



# Centre for Retail Research at Lund University

ANNUAL REPORT | 2021





## Introduction

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### Centre for Retail Research – the eighth year

For us, just as many others, 2021 was yet another special year. The coronavirus has challenged us in many ways. However, this year we were somewhat better prepared and well-versed in finding online solutions for collaborations and so on.

As always, members of the Centre – management, visiting research fellows and affiliated researchers – have held an array of interesting and well-attended seminars:

- One looked at AI and advanced analytics technology. A mix of researchers have participated, with contributions from Eleanora Pantano, University of Bristol, Cameron Taylor from Boost, Arno de Caigny from the IÉSEG School of Management, and affiliated researcher Yulia Vakulenko from the Division of Packaging Logistics at LTH.
- Work with the Retail Practice Leaders Group also continued throughout the year. Two meetings were held, one on sustainable e-commerce, the other on skills development within trade and retail. Both meetings discussed the topical and ongoing research within these fields at the Centre for Retail Research.
- Another webinar organised by the Centre focused on warehouse automation. Speakers from Consafe, SIB Solutions and Sigma Connectivity participated. Affiliated researchers Joakim Kembro and Andreas Norrman presented the results from research on automation and new technology in smart warehouses.
- It may be worth mentioning that autumn 2021 saw the first workshop being carried out as part of a series that will continue throughout 2022. These workshops all be-

long to the Future Themes in Consumption series, which is also the name of a book project in progress at the Centre. The book will be published at the start of 2023 by Palgrave Macmillan. The debut workshop focused on the theme of sustainability and included presentations from Carys Egan-Wyer from the Centre, Mariana Lopez Davila from IIIIEE and Kevin Gelsi from Nudie Jeans. Read more in the 2022 annual report. I hope you will follow the Future Themes in Consumption seminars throughout 2022.

- We were also able to congratulate a long-time employee of the Centre on the successful defence of his doctoral thesis. Devrim Umut Aslan's thesis is titled *Praxitopia – How shopping makes a street vibrant*. It makes an important contribution to a field about which there are many thoughts and ideas, yet seldom any systematic studies such as Devrim's. The subject is city commerce. Devrim studied the type of shopping that takes place on a city street, and how those involved create a vibrant space. The thesis makes a significant contribution to understanding why people spend time on a multicultural shopping street, such as Södergatan in Helsingborg, and how the street's environment and dynamics help shopping grow. Congratulations, Devrim!
- We continued with publication workshops for our doctoral students and doctoral student network throughout the year. These workshops were led by Jens Nordfält, University of Bath and Eleanora Pantano, University of Bristol, Jack Coffin, University of Manchester, and Kat Duffy from the University of Glasgow.



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- Last but not least, I would like to mention an event this year where we linked the educational activities of Lund University with real world retail practice. On 15 December, 12 groups of students from the multichannel retail marketing course, presented their strategic work on last-mile logistics. The presentations were watched by a panel of practitioners from Sweden's largest and most international retail companies. This event was a great success, and we hope to be able to do something similar next year.



We humans have a natural tendency to gravitate back to what we perceive as normality. However, the more persistent a change, the more difficult this becomes. A pandemic that has characterised 2020 and 2021 appears to be – dare I say it? – nearing its end. Normality awaits, but how much of what we have experienced and learnt during the pandemic will we keep up? Will travel decrease? Will the transition to e-commerce continue? What will shops be like in the future, with and without staff? There are many questions about the potential changes we have touched during the pandemic. Personally, I will try to continue with those behavioural changes related to communication, amongst other things. I will also try to influence others when it feels like we are falling back into old habits. New solutions are born out of challenging times, it has always been that way.

I hope to be able to meet with you both online and IRL during 2022.

Best regards,

Ulf Johansson  
*Professor and Director of the Centre for Retail Research*

## Focus on events – a selection

### APRIL – RETAIL WEEK SPRING 2021

In week 15 (12-16 April) the Centre for Retail Research at Lund University hosted Retail Week, a week of events for researchers and others with a broad interest in retail and consumption. The events included two online webinars for practitioners and researchers and a workshop for doctoral students on publishing in scientific journals, all of which you can read more about, below.

### APRIL – WHAT DOES THE FUTURE STORE LOOK LIKE?

In a two-hour webinar, future retail formats were discussed at length. Edward Moreno, Expansion Planning Manager at Ingka Group, talked about how IKEA is working to create a unique, practical and seamless omni-channel customer experience. Lieselott Liljevik, trend analyst at ICA Sweden discussed two strong trends related to format development. And finally, Emma Samsioe consumer researcher at the Centre for Retail Research described new ways for consumers to buy food.



### APRIL – ARTIFICIAL INTELLIGENCE AND ADVANCED ANALYTICS

This webinar gave participants a glimpse into how retail will evolve in the near future. Eleanora Pantano, University of Bristol, discussed how prescriptive AI systems might replace consumers' traditional shopping. Cameron Taylor described Boost.ai's strategy for using evaluative methods to better understand how people interact and engage through and with AI-powered virtual agents. Arno de Caigny, IÉSEG School of Management, presented research, which showed how deep convolutional neural networks can predict performance in financial services retail. Finally, Yulia Vakulenko described research that applies text mining techniques to capture customer experience. The research takes a closer look at online star ratings and associated reviews as a proxy for customer satisfaction and a reflection of consumer experience.



### APRIL – THE JOURNAL SELECTION PROCESS

At a two-hour seminar on the topic of publishing and journal selection decisions, doctoral students with an interest in retail and consumption got the opportunity to discuss how to select a journal for publishing research articles. The seminar was run by visiting scholars from the UK: Jens Nordfält from the University of Bath and Eleonora Pantano from the University of Bristol. Each student submitted three questions relating to issues they had been considering when searching for an appropriate outlet for their work. The seminar built upon these questions, and doctoral students had a chance to discuss a variety of questions on the topic among one another and with the faculty. For example, discussions focused on questions relating to journal rankings and prestige, targeting journals and article fit, as well as the role of the editor. The role of conferences and special issues was also discussed.

### APRIL – RETAIL PRACTICE LEADERS MEETING

As part of retail week, the Centre for Retail Research held a workshop with leading representatives from retail in Sweden; the retail practice leaders' group. The workshop revolved around a grand retail challenge: sustainable e-commerce. E-commerce has an enormous potential to contribute to sustainable development. To capture this potential and transform e-commerce into a sustainable system, radical change is needed. During this workshop, we discussed the impact of e-commerce on shopping centres in the short- to medium-term and what kind of sustainability oriented innovations would support that transformation.

### JUNE – E-COMMERCE WITHIN HEALTH AND SOCIAL CARE

The challenges faced by healthcare, social services and care of the elderly demand change and renewal. If we are to be able to fulfil the needs of future citizens, we need to take advantage of the possibilities offered by digitalisation. Online grocery shopping creates new improvement opportunities for health and social care services. Clients can actively choose from a range of products and, instead of staff spending time going shopping, they can allocate resources to strengthening other parts of the organisation. In June, researchers from the Centre discussed the advantages and challenges in a webinar with Helsingborg municipality, Lund University Campus Helsingborg, and Nowaste Logistics AB.



