





# Successful Marketing of the Swan Label

A project aimed at further developing the  
marketing of ecolabels in Nordic societies

**Successful Marketing of the Swan Label**

A project aimed at further developing the marketing of ecolabels in Nordic societies

TemaNord 2007:517

© Nordic Council of Ministers, Copenhagen 2007

ISBN 978-92-893-1488-6

Copies: Print-on-Demand

This publication can be ordered on [www.norden.org/order](http://www.norden.org/order). Other Nordic publications are available at [www.norden.org/publications](http://www.norden.org/publications)

**Nordic Council of Ministers**

Store Strandstræde 18  
DK-1255 Copenhagen K  
Phone (+45) 3396 0200  
Fax (+45) 3396 0202

**Nordic Council**

Store Strandstræde 18  
DK-1255 Copenhagen K  
Phone (+45) 3396 0400  
Fax (+45) 3311 1870

**[www.norden.org](http://www.norden.org)**

**Nordic cooperation**

*Nordic cooperation* is one of the world's most extensive forms of regional collaboration, involving Denmark, Finland, Iceland, Norway, Sweden, and three autonomous areas: the Faroe Islands, Greenland, and Åland.

*Nordic cooperation* has firm traditions in politics, the economy, and culture. It plays an important role in European and international collaboration, and aims at creating a strong Nordic community in a strong Europe.

*Nordic cooperation* seeks to safeguard Nordic and regional interests and principles in the global community. Common Nordic values help the region solidify its position as one of the world's most innovative and competitive.

# Table of Contents

|                                                                                  |    |
|----------------------------------------------------------------------------------|----|
| Foreword .....                                                                   | 7  |
| Summary .....                                                                    | 9  |
| 1. Background .....                                                              | 11 |
| 1.1 Assumptions .....                                                            | 11 |
| 1.2 About the project .....                                                      | 13 |
| 1.3 Purpose and objectives .....                                                 | 13 |
| 1.4 Guidelines for the reader .....                                              | 14 |
| 2. Method .....                                                                  | 15 |
| 2.1 Marketing study .....                                                        | 15 |
| 2.2 PR strategy .....                                                            | 16 |
| 2.3 Information campaign .....                                                   | 16 |
| 2.4 Analysis of the campaign .....                                               | 16 |
| 2.5 Seminar .....                                                                | 17 |
| 2.6 Final Report .....                                                           | 17 |
| 3. Results .....                                                                 | 19 |
| 3.1 Marketing study .....                                                        | 19 |
| 3.1.1 Development of the marketing strategies .....                              | 19 |
| 3.1.2 Success factors .....                                                      | 20 |
| 3.1.3 Main conclusion .....                                                      | 21 |
| 3.2 PR strategy and information campaign .....                                   | 21 |
| 3.3 Analysis of the campaign .....                                               | 21 |
| 3.3.1 Results of the information campaign .....                                  | 22 |
| 3.3.2 Main recommendations on continuing development .....                       | 22 |
| 3.4 Seminar .....                                                                | 23 |
| 3.4.1 Successful marketing of the Swan label .....                               | 23 |
| 3.4.2 Status of ecolabelling in the Faroe Islands and the Baltic countries ..... | 24 |
| 3.4.3 Discussion of the project .....                                            | 24 |
| 4. Discussion .....                                                              | 27 |
| 4.1 Were all of the project's goals achieved? .....                              | 27 |
| 4.2 Issues for further consideration .....                                       | 28 |
| 4.3 Next steps .....                                                             | 29 |
| Sammanfattning .....                                                             | 31 |
| Appendix 1 .....                                                                 | 33 |
| Appendix 2 .....                                                                 | 67 |
| Appendix 3 .....                                                                 | 83 |
| Appendix 4 .....                                                                 | 99 |



# Foreword

This is the final report in the Nordic project “Marketing the Swan label successfully – A PR strategy aimed at Nordic societies with limited knowledge of environmental issues”. The project, which was financed by the Nordic Council of Ministers and the Environment and Food Agency in Iceland, lasted from September 2004 to December 2005.

The Environment and Food Agency has supervised the Swan label in Iceland since 1991. The Swan label has nevertheless not become very widespread in Iceland, and Icelanders are less familiar with the Swan label than those in other Nordic countries. There is therefore a need to market the Swan label in Iceland. It was decided to launch an information campaign on the Swan label in Iceland to increase the general public’s recognition of the label. The project was tailored to the communities in the Nordic and adjacent countries where the public’s familiarity with the environmental affairs was thought to be less than in Scandinavia and Finland. The idea was that the findings from the project could be utilised to facilitate these communities’ effective marketing of the Swan label and thus strengthen the label’s status in the Nordic countries and their neighbours.

The Environment and Food Agency took the initiative on the project and supervised its execution. There was collaboration with PR consultants and various parties from the Swan label in the other Nordic countries. Helgi Jensson of the Environment and Food Agency was the project manager, and Sigrún Gudmundsdóttir employee of Ecolabelling in Iceland supervised most of its execution. Other parties at the Environment and Food Agency were also involved in various ways in the project. Finnur Sveinsson of Nomik AB did the marketing study; the Environment and Food Agency did the PR strategy and campaign in collaboration with PR consultancy Himinn og haf; Birna Helgadóttir at Ráðamenn ehf. and Adalsteinn Leifsson at Reykjavík University did the analysis of the PR strategy and information campaign for the Swan label, and the execution of the Nordic seminar was the responsibility of the Environment and Food Agency. The final report on the project was done by Birna Helgadóttir at Ráðamenn ehf. Representatives of the Swan label from Denmark, Finland, Norway and Sweden provided important information on the preparation of the marketing study. In addition, various parties from the Swan label in the Nordic countries and the Baltic states participated in the seminar held at the end of the project, giving lectures and participating in the discussions.



# Summary

The main purpose of this project was to strengthen the Swan label's position in the Nordic countries and adjacent areas by making it easier for societies with limited environmental knowledge to market the Swan label successfully.

The project was done in six steps. First, a *marketing study* was done to collect the knowledge and experience from marketing of the Swan label in the Nordic countries. On the basis of this, a *PR strategy* for the Swan label was formulated that was used to organise an *information campaign* in the spring of 2005. Then the *effectiveness of the information campaign* was analysed, following which a *Nordic seminar* was held in Reykjavik, with representatives from the Nordic countries and Baltic states, where the findings of the project were presented and discussed. *The final report* then pulls together the main findings of the project.

The project's main findings on the points important to keep in mind in marketing efforts for the Swan label and continuing development are the following:

- Different degrees of environmental knowledge were not found, so it is therefore not realistic for the Swan label's PR strategy to be specifically aimed at communities with limited environmental knowledge.
- Nordic collaboration is important in marketing the Swan label. This is especially important for countries/communities where few employees work on matters involving the Swan label.
- The following points of emphasis regarding marketing of the Swan label surfaced repeatedly at various stages of the project:
  - *PR*. In marketing, the Swan label should not compete with other brands, but use other ways to build up public relations. This entails increased emphasis on communications with the public through the mass media by presenting information and organising events related to the public interest and of interest to the target group.
  - *Marketing focus*. Narrow, clear target groups must be defined, and the message has to be clear and have meaningful content for the individuals, based on their values.
  - *Cooperation*. It is important for marketing to be done in collaboration with stakeholders. This increases the budget, enhances credibility and affords new marketing possibilities.

Most things indicate that the project has strengthened Nordic collaboration regarding the Swan label; the findings are useful, and they can facilitate successful marketing. In addition, the findings can be of use to all those wishing to present any kind of environmental information to consumers.

The most important results of the project regard the exchange of experience and discussion of marketing that went on amongst representatives of the Swan label in the Nordic countries and nearby areas. Thus, the project further strengthened their collaboration in this field, which supports continuing development and outspread of the Swan label and promotes successful build-up of the marketing of the label. The Swan label project in Iceland also provided an important foundation for introducing professional work procedures into marketing efforts.

# 1. Background

## 1.1 Assumptions

*Familiarity with Swan label varies by Nordic country...*

The Nordic Swan ecolabel has a good foothold in the Nordic countries. Surveys have nevertheless shown that the general public's awareness of the Swan label varies by country, and its impact varies as well. Gallup has conducted surveys on familiarity with the Swan label since 1998. It surfaced in a survey in 2004 (Taloustutkimus Oy 2004) that the Swan label is strongest in Sweden, where more than 90% of the population recognizes it and knows what it stands for. On the other hand, in Norway and Finland the recognition is somewhat less, although over 80%. This is also the situation in Denmark although they did not start with the Swan label until 1998. On the other hand, Iceland has had the Swan label since 1991, but the surveys nevertheless still show that only about 50% of Icelanders recognise the label. The Faroe Islands, Greenland, Åland and the Baltic countries are not active participants in "Nordisk miljömärkning", and recognition of the Swan label in these countries has not been surveyed, so far as is known.

*...on the other hand, we know little about the environmental knowledge in these countries,...*

The project was primarily aimed at communities with limited knowledge of environmental affairs. In some Nordic communities, environmental effort and environmental thinking have a rather short history in the public and the private sector. The assumption therefore was that in these communities, i.e., Iceland, Greenland, the Faroe Islands and the Baltic countries, knowledge of environmental affairs would generally be less than in Scandinavia and Finland. Here, knowledge of environmental affairs means, among other things, sustainable development, environmental impact of products from inception to disposal and cyclical thinking. During the project, on the other hand, it came to light that it was impossible to state that knowledge of environmental affairs was less in these communities since no comparable research on the knowledge of environmental affairs in these countries is known (Thorvaldur Árnason 2005).

*...nevertheless, in Iceland environmental knowledge appears closely linked with nature conservation.*

There have been few research projects on Icelanders' knowledge of environmental affairs, but those that have been done show that their environmental knowledge appears to be more closely linked with nature conservation than other aspects of sustainable development, e.g., the environmental impact of products and cyclical thinking. This can be concluded from the research cited below.

A Gallup survey on the Swan label (Taloustutkimus Oy 2004) indicates in various ways that Icelanders' environmental consciousness is lower than in other Nordic countries. For example, only 33% of Icelanders making a purchase check to see whether the product is eco-labelled vs. 52–68% of people in other Nordic countries. This is perhaps due to less awareness of the Swan label in Iceland and less availability of Swan-labelled products on the market.

A review of the literature from 2004 (Nordic Council of Ministers 2004) states that Icelanders commonly connect environmental issues with nature conservation, waste and other things that can easily be seen. Their knowledge of other environmental issues seems to be less, e.g., of product life cycles and natural cycles.

Research done in 2003 enquired into Icelanders' (aged 18–75) awareness of environmental affairs (Thorvardur Árnason 2004, pp. 8–9). The findings show that 40% of respondents thought they had good knowledge of sustainable development, but 60% either did not have a good understanding or had not heard of the concept before. This research also showed that nearly all respondents had heard of “environmental impact assessment”; on the other hand, only 15–25% had heard the concepts “Local Agenda 21”, “the precautionary rule” and the “polluter pays principle”. These findings indicate that Icelanders' familiarity with environmental concepts is more in the field of nature conservation related to construction projects than in the fields related to other aspects of the community.

*Marketing of the Swan label has been very effective in some countries,...*

The Swan label is a well-known ecolabel in many Nordic countries (Taloustutkimus Oy 2004), indicating that its marketing has been very successful in these countries. There is currently ongoing cooperation between the Nordic countries on marketing of the Swan label, and a joint policy has been drawn up in the last three years, including the main points of emphasis regarding information and marketing. (Nordisk Miljömärkning 2005)

Successful marketing can be difficult to implement, especially in smaller communities, where funding is limited, and there is little marketing know-how among those working on the Swan label. The wealth of

experience in marketing of the Swan label obtained in Scandinavia and Finland is therefore very valuable for the communities that have not got as far in their marketing efforts. At the start of this project, this experience had not been systematically collected in written form.

*... but Iceland needs more marketing of the Swan label.*

The Environment and Food Agency has supervised the Swan label in Iceland since the beginning in 1991. The Swan label has nevertheless still not become very widespread in Iceland, and Icelanders are less familiar with the Swan label than those in other Nordic countries. One full-time employee supervises activities involving the Swan label and the European Flower. The Environment and Food Agency pays the employee's salary and the various operating costs, but other financing is paid for from licensing fees. Up to now the licensing fees have not sufficed for purposeful marketing of the Swan label, and this environmental political tool has therefore not been used with sufficient efficiency in Iceland. This is shown in the fact that only about 50% of Icelanders recognize the Swan label (Taloustutkimus Oy 2004), and there is little availability of Swan-labelled products on the market. It is therefore clear that there is a great need for dynamic marketing of the Swan label in Iceland.

## 1.2 About the project

The Environment and Food Agency of Iceland initiated this project. It was decided to launch an information campaign on the Swan label in Iceland to increase the general public's recognition of the label. To do this, the decision was made to utilise other Nordic countries' experience in this field. The project was tailored to the communities in Nordic and adjacent countries, where the public's familiarity with the environment was thought to be less than in Scandinavia and Finland. The idea was that the findings from the project could be utilised to facilitate these communities' successful marketing of the Swan label and thus strengthen the status of the Swan label in the Nordic and neighbouring countries.

## 1.3 Purpose and objectives

The purpose of the project "Marketing the Swan label successfully" was to strengthen the Swan label's position in the Nordic countries and adjacent areas by making it easier for societies with limited environmental knowledge to market the Swan label successfully.

The objectives of the project are:

1. Gather and summarise information of interest to all the Nordic countries on how the Swan label has been marketed in the Nordic countries.
2. Design a PR strategy for the Swan label in Iceland, which other communities in the Nordic countries or adjacent areas, with limited environmental knowledge, can adopt.
3. Based on the PR strategy, carry out and evaluate an information campaign to improve the Swan label's position in Iceland.
4. Build a foundation that can be used to design a comprehensive marketing strategy for the Swan label in the Nordic countries and adjacent countries.
5. Reinforce the shared aims of Nordic ecolabelling through collaboration and by exchanging experience.
6. Identify success factors in marketing the Swan label. This could benefit other environmental instruments or ecolabels that have not been as successful in the market as the Swan label.

## 1.4 Guidelines for the reader

The report describes the project and its execution, pulls together its main findings and discusses how it is possible to utilise them in continuing efforts. Section 2 describes the project's execution, and Section 3 relates its main findings. Section 4 discusses the project's main findings and how they can be utilised for continuing development of marketing efforts in Iceland and other Nordic countries. Appendixes contain various documents and reports prepared in connection with the project that are referred to in this report.

## 2. Method

The project was done from September 2004 to December 2005, in cooperation with Swan representatives in the Nordic countries and with consultants (for more detail, see Foreword).

The project was done in six steps (see Figure 1). First, a *marketing study* was done to collect the knowledge and experience from marketing of the Swan label in the Nordic countries. On the basis of this, a *PR strategy* for the Swan label in Iceland was formulated that was used to organise an *information campaign* in the spring of 2005. Then the *effectiveness of the information campaign* was analysed, following which a *Nordic seminar* was held in Reykjavik, with representatives from the Nordic countries and Baltic states, where the findings of the project were presented and discussed. *The final report* is a summary of the project and its findings. More details on each step can be found in the sections below.:

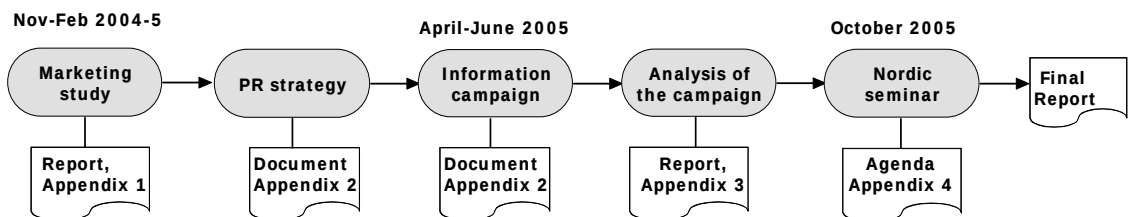


Figure 1. The project was done six steps. There is more detailed discussion of each step in the subsequent sections and in the appendixes cited below.

### 2.1 Marketing study

The main objective of this report was to compile and summarise information on how the Swan label has been marketed in Denmark, Finland, Norway and Sweden and to identify the main success factors. The study was based on interviews and a review of the literature, and the report “Successful marketing of the Nordic Swan label – an interview study on the experience and knowledge of marketing the Swan label in the Nordic countries” (see Appendix 1). The report was presented to the Environment and Food Agency and the PR consultants working on the information campaign.

## 2.2 PR strategy

A draft of the PR strategy for the Swan label in Iceland was drawn up at the beginning of the information campaign in cooperation with the PR consultancy Himinn og haf. In formulating the policy, the Nordic strategy for the Swan label (Nordisk Miljömärkning 2005) was taken into account along with the findings of the marketing study (see Appendix 1). Also, in implementing the strategy, circumstances in Iceland were taken into account, such as Icelandic culture, less familiarity with the Swan label, relative to other Nordic countries, and the selection of Swan-labelled products in the market.

The draft of the PR strategy was in the form of points, while the final version of the strategy was issued in the fall of 2005 (see Appendix 2). Plans call for a review of the strategy at the start of 2006 in light of the results from the analysis done in October 2005. More details on the PR strategy can be found in the report “Analysis of the PR strategy and information campaign for the Swan label in the spring of 2005” (see Appendix 3).

## 2.3 Information campaign

The information campaign was prepared from February to April 2005. The information campaign was carried out from April to June 2005 (see description in Appendix 2). The campaign’s main events were as follows: coverage in the mass media before the advertising campaign, an advertising campaign in the daily newspaper *Morgunbladid*, a game in the mass media, a children’s conference in an eco-school, presentations to professionals and follow-up.

## 2.4 Analysis of the campaign

The analysis evaluated the results of the information campaign and made recommendations about continuing development of the PR strategy and marketing of the Swan label in Iceland. To evaluate the information campaign, the results from the Gallup polls conducted before and after the campaign were used, and interviews were also taken with those involved in conducting the campaign and with representatives of companies selling Swan-labelled products. The analysis was presented in the report “Analysis of the PR strategy and information campaign for the Swan label in the spring of 2005” (see Appendix 3).

## 2.5 Seminar

A one-day seminar on the project was held in Reykjavik on 28 October 2005 (see the programme in Appendix 4). Key marketing and communications people at the Swan came from Finland, Norway and Sweden. Parties working on related matters also came from the Faroe Islands, Estonia, Latvia and Lithuania. At the seminar presentations were given and discussions held about successful marketing of the Swan label and other ecolabels in the countries. At the seminar, the project was also presented as a whole, its implementation and the conclusions of the analysis of the results of the information campaign; in addition, discussions were held on the findings of the project, and how they could be utilised.

## 2.6 Final Report

The final report pulls together the project's findings as a whole and discusses them in connection with discussions at the seminar on how they could be utilised for continuing marketing efforts of the Swan label in Iceland and in other Nordic countries.



## 3. Results

This section describes the main findings emerging from the project. Appendixes contain reports prepared in connection with the project that provide further detail on some of the findings summarised here (see Appendix 1 and Appendix 3).

### 3.1 Marketing study

The main objective of the marketing study “Successful Marketing of the Nordic Swan Label” was to gather and summarise information on how the Swan label has been marketed in the Nordic countries and identify the main success factors (see Appendix 1). The information in the report is based on interviews and a review of the literature. The interviews were conducted with representatives from the Nordic Ecolabelling offices in Denmark, Finland, Norway and Sweden.

Below are the main findings from the study. Most of the text is taken directly from the report (see Appendix 1).

#### *3.1.1 Development of the marketing strategies*

The report describes how the marketing strategies of the Swan label have developed from the beginning, and how they will probably develop in the next couple of years.

From a marketing point of view, the time since the Swan label was introduced in 1989 can be divided into three different periods, based on marketing strategies. The first period was characterised by a push strategy<sup>1</sup> by the Nordic Ecolabelling offices. But at the same time, manufacturers in Sweden and Norway, and the Consumer Agency in Finland, were financing and running TV commercials to introduce the Swan label and Swan-labelled products to the Nordic market, which is a typical pull strategy. In the second half of the 1990s, mass-media commercials, financed by the Nordic Ecolabelling offices were used to inform the market, in general terms, about the Swan label. During the most recent period at the turn of the millennium, the marketing activity has mainly concentrated on collaboration with NGOs<sup>2</sup>, retailers, manufacturers, and other relevant

---

<sup>1</sup> “Pull” and “push” strategies are common marketing terms. Philip Kotler describes the two strategies in the following way in the book *Marketing Management*: “A push strategy calls for using the sales force and trade promotion to push the product through the channels.” “A pull strategy calls for spending a lot of money on advertising and consumer promotion to build up consumer demand”.

