all sustainability communication in B2C-markets were targeted at the 'dedicated consumers', meaning those who put sustainability first when it comes to their values, attitudes and behaviour. Today, we see a different communicative landscape in B2C-markets, with diverse sustainability communication accessible for several target groups.

MANAGING INFORMATION CHANNELS

Very few decision-makers state that sustainability reports are relevant sources of information to learn about the responsibilities of their suppliers. This shows that the main channel used by suppliers to show-case their sustainability work is too complex or not relevant to buyers. Instead, the direct dialogue is the most important source of information for buyers. The contact between buyer and supplier should thus always integrate a dimension of sustainability.



“Companies are simply aiming at impressing a sustainability manager with its communication, when they in fact might be more successful in using simple, clear and accessible information targeted at buyers.”

This insight shows the need for educating buyers and sellers on sustainability. Both through in-house education and external events such as networking contexts. Sustainability needs to be promoted outside of the sustainability events where sustainability people go. It is not a separate part of the brand, and should not be treated as such. Gaining sustainability knowledge on both sides of the information transaction is necessary in order to drive sustainability agendas forward.

THE ROAD AHEAD

Also, for those that actually have a main focus on sustainability, it is necessary to push for more evaluations of current suppliers, and understand that B2B-communication on sustainability is crucial to improve sustainability work of entire operations. Not doing so creates an inherent sluggish dynamic in purchasing processes, and counteracts the driving forces for suppliers to work with sustainability.

SDG PERFORMANCE + ECONOMIC SLOWDOWN = GREEN DEALS?

1. THE SUSTAINABILITY FRAMEWORK: SDG PERFORMANCE IN THE NORDICS

A RED REALITY

Every year since the launch of the SDGs in 2015, the annual report *SDG Index and Dashboards Report*¹ analyses each country's actual performance and progress on each goal. The report could be perceived as a much needed reality-check and a global to-do list.

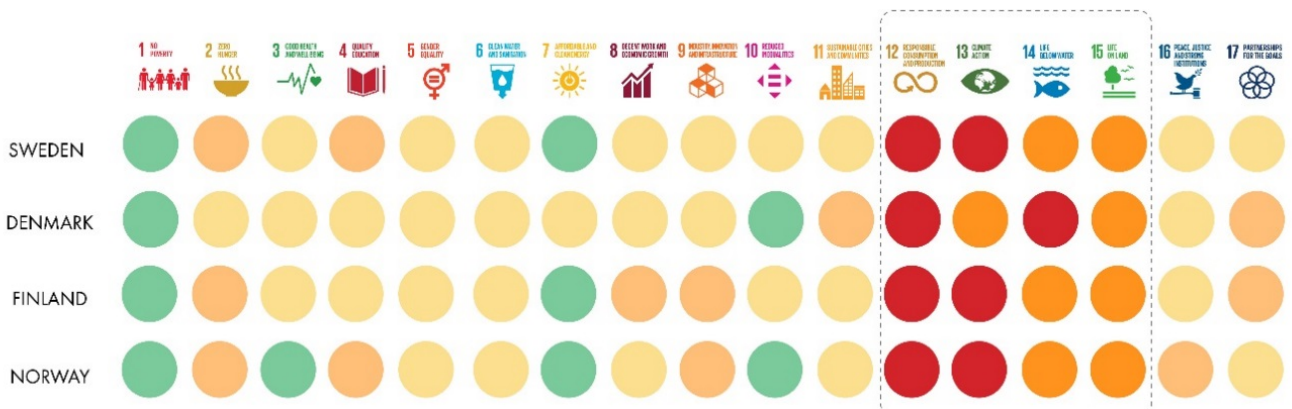
One of the key insights of this report is the fact that no country is on track when it comes to achieving the SDGs.

In all OECD countries, and in the Nordics in particular (as shown on the images below), we can see that all the Nordic countries are meeting SDG 1 No poverty and that Sweden, Finland and Norway are succeeding when it comes to SDG 7 on Affordable energy. Denmark and Norway are succeeding on SDG 10 Reducing Inequalities. N.B. that succeeding does not entail a perfect performance.

However, a 'red' reality comes to the surface. Data suggests that there are mainly 4 SDGs in which all countries are stagnating or experiencing a deterioration. This shows that efforts in these countries must be increasingly focused on achieving these goals. These goals are listed below.

- 12 (Sustainable Consumption & Production)
- 13 (Climate Action)
- 14 (Life below Water)
- 15 (Life on Land)

So, urgent solutions are needed in order to solve SDG 12, 13, 14 & 15. This development demands investments in sustainable innovations and solutions. However, what happens when Sweden enters its next recession?...