### JUNE – THE FUTURE OF THE PHYSICAL STORE

On Wednesday 9 June, Ulf Johansson, Director of the Centre for Retail Research, and two groups of excellent students from the Masters programme in International Marketing and Brand Management were invited to Retail House's Forskarfrukost to present their visions of the future of bricks and mortar retail. The presentations were part of the final assignment on the Multichannel Marketing, Retail & Internationalization course in 2020 and this was the first time that masters students were invited to present at the prestigious Forskarfrukost event.

### OCTOBER – RETAIL WEEK AUTUMN 2021

In week 41 (11-15 October) the Centre for Retail Research at Lund University hosted its second Retail Week of the year: Just as in the spring, the autumn's Retail Week featured events for researchers and practitioners with an interest in retail and consumption. Events included webinars for practitioners and researchers and a workshop for doctoral students. Read more below.

### OCTOBER – FUTURE THEMES IN CONSUMPTION SEMINAR #1 - SUSTAINABILITY

In October, the Centre for Retail Research hosted the first in a series of three webinars on Future Themes in Consumption in which researchers and retail practitioners discuss the future of consumption and retail from their particular perspectives. Sustainability was the theme of this first webinar, in which Carys Egan-Wyer from The Centre for Retail Research presented research on anti-consumption trends, Mariana Lopez Davila from IIIIEE presented research on the topic of repair behaviour in Sweden and how to create a repair society, Réka Ines-Tölg discussed garment care offerings and how they change the value we attach to clothing and, finally Kevin Gelsi from Nudie Jeans talked about Nudie's approach to sustainability. The webinar also featured a panel discussion.



### OCTOBER – THE RETAIL WAREHOUSES OF THE FUTURE

During an exciting half-day workshop, researchers from the Centre for Retail Research hosted a webinar where they presented the results of a research project into automation and new technology for smart warehouses. Experts on various key technologies were also invited as guest speakers. Andreas Anyuru from Consafe Logistics talked about AI and WMS/information platforms for warehouses. Stefan Borg from SIB Solution focused on video technology. And Mikael Persson from Sigma Connectivity discussed 5G and IoT. The webinar concluded with an interesting panel discussion.

### OCTOBER – DIGITAL WORKSHOP ON PUBLICATION

In October, the Centre hosted its second seminar of the year for doctoral students on the topic of publishing. This time the focus was on the review process and the attending students discussed the progression of a manuscript through the whole the review process from submission to publication. The digital seminar was hosted by visiting scholars Jack Coffin, from the University of Manchester, and Kat Duffy, from the University of Glasgow, and was attended by doctoral students from the Universities of Lund, Karlstad, Borås and Kristianstad, all of whom seemed to appreciate the experience. There was plenty of time to talk in depth about a variety of issues related to the review process and the students were also able to discuss specific comments they had received from reviewers.

### OCTOBER – RETAIL PRACTICE LEADERS GROUP

In October, our Retail Practice Leaders Group met for the second time during 2021. The day's theme was Skills development in retail and commerce. During the meeting, researchers from the Centre presented the results of ongoing research projects and stimulating discussions were held on topics such as: strategies and driving forces for learning, the importance of informal learning, and how mobile platforms can influence employee learning.

### NOVEMBER – NORDIC RETAIL AND WHOLESALE CONFERENCE

The largest Nordic academic retail conference took place in Umeå in November. Many had looked forward to a physical conference and over 100 people attended. A large number of people from the Centre for Retail Research participated, and our researchers gave a total of ten presentations.

### DECEMBER – LAST-MILE LOGISTICS LIVE CASE

As the year drew to a close, 12 groups of brilliant students from the Masters programme in International Marketing and Brand Management presented their innovative solutions to a problem faced by many contemporary retailers, namely how to solve the challenges of last-mile logistics in a sustainable and economically viable way. The students presented their ideas before panel of retail industry experts from Ingka group. The presentations were part of the final assignment on the Multichannel Marketing, Retail & Internationalization course.



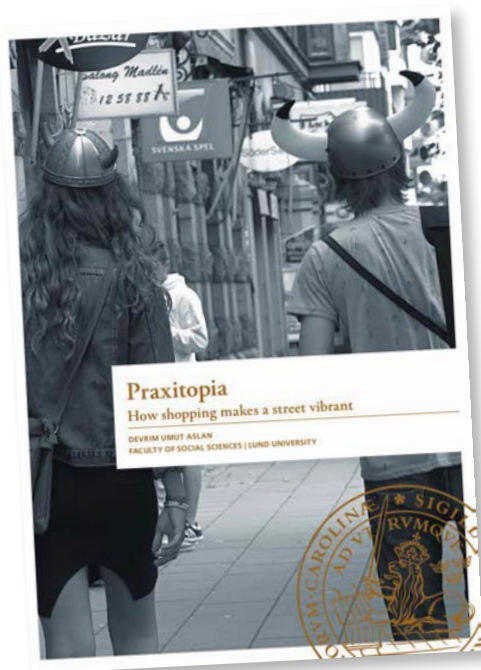
# New Doctor

## PRAXITOPIA – THE RELATIONSHIP BETWEEN RETAIL AND PLACE

**Shopping makes a significant contribution to a street or an area. However, what one can buy also influences shopping. Devrim Umut Aslan studied this interaction using methods such as filming shoppers on a street in Helsingborg.**

On the 24th of June, Devrim Umut Aslan defended his thesis: Praxitopia – how shopping makes a street vibrant.

“The term ‘praxitopia’ is a portmanteau of ‘praxi’ and ‘topia,’ which loosely translated mean ‘actions’ and ‘place,’ explained Devrim. I thought this could be a good term to emphasise the theoretical perspectives I used in my doctoral thesis, which builds upon a place that is created by social practices.”



He believes that there is an interaction, or symbiosis, between location and activities. Taking this as a starting point, he studied how different modes of shopping influence Södergatan in the south of Helsingborg.

“Södergatan is the main street in the ‘stigmatised’ south side of Helsingborg, close to the town centre. This type of shopping street has not really been the topic of much retail research. Instead, the focus has been on more ‘spectacular’ areas, such as new shopping centres, flagship stores, pedestrian zones in town and city centres, and e-commerce. Yet this is a type of street that is common in several towns and cities around the world.”

Devrim identified five different shopping types on Södergatan, convenience shopping, social shopping, on-the-side shopping, alternative shopping, and budget shopping.

“Above all, it is the combination of shopping types that influence the street environment and help make it a vibrant part of the town,” said Devrim.

“It is also a more resilient shopping environment than say, traditional city shopping and modern shopping centres,” he went on.



“One reason for this is that this environment is less fixed. In other words, there is a lower threshold for companies starting their operations there. There is a flexibility that enables change and diversity.”

“At the same time, if the area is to be a vital one, there needs to be the ‘right’ mix of businesses, allowing for a mixture of shopping types,” warns Devrim. However, he also notes that what is “right” changes over time, giving an example of how the pandemic has caused great changes to our shopping patterns.