<sup>2</sup> NGO stands for Non-Governmental Organisations, including e.g. environmental organisations.

interest groups to build up and maintain high recognition of the Swan label on the Nordic market.

The common element of the PR strategy in the different Nordic countries for the next couple of years will be to run consumer-oriented projects in collaboration with stakeholders and interest groups.

### 3.1.2 Success factors

The findings in this report show that the following success factors are important for marketing the Swan label:

- *A common recognition of environmental problems* is a prerequisite for successful marketing of the Swan label. People must be aware of and understand environmental problems when a solution is presented. However, it is not necessarily the task of the Nordic Ecolabelling offices to inform the public and consumers about environmental problems, and it is doubtful that it is possible to use the Swan label for this purpose.
- The best arguments for the Swan label are those which the *consumer can relate to as an individual*. Using global environmental problems is therefore ineffective. In Finland, emphasising aspects of quality has been most successful, while in Denmark, Norway, and Sweden, it has been more successful to emphasise health aspects. The closer to the body the problem is, and the smaller the body, the better.
- Even though approximately half of the volume of Swan-labelled products sold is on the business-to-business market (B2B), the main focus of information campaigns should be on *the consumer market*. Professional purchasers are also consumers and individuals needing positive feedback from other people when buying environmentally friendly products.
- Four out of five interviewees said that the main target group is *younger middle-aged females*, even though recent surveys show that males and people over forty most often check whether products are Swan-labelled. It seems to be difficult to categorise the target groups on the basis of income or education.
- TV commercials or advertisements without any *profundity* are a waste of money. Thus, all ads should be an incentive or part of an agreement entailing some countermeasure from a collaborator or a manufacturer.
- *Customer relationship* is essential. Let retailers or suppliers know of all activities of interest, in TV, radio, newspapers, other media or elsewhere. They have to be aware of all activities that in one way or another can affect their products or image. Give all stakeholders a call at least once a year.
- Massive and data-intensive advertisements explaining environmental problems are not effective. The ads must be *clear, concise and*

*entertaining*. Selling the idea of the Swan label is selling an image, and the image should be that Swan-labelled products are modern, bought by smart people, and that buying such products feels good.

- Always use the name of the Swan label and *not* “*ecolabel*” in general. This gives the Swan-label a recognisable identity. It is important that the Swan label is an independent third-party label. That it is an official Nordic label is of lesser importance.

### 3.1.3 Main conclusion

The main conclusion is that all marketing activities should be carried out in collaboration with interest groups and/or be part of an agreement entailing countermeasures from a producer or other collaborators. Commercials or activities that are not part of a profound, long-term strategy are a waste of resources. All activities should have a clear and meaningful message and be of interest to the mass-media. The PR strategy must take into account the role, responsibility and possible actions taken by each collaborator or interest group.

## 3.2 PR strategy and information campaign

A draft of the PR strategy was prepared on the basis of the marketing study done in preparation for the information campaign, and the policy was completed in the fall. The information campaign was carried out from April to June 2005.

The main points of the PR strategy and information campaign are as follows:

- Analysis of a target group; divided into consumers, companies, interest groups and collaborators.
- The message; that the Swan label is an eco-label.
- Methods and means; specification of optimal methods and media to use.

More details can be found in Appendix 2.

## 3.3 Analysis of the campaign

The analysis evaluated the results of the information campaign and made recommendations about how best to continue development of the PR strategy and marketing of the Swan label in Icelandn (see Appendix 3). To analyse the information campaign, the results from the Gallup polls conducted before and after the campaign were used, and interviews were

also taken with those involved in conducting the campaign and with representatives of companies selling Swan-labelled products.

Below are the main findings from the analysis. Most of the text is taken directly from the report (see Appendix 3).

### *3.3.1 Results of the information campaign*

The findings of the analysis indicate that the information campaign reached a considerable number of general consumers. However, it did not especially reach women of child-bearing age with children, which was one of the target groups. On the other hand, it appears that the message itself did not get through sufficiently well to consumers; in addition, it was somewhat criticised. The most effective channel in the information campaign seems to be collaboration with several interest groups. Many thought more discussion was needed in the news and mass media during the information campaign. In addition, efforts are required to increase the selection of products on the market in order for marketing to get results; as well, government agencies must purchase Swan-labelled products to make their message credible and to promote increased selection of products.

### *3.3.2 Main recommendations on continuing development*

The main recommendations regarding development of the marketing strategy for the Swan label are to place the main emphasis on public relations rather than advertisements and to collaborate with stakeholders on marketing efforts. Public relations means increased emphasis on communications with the public through the mass media by presenting information and organising events related to the public interest and of interest to the target group. This advice is in accordance with the experience from this campaign, the Nordic strategy and the marketing study done in the first stages of the project. This is a considerable policy change for the Swan label in Iceland and demands both new emphases and work procedures. Other recommendations are to define narrower target groups and place greater emphasis on the content of the message when marketing the label. Because of little familiarity with and outspread of the Swan label in Iceland, it is especially important to place greater emphasis on education and to work on increasing the environmental requirements for government purchasing.

Regarding PR implementation, there are various points that are good to keep in mind for continuing PR efforts, such as good organisation, more preparation time, clear internal organisation and accessibility to good marketing know-how.

### 3.4 Seminar

Presentations and discussions about successful marketing of the Swan label and its status in the countries (see agenda in Appendix 4) went on at the Nordic seminar in Reykjavik in October 2005. At the seminar, the project was also presented as a whole, its implementation and the conclusions of the analysis of the results of the information campaign; in addition, discussions were held on the findings of the project, and how they could be utilised.

The following are the main points emerging during presentations and discussions on effective marketing of the Swan label:

#### 3.4.1 *Successful marketing of the Swan label*

Representatives from Iceland, Sweden, Finland and Norway made presentations connected with their experience on how to make marketing of the Swan label more effective. Representatives from Denmark and Åland could not make it to be seminar. The following are the main points emerging during these presentations:

- In its marketing the Swan label should not compete with other brands but rather use *other ways*. These ways are based on collaboration. Collaboration increases the budget and credibility as well as opens up new possibilities. The following ways were mentioned as examples that have proved effective abroad: Emphasise good models (e.g., politicians and famous people since models have great impact on our behaviour), direct appeals to the consumer, enticing incentives (e.g., discounts, collection of points) and effective communication (building on the provision of interesting information for a well-defined target group). (Stefán Gíslason 2005).
- *PR* must be used in marketing the Swan label (“You can’t succeed without PR”). The key words are marketing focus and cooperation. Target groups must be narrow (“You cannot sell a message to everyone at the same time”), and the message must be specific and have meaningful content (“We have to load our brand”). It is also important to know where the target group is, and that the timing is right. Collaboration is extremely important. It increases the budget and provides impossibilities; it is especially good to have a trendy partner that can catch the attention of the mass media. Making the brand famous and well known is most important. People want a famous brand! (Tove Engström 2005).
- The *culture and attitudes* in the community must be taken into account when marketing. For example, it is important to emphasise products of importance to people. An example given was Finland, where printed materials are very important to people. Emphasis in the

marketing has been placed on Swan-labelled printed material there with good results (Sinikka Kärpäri 2005).

- It is important to take the *consumers' view* in marketing. Don't use commands. People do not want to hear what to do; this raises opposition. Don't use just reasons. It is boring and not too effective to describe the reason why to do things. Use emotions in the marketing instead – something that people really care about. People do not argue against emotions, and this is the most effective way. It is also important to have specific target groups, and it has been successful to choose target groups that are changing their life situations: parents with a new-born baby. A successful marketing campaign in Norway, "A better start", was described. It focuses on parents with a new baby and was carried out with broad cooperation. The marketing strategy of the Swan label in Norway now focuses on the consumer's view, express values, avoiding commands, focusing on specific target groups and adding educational facts.
- A *guideline* for a successful marketing based on the experience in Sweden was pointed out (Tove Engström 2005). The following things characterise successful marketing of the Swan label: Clear message, repetition of the message, spectacular event, network cooperation, realistic budget and time.

#### *3.4.2 Status of ecolabelling in the Faroe Islands and the Baltic countries*

The main impression from the status report in the Faroe Islands and the Baltic countries is that environmental consciousness is growing, and there are ongoing projects in the Baltic countries promoting ecolabels. Ecolabels have been introduced to some extent, but the Swan label has not been actively introduced in these countries. In the Faroe Islands, for example, there are some ecolabels on the market, for example, the energy saving label. People are most concerned about environmental issues in connection with pollution and fishing. (Jakob Pauli Joensen 2005). In Latvia there is a national ecolabel which is going well and ongoing work in promoting ecolabels (Rasa Atauga). In Lithuania a legal system has been created for ecolabeling, based on an EC regulation. Ecolabels on the market are the EC Flower (Maryté Kuodyté 2005). In Estonia the EC Flower is the most important ecolabel. Other ecolabels are also on the market, e.g., for energy and accommodations (Irma Pakkonen 2005).

#### *3.4.3 Discussion of the project*

After the presentation of the results from the project, there was discussion of the results on how to use them. The main theme in the discussion was positive feedback on the results of the projects. Some participants said that they had gained a lot of ideas to take home. The question was raised

of whether we need a special marketing strategy for societies with limited knowledge on environmental issues. The participants seemed to agree that we do not need such a marketing strategy.

The following comments from the seminar are important to consider in further development of the Icelandic marketing efforts for the Swan label:

- It is difficult to have broadly defined target groups, like consumers and companies. Target groups have to be more specific.
- The ads in the campaign in Iceland did not have enough content, and there was too little discussion, articles and follow-up in media.
- Governmental agencies in Iceland seldom seem to use environmental requirements when making purchases.
- It is important to emphasize health issues or make it possible for people to benefit financially by purchasing Swan-labelled products, rather than emphasize environmental issues in the marketing.
- Cooperation has to be behind all marketing activities, it is the most effective way.
- The branding is very important. Consumers must know what the Swan stands for.
- Successful marketing can be difficult to implement, especially in smaller communities where funding is limited, and those working on behalf of the Swan label know little about marketing.



## 4. Discussion

The main purpose of the project was to strengthen the Swan label's position in the Nordic countries and adjacent areas by making it easier for societies with limited environmental knowledge to market the Swan label successfully.

The project's findings can be said to be in accordance with this main purpose. Recording the findings systematically and presenting them at the seminar has enabled other communities to learn from the experience and see which procedures are likely to work best in marketing the Swan label. Most things indicate that the project has strengthened Nordic collaboration in this field; that the findings are useful, and they can facilitate communities in building up effective marketing.

The most important project results have to do with the exchange of experience and discussion of marketing that went on amongst representatives of the Swan label in the Nordic countries and nearby areas. Thus, the project further strengthened their collaboration in this field. Such collaboration supports continuing development and outspread of the Swan label and promotes successful build-up of the marketing of the Swan label. The Swan label project in Iceland also provided an important foundation for introducing professional work procedures into marketing efforts. This will hopefully strengthen the Swan label's position in the Nordic countries and adjacent areas in the coming years. Where the project's findings apply generally, they can also be useful to those wanting to present any kind of environmental information to consumers.

Below is a review of how the project goals defined at the start have been achieved. Also mentioned are points important to take into account in the continuing development of marketing efforts for the Swan label and, finally, a discussion about next steps of Swan label marketing efforts in Iceland.

### 4.1 Were all of the project's goals achieved?

The objectives of the project have been fulfilled as follows:

1. Gather and summarise information of interest to all the Nordic countries on how the Swan label has been marketed in the Nordic countries. A marketing study was done and presented in a report (see Appendix 1).
2. Design a PR strategy for the Swan label in Iceland, which other communities in the Nordic countries or adjacent areas, with limited

environmental knowledge, can adopt. A PR strategy was written (see Appendix 2). The marketing efforts in Ecolabelling in Iceland will be reviewed in light of the results from this project.

3. Based on the PR strategy, carry out and evaluate an information campaign to improve the Swan label's position in Iceland. An information campaign was carried out from April to June 2005 (see Appendix 2) and analysed in a report (see Appendix 3).
4. Build a foundation for designing a comprehensive marketing strategy for the Swan label in the Nordic countries and adjacent countries. A foundation has been built through the PR strategy (see Appendix 2). The reports that have been written in this project (see Appendix 1 and 3) can also be seen as input into the development of marketing strategies of the Swan label in other countries.
5. Reinforce the shared aims of Nordic Ecolabelling through collaboration and by exchanging experience. Active Nordic cooperation is ongoing in the field of marketing of the Swan label. This project has further developed this cooperation through active dialogue and exchange of experience in connection with the marketing study and the seminar (see Appendixes 1 and 3).
6. Identify success factors in marketing the Swan label. This could benefit other environmental instruments or ecolabels that have not been as successful in the market as the Swan label. Success factors were identified in the marketing study (see Appendix 1) and they were further discussed on the seminar (see Section 3.3.1).

## 4.2 Issues for further consideration

Pulling all of the findings of the project together reveals that the following points are important to keep in mind with continuing development of marketing efforts for the Swan label in Iceland and the other Nordic countries:

- It is not realistic for the Swan label's PR strategy to be specifically aimed at communities with limited environmental knowledge since the research did not show that familiarity with environmental affairs varies in the Nordic countries. It is therefore impossible to say with certainty that some communities have less knowledge of environmental affairs than others. It emerged during discussions at the seminar that the participants did not think there was a need for a special PR strategy for communities with limited knowledge of environmental affairs.
- Nordic collaboration is important in marketing the Swan label. This is especially important for countries where few employees work on matters involving the Swan label. During the project, gratification

with increased collaboration in the field of marketing and the importance of exchanging experience in this field surfaced. It is therefore important to continue the collaboration initiated in these matters, in addition to considering further collaboration with other communities in the Nordic and Baltic countries that have not participated in that collaboration, in order to further promote outspread of the Swan label.

- The following points of emphasis regarding marketing of the Swan label surfaced repeatedly at different stages of the project. These points are:
  - *PR*. In marketing, the Swan label should not compete with other brands and therefore must use other approaches, based primarily on PR. This entails emphasis on communications with the public through the mass media by presenting information and organising events related to the public interest and of interest to the target group. There are many examples of successful, spectacular events in the marketing study (see Appendix 1) that can be used.
  - *Marketing focus*. For marketing to be effective, clear, narrow target groups must be defined, e.g., on the basis of changes in life situations. The message also has to be clear and have meaningful content for the individuals, e.g., about health and quality, based on their values.
  - *Cooperation*. Identical advice is repeated: Do not begin marketing without the collaboration of stakeholders. Such cooperation increases the budget, increases credibility and gives new marketing possibilities.
- The environmental consciousness in the Baltic countries seems to be rising, and there is ongoing work in promoting ecolabels in these countries. There appear to be opportunities to market the Swan label and promoting its outspread in these countries, and it is therefore worthwhile considering further collaboration with the Baltic countries on the Swan label.

### 4.3 Next steps

The next step in the development of marketing efforts involving the Swan label in Iceland is to review the strategy in light of the findings of the project. The project has been a valuable learning experience for the Swan label in Iceland.

Although the Nordic project is formally completed, marketing of the Swan label is nowhere near finished because its development is a steady process that continues and grows stronger. The project gave the Swan label team in Iceland an important opportunity to introduce professional

work procedures into its marketing, which is a prerequisite of successful marketing of the Swan label in Iceland.

## References

### *Written references:*

- Nordic Council of Ministers (2004). Consumer perceptions, understanding and use of product related environmental information – A literature review of the Nordic knowledge base. TemaNord 2004:539. Nordic Council of Ministers, Copenhagen.
- Nordisk Miljömärkning (2005). Strategi för 2005–2007. Internal document. Nordisk miljömärkning.
- Taloustutkimus although the Nordic project is for Norway finished Oy (2004). The Nordic Swan Label. Nordisk miljömärkning.
- Thorvardur Árnason.(2004). Umhverfissviftund Íslendinga. (Icelanders environmental awareness.) Landabréfið, 20. árg., 1. tbl., bls. 9–25.

### *Presentations at the seminar, entitled “Ecolabels – A Marketing Tool for the Environment”, 28 October 2005:*

Irma Pakkonen, Estonia  
 Jakob Pauli Joensen, Faroe Islands  
 Jan Erik Stokke, Norway  
 Maryté Kuodyté, Lithuania  
 Rasa Atauga, Latvia  
 Sinikka Karppelin, Finland  
 Stefán Gíslason, Iceland  
 Tove Engström, Sweden  
 Thorvardur Árnason, Iceland

# Sammanfattning

Projektet ”Att framgångsrikt marknadsföra Svanen – PR-strategi för nordiska samhällen där miljökunskap är begränsad” hade som huvudsyfte att stärka Svanens position i Norden och Nordens grannländer genom att underlätta för samhällen med begränsad miljökunskap att marknadsföra Svanen på ett framgångsrikt sätt.

Projektets genomfördes i sex steg. Det började med en *marknadsutredning* där det samlades ihop erfarenhet og kunskap om Svanens marknadsföring i de nordiska länderna. Byggt på denna utredning togs det fram en *PR-strategi* för Svanen på Island som användes för att planera en *informationskampanj* våren 2005. *Resultaten från kampanjen analyserades* och på ett *nordiskt seminarie* i Reykjavík med nyckelpersoner från nordiska och baltiska länder presenterades och diskuterades resultaten från analysen. I *slutrapporten* sammanfattas resultaten från hela projektet.

Följande resultat från projektet är viktigt att ta hänsyn till vid fortsatt marknadsföring av Svanen:

- Olika miljökunskap har inte påvisats i de nordiska samhällen. Det är därför inte realistiskt att ta fram en PR-strategi som riktar sig speciellt till samhällen med begränsad miljökunskap.
- Nordiskt samarbete är viktigt i arbetet med Svanens marknadsföring. Detta är särskilt viktigt för de länder/samhällen där få personer arbetar med Svanen.
- Följande påpekades flera gånger i projektets olika steg som särskilt viktigt att ta hänsyn till vid Svanens marknadsföring:
  - *PR*. Svanen bör inte tävla med andra varumärken i sin marknadsföring utan använda andra metoder som bygger mer på PR. Med det menas ökad kommunikation med allmänheten i media genom information och evenemang som har betydelse för samhället och målgruppen.
  - *Marknadsfokusering*. Man bör ha väldefinierade, tydliga målgrupper och budskapet borde vara tydligt och meningsfullt för personer i målgruppen, baserat på deras värden.
  - *Samarbete*. Det är viktigt att marknadsföring av Svanen sker i samarbete med intressenter. Det ökar budgeten, ökar trovärdigheten och ger nya möjligheter i marknadsföringen.

Mycket tyder på att projektet har stärkt det nordiska samarbetet kring Svanen, att man i de nordiska länderna kan dra nytta av resultaten och att de kan underlätta framgångsrik marknadsföring av Svanen. Dessutom kan

troligtvis många som vill förmedla miljöinformation til konsumenter dra nytta av projektets resultat.

Det viktigaste resultatet från projektet är eventuellt det erfarenhetsutbyte och den diskussion som fördes under projektets gång, vilket ytterligare förstärker det nordiska samarbetet inom detta området. Ett aktivt samarbete stärker den fortsatta utvecklingen av Svanen och underlättar för fler att lyckas i sitt marknadsföringsarbete. Dessutom fick Svanen på Island genom projektet möjlighet att införa professionella arbetsmetoder i sitt marknadsföringsarbete.