SB INSIGHT

SDG Index and Dashboards Report 2018 Global Responsibilities

¹Source: Bertelsmann Stiftung and Sustainable Development Solutions Network – 2018

2. CONTEXT DEVELOPMENT: ECONOMIC SLOWDOWN

...Well, the Swedish National Institute of Economic Research makes the evaluation that the next recession is a few years away, but that a thorough slowdown is already around the corner. Decreasing housing investments and expected decreasing industry investments are key factors behind the slowdown.

The expected slowdown and following recession will be a litmus test for the status of the integration of sustainability in business operations. It is the first time that we will experience a recession after the SDGS were launched and sustainability took off for real, and started to be properly integrated into business operations and policies on a larger scale.

The question now is what happens when we face a resource deficit. Will investments in sustainable solutions and innovations automatically be scaled down? Or has sustainability been integrated enough to remain the core of long-lasting business?

We expect that the companies that have managed to incorporate sustainability in all stages of their operations, and that have been consistent in implementing and communicating about sustainable solutions, will keep their positions in this area. However, those who are not as far ahead might scale down their commitment on sustainability. This will make them lag behind even more when the economy booms again and they have to restart their work. Which does not make for a long-term well-functioning business. It also shows the urgency of integrating sustainability into the brand and business, and to include all departments. They need to be onboard before the recession in order to have a united commitment to sustainability.

From an purely ecological perspective, we do not have time for this scaling down on sustainable innovations either. So the question is: how to best prepare for a recession?...

3. TRENDS & FUTURE: GREEN DEALS

...Well, Finland recently used their prominence on circular economy to move out of a harsh economic situation, which showcases the potential of green growth to spur finances. Such developments crave successful, wide-spread, cross-sector cooperation.

The Dutch approach of Green Deals is just this type of cooperation; it creates chances for companies, municipalities, NGOs and other stakeholders to cooperate with the government on green growth through innovation. A Green Deal works as a private law between involved actors. Thus, the government contributes with tools to overcome barriers in the implementation of green solutions.

The government's role can vary but could be e.g. providing networks for the involved parties, harmonising regulations or removing legislative obstacles. An indirect advantage of the Green Deals is also that it sets a long-term vision from the government. That makes it more predictable for other actors to invest in sustainable innovations.

Green Deals certainly has the potential to complement existing capacities also in Sweden – especially in times of urgent action and economic hardship. Most actors are convinced that public-private partnerships are crucial for

a sustainable development and the Green Deals could be a solution complementing existing forms of cooperation. However, for Green Deals to work in Sweden, and in order to anchor them within the government, it is necessary to identify obstacles that could potentially be challenged with Green Deals and then build cases around them to showcase their potential. Perhaps the recently instituted Swedish delegation for circular economy can facilitate piloting Green Deals.

For now, companies need to keep lobbying for the need for cooperation with the government, and perhaps show that Green Deals is a format worth promoting. Also, there are opportunities to forego the Green Deals with private cooperation. Despite that the legislative tool is then out of reach, sharing networks and best practices spur value creation in existing and potential partnerships, and are mutually beneficial instruments for business growth and sustainable development.

THE KEY SUCCESS FACTORS IN SUSTAINABLE B2B COMMUNICATION

1. SUSTAINABILITY POSITIONING & COMMUNICATION

Top brands as Stena Recycling and Stora Enso show that it is through clear positioning with sustainability and active sustainability communication that you become successful and perform well in Sustainable Brand Index™ B2B. These companies have chosen to take a clear stand through sustainable product portfolios and updated brand platforms where sustainability is well-integrated.

The top performers in this study are also smart communicators that have chosen to communicate about sustainability actively. An excellent example of this is Vattenfall, who talks about Fossil Free Future in all their channels towards decision-makers. Atea is another example of a company that actively lifts its work with sustainability, not at least in their social media channels. A third example is this year's winner, Stena Recycling, which clearly communicates sustainability towards B2B-customers through a sample of cases, making their communication very accessible and straightforward.



“Overall, companies focusing on- and communicating about circular materials have an advantage.”

2. WOOD AS AN ALTERNATIVE MATERIAL IS BOOMING

Several actors that operate within forestry and wood perform well in the study. Stora Enso takes the second place, SCA comes in as number four, Tetra Pak as number five, and BillerudKorsnäs is in eleventh place.

This result mainly originates from two factors. First, the circular economy is affecting all industries and sectors. It is a clear priority for all brands to initiate a transition from a linear to a circular business model. Choice of material is one key factor within the circular transition. With that, wood is increasingly recognized as a circular material, not the least within the construction industry. Also, as plastic waste has received an increased focus lately, wood - and biomass in general - gets more attention as a greener alternative to plastics. Overall, companies focusing on- and communicating about circular economy have an advantage.