“This is why flexibility is a key word for urban planners wanting to create the right conditions for this type of vibrant, resilient environment.”

As part of his research, Devrim Umut Aslan used a method seldom used in this context. Namely, video ethnographics, which uses video recordings to conduct ethnographic studies. He shadowed the participants or let them guide him to shopping on the street, constantly filming the events.

“Without this kind of method, it’s hard to know how to approach this type of retail. We do not know what happens on a daily basis and conducting interviews about everyday shopping is difficult, as it is not something we are always aware of or reflect upon.”

Text: Peter Wiklund

## Most-read articles

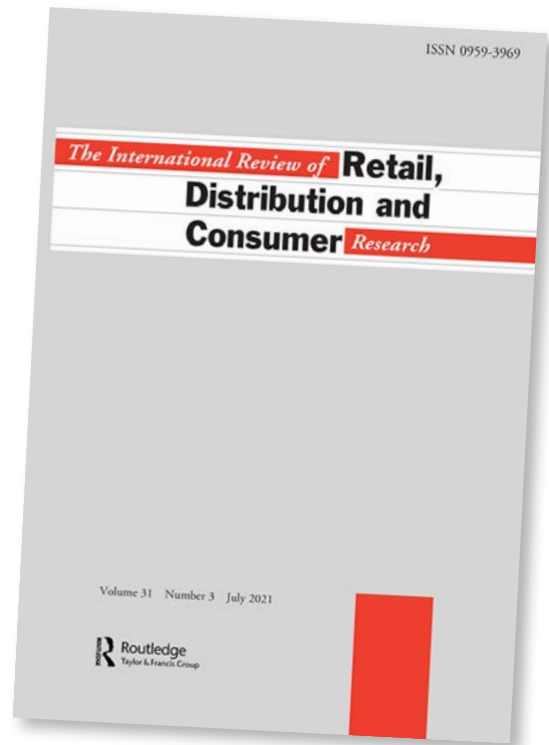
**In 2021, seven of the Centre's researchers made the top list of most-read articles in the International Review of Retail, Distribution and Consumer Research**

The journal updates its most read articles every 24 hours based on user behavior. The list is calculated based on the cumulative total of PDF downloads and full-text HTML views since the article was published.

Articles by several researchers from the Centre for Retail Research featured in the top ten in 2021, including a study on the organisational climate for innovation in Swedish retail organisations authored by Annika Olsson, Karla Paredes, Ulf Johansson, Malin Olander Røese and Sofia Ritzén.

Vakulenko et al.'s article about the role of last mile delivery in the customer's e-retail experience is a surprising entry at second place in the top list considering how recently it was published. By the end of 2021, it had racked up an impressive 23 515 views since its publication in 2019. Three of the authors are affiliated with Centrum för handelsforskning.

Both the articles mentioned here are open access. You can read them via the International Review of Retail, Distribution and Consumer Research's home page.

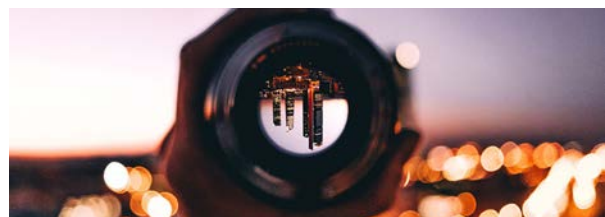


## Future Themes in Consumption

**What will be important to the consumers of the future? Will they still think of themselves as consumers? And how will their retail and consumption experiences look, sound and feel? Will data, technology, artificial intelligence and machine learning fundamentally change our consumption experiences? And will their power be harnessed to benefit or to exploit the planet and its people?**

These questions and more will be addressed in a forthcoming book by the Centre for Retail Research at Lund University, edited by Kristina Bäckström, Carys Egan-Wyer and Emma Samsioe.

The book builds on themes discussed on the Centre's four-part series of seminars on Future Themes in Consumption (2021-22). Each chapter will take a different perspective on the future of consumption and will examine how changes in technology, sustainability, experience, and consumer well-



being will revolutionise retail management. Academic perspectives on these themes will be interspersed with vignettes from retail practitioners, which will highlight what retailers are already doing to prepare for the consumption trends of the future.

The target audience for the book consists of interested practitioners from the fields of marketing, retail, consumption as well as students and academics. The book will be published by Palgrave-Macmillan in 2023 and will feature a number of well-known international authors.

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

for Retail Research has launched two future-oriented themes in 2020. These themes continued to guide our work in 2021.

## Theme: Future Retail Forms

As early as 2018, the Centre for Retail Research held a series of workshops on the future form and function of the physical store. In 2020, we launched a new theme that would allow us to focus on this topic in even greater depth. And in 2021 we continued to work with important questions from this theme. What is the future of what we call retail? What will be the forms, the governance, the offer? What influence will digitalization wield and what elements will remain analogue? Will we travel to stores or will they come to us? Will the usual suspects continue to dominate retail or will new actors take over? The questions are numerous but so are the answers.

In April, the Centre organised a two-hour webinar at which future retail formats were discussed at length. With the help of senior strategists from IKEA and ICA, we discussed trends related to store format development and contemplated how retailers can deliver practical and seamless omni-channel customer experiences. Just days later, international researchers, Eleanora Pantano from the University of Bristol and Arno de Caigny from IÉSEG School of Management, joined industry experts to contemplate the role of artificial intelligence in shaping customer experience in the store of the future. In June we heard from students in the Masters programme in International Marketing and Brand Management when they presented their visions of the future of bricks and mortar retail.



Many different factors will ultimately influence the form and function of the physical store of the future. And that is why we look to other industries for lessons and learnings. At a seminar in June 2021, researchers from the Centre for Retail Research exchanged knowledge with specialists from healthcare and social services in order to better understand how digital

platforms can benefit the elderly and what retailers might learn from the changing demands in this field. Learnings from e-commerce create opportunities for improvements in healthcare and the accelerating digitalization of healthcare offer retailers a glimpse into the future of retail forms.

### "... the accelerating digitalization of healthcare offer retailers a glimpse into the future of retail forms."

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

Text: Carys Egan-Wyer





## Theme: Future Consumption

**The future of consumption is closely related to the future of forms of retail. Current modes of consumption – in which retail is responsible for selling high volumes of products and services to consumers – are not sustainable.** Neither are they responsible. Consumption creates problems for society and for the natural environment – especially in countries where retail products are sourced. So how will consumption develop? What will be important to the consumers of the future? And how technological developments shape their consumption experiences? These are the questions are in focus in the Future Consumption theme.

**“Current modes of consumption – in which retail is responsible for selling high volumes of products and services to consumers – are not sustainable.”**

These questions are addressed in various research projects connected to the Centre. Some focus on questions of sustainability in retailing and examine, for example, how to enable sustainable food practices through socio-technical innovations, how automation can increase retailers’ sustainability, or how packaging, warehouses, and last-mile logistics can be made more environmentally-friendly. In 2021, a new project focusing on retail and anti-consumption was initiated. Learn-

ing from which will help retailers address anti-consumption trends in positive and sustainable ways. Sustainable e-commerce was also in focus at the spring 2021 meeting of the retail practice leaders’ group – the Centre’s reference group which comprises representatives from leading Swedish retailers – where the participants discussed the enormous potential of e-commerce to contribute to sustainable development.