# Appendix 1

## A Successful marketing of the Nordic Swan label.

*An Interview study on the Experience and Knowledge of Marketing the Swan label in the Nordic Countries*

### Table of Contents

|                                                    |    |
|----------------------------------------------------|----|
| Foreword .....                                     | 34 |
| Summary .....                                      | 34 |
| 1. Main findings .....                             | 35 |
| 2. Background .....                                | 36 |
| 3. The project.....                                | 37 |
| 4. Methodology .....                               | 38 |
| 5. Guidelines for the reader .....                 | 39 |
| 6. Research and Literature .....                   | 39 |
| 6.1 Consumers knowledge on ECO-Labels.....         | 39 |
| 6.2 The Nordic Swan label surveys.....             | 40 |
| 6.3 Surveys on sold Volume.....                    | 46 |
| 7. Target groups.....                              | 47 |
| 8. Results of the interviews.....                  | 48 |
| 8.1 The development of the Swan label.....         | 49 |
| 8.2 Sweden .....                                   | 51 |
| 8.3 Norway.....                                    | 52 |
| 8.4 Finland .....                                  | 52 |
| 8.5 Denmark .....                                  | 53 |
| 9. Discussion .....                                | 55 |
| 9.1 Recognition of the Environmental problems..... | 55 |
| 9.2 The Marketing Strategy.....                    | 56 |
| 9.3 Stakeholders and interest groups .....         | 57 |
| 9.4 Business partners.....                         | 57 |
| 9.5 Interest groups.....                           | 58 |
| 9.6 Branches or product groups.....                | 59 |
| 9.7 Target groups .....                            | 60 |
| 9.8 Business or consumers market .....             | 61 |
| 9.9 Image.....                                     | 62 |
| 9.10 Arguments .....                               | 62 |
| 9.11 Other consumer orientated labels .....        | 63 |
| 9.12 The Swan label strength and weakness .....    | 64 |
| 9.13 The role of the label.....                    | 65 |
| 10. Conclusion.....                                | 65 |
| List of references.....                            | 66 |
| Contacted persons .....                            | 66 |

## Foreword

This report is the first step in the Nordic project called “How to market the Swan label successfully” (“Att framgångsrikt marknadsföra Svanen”) initiated by the Environment and Food agency in Iceland (UST).

The idea of this project is to use the existing knowledge and experience in the Nordic countries as an aid to set up a successful PR strategy for the Swan label in the Nordic Countries and adjacent areas.

The main objective of this report is to gather and summarize information on how the Swan label has been marketed in the Nordic countries and to identify the main success factors. The findings can aim small Nordic societies and societies in adjacent areas to define PR strategy and market the Swan label in a successful way.

Iceland will be the first country to use the information in the report to define a PR strategy and conduct marketing campaign to improve the Swan label recognition. This campaign is planned in spring 2005.

Finnur Sveinsson, Nomik AB has collected the data and written this report. Sigrún Gudmundsdóttir the Environmental and Food Agency in Iceland (UST) is the project manager for the project. Darri Johansen, Himin og Haf advertising agency, Halldóra Hreggvidsdóttir, Alta consulting, Birna Helgadóttir, Medcare and Stefán Gíslason, Environice, have all contributed to this project with valuable comments.

Lisbeth Engel Hansen, Managing director, and Tine Due Hansen, communication coordinator, Ecolabelling Denmark, Jan Erik Stokke, information director Ecolabelling Norway, Sinikka Karppelin, Managing director, SFS – Ecolabelling in Finland, Ragnar Unge, Managing director, SIS – Ecolabelling in Sweden and Björn-Erik Lönn co-ordinator Nordic Ecolabelling Board, have all given valuable information, based on their experience working with the Swan label, to the project through interviews.

The Integrated Product Policy group of The Nordic Council of Ministers (The NMRIPP-group) and the Environmental and Food agency in Iceland have financed this report.

## Summary

This report is the first step in a project called “How to market the Swan label successfully” (“Att framgångsrikt marknadsföra Svanen”) initiated by The Environmental and Food agency in Iceland (UST). The aim of the report is to gather and summarize the experience on how the other Nordic countries have marketed the Swan label and to identify success factors in marketing the Swan label in the Nordic countries. The findings in this

report will be used in Iceland for outlining a PR strategy for the Swan label in Iceland that can be adopted by other adjacent countries with finite environmental recognition

## 1. Main findings

The Swan label was introduced in 1989 as a common and official eco-label in the Nordic countries as a guiding instrument for consumers and purchasers and to push manufacturers to develop more environmental friendly products and services.

From a marketing point of view, the time since the Swan label was introduced in 1990 can be divided in three different periods based on marketing strategies. The first period was characterized by mass media commercials, financed by manufactures in Norway and Sweden, and the Consumer Agency in Finland. In the second half of the 1990:s mass medial commercials, financed by the Nordic Ecolabelling offices, were used to inform the market, in general terms, about the Swan label. During the last period at the turn of the millennium the marketing activity has mainly been concentrated on collaboration with NGOs<sup>3</sup>, retailers, manufacturers, or other relevant interest groups.

The common element for the PR-strategy in the different Nordic countries, for the next couple of years, will be to run consumer orientated projects in collaboration with stakeholders and interest groups. The projects will focus on children as users of the products or as messengers. Children are, by far, the best messengers, independent whether they use the products or not.

The findings in this report show that following success factors are important for marketing the Swan label:

- A common recognition of environmental problems is a prerequisite for a successful marketing of the Swan label. People must be aware of and understand the environmental problems when a solution is presented. It is though not by automatic the task of the Nordic Ecolabelling offices, and it is doubtful that it is possible to use the Swan label, to inform the public and consumers about the environmental problems.
- The best arguments for the Swan label are those, which the consumer can associate to, as an individual. Using global environmental problems is therefore ineffective. In Finland, using quality aspects has been most successful, while in Denmark, Norway, and Sweden it has been more successful to relate to health aspects. The closer to the body the problem is, and the smaller the body, the better.

---

<sup>3</sup> NGO stands for Non-Governmental Organisations that includes f ex environmental organisations.

- Even though approximately half of the volume of Swan labelled products sold is on the business-to-business market (B2B), the main focus of information campaigns should be on the consumer market. Professional purchasers are also consumers and individuals that need recognition from the surroundings for buying environmental friendly products. Four out of five interviewee said that the main target group is younger middle aged females with children, even though surveys show that males and people over forty most often check if products are Swan labelled. It seems it is not possible to categorize the target groups based on income or education.
- TV commercials or advertisements without any profundity are waste of money. Thus, all ads should be an incentive or a part of an agreement, which entails some countermeasure from a collaborator or a manufacturer.
- Customer relationship is essential. Let retailers or suppliers know of all activity of interest, in TV, radio, newspapers, other media or elsewhere. They have to be aware of all activities that in one way or another can affect their products or image. Give all interest groups a call at least twice a year.
- Massive and informative advertisements, explaining environmental problems are not effective. The ads must be clear, concise and entertaining. Selling the idea of the Swan label is selling an image, and the image should be that Swan labelled products are modern, bought by smart people and feels good.
- Always use the name of the Swan label and not eco-label in general. It gives the Swan label a legible identity. It is important that the Swan label is an independent third part label. That it is an official Nordic label is of lesser importance.

The main conclusion is that all marketing activities should be carried out in collaboration with interests groups, have some profound thought, and/or be a part of an agreement which entails some countermeasures from a producer or other collaborators. All commercials or activities that are not a part of a profound long-term strategy are waste of resources. The PR strategy must take in account the role, responsibility and possible actions taken by each collaborator or interest group.

## 2. Background

In 1989, the Nordic Council of Ministers introduced the Swan eco-label as a common and official environmental label in the Nordic countries. The vision with the Swan label is sustainable development i.e. “a sustainable society, in which future generation can benefit from the same conditions and opportunities as we ourselves do”(Nordic Ecolabelling, 2005).

The Swan label was meant to be a guiding instrument for consumers and purchasers in their desire to contribute to better world by green purchasing and at the same time push suppliers to develop more environmental friendly products and services.

The Swan logo demonstrates that a product is a good environmental choice. Products carrying the Swan label takes into consider the products environmental impact from raw material to waste, i.e. through the product's lifecycle. The products must offer at features, which are at least as good as similar products, regarding performance and quality. To ensure that a Swan-labelled product is always at the cutting edge from an environmental point-of-view, criteria are revised repeatedly. (Nordic Ecolabelling, 2005)

The responsibility for developing and marketing the Swan label lies on various organisation in the different Nordic countries. They are: Ecolabelling Denmark, SFS – Ecolabelling in Finland, the Environmental and Food Agency in Iceland (UST), Ecolabelling Norway and SIS – Ecolabelling in Sweden. The work is then co-ordinated through a common forum, Nordic Ecolabelling Board.

In this report, the term Nordic Ecolabelling means the Nordic Ecolabelling Board, which the work with the Swan label is co-ordinated in the Nordic countries. The term Nordic Ecolabelling offices, is used for the offices, responsible for the Swan label, in respective country.

Sweden and Norway joined the Nordic Ecolabelling at the beginning, in 1989, Finland joined in 1990, Iceland in 1991, and Denmark in 1997.

In the mid 1990s, the Swan label gained a common recognition above 70% in Finland, Norway and Sweden while the recognition in Iceland was at modest 30%.

### 3. The project

The main purpose of the project is to strengthen the Swan labels position in the Nordic Countries and the adjacent areas. This is done by using the existing knowledge and experience in the Nordic countries as an aid to set up a successful PR strategy for the Swan label. The objectives of this project are:

1. Gather and summarize information, of interest for all the Nordic countries, on how the Swan label has been marketed in the Nordic countries.
2. Design a PR strategy for the Swan label in Iceland, which other community in the Nordic countries or adjacent areas, with finite environmental recognition, can adopt.
3. Based on the PR strategy, perform and evaluate, an information campaign to improve the Swan label position in Iceland.

4. Form a base that can be used to design a comprehensive marketing strategy for the Swan in the Nordic and adjacent countries.
5. Reinforce the shared aims in the Nordic Ecolabelling by collaboration and by exchanging experience.
6. Identify success factors in marketing the Swan label. This could benefit other environmental instruments or eco-labels that have not been as successful, in the market, as the Swan label.

This report is the first step in the project. The main objective of the report is to gather and summarize information on how the Swan label has been marketed in the Nordic countries and to identify the main success factors. The findings can aim small Nordic societies and societies in adjacent areas to define a PR strategy and market the Swan label in a successful way.

Iceland will be the first country to use the findings in the report for defining a PR strategy and conduct marketing campaign to improve the Swan label recognition,. This campaign is planned in spring 2005

Findings and results from the Icelandic campaign will be presented on a conference in Iceland in September 2005 and published afterwards.

## 4. Methodology

The information in this report is based on interviews and a literature study.

The interviews were conducted in December 2004, with representatives from the Nordic Ecolabelling offices. The interviewee were Lisbeth Engel Hansen, Managing director, and Tine Due Hansen, communication coordinator, Ecolabelling Denmark, Jan Erik Stokke, information director Ecolabelling Norway, Sinikka Karppelin, Managing director, SFS – Ecolabelling in Finland and Ragnar Unge, Managing director, SIS – Ecolabelling in Sweden.

To prepare for the interviews, the interviewee received questions in advance, as a ground for discussion. The interviews were then conducted in an open manner, where the interviewee described how the Swan label had developed in respective country, how campaigns had been performed and evaluated, the general experience of the campaigns, target groups, success factors, and so on. Open interviews with the persons mentioned above were assumed to be the best way to gather the experiences from the Nordic Countries. Subsequently the interviewee received notes from the interview for comment and they have also commented the final report. The reviewed notes are enclosed in appendixes.

A literature study was done in connection to this report to get a better base for the interview study. The main findings from this study are discussed in the report.

## 5. Guidelines for the reader

The first three chapters in this report are foreword, summary and background description.

In chapter 4 is an overview of the findings in the literature study, mainly based on few studies, which were found to be of interest for the outcome of this report.

The results from the interviews are summarized in chapter 5. The interviews with each Nordic Ecolabelling office are in more details in the appendixes.

In chapter 6 the results from the interviews are discussed and compared to finding in the literature in chapter 4

At last, it must be beard in mind, reading the report, that it is not entirely an objective study. The outcome of the interview, are to some extent, based on the interviewees experience, their personal appraisal, and their interpretation of objective facts. The report is also affected by the interviewers judgement of which parameters were important when the interviews were summarized

## 6. Research and Literature

In this chapter the main findings of the literature study will be presented. The findings are mainly based on few studies, which were found to be of interest for the results of this report.

### 6.1 Consumers knowledge on ECO-Labels

In 2004, the Nordic Council of Ministers published a review of the current knowledge base on consumers perception, understanding, and use of product related environmental information.(Leire and Thidell 2004) Leire and Thidell find out that following themes often recur in the researches and reports in the Nordic literature, reviewed:

1. The Swan label, together with national labels for organic food, is well recognised and regarded trustworthy among the Nordic consumers. However there is some confusion on the meaning of all symbols in the rich flora of eco-labels, and the consumers do not fully understand the messages of different label or which organisation is behind each label. Some consumers tend to avoid information and use the confusion as a justification for not buying eco-labelled products.
2. The consumers' trust in the labels is a prerequisite for the labels success. Whether it is the state, consumer agency or NGOs that

verifies/certifies the label is of lesser importance as long as it is a reliable and unbiased third party.

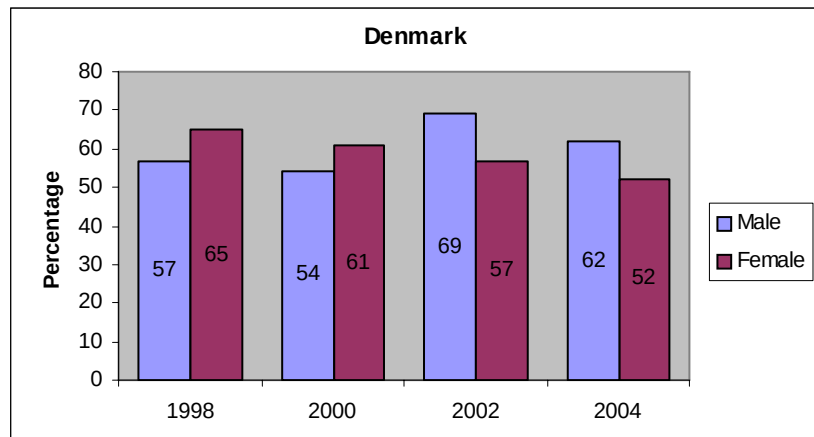
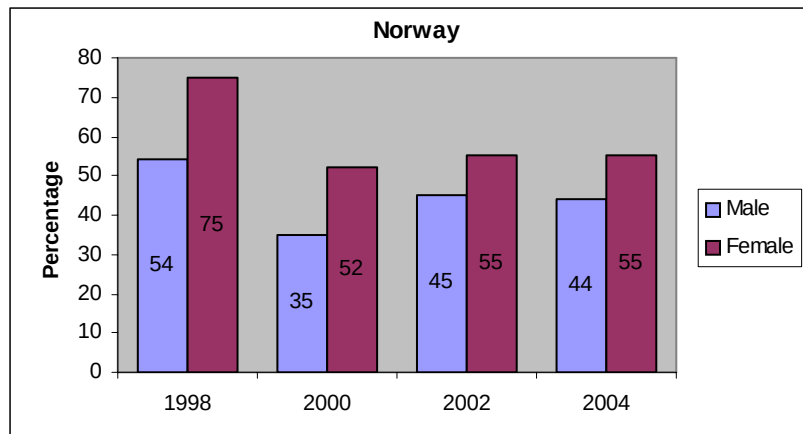
3. Many consumers do not differentiate between information on environmental, health and safety aspects. They rather view them holistically as an additional quality of the product. They also prioritise products when they perceive that the environmental qualities are strongly related to themselves like health and quality issues that directly can affect them.
4. There are many reasons why consumers do not use environmental information in the purchasing situation. The most influential factor is said to be that consumers prioritise price and quality. Another important factor is that consumers, in stressed purchasing situations, lack time and knowledge to search for and examine environmental information and therefore buy products they are custom with.
5. Finally, Leire and Thidell stated, that there are some indication in the literature that environmental awareness, rather than environmental literacy, triggers the use of eco-labels.

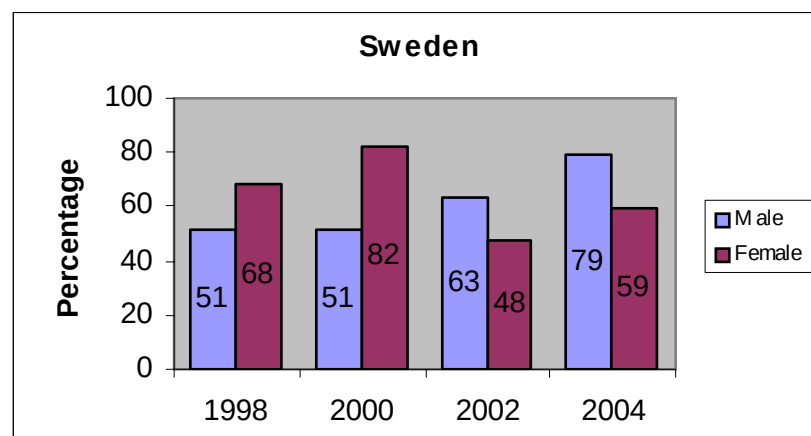
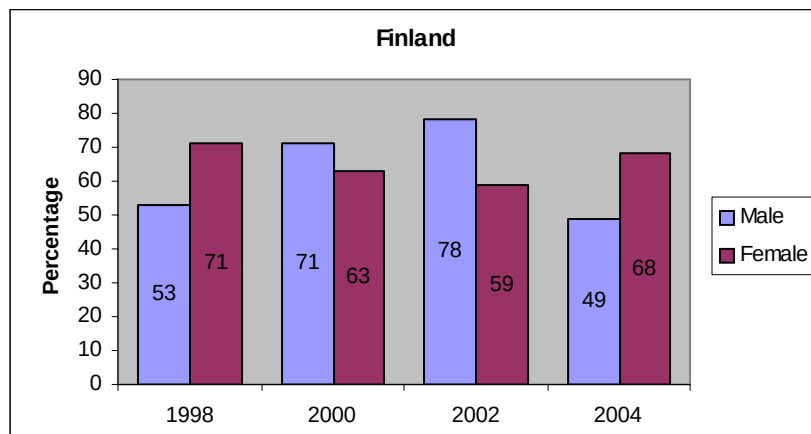
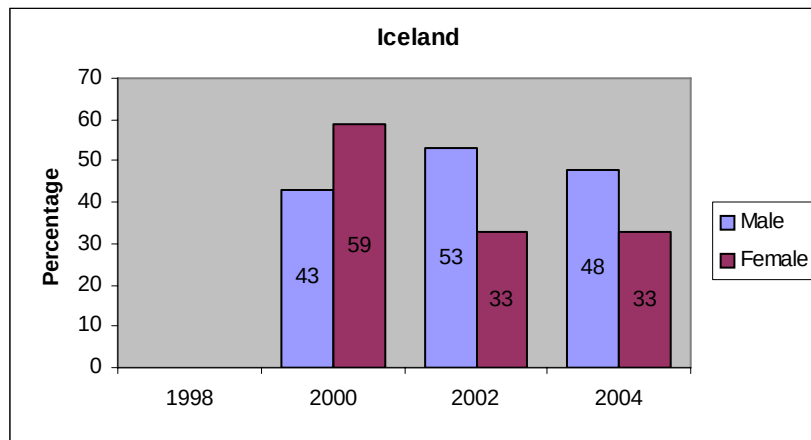
## 6.2 *The Nordic Swan label surveys*

On the behalf of The Nordic Ecolabelling, Markeds- & Mediainstitutet AS and Taloustutkimus OY, have conducted surveys to find out the awareness of the Swan label in the Nordic countries, every other year since 1998, and in Iceland since 2000 (Lindberg 1998 and 2000; Yli-Rohdainen 2002; Fagerström & Lemmetyinen 2004). As the survey has been conducted in Iceland since year 2000, the results from Iceland will be discussed even though marketing efforts in Iceland are not a subject in this report in other respects. This is mainly done to see if the pattern in Iceland, which is a small hinterland where almost no marketing efforts have been performed, is different from the other Nordic countries.

The surveys were carried out as personal interviews in all the Nordic countries with the same questions asked so the surveys and the awareness can be compared over time.