Second, the connotation with Swedish forests is inherently growth and nature, which makes it possible for decision-makers to have a gut feeling about the sustainability operations within this industry, whether they have concrete knowledge about it or not. As noted earlier in this report, being a Swedish company is also a key factor for the sustainability perception of a brand. And Swedish wood is maybe as Swedish as it gets...

3. USING B2C-COMMUNICATION FOR B2B IS WORKING

Several brands in the top, such as Tetra Pak and Lantmännen, are using more typical B2C-communication also towards B2B-customers. They opted out of the more traditional and heavier B2B-marketing on sustainability for more creative, customer-oriented and approachable communication, which seems to be a success factor. This is also made possible by the fact that buyers are not very knowledgeable about sustainability and thus easier connect to less complex forms of communication.

4. ENVIRONMENTAL RESPONSIBILITY TRUMPS SOCIAL RESPONSIBILITY

Almost all industries are performing better within environmental responsibility than social responsibility. The exceptions are banking, pension and insurance, which are all heavily associated to social issues. We have seen similar results in Sustainable Brand Index B2C for many years. The result is rather straightforward. Both consumers and decision-makers have stronger connotations between sustainability and environmental responsibility rather than sustainability and social responsibility. Also, companies have traditionally been more frequent in communicating about environmental responsibility, which adds to this perception. We see that many top brands are in fact brands that are more linked to environmental responsibility such as recycling, natural resources, and emissions of CO², rather than social responsibility issues.



PART 03

APPENDIX

SB INSIGHT

WE FELT A NEED
TO EMBRACE THE
CHALLENGE.

Conducting a survey with senior decision-makers at large companies is much more difficult than conducting a consumer study. However, since this target group has a large impact on sustainability, considering its vital impact on purchasing and procurement, we felt a need to embrace the challenge.

HOW RELIABLE ARE THE RESULTS OF THE STUDY?

The research questions and related questionnaire require in-depth answers and qualitative input. It is impossible to conduct this type of study solely on a quantitative analysis. The study is therefore based on expert-interviews with decision-makers. The methodology of the study has been designed on scientific principles with a clear target group, research questions and control questions to steer the research process. The reliability of the results is to a large extent depending on the target group and the total number of respondents. Sustainable Brand Index™ B2B is convinced that the respondents reflect the target group it aims to map out in a good way. However, Sustainable Brand Index™ B2B does not claim that the study is fully representative for all decision-makers at every large company in Sweden.

STRENGTHS

The strength of the study is primarily that it has a clear target group with clear boundaries that have been very thoroughly secured. In each single interview, interviewers have made sure that the respondent belongs to the exact target group and that they fulfil the associated criteria. Once interviewers were in contact with the correct person, no problems have been encountered with getting respondents to answer specific questions. This shows a high knowledge level among all respondents and with that a high quality of the collected answers.

CHALLENGES

Getting in contact with the correct respondent in line with the target group criteria has been the main challenge within this research method. The target group is a busy group that is hard to reach in general. It has proven challenging to reach respondents although they have been randomly selected to participate. However, we cannot see any clear patterns showing that any specific group within the target groups has been harder than others to reach, which means that this is not considered to cause any systematic error in the study's selection or between brands and industries. What is the response rate and the drop-out rate of the study? In total, 5 000 brand assessments have been made by 1 000 decision-makers that have participated in the study. 57 decision-makers explicitly said no to participating. 882 decision-makers could not/did not want to answer the questions at the time of the call and could not/did not want to book a new interview.

However, they did not say no to participating, but could consider to be called up again. In many of these cases, the interviewer was talking to the receptionist and did not get a direct number of the prospected respondent. The interviewer was asked to try again at a later occasion. Getting in contact with the correct respondent in line with the target group criteria has been the main challenge within this research method. Once the interviewer established contact with the correct respondent, there have been no significant difficulties with getting responses. With that said, the target group is a busy group that is hard to reach in general.

ABOUT SB INSIGHT

SB Insight is the founder of Sustainable Brand Index™.

We are an insight agency on a mission to create sustainable brands. We provide knowledge and understanding of how sustainability affects branding, communication and business development.

Our insights come in different forms and are used for strategic decision-making. Everything is based in our expertise within branding & communications, sustainability, behavioural science and market research.

OUR BUSINESS AREAS



SUSTAINABLE
BRAND INDEX



RESEARCH &
ANALYSIS



SB ACADEMY



SB LEADERS



Erik Elvingsson hedén

Managing Director & Partner

Email: erik.heden@sb-insight.com

Phone: +46 (0) 70 865 13 97



Maria Kausits

Director of Insight & Partner

Email: maria.kausits@sb-insight.com

Phone: +46 (0) 73 655 34 70

www.sb-insight.com