The first of a series of four Future Themes in Consumption seminars – at which researchers and retail practitioners will discuss the future of consumption and retail from their particular perspectives – was hosted by the Centre for Retail Research in 2021. Sustainability was the theme of the first webinar, at which anti-consumption trends, repair behaviour, and garment care offerings were discussed in depth. However, sustainability is not the only trend that will shape the future of consumption. At the second Future Themes in Consumption seminar, consumer well-being will be in focus. With seminars on technology & consumption and consumer experience also planned for 2022. The highlights of all four Future Themes in Consumption seminars will also be included in a book to be published in 2023 by Palgrave Macmillan, which you can read more about in this report.

Text: Carys Egan-Wyer



# Researcher Portrait

## EMELIE ADAMSSON

**Communication, sustainability, and corporate responsibility, these are the three areas that Emelie Adamsson's research and studies have always addressed.**



Emelie Andersson has said herself that she has not really followed a straight path into academia. She started off studying media and communication studies, and her interest in sustainability led her to a Master's in environmental science and communication. "After that I worked as a sustainability consultant for a few years, focusing on the communicative aspects of companies' sustainability work," she says. She then returned to university and began her doctoral studies in business administration at Stockholm University.

In 2020, she presented her thesis: *The Construction of Corporate Irresponsibility: A constitutive perspective on communication in media narratives*. "Most of my work has rested on three pillars: communication, sustainability, and corporate responsibility. All three elements were there when I defended my thesis."

Emelie's thesis looks at how the media participates in creating and fortifying the image of a company with shortcomings in its sustainability work.

"One element looked at how the media construct stories about corporate irresponsibility. I studied two specific stories that received a lot of attention; the working conditions in H&M's textile factories and the allegations against Telia about corruption in Uzbekistan in 2007."

She notes how H&M and other retailers are interesting topics, as their close relationships with customers contributes

to them developing a different societal role to many other companies. "The fashion industry is often represented in these contexts. It is clear why the media are interested in writing about sustainability issues related to these companies; clothes are so closely linked to our identity and they affect most people. But other retailers also need to follow media coverage about the responsibility they take."

The concept of "responsibility" is central to Emelie Andersson, since it encompasses sustainability work as well as other issues within industry. "I studied H&M, going right back to the middle of the 1990s. It was at this point it became clear that the media narrative around the company began to change. You can see a major shift in responsibility. In the 1990s it would have been okay for a business leader to say, "This is happening at our suppliers, and we cannot take responsibility for their actions."

However, such attitudes are impossible now, she explains. Today, companies are expected to have control of the supply chain from start to finish. "You can also see the change by looking at the topics in focus. Previously, it may have been child labour, whereas now we are talking about wages and working environments."

Over-consumption is another issue that Emelie Adamsson believes is highly relevant for companies wanting to act responsibly.

"It has become clear that there are huge problems related to over-consumption, and this is something that has been brought before companies. Companies should definitely be participating in these discussions, and many do, even if they would prefer to talk about circularity."

Before the autumn semester of 2020, Emelie Adamsson was appointed senior lecturer at the Department of Strategic Communication at Lund University. However, she still lives in Stockholm. She will hold the position until the end of the 2022 spring semester. At the time of writing, she is uncertain of what she will do next.

"My current role involves teaching strategic communication with a focus on crisis communication. However, I am also applying for funding to continue researching. I am an affiliated researcher at the Centre for Retail Research, and it would be exciting to participate more actively in the Centre's research at some point," she says. Unless she returns to corporate life, that is. She is keeping her options open.

"I really appreciate both contexts. I am primarily interested in areas such as sustainability communication, meetings between various social stakeholders, the roles of companies and how they communicate about complex subjects – and I can work with all of these both within academia and industry."

Text: Peter Wiklund

# Researcher Portrait

## CARYS EGAN-WYER

**It started with a New Year's resolution to avoid shopping. Now, Carys Egan-Wyer is responsible for research on the theme of the future of consumption at the Centre for Retail Research. This includes the growing trend among consumers to actively limit their purchases for sustainability reasons, something which is now forcing retailers to take action.**

A few years ago, Carys Egan-Wyer made a New Year's resolution to not buy anything apart from food and other essentials for a whole year. In part, this was to make changes to her behaviour, but it was also a way to find new solutions when she felt she needed to buy something.

"When we have a problem, we often automatically think like consumers: What can I buy to rectify the situation? There are also considerable social pressures, in consumer culture, to build our friendships or show our affection by buying gifts," she says.

She believes that we live in a consumer culture. For example, in recent years we have learnt that we need to be consumers when it comes to things like education and healthcare.

Her years of consumption abstinence led her to discover several online networks and forums for those wishing to become involved in minimalism or anti-consumption. She has now integrated her experiences into the work at the Centre for Retail Research where she is part of the management group. In 2019 she took charge of the new research theme, Future Consumption.

"I am particularly interested in new business models based on different types of sustainable consumption," Carys explains. "For example, there are circular or subscription-based models that allow retailers to continue to sell, but not necessarily based on volume. They earn money, but without it being as resource-intensive as traditional retail."

At the start of 2021, she initiated a two-year project with the Swedish Retail and Wholesale Council where she will look deeper into anti-consumption trends from a consumer perspective.

"I want the findings from this project to be beneficial to retailers, so they can more easily understand how to approach new consumer behaviours and needs. Even anti-consumers will need to buy some things, so it is important to find out what opportunities exist to be able to meet those needs," she says.

Many producers and retailers are now taking tentative steps into the area. "It's highly experimental at the moment. One example is Filippa K's attempt to only sell second hand clothes from their own brand. Others are testing different types of



exchange services, with one example being Malmö's Swop Shop. It's almost like a club; you hand in your old clothes and you get a credit that you can use to buy clothes that others have brought in."

Carys Egan-Wyer continues to list examples of innovative business ideas and begins to talk about a company called Green Furniture Concept. They manufacture benches for public spaces such as airports and train stations. The wood used comes from certified sources to protect biodiversity and preserve viable use of the world's forests.

"The price includes a guarantee that the company will repair the furniture if necessary. When the furniture has reached the end of its life, they take care of it and make sure that the materials are reused."

She believes that looking at a product's lifecycle will be a key for retail finding its place in the future of consumption. "It has become – and will be increasingly more – important as more people become aware of the need to consume less, whilst at the same time becoming more aware of what happens to the things we no longer want," says Carys.

Naturally, her personal interest in these issues did not end with her New Year's resolution. She now runs a social media brand called Buy Less – Be More, where she talks about her own experiences and tries to motivate others to embrace less consumption-focused lifestyles.

"You could say this has become a type of action research where real life and research go hand in hand, with one inspiring the other."