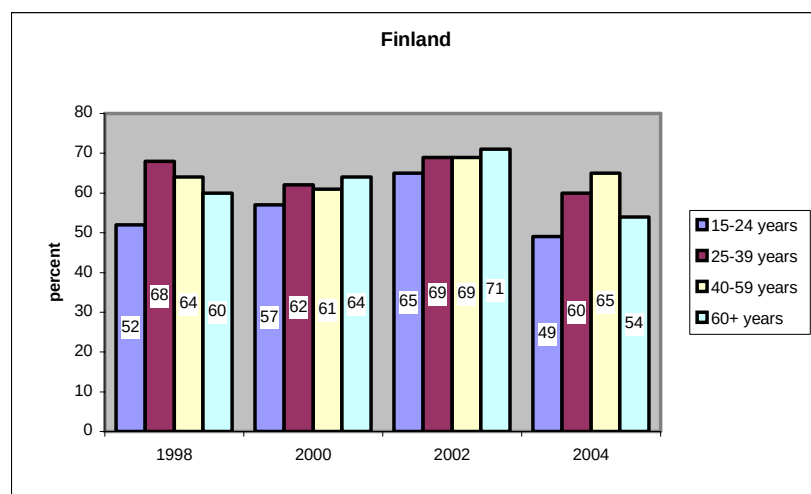
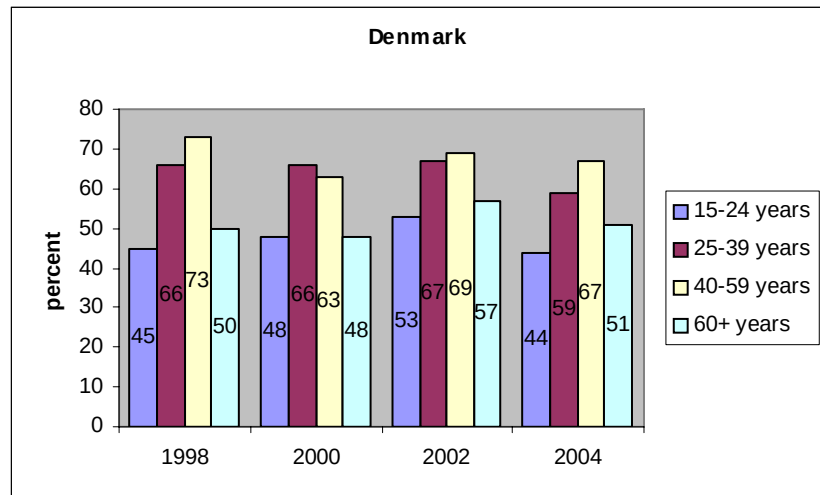
1. The first question is *“Do you check that the products you are buying are environmentally friendly?”*.
  - a) Each column represents the share that always or sometimes checks that according to gender.

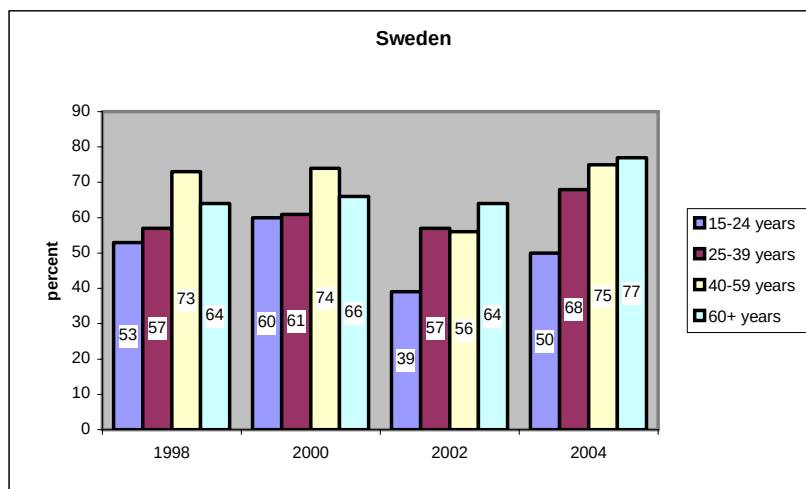
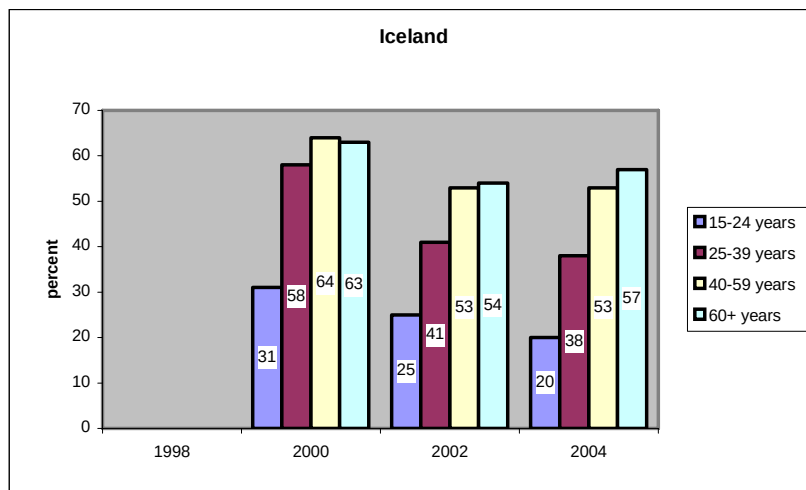
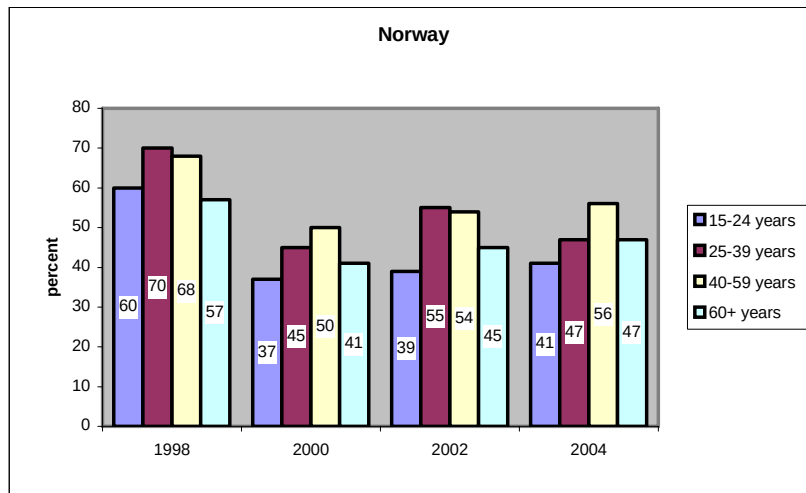




In year 2000, in all countries except Finland, females more often than males, checked if products were eco-labelled. The most recent survey shows on the other hand that in Sweden, Denmark and Iceland males more often check if products are eco-labelled.

- b) The same question as above “Do you check that the products you are buying are environmentally friendly?” was also analysed by age. The columns are the percentage that said they always or sometimes checked if the products were environmentally friendly.





In this case the findings were quite unexpected. In Iceland and Sweden the group, age 60+ most often check if products are eco-labelled. In all countries in 2004, for the other age groups, the environmental concern increases with age. Young people, up to 25 years, are least concerned, while the group 40–59 are those who are most concerned about the environment.

The main conclusions are that in Sweden and Iceland, the middle age group and older, and males, are more likely to check if products are eco-labelled. In Denmark there are the middle age and males that check if products are eco-labelled. In Norway the females still most often check if products are eco-labelled and the proportion of males that check if products are eco-labelled have fallen sharply in Finland.

2. In the next question, respondents were shown The Swan eco-label and asked, “*Several products have been marked with this brand. In your opinion, what is the idea of this brand?*”

**Table 1: What is the idea of the Swan label? Answers in percentage**

| Year                              | 1998 | 2000 | 2002 | 2004 |
|-----------------------------------|------|------|------|------|
| Environmentally friendly          | 48   | 52   | 57   | 57   |
| Environment brand                 | 19   | 20   | 27   | 26   |
| Environmentally tested            | 7    | 8    | 12   | 10   |
| Accepted by authority             | 3    | 6    | 8    | 5    |
| Domestic                          | 6    | 8    | 8    | 7    |
| Nordic brand                      | 4    | 4    | 6    | 3    |
| Recycled                          | 2    | 4    | 4    | 4    |
| Allergy/health/security tested    | 1    | 3    | 4    | 3    |
| Nordic official environment brand | 3    | 4    | 4    | 3    |
| Standard/good product             |      |      |      |      |
| Clean                             | 1    |      |      |      |
| Other                             | 6    |      | 6    | 6    |
| Other and don't know              | 15   | 23   | 13   | 15   |

Iceland is not represented in the figures in 1998.

The recognition of the Swan label has increased in the Nordic countries since 1998. One reason for that might be that Denmark joined the Nordic Ecolabelling organisation in 1997. Building up awareness takes time and when the first survey was conducted the Swan label had just recently been introduced to the Danish market.

In Finland, there is a competing label, using a Swan as its symbol, which stands for domestic produced commodities. According to Karppe- lin in Finland, between 20 and 25% of the Finnish population mix up the domestic Swan label with the Nordic Swan eco-label. That can explain the high rate for the domestic idea.

In the surveys in 2000 and 2004, 45% of Icelanders did not, when shown, know the meaning of the Swan label. This percentage was 29% in 2002. Icelanders are, undoubtedly, those who know least about the Swan label implication.

Other interesting findings are that less than 10% think of the Swan as a Nordic brand, official Nordic environmental brand, accepted by authorities or allergy, health or security tested.

3. In the third question all interviewee were asked after seeing the label, *“This label in a product is less harmful for the environment. To what extent do you agree or disagree with that statement?”*

Respondents where asked to rank the answers on scale from 1 (very much disagree) to 5 (very much agree).

In general, the average rate was about 4, with Finland slightly above and Norway and Iceland slightly below. In the 2004 survey, 66% of the Icelanders agree very much or somewhat to that statement. This is interesting, because in the same survey, 45% of the Icelanders didn't know, when shown the label, what the label stands for.

The answers to this question seem to be independent of gender, income or age.

The last question was *“Could you tell me to what extent you associate each of these word with the Nordic Environmental brand?”*

The respondents were required to use a scale from 1, very little, to 5, very much. The words were, in all four surveys, rated in following order (average rate in 02 and 04)

1. Environment (~4,2)
2. Future (~3,7)
3. Credibility (~3,6)
4. Quality (~3,3)
5. Impartial (~3,1)

There are two exemptions, credibility comes second in Denmark and quality comes second in Finland.

This is very well in line with what Karppelin said when she stated that it has been successful to associate the Swan label with quality aspects in Finland. Another reflection is that people often belief that domestic products are of higher quality than imported ones. If the Finns are mixing the Nordic Swan label with the Swan label that indicates domestically produced goods, it could explain the high rating for quality in Finland.

### 6.3 Surveys on sold Volume

The AC Nielsen has on the behalf of the Nordic Ecolabelling analysed the sales volume for different product categories in the Nordic countries (except Sweden) between 1998 and 2002. As the number and type of

product groups differ the results are not comparable between the countries.

**Table 2: Number of Swan labelled products in respective country**

| Year    | 1998 | 1999 | 2000 | 2001 | 2002 | Number of product categories |
|---------|------|------|------|------|------|------------------------------|
| Denmark | 46   | 82   | 188  | 205  | 245  | 9                            |
| Finland | 104  |      |      |      | 310  | 11                           |
| Iceland |      | 11   | 17   | 20   | 20   | 4                            |
| Norway  | 21   | 28   | 46   | 84   | 122  | 11                           |

**Table 3: The Swan labelled products as a share of total number of products in that category.**

| Year    | 1998 | 1999 | 2000 | 2001 | 2002 |
|---------|------|------|------|------|------|
| Denmark | 2%   | 3%   | 7%   | 7%   | 8%   |
| Finland | 6%   | 7%   | 6%   | 7%   | 10%  |
| Iceland |      | 2.5% | 3.8% | 4.5% | 4.7% |
| Norway  | 1.3% | 1.5% | 2.4% | 4.6% | 6.9% |

**Table 4: The market share of Swan label products (sales volume)**

| Year    | 1998 | 1999 | 2000 | 2001 | 2002 |
|---------|------|------|------|------|------|
| Denmark | 2%   | 3%   | 10%  | 10%  | 12%  |
| Finland | 40%  | 47%  | 49%  | 51%  | 51%  |
| Iceland |      | 2.5% | 2.6% | 4.7% | 6.2% |
| Norway  | 18%  | 23%  | 27%  | 40%  | 48%  |

The products categories were mainly everyday commodity like household- and toilet papers, paper napkins, and different kinds of detergents. Swan labelled products have highest marked share in Norway and Finland according to this survey (Sweden not included). In Finland, with a relatively strong paper industry, the market share for paper products is approximately 90%. In Norway, the Swan labelled detergents, have a strong markets position, slightly above 60%. One possible explanation is that the first manufacturer in Norway to eco-label one of its product, and launch it in mass media, was a detergent producer.

## 7. Target groups

A number of consumer segmentation models have been developed to define possible target groups for eco-labels or environmental friendly commodities. In 1996, the Swedish Consumer Agency (Konsumentverket 1995/96) defined a segmentation model regarding the consumers' environmental recognition (Leire and Thidell, 2004). The following five segments were defined:

- *The environmental fighters*, which are highly engaged in protecting the environment and are environmentally aware when shopping.
- *The payers*, which are willing to pay more for environmental friendly products. They are active in terms of recycling paper and so on, but are not exerting themselves to find eco-labelled products when purchasing.
- *The beginners*, are concerned about the environment but their environmental issues are not always set and therefore they do in lesser extent than the average person look for eco-labelled products when purchasing.
- *The sceptics*, have favourite brands, doubt the quality of eco-labelled products and, are well equipped with excuses not to buy eco-labelled products.
- *The sleepers*, ignore environmental products to a large extent.

Palm and Windahl (Palm & Windahl 1999) presented a segmentation model in 1999, with three different segments

- *The active*, have genuine environmental knowledge where environmental consideration is part of their every day values.
- *The passive*, have a positive attitude towards the environment and are aware of the environmental problems. They are prepared to buy eco-labelled products as long as it wont cost too much or be too exerting.
- *The apathetic*, are not negative towards the environment but are in no way prepared to exert them to buy eco-labelled products.

According to Palm and Windahl the active already buy eco-labelled while the apathetic must be regarded a hopeless case. The passive are therefore the main target group. Using the same arguments, the main target group in the model from the Swedish Consumer Agency are the payers and the beginners. The environmental fighters are already buying eco-labelled and the sceptics and the sleepers are not interested in eco-labelled products.

## 8. Results of the interviews

A common recognition of the environmental problems seems to be a prerequisite for a successful implementation of the Swan label. When the Swan label was introduced in the beginning of the 1990:s environmental problems were commonly recognized. The discovery of the Antarctic ozone hole in 1985, the Chernobyl accident in 1986, the publishing of the Brundtland commission report "Our Common Future" in 1987, the virus epidemic killing as many as 18 000 seals in Kattegat in 1988, the Exxon Valdez accident in 1989, the World Summit in Rio de Janeiro in 1992,

and problems where persistent organic pollutants (POPs) were affecting the reproduction capability of predators high in the food chain, were excellent breeding grounds for the Swan label. People realized that some problems existed and that they needed solution. Without that understanding, people would lack the motivation to purchase eco-labelled products.

### *8.1 The development of the Swan label*

The environmental topics were high on the agenda in the late 1980:s, focusing on global, regional, and local environmental problems. In The Nordic countries, several regional problems, like the POPs and the virus epidemic, were achieving a great attention. In the early 1990:s, the number of membership in Greenpeace and other NGO's was at all time high. Thus, Scandinavians were relatively conscious about the environmental problems at that time.

As the eco-labels were indented as one of the solutions of the environmental problems, it was a common believe when the Swan label was introduced, that both the market and manufacturers were waiting for an instrument like eco-labels to inform the market about products environmental quality. Consumers were considered rational and would therefore purchase the product with the "best" environmental quality. All that was needed was to convince manufacturers to develop eco-labelled products and inform the market. The business would then take care of it self. Thus the focus was on the products instead of the consumers needs. The marketing activities were mainly informing the market about the meaning of the Swan label and press release was often enough for getting medias attention.

The breakthrough for the Swan label in Norway and Sweden came in a similar way in 92/93. A domestic cleaning detergent manufacturers' (owned by a multinational companies) were having a problem with local NGOs. In Norway due to an accident were the manufacturer, Lilleborg, emitted detergents and surfactants in a nearby river with catastrophic consequences for the ecosystem. In Sweden, "The Swedish Society for Natural Conservation" were urging their members to boycott cleaning detergents from the manufacturer, Lever Fabergé, by some reasons.

In both cases, to improve their image, the manufacturer decided to obtain the Swan label for some of their cleaning detergents and launch it in a nation wide TV campaign. The campaign lasted for approximately a year. Because the Swan was relatively unknown at the time, they had to inform the market about the Swan label and its benefits as well.

In both countries the campaigns were very successful. In Sweden, the Swan labelled detergent, from almost being non-existing, gained about 12% market share after just several months and the Swan label became commonly known. The only disadvantage was that several years after the campaign, 5% of the Swedish people thought that the Swan label was a

Lever Fabergé, trademark. Norway experienced a similar effect. In this context it is worth mentioning that both Norway and Sweden, consider that the advantage having one large producer marketing the Swan label is greater than the disadvantage in associating the Swan label to that producer.

It was the Consumer Agency that first marketed the Swan label in Finland. At that time, only one product was eco-labelled in Finland. The Consumer Agency noticed consumers about that fact, in TV commercials, asking the simple question, “Why is only this product eco-labelled?” The commercials received a lot of attention and positive response from the public while the response from the manufacturers was quite chilly.

In the first years, a press release was all that was needed, at least in Norway and Finland, to get mass medias attention when new products became Swan labelled.

In the middle of the 1990s the focus shifted, and the SFS – Ecolabelling in Finland and SIS – Ecolabelling in Sweden, carried out their own TV commercials and other mass medial campaigns in magazines, radios, and newspapers. The main purpose with the commercials was to inform the public about the Swan label in general, and in Sweden, it was also partly to gain the Swan label back from Lever Fabergé. There have been none mass medial campaigns in Sweden since 1998 or in Finland since 2001.

In Denmark, there have been three campaigns since 1997 when they joined the Nordic Ecolabelling. A broad information campaign intending to introduce the Swan label on the Danish market was conducted in 1998. In 2001 a more specific campaign focusing on textiles and detergents was performed, and in the autumn 2004, Denmark participated in the EU eco-labels official “Flower week”. All campaigns in Denmark have focused, to some extent, on both the Swan label and the EU flower.

Since 2001, the main focus in all the countries has been on collaboration with different interest groups like NGOs, retailers, and manufacturers. With limited financial resources, it is the most effective way to market the Swan label. It increases the marketing budget and the information is coming from many messengers, which improves the campaigns credibility. The collaboration can take various forms but has generally the purpose to initiate projects that draw mass medias attention and in that way market the Swan, or to reward manufacturers or retailers that have actively collaborated with the Nordic Ecolabelling offices.

Below are the main findings from the interviews with the managers and marketing coordinators in the Nordic Ecolabelling offices, summarized. Notes from the interviews are also found, in more details, in the appendixes.

## 8.2 Sweden

Nowadays, Sweden only focuses on collaboration with stakeholders and interest groups. All commercials have profound thought or are a part of an agreement, which entails some countermeasures from a producer or other collaborator. Several projects have been initiated for pupils in elementary schools in Sweden on themes like “the environmental problems” and “inventions to improve the environment” as well as photo competition with environmental motive’s. Some of the projects have resulted in exhibitions in shopping malls and/or art galleries. In 2002 the Swan label engaged elementary school students in Gotland, in a project where at its end the students got half an hour to ask Göran Person, Sweden’s prime minister, about the governments environmental policy.

In spring 2005, a newspaper in Sweden with nationwide coverage, will obtain the Swan eco-label. The newspaper and Swan organisation have decided following activities the day this will be announced.

1. It will be announced on the front page that the newspaper has obtained the Swan label
2. SIS Ecolabelling will inform all licence holders having an eco-labelled product, several days in advance when the newspaper is to get the Swan licence
3. All ads for Swan labelled products will get X% discount in the newspaper that day
4. In addition, SIS Ecolabelling will subvention each announce by Y% that day.