Text: Peter Wiklund

H&M *Malmö*

SM HOME



## Affiliated projects – a selection

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

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

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

*Participants:* Daniel Hellström, Josephine Darlington, Klas Hjort, Kristoffer Skjutare

*Project duration:* 2021-2024

*Funded by:* Swedish Government Agency for Innovation Systems (Vinnova)

### Safe and accessible deliveries for elderly people

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

*Participants:* Klas Hjort, John Olsson, Daniel Hellström

*Project duration:* 2021-2023

*Funded by:* The Kamprad Family Foundation

### Towards zero emission last mile distribution in omni-channel retail

Last mile logistics is an emerging research area with growing interest from scholars and practitioners, especially over the past five years. The rapid growth is mainly driven by increasing urbanization and population growth, e-commerce development, changing consumer behavior, innovation, and growing attention to sustainability. Many definitions of last mile logistics exist, yet a common view is that it concerns the last stretch of the supply chain from the last distribution center to the recipient's preferred destination point. The last mile is often described as one of the most expensive, inefficient, and polluting parts of the supply chain. Therefore, a fast and efficient transition towards more sustainable last mile distribution is required. Little is known about the transition towards zero emission last mile distribution, therefore a more comprehensive understanding of this transition is required. The aim of this dissertation project is to contribute to enhanced understanding of the transition towards net-zero emission last mile distribution in omni-channel retail and its effects.

*Participants:* John Olsson, Daniel Hellström, Henrik Pålsson

*Project duration:* 2018-2023

### Retail and anti-consumption

Being a good consumer was once synonymous with being a good citizen. When individuals shopped, they supported local farmers, national manufacturers and contributed to economic growth (Cohen, 2003; Coskuner-Balli, 2020). A good citizen, today, appears to be one that forgoes material desires rather than indulging them. And some consumers are using anti-consumption rather than consumption as way to construct their identities. This trend obviously has consequences for retailers, but how exactly should they respond? This is an especially pressing question for those retailers whose business models are based on volume and unnecessary replacement of items, such as fashion retailers. But, in order to understand how retailers can respond to the anti-consumption trend, we must first understand the trend from a consumer perspective. This research will use qualitative methods and a socio cultural approach to understand anti-consumption trends because consumer choices inside the store are not isolated from life outside the store nor from the kind of selves we want to present to the outside world.

*Participant:* Carys Egan-Wyer

*Project duration:* 2021-2023

*Funded by:* Swedish Retail and Wholesale Council

### **Digital healthcare platforms to the needs of elderly patients**

The research project aims to explore the key drivers and barriers of adoption of platform-based health services for elderly patients with complex needs, and how healthcare providers can use different types of platforms to better fulfill the needs of such patients. The research team will draw upon the platform approach (Thomas et al., 2014). At least in theory, different digital platforms enable improved coordination among the different agents involved in health care, e.g. public authorities, platform owners, doctors and patients (Aceto et al., 2018). However, despite the emergence of these platforms, many patients and doctors are not fully exploiting their potential benefits and call for subsequent improvements in health care services (Mann et al., 2015). The research team will study platforms developed by old and new entrants to the healthcare industry such as Kry, MinDoktor etc. to analyze the different configuration of platform designs and how they create different prerequisites for data-driven service improvement and innovation.

*Participants:* Javier Cenamor, Johan Frishammar, Anna Essén

*Project duration:* 2020-2022

*Funded by:* The Kamprad Family Foundation

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

Transforming to omni-channel means retailers must design their networks and hubs to suit different contexts. Although there is no one-size-fits-all solution, we have observed that sorting plays an increasingly important role in omni-channel logistics. In grocery retailers' OFC, sorting is used to handle goal conflict and trade-offs between different management activities as well as to deal with different kinds of logic driven by, for example, the sending node, the management point, stores, vehicles and consumers. Retailers must decide when different types of sorting work best and how they are best performed in different situations. Another aspect concerns why different kinds of sorting should be automated and what kind of automation suits what kind of sorting. Different automation solutions are appropriate to different contexts. Hence, grocery retailers choose different future logistics solutions as well as different implementation and roll-out plans. It is interesting to understand the reasons motivating different transformation plans as well as the various challenges and benefits that they imply. This study, thus, aims to develop knowledge on grocery retailers' omni-channel transformation of warehouse logistics, especially with regard to important decision factors and dynamic capabilities. The central research questions are as follows:

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

3. How do different dynamic capabilities affect the transformation of warehouse logistics towards omni-channel retail?

*Participants:* Ebba Eriksson, Joakim Kembro, Andreas Norrman

*Project duration:* 2020-2022

*Funded by:* Hakon Swenson foundation

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

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

*Participants:* Henrik Pålson, Daniel Hellström,

*Project duration:* 2020-2022

*Funded by:* The Kamprad Family Foundation

### **Multichannel Retailing**

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

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

*Project duration:* 2014-2022

*Funded by:* Department of Business Administration, Lund University School of Economics & Management

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

Training employees is necessary for companies to successfully meet future demands and challenges. Training also contributes to employee satisfaction because we grow as human beings when we learn something new and feel good when we master what we are expected to do. Unfortunately, many retail employees do not feel that they get the training they need. The majority of training happens via informal, learning at work but knowledge about learning at work is very limited and the potential for improvement is extensive. The purpose of this project is to explore how informal learning is applied in practice, and to disseminate knowledge about how different learning methods can contribute to competence development. Our goal is to identify successful learning techniques among the participating companies and their employees

and, thereby, to increase the possibility for each individual to reach their maximum potential and for each business to support learning at work. The research project focuses on "how" rather than "what" one learns and, hence, on the mechanisms of learning. Learning is a complex and contextual process and focusing on learning mechanisms help us to understand how learning itself takes place. A distinctive feature of this project is that we study learning in specific professions and not in a single organisation or for a single individual. Different professions have different competence needs and, hence, have their own unique underlying learning mechanisms.

*Participants:* Daniel Hellström, Pernilla Derwik

*Project duration:* 2020-2022

*Funded by:* Swedish Retail and Wholesale Council

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

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

*Participants:* Joakim Kembro, Andreas Norrman

*Project duration:* 2020-2022

*Funded by:* Swedish Retail and Wholesale Council

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

The challenges that the retail industry is facing - including urbanization, unprecedented competition from new actors, and most importantly digitalization - put new demands on retail development, including their ways of managing and organizing around innovation. Previous studies have shown that innovation is not a completely understood concept in retail and that there is no systematic approach to innovation in this sector. The purpose of this research project is therefore to contribute to increasing the innovative capabilities of retail trade, particularly looking into how to create the conditions that could combine retail's strong focus in ongoing operations with a more long-term perspective and innovative focus. How can retail's work with continuous improvements, high efficiency and short lead times be combined with a higher degree of strategic and operational innovation management - to create and secure long-term value and competitiveness?

*Participants:* Malin Olander Roese, Karla Marie Batingan Paredes, William Hagströmer, Sofia Ritzen, Annika Olsson, Ulf Johansson

*Project duration:* 2019-2022

*Funded by:* Swedish Government Agency for Innovation Systems (Vinnova)

### **Marine food resources for new markets**

The project addresses the relationship between sustainability, marine food resources, and a circular bio-based economy. We are interested in different ways of developing the added value of algae as a marine resource in a bio-based economy. The project's overarching objective is to develop sustainable and secure processes for easing flows of sustainable consumption practices along the entire chain, from raw material to consumer.

*Participants:* Cecilia Fredriksson, Filippa Säwe, Eva Nordberg Karlsson, Charlotta Turner, Annabell Merkel, Thamani Freedom Gondo, Madeleine Jonsson

*Project duration:* 2019-2022

*Funded by:* Formas

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

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

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

*Project duration:* 2019-2022

*Funded by:* Swedish Retail and Wholesale Council

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

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

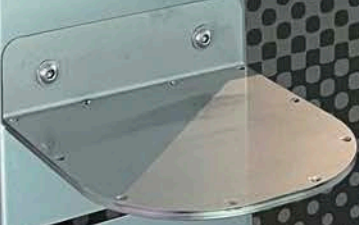
*Participants:* Noor Faizawati Badarudin, Daniel Hellström, Henrik Pålsson

*Project duration:* 2019-2022

HYGIEN



STATION





# People at the Centre

## MANAGEMENT GROUP

<b>ULF JOHANSSON</b>	SCHOOL OF ECONOMICS AND MANAGEMENT, CENTRE DIRECTOR
<b>KRISTINA BÄCKSTRÖM</b>	CAMPUS HELSINGBORG, DEPUTY DIRECTOR
<b>CARYS EGAN-WYER</b>	SCHOOL OF ECONOMICS AND MANAGEMENT, DEPUTY DIRECTOR
<b>DANIEL HELLSTRÖM</b>	FACULTY OF ENGINEERING (LTH), DEPUTY DIRECTOR
<b>KLAS HJORT</b>	FACULTY OF ENGINEERING (LTH), DEPUTY DIRECTOR
<b>EMMA SAMSOIE</b>	CAMPUS HELSINGBORG, DEPUTY DIRECTOR

<b>HENRIK PÅLSSON</b>	FACULTY OF ENGINEERING (LTH)
<b>REEMA SINGH</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>HENRIK STERNBERG</b>	FACULTY OF ENGINEERING (LTH)
<b>ANETTE SVINGSTEDT</b>	CAMPUS HELSINGBORG
<b>VERONIKA TARNOVSKAYA</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>OLA THUFVESSON</b>	CAMPUS HELSINGBORG
<b>BURAK TUNCA</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>SOFIA ULVER</b>	SCHOOL OF ECONOMICS AND MANAGEMENT

## AFFILIATED RESEARCHERS

<b>EMELIE ADAMSSON</b>	CAMPUS HELSINGBORG
<b>JOHAN ANSELMSSON</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>BRITT ARONSSON</b>	CAMPUS HELSINGBORG
<b>JON BERTILSSON</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>MICHAEL BJÖRN</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>JAVIER CENAMOR</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>ANNETTE CERNE</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>PERNILLA DERWIK</b>	FACULTY OF ENGINEERING (LTH)
<b>IDA DE WIT SANDSTRÖM</b>	CAMPUS HELSINGBORG
<b>ULF ELG</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>LENA ESKILSSON</b>	CAMPUS HELSINGBORG
<b>CECILIA FREDRIKSSON</b>	CAMPUS HELSINGBORG
<b>CHRISTIAN FUENTES</b>	CAMPUS HELSINGBORG
<b>KERSTIN GIDLÖF</b>	THE JOINT FACULTIES OF HUMANITIES AND THEOLOGY
<b>CLARA GUSTAFSSON</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>NILS HOLMBERG</b>	CAMPUS HELSINGBORG
<b>JOHAN JANSSON</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>MATS JOHNSSON</b>	FACULTY OF ENGINEERING (LTH)
<b>STEFAN KARLSSON</b>	FACULTY OF ENGINEERING (LTH)
<b>JOAKIM KEMBRO</b>	FACULTY OF ENGINEERING (LTH)
<b>MAGNUS LAGNEVIK</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>STEFAN LARSSON</b>	FACULTY OF ENGINEERING (LTH)
<b>MATTHIAS LEHNER</b>	THE INTERNATIONAL INSTITUTE FOR INDUSTRIAL ENVIRONMENTAL ECONOMICS, IIIIE
<b>JONAS NORDSTRÖM</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>ANDREAS NORRMAN</b>	FACULTY OF ENGINEERING (LTH)
<b>MALIN OLANDER ROESE</b>	FACULTY OF ENGINEERING (LTH)
<b>ANNIKA OLSSON</b>	FACULTY OF ENGINEERING (LTH)

<b>YULIA VAKULENKO</b>	FACULTY OF ENGINEERING (LTH)
<b>ANNIKA WALLIN</b>	THE JOINT FACULTIES OF HUMANITIES AND THEOLOGY
<b>PHILIP WARKANDER</b>	CAMPUS HELSINGBORG
<b>ERIK WENGSTRÖM</b>	SCHOOL OF ECONOMICS AND MANAGEMENT

## AFFILIATED DOCTORAL STUDENTS

<b>DEVIRIM UMUT ASLAN</b>	CAMPUS HELSINGBORG
<b>MARIANA LOPEZ DAVILA</b>	THE INTERNATIONAL INSTITUTE FOR INDUSTRIAL ENVIRONMENTAL ECONOMICS, IIIIE
<b>EBBA ERIKSSON</b>	FACULTY OF ENGINEERING (LTH)
<b>PRAHALAD KASHYAP HARESAMUDRAM</b>	FACULTY OF ENGINEERING (LTH)
<b>RÉKA INES TOLG</b>	CAMPUS HELSINGBORG
<b>MARCUS KLASSON</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>RUI LIU</b>	CAMPUS HELSINGBORG
<b>ANNABELL MERKEL</b>	CAMPUS HELSINGBORG
<b>MICOL MIELI</b>	CAMPUS HELSINGBORG
<b>JOHN OLSSON</b>	FACULTY OF ENGINEERING (LTH)
<b>KARLA MARIE PAREDES</b>	FACULTY OF ENGINEERING (LTH)
<b>CARIN REHNCRONA</b>	CAMPUS HELSINGBORG
<b>HOSSAIN SHAHRIAR</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>ANNA SPITZKAT</b>	CAMPUS HELSINGBORG
<b>AXEL WELINDER</b>	SCHOOL OF ECONOMICS AND MANAGEMENT
<b>JÖRGEN WETTBO</b>	SCHOOL OF ECONOMICS AND MANAGEMENT

## INTERNATIONAL GUEST RESEARCHERS

<b>ARNO DE CAIGNY</b>	IÉSEG SCHOOL OF MANAGEMENT
<b>KATHERINE CASEY</b>	KENT BUSINESS SCHOOL
<b>JACK COFFIN</b>	UNIVERSITY OF MANCHESTER
<b>KATHERINE DUFFY</b>	UNIVERSITY OF GLASGOW
<b>ELEONORA PANTANO</b>	UNIVERSITY OF BRISTOL