Celebrities are good messenger as it is quite easy to get them to participate in “environmental projects” as the “environment” has a positive image and often gets mass medias attention. But the by far best messengers are the children. The main reasons for are:

1. It is educating for the children
2. Children do influence their acquaintances and relatives, f ex parents
3. Activities involving children are often of a mass medial interest
4. Activities with children are more trustworthy, inspiring, and often give positive associations.

The main target group is probably women in the lower middle age. Local environmental problems do not sell. It is better to use health or quality aspects as arguments and relate to individuals and the target group. The Swan label must be positively loaded and the messages should be “Same quality as a conventional product but better for your health and for the environment”.

The Swedish strategy can be summarized in following words: Collaboration with different interest groups in projects that obtains mass medial attention. Activities with children often create these conditions.

### *8.3 Norway*

After being very product oriented in the 1990:s the Swan marketing strategy is now consumer oriented. The focus is on how a Swan labelled product can help the consumers in their life. Often it is in a life situation that is new for the consumer. In the "God Start" project, in 2003, brochures were distributed to all parents at the maternity ward (55 000 child are born in Norway each year), explaining how they can act in the child's best interest considering both health and environmental aspects. In 2004 the parents also got samples of Swan labelled products for children at the maternity ward. This has been a very successful campaign with a high goodwill factor. One crucial success factor is that the association of mid-wives has actively participated in the campaign, which also gives the campaign much credibility.

The main target group is females in the age 20 to 40 years with children. Education or income levels are of less relevance. The Swan image should be modern and exciting, not old fashioned. If possible, focus on technical products, like sport cars, and connect in some way to Swan labelled products. Environmental problems far from the individuals are hard to sell but problems close to the body are easily sold. Never use global environmental problems, maybe with the exception of the greenhouse effect, as an argument. Use instead local environmental problems, quality, or health aspects as arguments. Customer relationship is essential. Let retailers or suppliers know of all activity of interest, in TV, radio, newspapers or other media or elsewhere.

Norway believes strongly in projects focusing on peoples live situations and the main emphasize will be on such projects in the coming years, probably in one way or another related to children. Themes for such projects can f ex be children at the kindergarten, feel well and secure at home, or when travelling.

### *8.4 Finland*

Finland, more than others, have based its strategy on TV commercials and advertising in magazines, with both good and poor results. Since 1995 there have been three TV campaigns and several campaigns in newspapers and magazines.

A magazine campaign in 1999 with young people as a target group was a total miss. Afterwards, when the campaign was evaluated, almost all parameters developed negatively or in wrong direction. The campaign

was sending a wrong message and associating to the 1950's. It was meant to be entertaining but the target group didn't understand the humour.

In year 2000, a very successful TV campaign was conducted with children as a messenger. Several perambulators were shown and it was little noisy as if the infants were discussing something. Suddenly, one of the infants wearing a black glove raises its hand and the other applause. The message appears on the screen "We have a dream" and that dream is the Swan label to guarantee our future. The campaign was very successful, it was considered different, entertaining, and funny.

After the period with mass medial campaigns Finland draws the following conclusions:

1. Using mass medial channels, mainly TV, is by far, most effective, but at the same time most expensive mode of campaign. Mistakes can be disastrous.
2. It is preferable to use advertising agency with environmental competence and/or with experience in marketing community information.
3. For several years, the Nordic Ecolabelling has used the slogan "Creating the future now". Children are great messengers for this slogan. Complicated information is difficult to communicate. Be humorous and don't use alarming propaganda.
4. Visualize the Swan label. It's of special importance in Finland because there is a competing label in Finland, which also has a swan as their symbol, but signifies that the product is domestic.

There is no single one-target group; it is rather the society in whole. Unlike the other countries, health aspects are not so important but quality aspects are. In Finland there is a competing label that stands for domestic produced goods using a Swan as a symbol. Therefore it is important to visualize the Swan label in all marketing activities.

The last couple of years the strategy has mainly concentrated on collaboration with manufacturers and suppliers with focus on printed matter, brochures, leaflets etc. The purpose has been to have more printers eco-labelled, to inform decision makers to purchase eco-labelled printed matter, and to convince potential customers that Swan labelled printed matter is of same or superior quality as conventional printed matter.

In 2005, Finland will keep on focusing on printed matter and initiate projects and collaboration with elementary schools. The focus will also be on professional purchasers.

### 8.5 Denmark

Since 1997 when Denmark joined the Nordic Ecolabelling, three information campaigns have been conducted, in 1998, in 2001 and in 2003.

All campaigns have focused on the both the EU flower and the Swan label.

Only the campaign in 2001 has been evaluated. The aim with the campaign was to increase the recognition and the knowledge about the two eco-labels, the Swan and the EU flower, and increase the sale of eco-labelled washing detergents and textiles. The evaluation shows that the recognition (and knowledge) of the Swan label increased from 56% to 68% (26% to 41%) from 16% to 36% (4% to 16%) for the EU flower. The trust for the label remained high throughout the campaign and the report states that the actual sales increased significantly. ( Miljøstyrelsen, 2001) The main findings after the campaign in 2001 were as follows:

A high budget community based environmental information campaign – as long as the strategy for communication is properly chosen – will obtain considerable effects. This applies at least in the context of recognition, however, possibly too to relationships to the target group behavior, specifically if certain factors in the surroundings of the campaign are supported by the message.

1. In accordance with what mentioned above, it is generally known, that raising the level of recognition is not necessarily the same as to gain likewise behavioural changes. To reach the top of the hierarch of effects, you typically need an enormous input with different instruments. This especially applies to campaigns aimed at consumers where the economical benefit from making an environmental friendly pick is not immediate.
2. TV-commercials are by far the most effective instrument to expose a message, but probably also to enhance the qualified knowledge.
3. PR-strategy is potentially effective if one in the beginning of the campaign uses anecdotes with news value. In contrast, it is difficult to get out with PR in a later phase of the campaign.
4. It is wise to involve groups of interest and “ambassadors” because
  - Those involved are more likely to back up a campaign.
  - Involvement increases the changes for a broader base of recognition.
  - Those involved become couriers of a certain message; thereby there are more messengers, that – at its best – deliver the same message (use of network communication).
  - Involvement may be the first step of building a more permanent network that can be utilized even after the campaign is over.
5. The Ecolabelling office must be aware of, when involving central groups of interest, that the success of the campaign should not only be measured by its effects on knowledge, relationship, and behaviour, but that by using information for means of control, the branch (producers and retailers) may move in environmental friendly

direction. Thus, the value of information for means of control can be increased by synergism between demands and supplies.

6. A follow up campaign conducted some period of time after the first campaign can be used to reinforce its effects. A follow up campaign is especially relevant if the message of the campaign has little news value.
7. It is important when planning and timing the campaign to try to take into consideration factors in the surroundings that may affect the message of the campaign.
8. The procurement process when purchasing a communication campaign is a time consuming procedure, which can affect the time available to execute the campaign.

The absolute most important target group are females in the age 25 to 45 years. Other target groups may almost be neglected. Environmental arguments, as such, don't sell, but the public must recognise that the environmental problems exist and how different products contribute to these problems. The arguments must be associated to soundness, efficiency, quality, or health aspects. The health aspect is by far the most important aspect. The closer to the body and the smaller the body is, the better. The Swan label provides the solution.

Good examples and positive product tests published by independent partners, like consumer agencies, are important. The easily get publicity in the mass media.

## 9. Discussion

### *9.1 Recognition of the Environmental problems*

The common recognition of the environmental problems is a prerequisite when marketing the Swan label or any other eco-label. Eco-labels are a part of the solution of the environmental problems. The public must therefore be aware of the problems. Without a problem a solution is not needed and the consumers will lack the motivation to buy Swan labelled products.

This view is supported by a study from the Copenhagen Business School focusing on barriers for development and production of environmental friendly textiles. Lack of environmental knowledge and erroneous perception of the environmental consequences of a product, are two of the biggest obstacles, for consumer to purchase eco-labelled textiles. (Neergaard, Anderssen and Beach, 2002)

That a common recognition of the environmental problems is essential does not mean that the Ecolabelling offices should focus on the environmental problems in their ads or marketing activities. The customer does

not need detailed information of the problems, but rather feel he/she is doing the right thing when choosing Swan labelled products. Collaboration with consumer agencies, NGOs, or other interest groups, should be emphasised, where their role is to inform the public about the problems and then the Swan label is presented as the solutions.

## 9.2 The Marketing Strategy

The marketing strategy in all countries has evolved from being product-oriented to more consumer- or market-oriented.

In the early 1990:s the strategy was generally a push strategy<sup>4</sup>. It was assumed that there was a latent demand for environmental friendly products and that all effort should be on getting manufacturers to develop eco-labelled products. In that sense, the Ecolabelling offices strategy was a push strategy. At that time manufacturers and consumer agencies were, quite successfully with TV commercials, informing the market about their products and the Swan label in general. The manufacturers strategy was a pull strategy. The Ecolabelling offices strategy evolved to a pull strategy in the mid 1990:s when the Ecolabelling offices began focusing on TV commercials, especially in Finland, Norway, and Sweden. The last several years the strategy has been a combination of pull and push strategy, that is collaboration with stakeholders and other interest groups in different projects to inform the general public about the Swan label. With limited resources as the Swan organisation has, it seems to be the most effective strategy.

The question was raised whether a mass medial campaign and high recognition of the Swan label is a prerequisite to get stakeholders or other interest groups to collaborate? Practically, does the Swan label have to be introduced to a new market through mass medial channels, like TVs, and gain a high awareness on the market before stakeholders or interest groups find it interesting to collaborate?

There is no doubt that the TV campaigns, conducted by Lilleborg in Norway and Lever Fabergé in Sweden, were the breakthrough for the Swan label in these countries. When marketing an eco-label in new markets, mass medial campaigns and TV commercials are therefore clearly a large advantage. That though does not mean that the Ecolabelling offices should have a pure pull strategy from the first beginning. According to the interviewee, one strategy (pull with mass medial campaigns) does not exclude the other (collaboration with stakeholders) as the example in Norway and Sweden shows. Stakeholders having interest in marketing the Swan label conducted the first TV campaigns in Finland, Sweden and Norway. The focus should therefore be on collaboration with stake-

---

<sup>4</sup> Pull and push strategies are often used as a marketing terms. Philip Kotler describes the two strategies in the following way in the book "Marketing Management" "A push strategy calls for using the sales force and trade promotion to push the product through the channels." "A pull strategy calls for spending a lot of money on advertising and consumer promotion to build up consumer demand".

holders and interest groups from the first beginning. It raises the overall budget for marketing activities, broadens the market approach and by having many messengers, improves the credibility of the marketing activities.

The challenge is therefore to find the right stakeholder or interest group to collaborate with.

### *9.3 Stakeholders and interest groups*

The stakeholders and interest groups can be divided into two different categories. On one hand stakeholders or business partners like manufacturers, suppliers, and retailers, and on the other hand interest groups like NGOs, consumers agencies, or similar. There is though, no knife sharp boundary between these categories. , often both NGOs and business related collaborators participate in the same project.

### *9.4 Business partners*

It is a common mistake to indicate to businesses that eco-labelling a product will boost its sale. Inflated promises are very difficult to reverse. The Swan label itself does not boost the sale of a product. The label is just one of many instruments manufacturers can use to inform the consumer about their environmental commitment. Eco-labelling a product is often just a part of the manufacturers corporate social responsibility management system (CSR system)<sup>5</sup>. It improves the company's competitiveness and image as a responsible actor on the market and in the society. Promising some fantastic boost in sale, which is hard to live up to, will only do more harm than good.

It is rather difficult to get manufacturers or retailers to contribute to commercials or information campaigns mainly based on advertising. They are much more willing to participate in happenings with many participating interest groups that draws mass medias attention. The financial contribution from each collaborator is relatively small compared to the campaigns expected effect and the overall budget.

Finland has experienced that it is easiest to collaborate with small manufacturers or manufacturers that have recently acquired the Swan label on their products. There are two reasons for this. Firstly, the major benefit of eco-labelling is in the beginning when a new product or a product group acquires the label. The product has perhaps gone through major changes, the expectations are high and the manufacturer wants to

---

<sup>5</sup> The World Business Council for Sustainable Development in its publication "*Making Good Business Sense*" by Lord Holme and Richard Watts, defined CSR in following way. "*Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large*"

inform the market about the new product. After couple of years these conditions are not at hand. Secondly, the Swan label has limited financial resources to use on marketing activities. For a small manufacturer this can though be a substantial contribute to their overall marketing budget, while it is insignificant for the large manufacturer. The large manufacturer does not find the contribution to be proportional to the influence the SFS – Ecolabelling wants to have on the campaign.

When identifying potential business collaborators, Ragnar Unge in Sweden recommends that following parameters should be born in mind, in that order:

1. Has the collaborator shown that he is willing to run TV campaigns?  
Is the product announced intensively?
2. How can the supplier or retailer support the Swan label, in what media etc?
3. Is the product modern?
4. What are the general environmental problems with this product group? Are there large environmental profits using this product.
5. Is the product on B2B, B2C or both markets? The best product is a product with a high turnover on both markets.

Customer relationship is essential. Let retailers or suppliers know of all activity of interest, in TV, radio, newspapers or other media or elsewhere. They have to be aware of all activities, which in one way or another can affect their products or their image. Call them once and avail, at least once a year, ask how it is going and show some interest in their well being. Showing interest gives positive associations towards the Swan label and that is very important, especially in cases were the Swan labelled products are not selling better than conventional products.

Both Sweden and Norway are relatively pleased of how they are co-operating with manufacturers today, as the newspaper example in Sweden and the project with the society of midwives Norway demonstrates.

### *9.5 Interest groups*

Having NGOs and other interest groups supporting the Swan label is essential.

NGO have usually small financial resources and can seldom contribute directly to information campaign or resource demanding activities. Their role is usually to draw the attention to the environmental or the health aspects that the Swan label is intended to solve. When marketing activities or campaigns are planned, utilize NGOs to write debate articles in newspapers or in other way enhance the recognition of the problems.

NGOs are often keen on collaborating to some extent. They care for their integrity and they want to have the freedom to criticise the Swan

label if they find that necessary, for example if they find the criteria too vague or with wrong focus.

Consumer agencies have a similar role as NGOs, but with a slightly different focus. They concentrate on all three aspects, the environment, the health, and the quality. Positive product tests, showing that eco-labelled products are of same or superior quality than conventional products, have played an essential role in getting eco-labelled products accepted on the Scandinavian market.

Jan Erik Stokke brought up that just focusing on NGOs and Consumer agencies is very limiting. Be open minded, there are a lot of potential collaborators out there, who can substantially contribute to increase the recognition and the credibility of the Swan label, as the cooperation with the society of midwives in Norway shows.

All interviewees mentioned the idea of establishing a group called "The friends of the Swan" consisting of representatives from different NGOs that want the Swan label to become well known and successful. The role of "the friends" would be to initiate and co-ordinate different activities that support the Swan's marketing efforts. This is also one of the main conclusions in the evaluation report after the campaign in 2001 in Denmark. (Miljøstyrelsen, 2001)

### *9.6 Branches or product groups*

The breakthrough for the Swan label in Norway and Sweden was mainly based on one product category, a cleaning detergent. That raises the question if one branch or one or few products are better than others to market the Swan label?

In general the spotlight should not be on one or two products or branches. Instead the focus should be on how particular stakeholder can contribute to raise the awareness and the recognition of the Swan label in general. That does though not mean that some products are not better than others to market the Swan label. The best products are modern, everyday, brand sensitive, commodity with high turnover, which are sold on both the B2B and the B2C market.

Finding a product that fulfils all these criteria's is almost impossible, as the manufacturer also should have an offensive marketing strategy. This is, also, quite in a contradiction to the fact that the products most often associated with eco-labels are toilet- and household papers, office papers and cleaning detergents, that can not be assumed to be modern or brand sensitive commodity. The parameters mentioned above are though important as indicators on which products to focus.

The Swan label can be used to strengthen a brand and to build up brand image. That is much easier in product categories that have some brand sensitivity from the beginning, than trying to build brand sensitivity for a whole new product group.

The commodity ought to have high turnover, otherwise it is risk that the consumer will forget the Swan label between the purchases. Products with high turnover are usually everyday commodity.

The product must be on both B2B and B2C market. The sales volume is probably similar or higher on the B2B market while the B2C market is more important to build up the Swan label's recognition.

Buying Swan labelled products should be exciting and a part of the modern live. If possible, associate the Swan label to technical or fashionable products, like computers or fast sports cars with eco-labelled tyres and where the maintenance is carried out with Swan labelled car reconditioning products like tar remover, wax, or shampoo.

In this context, the Swan label is meant to inform the consumers about products environmental properties in a simple and straightforward way. As a product becomes more complicated and expensive, the greater becomes the acceptance for complicated information as EPDs. (Palm and Windahl, 1998)

Washing detergents are more brands sensitive than cleaning detergents. The disadvantage is that it is difficult to get consumers to try new Swan-labelled washing detergents. The advantage is, when they have tried the Swan labelled product, they are more likely to stay loyal to that product.

Identifying branches or product groups, can be summarized by the parameters that Ragnar Unge recommended when choosing collaborators, see page 57.

### *9.7 Target groups*

When asked, all the interviewee, except Karppelin in Finland, said that the Swan label main target group were females in the lower middle age with children. Karppelin though mentioned that Finland engaged an advertising agency to make a target group analysis in 1999, which defined the main target group as parents in the lower middle age with two children.

Apart from this target group, it seems to be very difficult to find any other target groups based on income, education, gender or family status.

Three out of five interviewees had some reservation that the target group are females in the lower middle age. Karppelin in Finland said that even though families with young children are important, they are not the only target group. People, concerned about the environment, are of both gender and can be found in all ages and classes. According to Karppelin, it can be relevant in some specific campaigns to focus on well-defined target groups, but in the long run the target group must reflect the society in general. Karppelin also pointed out that Finland experienced when focusing on the target group young people, that the market in general

thought that the Swan label was a brand only for young people and not the population in general.

As discussed in the chapter “6.2 The Nordic Swan label surveys” on page 40, middle age men more often than women check if products are eco-labelled. This does not have to be inconsistent to the answers from the interviews that points out women in the lower middle age. If females do the majority of the households purchasing they are much larger target group than men. Other possible explanation is that the majority of the females’ purchases are after work in stressed situations when they don’t have or they don’t take time to check if products are eco-labelled. Men on the other hand the few time they do the purchasing, their situation is not as stressed as the females, and the (middle age) men take their time to check and explore new products. If this is the case women in the lower middle age can be the main target group even though men, the few times they do the purchases, more often check if the products are eco-labelled.

### *9.8 Business or consumers market*

In Finland, approximately 75% of the volume of all eco-labelled products is sold business to business, while other mentioned that the ratio is approximately 50/50 in the other Nordic countries. This raises the question if the Swan label market is a B2B or B2C market<sup>6</sup>? The common opinion is that the Swan label is a B2C market and Stokke in Norway explained it in this way:

A professional purchaser must have some recognition (formal or informal) from the surroundings when buying environmental friendly or Swan labelled products. This recognition comes mainly from the users, the public or the family. These are all individuals and consumers that must be aware of the positive meaning of the Swan label. Thus, should the main focus be on the consumer market.

This does though not mean that professional purchasers can be neglected. They are individuals as well and many products like office paper are primarily B2B products.

Karppelin in Finland also pointed out that eco-labels are important decision instrument for professional purchasers in the beginning before they possess enough knowledge to ask the right questions about products environmental properties and evaluate the answers. As the time passes the purchaser becomes more competent to evaluate the products environmental performance and the Swan label importance as a decision instrument is undermined. A similar view is expressed in a report from Gothenburg Research Institute, which states that small customers ask for simple information like eco-labels while larger actors ask for Environmental Product declarations, EPDs. (Solér, 2001)

---

<sup>6</sup> B2B means businesses selling to other businesses while B2C is businesses selling to consumers

### 9.9 Image

As at trademark, the Swan label must be loaded with positive values. Ragnar Unge in Sweden mentioned that they want the consumer to feel that he or she is sending the signal “I am smart” to the surroundings when he buys Swan labelled commodities. Jan Erik Stokke in Norway expressed similar view when he said it is “smart and modern to choose eco-labelled products”.