TOTAL NUMBER OF WOMEN: 32, TOTAL NUMBER OF MEN: 34

# Funding

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

The Centre for Retail Research's initial five-year funding from the Swedish Retail and Wholesale Council (of 5 million SEK per year) ended in 2018. In 2021 we received 1 million SEK

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

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

Why it's so hard to stop shopping for fun	Sydsvenskan	February	Carys Egan-Wyer
The most seamless returns can also be the worst	Ehandel	February	Daniel Hellström
See the town beyond Sea U	Helsingborgs Dagblad	February	Ola Thufvesson
How Amazon's customers shop for free – the return chaos strategy	Dagens Industri	February	Daniel Hellström
Consumer confidence in retail's data collection	Research breakfast, Retail House	February	Stefan Larsson
Return strategies for e-commerce	NetWork Trust: Logistics and Sourcing	March	Daniel Hellström & Klas Hjort
A journey into non-consumption	LUSEM Wellness Weeks	March	Carys Egan-Wyer
Why companies don't prevent waste	Aktuell hållbarhet	March	Anette Svingstedt & Emma Samsioe
Making the move to sustainable e-commerce	Supply Chain Effect magazine	April	Daniel Hellström, John Olsson & Klas Hjort
Personalised online advertising	Föreningen Immaterialrättsligt Forum (FIF)	April	Stefan Larsson
The arrival of Amazon and the continuing development of e-commerce	The Swedish Retail and Wholesale Council	April	Stefan Larsson
Waste – a really juicy podcast	Avfall Sverige	April	Carys Egan-Wyer
Data trust with Stefan Larsson	Meet the researcher podcast, The Swedish Retail and Wholesale Council	April	Stefan Larsson
The service encounter and new technology	Workshop	May	Ulf Johansson & Kristina Bäckström
Resource house and mobility house with the e-commerce of the future	Helsingborg City	May	Daniel Hellström
Circular business – trendy buzzword or consumption of the future?	Morning talks, LUSEM, Lund	May	Carys Egan-Wyer
Notified But Unaware: Third-Party Tracking Online	Conference: Transparency in the Digital Environment	May	Stefan Larsson
New research project for sustainable e-commerce	Dagens Logistik	June	Daniel Hellström
Consumer expectations of unattended grocery deliveries	Digital handel inom vård- och omsorgs-verksamheter, Helsingborg	June	John Olsson
E-commerce opportunities during the Corona crisis	Media Evolution	June	Daniel Hellström
Platform Economies and the lack of transparency on data-driven markets	Next Generation Democracy, Denmark	June	Stefan Larsson
Sustainable e-commerce	Trust meeting about trends and sustainability	June	Daniel Hellström
Suggestive and smart exhibition on NK's French tailoring for women	Dagens Nyheter	September	Philip Warkander
Researcher: Consumers don't trust e-commerce	Svenska Dagbladet	September	Stefan Larsson
The green thread in the selection	Market and Centric Software	September	Cecilia Fredriksson
Do we really want H&M?	Helsingborgs Dagblad	October	Philip Warkander

The role of store personnel in the service encounter and informal learning	Retail Practice Leaders: What makes a successful store manager?	October	Pernilla Derwik & Daniel Hellström
Breakthrough for anti-consumption – the potential of ambivalence to create a sustainable society	Future Week, Lund University	October	Carys Egan-Wyer
The role of store personnel: Challenges and change work for retail employees.	Presentation of research at a webinar arranged by HUI and The Swedish Retail and Wholesale Council	October	Kristina Bäckström
Of course it's festive for rich people to wear expensive clothes?	Expressen	November	Philip Warkander
The need for norm shifts	The County Administrative Board of Scania's Consumption group meeting	December	Carys Egan-Wyer

Inpå livet

## Därför är det svårt att sluta shoppa för nöjes skull

15 februari 2021 16:00

Undvik nöjesshopping och trängsel i butiker, manar regering och myndigheter. Ändå har människor gett sig ut på jakt efter reafynd och flockats i köpcentrum under pandemin. Det finns flera motiv bakom vår konsumtion som gör det svårt att plötsligt ändra beteende, förklarar forskaren Carys Egan-Wyer.



## Forskare: Konsumenter litar inte på e-handeln

Avfall

## Därför förebygger inte företag avfall

Publicerad: 24 mars 2021, 11:25

## Så handlar Amazons kunder gratis när returerna exploderar

E-handels stora mängder returer är en svår huvudvärk för många företag och pekas ofta ut som en stor miljöbov.

"Jag ser returer som viktiga för återbruk och cirkularitet", menar dock Daniel Hellström, logistikforskare vid Lunds universitet.

Uppdaterad: 4 februari 2021, 12:05 Publicerad: 2 februari 2021, 10:00

KULTUR

Helsingborg

## Philip Warkander Är det verkligen H&M vi vill ha?

9 oktober 2021 10:00



# Publications

## SCIENTIFIC ARTICLES

Burt, S., Dawson, J., Johansson, U., & Hultman, J. (2021) **The changing marketing orientation within the business model of an international retailer – IKEA in China over 10 years.** *International Review of Retail, Distribution and Consumer Research*, 31(2), 229-255

Cenamor, J. (2021) **Complementor competitive advantage: A framework for strategic decisions.** *Journal of Business Research*, 122, 335-343

Cenamor, J., & Frishammar, J. (2021) **Openness in platform ecosystems: Innovation strategies for complementary products.** *Research Policy*, 50(1)

Cerne, A. (2021) **Speaking of business ethics: Bourdieu and market morality as a discursive practice.** *Environmental Economics and Policy Studies*

Coffin, J. & Egan-Wyer, C. (2021) **De-romanticising critical marketing theory: capitalist corruption as the Left's Žižekian fantasy.** *Journal of Marketing Management*, (Dec)

Denver, S., Christensen, T. & Nordström, J. (2021) **Consumer preferences for low-salt foods: a Danish case study based on a comprehensive supermarket intervention.** *Public Health Nutrition*, 24(12) 3956-3965

Derwik, P. & Hellström, D. (2021) **How supply chain professionals learn at work: an investigation of learning mechanisms.** *International Journal of Physical Distribution and Logistics Management*, 51(7), 738-763

**Customers referred to the urban location of the concept stores in terms of accessibility, availability and increased awareness.**

Egan-Wyer, C., Burt, S., Hultman, J., Johansson, U., Beckman, A. & Michélsen, C. (2021) **Ease or excitement? Exploring how concept stores contribute to a retail portfolio.** *International Journal of Retail & Distribution Management*, 49(7), 1025-1044

Durach, C. F., Kembro, J. H., & Wieland, A. (2021) **How to advance theory through literature reviews in logistics and supply chain management.** *International Journal of Physical Distribution and Logistics Management*, 51(10), 1090-1107

Edenhardt, A., Lagerkvist, C-L. & Nordström, J. (2021) **Interested, indifferent or active information avoider of climate labels: Cognitive dissonance and ascription of responsibility as motivating factors.** *Food Policy*, 101(May), 102036