Retailers, participating in a study from the Danish EPA, claimed that it is possible that eco-labels on cloths can be more negative than positive. The profile of the Swan label is seen as old fashioned and boring. It is not positive to wear clothes that are late-eighties-like. (Leire and Thidell, 2004)

According to Jan Erik Stokke, the signal send to the market may definitively not be that the Swan label is nostalgic and it is uncertain if it is right to indicate that buying Swan labelled products is rational. It is tedious always being rational. The image should be: modern and exciting.

### 9.10 Arguments

All interviewee agreed that environmental aspects as such don't sell. If using environmental arguments, it is important to link the problem to the consumer as an individual. It is easier to connect local or regional problems to individuals than the global environmental problems. A study from the Swedish Consumer Agency found that vague phrases like “environmentally friendly” and “lenient towards the nature”, are perceived by consumers as confusing and misleading. Phrases like “manufactured from recycled material” and such are more trustworthy and easier to understand. (Leire and Thidell, 2004)

In Finland it is important to associate the Swan with quality aspects while in other countries it is important to associate the Swan with both quality and health aspects. This is very well in line with surveys conducted by Taloustutkimus OY, which show that the Finnish people associate the Swan label in large extent to quality aspects.

Local environmental problems sell better than global problems. Associating the Swan with health aspects is probably the most effective way to market the Swan label. This is also supported by a study from the Copenhagen Business School on textiles with the EU flower, which states that the health aspects are the only working association of environmental considerations (Leire, and Thidell, 2004) As the arguments comes closer to the body, and the smaller the body is, the better.

Jan Erik Stokke emphasized that people's relation to chemicals is quite schizophrenic. One moment, they use chemicals to improve their skin and heal wounds with ointment or skin lotion. The skin is porous and absorbs easily these “good” chemicals. Next moment people believe that the skin is sealed against all unwished “bad” chemicals in f ex cleaning or

washing detergents. It is important to point out this inconsequence in the consumers' behaviour.

The message should be "Same quality as conventional products but superior for your health and the environment". Always use the name of the label, the Swan label and not eco-label in general. It gives the Swan label a clear identity.

That the Swan label is an objective third part eco-label is important information. That the label is used in several countries is an advantage and gives the label some credibility, but that it is an official Nordic label is of lesser importance.

Stokke emphasized the importance of clear communication. Norway has several times tried to inform the market about the EU flower and the Swan label simultaneously. The market perceives it as confusing and it has never been successful. Focus on one label at the time.

All interviewee said that it is important in commercials, to visualise the Swan label so that the consumer will be familiar with the label when the purchasing decision is taken in the store.

The Nordic slogan for the Swan label is "creating the future now". It is the children's future we are creating and the children are by far the best messenger of that, independently whether the product is used by or affect the children or not. All interviewees agreed on that.

Be objective but entertaining at the same time. It is some divergence in the answers whether and then how, to use disturbing or alarming information in commercials or campaigns. At the same time as it is important that consumers are aware of the environmental problems they are tired of alarming or shocking news, what is good and what not for the environment or your health. Informing the market about the environmental problems requires massive information, which is unsuitable in commercials or ads. The advice from all interviewee is to collaborate with stakeholders and interest groups were the interest groups role is to inform the market about the environmental problems. In commercials, the messages should be, without discussing the problems in detail, that the Swan label is the solution.

When choosing arguments, have in mind that, consciousness and recognition is of much greater importance than knowledge. Buying Swan labelled products is based on feelings; campaigns must communicate that feeling rather than knowledge.

The main content is that the best selling arguments are problems that can affect children or are easily associated to the consumer as an individual. Children are the absolute best messengers.

#### *9.11 Other consumer orientated labels*

There are several other labels in the Nordic countries with a similar purpose as the Swan label. These are for example labels for organic products

or organic agriculture, like the Krav label in Sweden or the red Ø label in Denmark. Also, eco-labels like the TCO label or “The Good Environmental Choice” in Sweden, or international labels like the EU flower, or the Blue Angel in Germany. These labels are more considered as a complement to the Swan label, strengthening the environmental concept, rather than direct competitors.

Labels indicating other concepts, like ethics or fair trade, are more likely to be assumed as competing labels. These concepts are trendy, and are competing with the Swan label for the manufacturers and the retailers’ attention.

In Finland there is a label for domestic produced commodities that has a Swan as a symbol. The Nordic Swan eco-label is often confused with that label in Finland.

### *9.12 The Swan label strength and weakness*

Along with the labels for organic products the Swan label is the best-known eco-label in The Nordic countries. Whether it is an advantage or not that the Swan label is an official Nordic label is not certain. It is more important that the Swan label is an independent third part label used in the Nordic countries.

Compared to other types of labels, like ethics or fair trade, the eco-labels have a tedious, rational, and old-fashioned image, used on unexciting products, like household papers and detergents. There is a risk that manufacturers or retailers prioritise other more trendy labels instead of eco-labels, as those more easily gets mass medias attention. On the other hand, the Swan label is an appreciated trademark. For example in the last two years, the Swan label came in sixth place over the trademarks most appreciated in Finland. In comparison, Finnair came nr 11, Nokia nr 12 and, Volvo nr 94.

The question was raised why the Swan label has been much more successful than other eco-labels, like the EU flower, and if the success could be due to the Nordic Swan label organisation and the cooperation between the Nordic Ecolabelling offices. Three main reasons were mentioned as a success factors for the Swan label compared to other labels.

1. Far more resources have been used on marketing the Swan label in the Nordic countries than on the EU flower.
2. The environmental awareness is higher, on the average, in the Nordic countries than in Europe in general. The base condition for marketing an eco-label are therefore better in the Nordic than in Europe in general.
3. The Swan label is used on everyday commodities when the EU flower is more used on textiles and products with lower turnover than

the Swan label. The EU flower is therefore not as visible on the market as the Swan label.

In this context it is worth mentioning that, according to Leire and Thidell, the Swan label, together with national labels for organic food, is well recognised and regarded trustworthy among the Nordic consumers.

Based on this it is not possible to say that the success of the Swan label is due to the Nordic organisation and the cooperation between the Nordic Ecolabelling offices. At the same time it is not possible to state that the Nordic organisation has not contributed achieving the status and role the Swan has to day.

### *9.13 The role of the label*

As mentioned earlier, the prerequisite to successfully market the Swan label seems to be a common recognition of the environmental problems, but as commercials and ads must be clear and concise, there is no space for massive information to explain the environmental problems. The ads should mediate the “good feeling of taking the right decision” instead of emphasising the environmental problems.

The label is a decision instrument for consumers. On average, purchasing decision is taken in the store in two to ten seconds. The role of the label is to help the consumer to take the right decision in the store. The average consumers do not exert themselves to find the eco-labelled products. Thus, eco-labelled products must be placed adjacent to the conventional commodities, not in a special area just for eco-labelled products. Only the convinced people or environmentalists actively seek the eco-labelled products. If the purpose is to reach the average customer, the eco-labelled products must be placed next to the conventional ones.

The label is thus, an instrument for decision-making, not an informative instrument, in the sense that it should not be used to inform the public about the environmental problems.

## 10. Conclusion

The main conclusion is that the marketing strategy must be a combination of pull and push strategy. All marketing activities should be carried out in collaboration with stakeholders and interests groups, have some profound thought, and/or be a part of an agreement which entails some counter-measures from a producer or other collaborators. All commercials or activities that are not a part of a profound long-term strategy are waste of resources. The PR strategy must take in account the role, responsibility and possible actions taken by each collaborator or interest group.

## List of references

- Fagerström, K., Lemmetyinen, J. (2004) *The Nordic Swan Label*, Taloustutkimus Oy
- Konsumentverket (1995/96). Konsumenten och miljön: Resultat från en undersökning av svensk konsumenters miljömedvetenhet. Rapport 1995/96:13. Swedish Consumer Agency, Stockholm
- Leire, C., Thidell, Å. *Consumers perceptions, Understanding and Use of Product Related Environmental Information – A literature review of the Nordic knowledge base*. Temanord 2004:539. Nordic Council of Ministers. Copenhagen
- Lindberg, K. (1998) *Nordisk Omnibus Svanemarket*, Markeds og Mediainstitut AS
- Lindberg, K. (2000) *Nordisk Omnibus Svanemarket*, Markeds og Mediainstitut AS
- Neergaard, P., Andersen, M., Bech, L. (2002). *Environmental-friendly textiles*. Copenhagen Business School.
- Palm, L., Jarlbro, G. (1999). *Nordiska konsumenter om Svanen: Livstil, känedom attityd och förtroende*. TemaNord 1999:592. Nordic Council of Ministers. Copenhagen
- Palm, L., Windahl, S. (1998) *How Swedish consumers interpret and use environmental information*. Rapport 1998:28. Swedish Consumer Agency. Stockholm.
- Solér, C. (2001). *Communication of product related environmental information. User requirement of studies of Environmental Product Declaration, EDP, systems*. NIMBUS Project, CPM report 2001:4, Chalmers Institute of Technology.
- Yli-Rohdainen, M. (2002). *The Nordic Swan Label*. Taloustutkimus OyInternet sources
- Miljøstyrelsen (2001), Evaluering af Miljømærkekampagnen 2001, Available: [www.mst.dk/produkt/03040300.htm](http://www.mst.dk/produkt/03040300.htm) [02.01.2005]
- Nordic Ecolabelling, (2005), Information about the Swan Organisation in the Nordic countries, Available: [www.svanen.nu](http://www.svanen.nu) [02.01.2005]

## Contacted persons

Björn-Erik Lönn, Nordic Ecolabelling, Norway  
 Jan Erik Stokke, Stiftelsen Miljømerkning, Norway,  
 Lisbeth Engel Hansen Miljømærkesekretariatet, Denmark  
 Ragnar Unge, SIS – Miljömärkning (SIS – Ecolabelling), Sweden.  
 Sinikka Karppelin, SFS-miljömärkning, Finland  
 Sigrún Guðmundsdóttir, UST, Iceland  
 Tine Due Hansen, Miljømærkesekretariatet, Denmark,

# Appendix 2

## Iceland's part –project's origin and Iceland's part in it

### Table of Contents

|                                                                                   |    |
|-----------------------------------------------------------------------------------|----|
| 1. Prelude to the project.....                                                    | 68 |
| 2. PR strategy for the Swan label in Iceland.....                                 | 70 |
| 2.1. Definition of a target group .....                                           | 70 |
| 2.2. Message.....                                                                 | 71 |
| 2.3. Methods and means.....                                                       | 71 |
| 3. Preparation of the information campaign .....                                  | 72 |
| 3.1 News pushing.....                                                             | 72 |
| 3.2 Attempts to find collaborators .....                                          | 72 |
| 3.3 Media and message .....                                                       | 73 |
| 3.4 Print dissemination.....                                                      | 73 |
| 3.5 Icelandic language used to grab attention.....                                | 74 |
| 3.6 Themed publicity.....                                                         | 74 |
| 3.7 Radio publicity .....                                                         | 75 |
| 3.8 Other Media .....                                                             | 75 |
| 3.9 Design and preparation of publicity material: .....                           | 76 |
| 3.10 Fundraising.....                                                             | 76 |
| 4. Information campaign, 19 April to 2 June 2005 .....                            | 76 |
| 4.1 Advertisements in Morgunbladid .....                                          | 76 |
| 4.2 Very easy game on State Radio 2, in Morgunbladid, mbl.is and www.ust.is. .... | 76 |
| 4.3 Children's Congress on environmental affairs .....                            | 77 |
| 4.4 Publicity to professions in the information campaign .....                    | 78 |
| 4.5 Conference on environmental certification in the tourism industry.....        | 78 |
| 4.6 Follow-up .....                                                               | 79 |
| 5. Discussions.....                                                               | 79 |
| 5.1 PR strategy .....                                                             | 79 |
| 5.2 Message.....                                                                  | 79 |
| 5.3 Collaboration on publicity.....                                               | 80 |
| 5.4 Advertisements in daily newspapers .....                                      | 80 |
| 5.5 Children's Congress .....                                                     | 80 |
| 5.6 Response to the information campaign.....                                     | 81 |
| 5.7 What is the next step?.....                                                   | 81 |
| 6. Recommendations .....                                                          | 81 |
| 6.1 Attempts to find collaborators .....                                          | 81 |

This appendix is a summary by Ecolabelling in Iceland, Environment and Food Agency. It deals with the main aspects of the project related to Iceland and the Icelandic public: PR strategy, preparation of an information campaign and the actual information campaign. Following that are considerations of particular aspects of the project and, finally, a summary of the points to be learned from the project and disseminated to others.

## 1. Prelude to the project

An important part of the activities of the Nordic environmental logo, the Swan label, is publicity for the logo and what it stands for. At the beginning of 2001 a certain optimism prevailed that it would be easy to make the Swan well known because there are few Icelanders, and the Icelandic media is widespread, powerful and easily accessible.

Resources for intensive marketing (advertising on TV and in newspapers, etc.) were not available, but due to the small size of the market, there was some optimism that the label would get good coverage in various media. It was assumed that an important, interesting and positive thing like the Swan label would be easy to introduce to the media. Considerable time and effort was spent on preparing press materials, organizing events, and thinking up ways to get the media general interested in the Swan label – which, in turn, should get the public interested.

The Icelandic media's interest in environmental issues was apparently overrated. Apart from a few radio programs with a small audience, only one national newspaper, *Morgunbladid*, showed real interest, for *Morgunbladid* has emphasised coverage of environmental affairs. *Morgunbladid* has ISO 140001 certification and got a Swan licence for part of its production during the course of the project; it is worth mentioning that the newspaper is the only company in Iceland able to boast of having both.

At the beginning of 2002, a conference was held in collaboration with the environmental organisation Landvernd, National Association for the Protection of the Icelandic Environment. The topic of the conference was the interplay between consumption and environmental affairs. The conference had three parts. The first part dealt with the manufacture of products and considered most aspects related to manufacturing environmentally friendly products and their significance. The second part dealt with trading in environmentally friendly products, and the third part, where families were welcomed, discussed consumption, and there was an opportunity to visit a recycling workshop with children from the Nature Preschool Krakkakot (see Figures 1 and 2). The Krakkakot Preschool places heavy emphasis on environmental affairs and conservation of nature. It was also possible to listen to all kinds of lectures on the interaction between the consumer and his environment.

The conclusion of those attending the conference was at the conference per se had been successful, but it did not produce the results aimed at and funded. Despite the great amount of work of all those organising it and excellent advertising, there were few participants, and the mass media paid little attention to the conference.



*Figures 1 and 2 are from the third part of the conference held in collaboration with the environmental organisation Landvernd, National Association for the Protection of the Icelandic Environment 2002. Shown is visit to a recycling workshop and from discussion involving children at the Nature Preschool Krakkakot.*

Following the conference, the conclusion reached was that it would be better to use traditional marketing channels to publicise the Swan label, i.e., direct advertising, and try to reach people in this way. Following some discussion, the decision was made in 2005 that revenues from the Swan label in Iceland would be solely channelled into publicity and marketing, and that more funding would be sought since it was clear that advertising campaigns were expensive.

Formal changes were made at the Environment and Food Agency in 2004 when the Swan label's publicity became one of the projects of the agency's director of education. Despite this change, there is still a shortage of knowledge and education in the field of marketing amongst those at the agency involved in publicising the Swan label. It was decided to seek the assistance of marketing specialists from outside the agency. At the director's initiative, the decision was made to set up a research project, where:

- The Swan label's "bank of experience" on marketing in all Nordic countries would be collected.
- Marketing specialists' assistance would be sought.
- A marketing campaign would be launched in Iceland (funded by the Nordic environmental logo in Iceland).
- The results and conclusions of the project would be announced at a conference.
- A final report would be issued on the project

The intention was to bolster marketing efforts for the Swan label in Iceland and also give other parties in a similar situation insight into the world of marketing. Application was made to the Nordic Council of Ministers/subgroup for a grant, and a positive response regarding the grant came from the T5 - IPP group of the Nordic Council of Ministers in 2004.

## 2. PR strategy for the Swan label in Iceland

An evaluation of marketing efforts for the Swan label in Denmark, Norway, Sweden and Finland was done (see Appendix 1). In formulating the PR strategy for the Swan label, the findings of the evaluation in the Nordic countries were taken into account as well as the knowledge of the marketing consultant in the Icelandic market and the Nordic PR strategy for the Swan label.

Writing the PR strategy was difficult, and it came to light shortly after the information campaign was finished that certain aspects of the strategy were deficient. Refinements to it were therefore made in the fall of 2005 in accordance with the points decided on the previous spring but were not recorded then.

The Swan label's PR strategy consists of the following:

### 2.1. *Definition of a target group*

Consumers:

- Those, who are sometimes referred to as “mellangruppen”, i.e., those who know that environmental affairs are important but seldom change in accordance with that knowledge.
- Many regard women of child-bearing age with children as an especially important group, and emphasis is placed on appealing to them in publicity campaigns for the Swan label.

Companies:

- No priority will be given in the near future to urging companies to purchase Swan-labelled products; rather, the focus will be primarily on consumers.

Stakeholders and collaborators:

- Emphasis is placed on strengthening ties and building up a network of contacts with parties able to utilise the Swan label to promote themselves at the same time as they give it increased support. This means voluntary associations as well as governmental parties, companies or special-interest associations. Special emphasis shall be laid on getting importers, wholesalers and retailers to increase the selection of Swan-labelled products.

## 2.2. Message

The Swan label is an environmental logo:

- Since both the Swan label and its content are not well known in Iceland, the main emphasis shall be on certain fundamental points.
- Emphasis will be laid on the Swan label as a simple way to do good things, for example, it is “rewarding” to buy Swan-labelled products because doing so will make it possible to create better health, a better environment and thereby an assured future for coming generations.
- The message must be brought home in a simple, warm and/or enjoyable manner.

## 2.3. Methods and means

Generally:

- Publicity campaigns will be held at least once a year.
- Networks of contacts are built up with parties who can support the Swan label and vice versa.
- The mass media shall be encouraged to cover various environmental issues.
- An increased selection of Swan-labelled products in Iceland shall be promoted, and Icelandic parties shall be urged to apply for Swan licences.
- Good relations shall be maintained with Nordic collaborators, and joint marketing projects shall be participated in, when possible.

Media:

- Since the Swan label builds on visual messages, it is necessary to use visual media. It can be assumed that television advertisements have the greatest impact, but they are expensive and require special funding. As a second alternative, print media will be used.
- An effort will be made to use different media to reach as many as possible. This applies especially if television advertisements are not possible.
- Swan-labelled media will have priority.

Appearance and design:

- Efforts are being made to coordinate “visual as well as textual” presentations in all publicity materials for the Swan label. The Nordic Environmental Logo participates in that coordination.

Fundraising:

- It must be ensured that the revenues of the Swan label are channelled entirely into publicity and marketing. Other means of fund raising will be investigated.

### 3. Preparation of the information campaign

The findings of the evaluation indicated that the preparation of the information campaign was much more expensive and time-consuming than had originally been planned. The initial plan provided for two months' preparation, and it is obvious that extensive collaboration with stakeholders would not be possible within this period. It did not seem advisable to delay the information campaign since the project could then have been delayed. On the other hand, the work time of the employees of the Environment and Food Agency increased.

Preparations for the information campaign were extremely diverse. Preparation began of a list of possible collaborators/stakeholders; ideas for publicity were sketched and publicity methods and content (publicity material/reports of incidents, etc.) reviewed. Since a target group of the project was "women of childbearing age", it would have been theoretically possible to build on and jointly utilise publicity materials from the Norwegian project "God start", which was directed at the mothers of infants and products for infants. Upon further consideration, there proved to be no basis for utilising the God start project in Iceland<sup>7</sup>.

#### 3.1 News pushing

Since it has been difficult to get news and articles about the Swan label and Swan-labelled Icelandic products published, no emphasis was placed on direct news pushing. Nevertheless, several television programme directors and journalists were contacted, and several news releases were sent out. The result was one newspaper article about the information campaign.

#### 3.2 Attempts to find collaborators

The evaluation of Swan label marketing in other Nordic countries revealed that heavy emphasis is placed on collaboration with stakeholders in anything involving marketing of the logo. According to the evaluation, it is deemed inadvisable to use mass media only and, in fact, not at all unless in collaboration with stakeholders. Building up publicity and marketing efforts is generally a long process, and it is therefore clear, at this stage, that it would be difficult to build up dynamic collaboration on publicity in the short preparation period planned for the information campaign. Numerous parties were contacted to check on collaboration possibilities. Many of the stakeholders that had collaborated with the Swan

---

<sup>7</sup> This report mentions the "God start" project in several places, but more detailed information is available on the home page of the Swan label in Norway [www.ecolabel.no](http://www.ecolabel.no) and in the Nordic Council of Ministers' report Miljøkommunikasjon til forbrugere. En nordisk håndbog, ANP 2005:721.

label were urged to discuss environmental affairs and/or the Swan label. Stakeholders were primarily selected on the basis of the following:

- They had placed emphasis on and achieved good results in environmental affairs.
- Their interests coincided with the interests of the Swan label, i.e., they worked on matters similar to the ideology of the Swan label or offered Swan-labelled products/services.

The following parties were contacted (and direct collaboration sought with some of them): A perishable goods store chain, various governmental agencies, daily newspapers/magazines, holders of and applicants for licences for Swan-labelled products, mass media and grassroots movements.

#### 3.2.1 Examples of parties contacted

- Governmental agencies: The Public Health Institute, City of Reykjavik.
- Government offices: Office of the Prime Minister and Ministry for the Environment.
- Store: A perishable goods store chain emphasising fresh and healthy products, wholesalers and retailers of Swan-labelled products.
- Grassroots movements: Landvernd, National Association for the Protection of the Icelandic Environment; The Consumers' Association.

### 3.3 Media and message

Graphical presentation of the Swan label was deemed important along with the utilisation of Swan-labelled media.

#### 3.4 Print dissemination

Since a new licence for a special publication of a newspaper, and thereby a mass medium, was issued at the same time as the campaign began, the decision was made to emphasise the significance of Swan-labelled print facilities, and marketing techniques that Swedes had worked with and the collaboration channels that they built upon were used. Advertisements about Swan-labelled print facilities, based on Swedish models that were translated and localised into Icelandic (see Figure 3). The reason for placing some emphasis on Swan-labelled print facilities in the campaign was that the Swan label in Iceland, at that time, had some of its closest relations with parties in the printing industry, and it could therefore be supposed that that sector of the economy would most likely be familiar with the Swan label. In this way, it was possible to reduce the design cost of

the advertisements. Other advertisements published in *Morgunblaðid* were intended to appeal to the consumers interested in an environmentally better future. One of the advertisements is below (see Figure 4).



Figure 3. Icelandic readers are thanked for reading a Swan-labelled newspaper, and the benefit of the Swan label is described.

### 3.5 Icelandic language used to grab attention

Plays on words were used in published advertisements in the campaign, the intention being to appeal to Icelanders' pride in being a book-reading nation, their sense of the preciousness of their language and their enjoyment of an inexhaustible well of entertainment of various kinds.

### 3.6 Themed publicity

Swan-labelled products available in Iceland are dismally scarce – but very eclectic. A limited selection of products makes it difficult to launch a campaign emphasising one theme, as is done in the Norwegian project *God start*, and that approach was therefore not taken regarding Swan-labelled print facilities.



### 3.9 Design and preparation of publicity material:

Pamphlets, advertisements and posters were prepared; in addition, a considerable amount of new material on the Swan label was added to the Environment and Food Agency's web page.

### 3.10 Fundraising

Additional fundraising was attempted for the Swan label information campaign, among other things by requesting financial support from the Ministry for the Environment. A request was also made that the Minister for the Environment take the initiative on an agreement with the Minister of Industry and Commerce, and that these ministries would jointly support the Swan label. If support had been obtained, the plan was to publicise the Swan label on television with other collaborators.

## 4. Information campaign, 19 April to 2 June 2005

The information campaign began 19 April 2005, the same day as the first Swan-labelled special section of *Morgunbladid* came out. Minister for the Environment Sigríður Anna Thórdardóttir presented those in charge of *Morgunbladid* with the licence at a formal ceremony, and a whole-page advertisement was also published in *Morgunbladid* on the occasion. News about the Swan label licence was run in *Morgunbladid*.

### 4.1 Advertisements in *Morgunbladid*

From 19 April to 3 June half-page and whole-page advertisements were run in *Morgunbladid*. The advertisements emphasised the excellence of Swan-labelled print facilities and the benefit to future generations of using the Swan label. Two parties selling Swan-labelled products also advertised their products in the paper during this period.

### 4.2 Very easy game on State Radio 2, in *Morgunbladid*, *mbl.is* and *www.ust.is*.

From 23 May to 3 June 2005, the Environment and Food Agency, State Radio 2, Tæknival and *Morgunbladid* joined forces on the game that was played on the pages of *Morgunbladid*, the paper's web publication *mbl.is* and on the programme Piece of the Day on State Radio 2. The goal of the game, in brief, was for the readers of *Morgunbladid* and *mbl.is* to find several Swan logos in the paper and the web publication, and they could send in their answers by e-mail to the programme Piece of the Day. Every day on the programme, there was discussion of the Swan label and a drawing from the correct answers. The prizes came from Tæknival Store,

the daily winners receiving a flash drive for correct answers, while at the end of the campaign, the main prize of the game was awarded, a Swan-labelled computer.

The game was publicised on the programme and during the advertisement periods on State Radio 2 during the game's two-week run. The game was also advertised in *Morgunbladid* and mbl.is.

Dauid Egilsson, Director of the Environment and Food Agency, drew the main prize winner, during a live broadcast, from all of the answers sent in, and Helgi Jensson, Chairman of the Environmental Logo Council, presented the prize in Tæknival Store.

#### *4.3 Children's Congress on environmental affairs*

On 30 May 2005 a Children's Congress was held in Engidalsskóli in Hafnarfjörður. Engidalsskóli, the Swan label/Environment and Food Agency and Landvernd, National Association for the Protection of the Icelandic Environment, organised the congress. At the congress, Landvernd, National Association for the Protection of the Icelandic Environment, presented Engidalsskóli with The Green Flag, which is an environmental certification for schools. The participants in the Children's Congress were one of the school's seven grades. Gudlaugur Thór Thórdarson, MP and Chairman of Althingi's Environmental Committee, answered questions from the students, and Tryggvi Felixson, Chairman of Landvernd, National Association for the Protection of the Icelandic Environment, chaired the congress. Nearly all of the school's students were present at the ceremony; the school choir sang, and the Mayor of Hafnarfjörður and the principal of Engidalsskóli gave speeches along with others. In addition to the mayor, there was the Environmental Committee of Hafnarfjörður and Town Programme Manager.



Figure 5. The picture shows several students from Engidalsskóli, Hafnarfjörður's Mayor Lúdvík Geirsson, Gudlaugur Thór Thórdarson, MP and Chairman of Althingi's Environmental Committee, Erla M. Eggertsdóttir, Vice Principal of Engidalsskóli and Tryggvi Felixson, Managing Director of Landvernd, National Association for the Protection of the Icelandic Environment.

The event got little media coverage, but in the fall the Congress was covered in the school's newspaper. The decision was made to advertise the Swan label in the paper.

#### *4.4 Publicity to professions in the information campaign*

The period for comments on the criteria for printerries coincided with that of the information campaign. The new criteria were announced at the Environment and Food Agency on 19 May 2005, and the meeting was attended by municipal public health representatives, the environmental representative from the Federation of Icelandic Industries and representatives from several printerries.

#### *4.5 Conference on environmental certification in the tourism industry*

The Icelandic tourism industry has considerable interest in conservation and improved environmental management. It also happened that, at the same time as the Swan label information campaign was going on, The Iceland Tourist Board held a conference on environmental certification in the tourism industry. Through the agency of the Swan label, a spokesman

from a Swan-labelled company participated in the round table discussions, and materials were presented at the conference.

#### *4.6 Follow-up*

In September 2005, several advertisements on the Swan label were run, for example, in *The Consumers' Magazine*.

### 5. Discussions

The saga of the blood brothers Thorgeir Hávarsson and Thormóður Kolbrúnarskáld Bersason, believed to have been written in the 13th century, has long been considered an indication of how meaningless heroism is if no one is left to tell about it. With some fairness, it can be said that this is exactly what drives modern marketing: It makes no difference what the initiative is; if no one knows of it, the effort is for nothing. This applies to the Swan label no less than other things. It is therefore important that a campaign like the one involved here appeal to the reader and/or spectator. Why should someone with no idea what the Swan label stands for look for Swan-labelled products? It is important to show customers of the Nordic environmental logo that energetic work is being done to publicise the Swan label.

#### *5.1 PR strategy*

As it emerges in the section above, the PR strategy is based on various points. The selection of target groups was mostly based on the Nordic strategy formulation for the Swan label and the evaluation (Appendix 1). It was decided that the main emphasis would be up on a target group of consumers in the information campaign as well as on finding collaborators (stakeholders).

Analysis of the information campaign highlights that the campaign did not specifically appeal to the defined target group, i.e., women of child-bearing age. Clearly the target groups for the Swan label in Iceland must be re-considered. In the Gallup poll done following the information campaign, it turned out that the highly educated paid more attention to the Swan label than other groups. It would be useful to re-examine the group better, for it has not had any special status in the other Nordic countries.

#### *5.2 Message*

The message of the PR strategy was to some degree based on the Nordic strategy and the evaluation of Nordic marketing of the Swan label. The Swan label has not been publicised much in Iceland, and the decision was

therefore made to emphasise the Swan label's basic values. For the same reason, graphic presentation of the Swan label was emphasised. Linking the Swan label to the values of "quality" and "healthfulness" is thought to be important. The best results appear to be from presenting such a message in connection with certain product categories or in thematic publicity. For example, it is difficult to link the Swan label with health when no products are available having a noticeable effect on health.

### *5.3 Collaboration on publicity*

Of course, the interest and wherewithal of stakeholders regarding collaboration on publicity vary greatly. Some parties can react on short notice, while others have laid out their publicity a year in advance. The basic aspect of good cooperation is therefore to allow sufficient time and have good organisation, making the aim clear as well as the benefits that collaborators can expect.

The collaboration of many parties, as occurred in the latter part of the information campaign (the radio game), can be very suitable and enjoyable, but it is good to keep in mind that the more collaborators there are the more time-consuming organisation is; the more viewpoints arise, and decisions depend on more parties.

### *5.4 Advertisements in daily newspapers*

A large part of the information campaign went on in the pages of *Morgunbladið*. The Swan symbol was thus visible over a six-week period. Up to now the publicity activities have seldom reached more than those participating directly in them.

An attempt was made to reach an agreement with *Morgunbladið* – similar to what Ragnar Unge, Managing Director of the Swan label in Sweden specifies in the evaluation (Appendix 1), but there proved to be no interest in this kind of collaboration.

### *5.5 Children's Congress*

The model for the Children's Congress was found in Sweden where Swedish Prime Minister Göran Persson answered children's questions at a similar ceremony in Almedalen, Sweden. Initially it was assumed that Iceland's prime minister would answer questions at the Children's Congress. It was not possible to ensure his participation, and therefore the chairman of Althingi's Environmental Committee was booked to appear at the congress. The Children's Congress was not covered in the major mass media.

### 5.6 Response to the information campaign

At the conclusion of the information campaign, the Swan label's supervisor checked the attitude of several stakeholders toward the information campaign. The stakeholders contacted thought that the publicity was positive, and many thought it was very necessary and gratifying that the Swan label was finally advertised in Iceland.

Also, two parties contacted the Swan label's supervisor because of advertisements since the Swan label is linked with quality. The comments emerging about the connection of the Swan label with quality substantially assumed that the Swan label was not a certification of quality, and it was therefore not right to advertise quality relative to the Swan label. It is natural that when new facets/aspects are presented, some will fear for their special status, or more detailed explanations will be necessary. The Swan label's supervisor therefore discussed the matter with the relevant parties, and these parties have apparently become reconciled regarding these matters. Dialogues like these are an important aspect of shaping the Swan label's image in Iceland as well as a part of forging recognition of and intertwining of environmental affairs and consumption.

### 5.7 What is the next step?

It is important to be familiar with the basic elements of marketing. When a project owner is very small, it is extremely important to achieve focus on the project, have few but clear policy matters and follow up on them carefully. It can be deemed likely that better results will be achieved by building up an integrated strategy for Iceland, based on the Nordic PR strategy for the Swan label.

## 6. Recommendations

It is important to get parties involved or have a good knowledge of marketing. Shortly after the Swan label information campaign in Iceland, the IPP/T5 group of the Nordic Council of Ministers published a very useful manual, i.e., *Miljökommunikation til forbrugere. En nordisk håndbog*. The manual is especially suitable for parties working on environmental affairs, but having little knowledge of marketing.

### 6.1 Attempts to find collaborators

Stakeholders differ, and it is important to become acquainted with their interests and special characteristics as well as to plan adequate time for the process and for building up cooperation. Collaborators must be chosen with care, and then the collaboration must be built up meticulously.



# Appendix 3

## Analysis of the PR strategy and information campaign for the Swan label in the spring of 2005

October 2005

### Table of Contents

|                                                                                                                                         |    |
|-----------------------------------------------------------------------------------------------------------------------------------------|----|
| 1. Introduction .....                                                                                                                   | 84 |
| 1.2 Goals and key questions .....                                                                                                       | 84 |
| 1.3 Execution.....                                                                                                                      | 84 |
| 1.4 Structure of the report.....                                                                                                        | 85 |
| 2. PR strategy and information campaign.....                                                                                            | 85 |
| 2.1 PR strategy .....                                                                                                                   | 85 |
| 2.2 Preparation of the information campaign .....                                                                                       | 86 |
| 2.3 Description of the information campaign .....                                                                                       | 87 |
| 3. Evaluation of the PR strategy .....                                                                                                  | 88 |
| 3.1 Is the PR strategy in accordance with the Nordic strategy for the Swan label<br>“Strategi för 2005–2007”? .....                     | 88 |
| 3.2 Is the PR strategy in accordance with the findings of the marketing study<br>“Successful marketing of the Nordic Swan label”? ..... | 89 |
| 4. Evaluation of information campaign .....                                                                                             | 90 |
| 4.1 Was the PR strategy followed in the information campaign? .....                                                                     | 90 |
| 4.2 Did the information campaign reach the target group? .....                                                                          | 90 |
| 4.3 What effect did the message have on Icelandic consumers? .....                                                                      | 91 |
| 4.4 How did the channels/methods that were used in the information<br>campaign work? .....                                              | 93 |
| 5. Recommendations .....                                                                                                                | 94 |
| 5.1 How can the PR strategy be improved in light of experience from the<br>information campaign? .....                                  | 94 |
| 5.2 How can execution of an information campaign for the Swan label be<br>improved? .....                                               | 95 |
| 6. Summary and the next steps .....                                                                                                     | 96 |
| 6.1 Short summary of findings .....                                                                                                     | 96 |
| 6.2 Main recommendations .....                                                                                                          | 96 |
| 6.3 Status of the Swan label in Iceland.....                                                                                            | 97 |
| 6.4 Next steps .....                                                                                                                    | 97 |
| 7. References .....                                                                                                                     | 98 |
| 7.1 Written references: .....                                                                                                           | 98 |
| 7.2 Interviews in October 2005: .....                                                                                                   | 98 |
| 7.3 Other material.....                                                                                                                 | 98 |

## 1. Introduction

This report is prepared under the auspices of the Environment and Food Agency of Iceland as part of the Nordic project “Att framgångsrikt marknadsföra Svanen – PR-strategi för nordiska samhällen där miljökunskap är begränsad”, which was supported by the Nordic Council of Ministers and the Environment and Food Agency.

The Environment and Food Agency has worked for the past year on this Nordic project, which deals in the main with development of a PR strategy for the Swan label in Iceland and organisation of an information campaign in the spring of 2005. This report sets out the findings of an analysis of the PR strategy and information campaign done to evaluate the success of both.

### 1.2 Goals and key questions

The goal of the analysis is to use experience from the information campaign for a professional evaluation of how best to continue development of the PR strategy for the Swan label in Iceland to make it even more successful.

The analysis proceeds on the basis of the following key questions:

1. Evaluation of the PR strategy
  - Is the PR strategy in accordance with the Nordic strategy for the Swan label “Strategi för 2005–2007”?
  - Is the PR strategy in accordance with the findings of the marketing study “Successful marketing of the Nordic Swan label”?
2. Evaluation of the information campaign:
  - Was the PR strategy followed in the information campaign?
  - Did the information campaign reach the target group?
  - What effect did the message have on Icelandic consumers?
  - How did the channels/methods that were used in the information campaign work?
3. Recommendations
  - In light of the experience from the information campaign, what aspects of the PR strategy can be improved?
  - What aspects of the information campaign can be improved?

### 1.3 Execution

Birna Helgadóttir, MSc, environmental consultant at Ráðamenn ehf., and Adalsteinn Leifsson, MSc, MBA Adjunct Lecturer of the Business De-

partment of Reykjavik University, did this analysis at the request of the Environment and Food Agency.

To obtain a clear picture of the information campaign and its execution, the material prepared in connection with the campaign and PR strategy was examined. Interviews with the following parties involved in implementing the information campaign were also taken: Sigrún Guðmundsdóttir, employee of Ecolabelling in Iceland, Hrefna Guðmundsdóttir, Director of Education of the Environment and Food Agency and Darri Johansen of the advertising agency Himinn og haf. The PR strategy was examined against the Nordic strategy for the Swan label and a marketing study done in the first stages of the project. In evaluating the information campaign and its results, quantitative data were used, on the one hand, such as findings from IMG Gallup surveys done before and after the campaign and other information, including participation in a game and the number of Swan licences. On the other hand, qualitative data derived from interviews with companies selling Swan-label products were used. These companies were Árvakur, Guðjón Ó, Tandur and Tæknival.

#### *1.4 Structure of the report*

First, the PR strategy and information campaign are described. In the following two sections, the PR strategy and information campaign are evaluated on the basis of key questions. Next come recommendations on the continuing development of the PR strategy and information campaign execution and, finally, the summary and the next steps. Surveys and other source materials cited can be found in the references at the end of the report.

## **2. PR strategy and information campaign**

### *2.1 PR strategy*

A draft of the PR strategy for the Swan label in Iceland was drawn up in preparation for the information campaign. This was done by Ecolabelling in Iceland in cooperation with the advertising agency Himinn og haf. In setting out the strategy, the Nordic strategy for the Swan label (Nordisk Miljömärkning, 2005a) and the findings of marketing study of the Swan label in the Nordic countries (Environment and Food Agency 2005) were taken into account. Also, in implementing the strategy, circumstances in Iceland were taken into account, such as Icelandic culture, less familiarity with the Swan label than in other Nordic countries, and the availability of Swan-labelled products in the market. Therefore, in the Icelandic strategy more emphasis was placed on graphic presentation of the Swan logo, increasing product selection and participation in Nordic projects.

A draft of the PR strategy was in the form of points, while the final version of the PR strategy was completed in the fall of 2005. Plans call for review of the strategy in light of the results of the analysis described in this report.

## *2.2 Preparation of the information campaign*

Most of the preparation of the information campaign went on from February to April. The employee of Ecolabelling in Iceland supervised preparations for the information campaign and collaborated with the advertising agency Himinn og haf, the Director of Education of the Environment and Food Agency and other parties within the agency. Preparations for the information campaign followed the draft of the PR strategy laid out for the information campaign.

It was decided that the target group would primarily be general consumers, especially women of childbearing age with children. Plans called for the information campaign to be two-pronged:

1. In the first part of the information campaign, emphasis would be placed on diverse marketing, e.g., presenting the campaign to licence holders and other companies, getting coverage in the mass media, getting stores to feature Swan-labelled products in the stores, etc. The decision was made not to engage in news plugging at this stage since it is extremely time-consuming and demands a coordinated campaign of many stakeholders for a long time.
2. The latter part of the campaign primarily entails an advertising blitz. It was decided that advertisements would emphasise the Swan logo as such, publicising it, on the one hand, graphically to general consumers and, on the other, to children and the moulding of their future. Methods were also used in this part that have actually been used in the other Nordic countries; these were mentioned under the marketing study, e.g., the Children's Congress.