Egan-Wyer, C., Burt, S., Hultman, J., Johansson, U., Beckman,

A. & Michélsen, C. (2021) **Ease or excitement? Exploring how concept stores contribute to a retail portfolio.** *International Journal of Retail & Distribution Management*, 49(7), 1025-1044

Elg, U., Hultman, J. & Welinder, A. (2021) **Competing corporate sustainability perceptions in a global retail organization.** *International Journal of Retail & Distribution Management*, 49(4), 449-465

Elg, U., & Ghauri, P. N. (2021) **A global marketing logic: local stakeholders' influence in diverse emerging markets.** *International Marketing Review*

Frennesson, L., Kembro, J., de Vries, H., Van Wassenhove, L., & Jahre, M. (2021) **Localisation of logistics preparedness in international humanitarian organisations.** *Journal of Humanitarian Logistics and Supply Chain Management*, 11(1), 81-106

**... we propose that females rely on reputation in developing purchase intentions whereas males rely on perceived trust in developing purchase intentions.**

Oghazi, P., Karlsson, S., Hellström, D., Mostaghel, R. & Sattari, S. (2021) **From Mars to Venus: Alteration of trust and reputation in online shopping.** *Journal of Innovation & Knowledge*. 6(4), 197-202

Fuentes, C., & Samsioe, E. (2021) **Devising food consumption: complex households and the socio-material work of meal box schemes.** *Consumption Markets and Culture*, 24(5), 492-511

Katsela, K., & Pålsson, H. (2021) **Viable business models for city logistics: Exploring the cost structure and the economy of scale in a Swedish initiative.** *Research in Transportation Economics*, 90(0), [100857]

Katsela, K., Pålsson, H. & Ivernå, J. (2021) **Environmental impact and costs of externalities of using urban consolidation centres: a 24-hour observation study with modelling in four scenarios.** *International Journal of Logistics Research and Applications*, 1-22

Kembro, J. H., & Norrman, A. (2021) **Which future path to pick? A contingency approach to omnichannel warehouse configuration.** *International Journal of Physical Distribution and Logistics Management*, 51(1), 48-75

Larsson, S. (2021) **Putting Trust into Antitrust? Competition Policy and Data-Driven Platforms.** *European Journal of Communication*, 1-13

Larsson, S., Jensen-Urstad, A., & Heintz, F. (2021) **Notified but Unaware: Third Party Tracking Online.** *Critical Analysis of Law*, 8(1), 101-120

Lund, B. T., Denver, S., Nordström, J., Christensen, T. and Sandøe, P. (2021) **Moral convictions and meat consumption – A comparative study of animal ethics orientations among consumers of pork in Denmark, Germany, and Sweden.** *Animals*, 11(2), 329

Merkel, A., Säwe, F. & Fredriksson, C. (2021) **The seaweed experience: exploring the potential and value of a marine resource.** *Scandinavian Journal of Hospitality and Tourism*, 21(4) 391-406

Oghazi, P., Karlsson, S., Hellström, D., Mostaghel, R. & Sattari, S. (2021) **From Mars to Venus: Alteration of trust and reputation in online shopping.** *Journal of Innovation & Knowledge*. 6(4), 197-202

Olsson, J., Osman, M.C., Hellström, D. & Vakulenko, Y. (2021) **Customer expectations of unattended grocery delivery services: mapping forms and determinants.** *International Journal of Retail & Distribution Management*

Patel, P. C., Baldauf, C., Karlsson, S. & Oghazi, P. (2021) **The impact of free returns on online purchase behavior: Evidence from an intervention at an online retailer.** *Journal of Operations Management*. 67(4) 511-555

Prockl, G., Williger, B., Tampe, M., Vakulenko, Y. & Hellström, D. (2021) **Rural supply chain management: a multidimensional framework for future research in Europe.** *International Journal of Business and Systems Research*, 15(1) 1

Pålsson, H. & Sandberg, E. (2021) **Packaging paradoxes in food supply chains: exploring characteristics, underlying reasons and management strategies.** *International Journal of Physical Distribution & Logistics Management*, Vol. ahead-of-print

Samsioe, E., & Fuentes, C. (2021) **Digitalizing shopping routines: Re-organizing household practices to enable sustainable food provisioning.** *Sustainable Production and Consumption*

Sanjib, S., Nordström, J., Scarborough, P., Thunström, L. & Gerdtham, U.G. (2021) **In Search of an Appropriate Mix of Taxes and Subsidies on Nutrients and Food: A Modelling Study of the Effectiveness on Health-Related Consumption and Mortality.** *Social Science and Medicine*, 287, 114388

Schoonover, H. A., Mont, O., & Lehner, M. (2021) **Exploring barriers to implementing product-service systems for home furnishings.** *Journal of Cleaner Production*, 295, [126286]

Stefánsson, G., Dreyer, H., Kovács, G., Pålsson, H., & Stentoft, J. (2021) **Guest editorial.** *International Journal of Physical Distribution and Logistics Management*, 51(9), 933-936

Ulver, S. (2021) **The conflict market polarizing consumer culture(s) in counter-democracy.** *Journal of Consumer Culture*

## CONFERENCE ARTICLES AND ABSTRACTS

Aslan, D. U. (2021) **Praxitopia: Co-constituting a vibrant local street through shopping.** RGS-IBG Annual International Conference, London, United Kingdom

Bäckström, K. & Johansson, J. (2021) **Service encounters in the digital age: Exploring the new and multiple role of frontline employees.** 7th Nordic Retail and Wholesale Conference, Umeå, Sweden

**Home furnishings leasing has the potential to reduce the negative environmental impacts of home furnishings consumption and is increasingly being embraced by both companies and consumers,...**

Schoonover, H. A., Mont, O., & Lehner, M. (2021). Exploring barriers to implementing product-service systems for home furnishings. *Journal of Cleaner Production*, 295, [126286]

Egan-Wyer, C., Johansson, U., Valentin, S., Parsmo, Å. & Bäckström, K. (2021) **(When) Is it Worth Investing i the Personal Service Encounter?** 6th Colloquium on European Research in Retailing (CERR), Sophia Antipolis, France (online due to Covid-19)

Egan-Wyer, C. (2021) **From Strategic Opportunity to Existential Imperative: Sustainability discourses in fashion retail.** 7th Nordic Retail and Wholesale Conference, Umeå, Sweden

Egan-Wyer, C., Johansson, U., Valentin, S., Parsmo, Å. & Bäckström, K. (2021) **(When) Is it Worth Investing i the Personal Service Encounter?** 7th Nordic Retail and Wholesale Conference, Umeå, Sweden

Gustafsson, E., Hjort, K., Jonsson, P. and Holmström, J. (2021) **Effects of virtual fitting technology on online customers' shopping journeys and order performance.** 33rd annual NOFOMA conference, Reykjavik, Iceland (online due to Covid-19)

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**LUND**  
UNIVERSITY



Centre for Retail Research at  
Lund University  
P.O. Box 118  
SE-221 00 Lund  
SWEDEN  
[www.handel.lu.se](http://www.handel.lu.se)