During the preparation various parties were contacted to seek collaboration, assistance and/or financial support; in addition, they were urged to discuss the Swan label and environmental problems. Included were two governmental ministries, various governmental agencies, several companies, one voluntary association and various other mass media. These feelers led to collaboration with Tæknival, *Morgunbladid* and Landvernd, The Icelandic Environment Association. Most of the other parties were positive but could not provide financial support or contribute work.

### 2.3 Description of the information campaign

The actual information campaign went on from April through the beginning of June 2005. The main events of the information campaign were as follows:

#### 2.3.1. Coverage in the media before an advertising campaign

Shortly before the advertisements started, an interview with the employee of Ecolabelling in Iceland appeared in *Frettabladid*; it told of the information campaign, harmful chemicals in daily life and the Swan label.

#### 2.3.2. Advertising campaign in Morgunbladid

The advertising campaign began the same day as *Morgunbladid* was issued the Swan label. The first advertisement was a whole-page ad congratulating *Morgunbladid* on the Swan label. News of the award was published in *Morgunbladid*.

Following this, three different advertisements were run in *Morgunbladid*<sup>8</sup>. Altogether 6 whole-page advertisements, 3 half-page advertisements and 13 smaller advertisements were run. One advertisement emphasised publicising the Swan logo as a logo. It displayed a large Swan logo (in Icelandic “merki”) with the text “Merkilegt” (remarkable) (translator’s note: a visual play on the words). A second advertisement usually run was a picture of a child with the Swan logo on its shoulder, with the text “A mark of pure love”. A third advertisement thanked readers for reading a Swan-labelled newspaper and explained what that meant. All the advertisements carried brief text on the bottom about what the Swan label is, and what it stands for.

The advertisements were published only in *Morgunbladid* since it was decided to choose a Swan-labelled medium; in addition, good agreements were made with the paper.

#### 2.3.3. Game in the media

The game, which went on for 10 days, was offered in collaboration with State Radio 2<sup>9</sup>, *Morgunbladid* and Tæknival. The game consisted of finding three Swan logos hidden every day in *Morgunbladid* and on *mbl.is* during this period. There was a drawing every day from the submitted answers, and the winner got a USB flash drive. On the last day there was a drawing from all the submitted answers, and the winner received a Swan-labelled computer from Tæknival. The game was advertised every day on State Radio 2 and in *Morgunbladid* and on *mbl.is*. Environment

<sup>8</sup> It can be assumed that about half of the population read each edition of *Morgunbladid* coming out during this period, according to a mass media survey by Gallup (IMG Gallup, 2005b), and each person in Iceland visited *Morgunbladid*’s webpage 4.6 times per week, on average.

<sup>9</sup> According to a mass media survey by Gallup (IMG Gallup, 2005b) during this period, about 60% of Icelanders listened to State Radio 2 each week, and 33–39% each day.

and Food Agency Director General Davíð Egilsson drew the winner on live radio. News of the awards was published in *Morgunbladid*.

#### 2.3.4. Children's Congress in an Eco-School

Shortly after the advertisements began appearing, a Children's Congress was held in Engidalsskóli School in Hafnarfjörður, and the Green Flag was awarded. Seven of the students asked Gudlaugur Thór Thórdarson, Chairman of the Althingi Environmental Committee, questions about environmental affairs. They all wore T-shirts with a large Swan label. News about the Children's Congress was run in *Morgunbladid*. The idea for this congress comes from Sweden, where a comparable Children's Congress did very well.

#### 2.3.5. Presentations to professionals

Presentations to professionals on new criteria were held during this period, where paper importers and printeries were contacted and informed of the Swan label.

Swan presentations were given at two conferences on environmental affairs by Tæknival and The Icelandic Tourist Board. Marketing materials on the Swan label were published for the occasion.

A lecture on the Swan label and environmental logos was held at the Iceland Academy of the Arts.

#### 2.3.6. Follow-up

At the conclusion of the information campaign, advertisements were run in two editions of *The Consumers' Magazine*, which is Swan-labelled. The advertisement thanked readers for reading a Swan-labelled publication. The idea for this advertisement came from Sweden where the same kind of advertisement had been run.

An advertisement was run in the school paper at Engidalsskóli. In October several follow-up advertisements were run in *Morgunbladid*.

### 3. Evaluation of the PR strategy

#### 3.1 Is the PR strategy in accordance with the Nordic strategy for the Swan label "Strategi för 2005–2007"?

The PR strategy of the Swan label in Iceland is in many ways in accordance with the Nordic strategy (Nordisk miljömärkning, 2005a). Nevertheless, two points can be mentioned for further consideration:

- Companies not in target group. The Icelandic strategy states that for a while no work will be specifically done with companies as a target group. According to the employee of Ecolabelling in Iceland, this is

because of the low funding level of the Swan label in Iceland. This runs contrary to the Nordic strategy, which both emphasises relations with companies and urges them and governmental institutions to purchase Swan-labelled products.

- Swan logo not emphasised as a reliable and known logo. The Nordic strategy emphasises publicising the Swan logo as a reliable and known logo that is rated by an impartial party. The Icelandic strategy, on the other hand, places more emphasis on publicising the Swan label as an environmental logo and a simple way to good things. According to the project manager, the primary emphasis is on publicising the logo since there is little recognition of the Swan label in Iceland.

### *3.2 Is the PR strategy in accordance with the findings of the marketing study “Successful marketing of the Nordic Swan label”?*

Much of the effort in the information campaign focused on the approaches mentioned in the marketing study (Environment and Food Agency 2005). The PR strategy of the Swan label in Iceland also builds, to a considerable degree, on the findings of the marketing study; there are several aspects of the PR strategy that are nevertheless not in accordance with the findings. Of these, the following points can be mentioned:

- Collaboration not a premise of marketing efforts. The marketing study states that all marketing efforts should be executed in collaboration with stakeholders that are ready to participate in, for example, an advertising campaign or projects sparking the interest of the mass media. The Icelandic strategy talks of the importance of a contact network but does not state that collaboration is a premise of marketing efforts.
- The Swan label presented as environmental logo. The study recommends using arguments related to the individual rather than environmental affairs. The Swan label is not an environmental logo but rather stands for quality things that are better for health and the environment. On the other hand, the Icelandic strategy’s main emphasis is on the Swan logo as an environmental logo rather than on things related to quality or health.
- Little emphasis is laid on increasing discussion of environmental affairs. It emerges in the marketing study that general knowledge of environmental affairs is a prerequisite of being able to publicise the Swan label effectively. Nevertheless, the Icelandic strategy does not emphasise this point.

## 4. Evaluation of information campaign

### 4.1 *Was the PR strategy followed in the information campaign?*

The information campaign, to a large degree, followed the PR strategy, e.g., regarding the target group and message. Approaches in the PR strategy, however, were not as well followed. At first, the plan was to have more general marketing efforts at the start of the campaign, but it can be said that less happened than planned. The main reasons for this appear to be the following:

- Collaboration was not established with relevant parties.
- The organisation of the information campaign was not clear enough. It therefore proved difficult for both companies and other implementers to participate actively and “play along”. According to the project manager, the preparation period was too short.
- It proved more difficult to get media coverage than had been expected.

### 4.2 *Did the information campaign reach the target group?*

Numerical data clearly show that the proportion of those aware of Swan marketing increased considerably between the years. It therefore seems that the campaign did a good job reaching general consumers, but the target group of women of childbearing age with children did not notice the marketing more than others.

- Survey results show that the percentage of respondents aware of the marketing on the Nordic environmental logo increased between the years from 16% to 40% (see Figure 1).<sup>10</sup>
- The target group of the information campaign was defined broadly. Some criticism surfaced in the interviews that the target group for the campaign had not been sufficiently defined. It did not seem clear to whom the advertisements appealed. The message will not be as purposeful when the target group is broad.
- Women of childbearing age with children did not seem to have been more aware of the information campaign than other groups (see Figure 2). It is also noteworthy that people, aged 16–24, took much less notice of the information campaign compared to other groups. It also

---

<sup>10</sup> This can be inferred from the findings of IMG Gallup surveys conducted in 2004 and 2005. The survey done in June 2005 asked: “Have you been aware of marketing of the Nordic Ecolabel?” It is nevertheless important to mention that the two surveys are not fully comparable since the survey in 2004 was based on interviews with people in shopping centres, while the survey in 2005 was based on telephone interviews with people selected randomly from the National Register. In a survey in 2004, the respondents, for example, got to see the Swan logo before answering this question, while such was not done in the telephone survey in 2005. The difference is therefore perhaps even greater than is stated here.

surfaces from the survey that awareness of marketing of the Nordic ecolabel increases significantly with increased education.

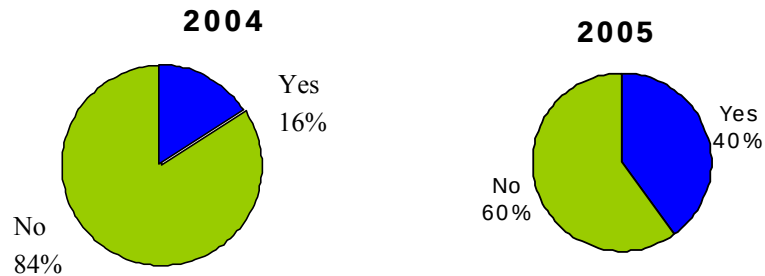


Figure 1. Percentage of respondents aware of marketing of the Nordic environmental logo in August 2004 in June 2005 (IMG Gallup, 2004; IMG Gallup, 2005a)

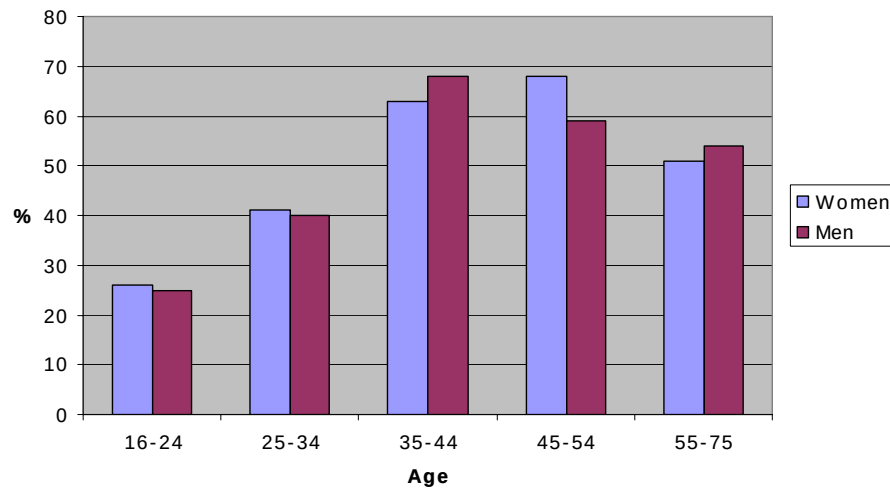


Figure 2. Age and gender of respondents who had noticed marketing of the Nordic environmental logo in August 2004 and June 2005 ( IMG Gallup, 2005a)

#### 4.3 What effect did the message have on Icelandic consumers?

The available information indicates that the message did not affect Icelandic consumers except, perhaps, to a small degree. Nevertheless, there is some uncertainty about this finding, for various reasons.

- The surveys before and after the campaign are not fully comparable but indicate that no change occurred in Icelanders' awareness of the Swan label (see Figure 3).<sup>11</sup>

<sup>11</sup> This can be inferred from the findings of the IMG Gallup surveys conducted in 2004 and 2005. It is nevertheless important to keep in mind that these surveys are not fully comparable since the questions were worded differently, and the surveys were not carried out in the same way, i.e., on the one hand, questions were asked in the corridors of shopping centres and, on the other, by telepho-

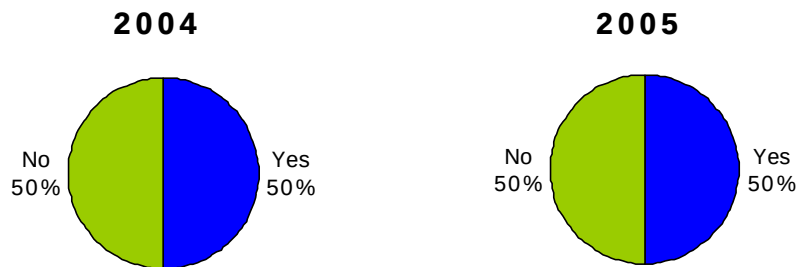


Figure 3. Percentage of respondents saying they were familiar with the Nordic environmental logo, the Swan label in August 2004 in June 2005 (Taloustutkimus Oy, 2004; IMG Gallup 2005a)

- The number of Swan licences increased little between 2004 and 2005. The number of Swan licences at Icelandic companies increased from 5 to 7 in one year, while the number of foreign licences stayed the same (see Figures 4). It was not possible to obtain figures on the number of products per licence.

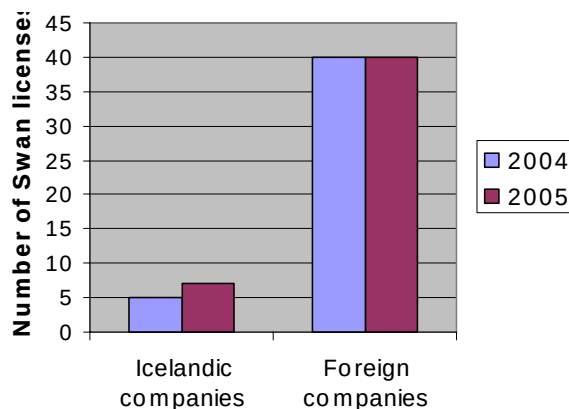


Figure 4. Number of registered Swan licences in Iceland in October 2004 and October 2005 (according to information from the employee of Ecolabelling in Iceland)

- There was little or no response from the customers of companies selling Swan-labelled products. This emerges from the interviews with company representatives. No one was aware of an increase in sales except one party who thought that sales of Swan-labelled products had increased a little. Sales figures for Swan-labelled

products will nevertheless be unavailable until about the middle of next year.

- The message was not thought to be sufficiently clear. Criticism emerged in the interviews that it was not sufficiently clear what the campaign had been about, and that it had not come out clearly enough what the Swan label stands for
- Advertisement of the Swan label as a quality label criticised. In an interview with an implementing party, it emerged that the Consumers' Association had commented on the advertisements of the Swan label portraying the Swan logo as a quality label.
- Impossible to get figures about the total number of Swan-labelled products in Iceland. Companies' registration of Swan labelled-products before putting them on the market, as provided for in the rules, seems to be inadequate. It is known that various Swan-labelled products are offered in stores without being registered in Iceland.

#### *4.4 How did the channels/methods that were used in the information campaign work?*

The available information indicates that the game got the most attention. The respondents thought advertisements in newspapers were not sufficient by themselves but rather needed more coverage in the news and various mass media. In addition, greater product availability is required, and governmental agencies must use environmental requirements in their purchasing.

- Participation in the game was very high<sup>12</sup>.
- The advertisements got varying degrees of attention. Some of the respondents thought that the advertisements had aroused little interest, while others thought that they got fairish attention, especially the advertisement with the child, although some thought that it went too far.
- Children's Congress not successful enough.
- Needed more publicity and coverage in the news. In interviews many respondents mentioned that more general discussion was required along with news-related events, etc., to provoke more interest and results.
- Too small a product selection prevents successful information campaign. Several respondents pointed out that the information campaign will not achieve its purpose unless stores provide a good product selection.

---

<sup>12</sup> Altogether 2630 people participated in the game, but many more can be assumed to have followed it. When Stefán Gardarsson, marketing representative at State Broadcasting, was asked to evaluate the participation, compared with other games on State Radio 2, he replied: "... this participation was many times greater. We don't usually keep figures about the number of participants, but no one remembers anything equalling this."

- *The information campaign is not credible since governmental agencies seldom have environmental requirements for purchasing.* Several respondents pointed out that government agencies organising the Swan label would have to lead the way by setting the example and using environmental requirements for their purchasing. Otherwise, the information campaign is not credible. Environmental requirements for government purchasing would also be an incentive for a greater selection of products.

## 5. Recommendations

### *5.1 How can the PR strategy be improved in light of experience from the information campaign?*

In light of the above-specified findings, references and experience of the authors of this report, the following changes are proposed in the development of the PR strategy of the Swan label in Iceland.

#### 5.1.1 Target group:

- The target group shall be defined as several narrower target groups to make it possible for the messages to be more purposeful. Examples of target groups emphasised in the Nordic strategy are purchasers and parents of infants (Nordisk miljömärkning 2005b).
- Companies shall be included in a target group. It emerged in the marketing study (Environment and Food Agency, 2005) that it is important to use both “pull” and “push” methods in publicising the Swan label. It is therefore important to continue building up a network of contacts and publicising the Swan label and Swan-labelled products to companies although this will not necessarily be done with advertisements.

#### 5.1.2 Message:

- More emphasis must be placed on the content of the message, i.e., what the Swan label stands for, as soon as the logo is presented. This is important for the message to consumers to be credible and to instil trust in the Swan label. The discussion of the content must be tailored to the target group and the channel selected for the marketing.
- The message shall be directed at the individual and discuss the relationship of the Swan label to quality, health and the environment. It is also important that this be done clearly, making it possible to support the information in the marketing with professional argument.

### 5.1.3 Means:

- The main emphasis shall be on collaboration and PR. This entails increased emphasis on communications with the public through the mass media by presenting information and organising events related to the public interest and of interest to the target group. Advertisements shall be run only if financed by collaborators or in order to support events. All marketing shall be in collaboration with stakeholders. It is absolutely clear that the experience from this information campaign, the marketing study findings and the Nordic strategy support this approach.
- More emphasis on education and general discussion of environmental affairs is needed. This must be done in collaboration with stakeholders, in the most diverse manner possible and not necessarily in the name of the Swan label. It is possible that the lack of knowledge of environmental affairs by the general public is one of the reasons that the message of the Swan label did not achieve its planned results in the information campaign.
- Emphasis shall be placed on environmental requirements being set for government purchasing. This increases both the credibility of the Swan label and the selection of products on the market.

### 5.2 *How can execution of an information campaign for the Swan label be improved?*

Questions were asked during interviews about the preparation and execution of the information campaign. The findings show that it is important to keep the following points in mind:

- It is important to organise an information campaign extremely well and have a clear plan/agreement on the cost, time, division of tasks and methods. This facilitates collaboration with stakeholders and other implementers, such as an advertising agency.
- Provision must be made for more hours of preparation. Increased emphasis on PR is in many ways less expensive than advertisements; on the other hand, it takes more time, which must be planned for. In this instance, the timeframe was narrow for the Nordic project.
- Internal organisation of the Swan label in Iceland could be clearer, e.g., regarding responsibility and decision making involving costs. It is important that the authority of those working on the marketing be absolutely clear.
- Being connected with a governmental agency can be restrictive. Relations outside the agency must be according to certain rules in force there; in addition, this connection can be restrictive for establishing collaboration with the business community. In light of this, it is important to consider the status of the Swan label within the

government administration, and whether it would be better for it to be operated on an independent basis.

- Nearly all of the work done at the Swan label in Iceland is marketing. The importance of knowledge and experience of marketing being accessible to the parties in charge of the Swan label in Iceland must therefore be kept in mind.
- It is necessary to use professional knowledge to gain access to the mass media. To gain access to the mass media, it is important to speak with the right parties and use the proper channels. People working for PR companies have this kind of knowledge.

## 6. Summary and the next steps

### 6.1 *Short summary of findings*

The findings of this analysis indicate that the information campaign reached a considerable number of general consumers. However, it did not especially reach women of child-bearing age with children, which was one of the target groups. On the other hand, it appears that the message did not get through sufficiently well to consumers; in addition, it was somewhat criticised. The most effective channel in the information campaign seems to be collaboration with several interest groups. Many thought more discussion was needed in the news and mass media during the information campaign. In addition, efforts are required to increase the selection of products on the market in order for marketing to get results; as well, government agencies must purchase Swan-labelled products to make their message credible and to promote increased selection of products.

### 6.2 *Main recommendations*

The main recommendations regarding development of the marketing strategy for the Swan label are to place the main emphasis on public relations rather than advertisements and to collaborate with stakeholders on marketing efforts. This advice is in accordance with the experience from this campaign, the Nordic strategy and the marketing study done in the first stages of the project. This is a considerable policy change for the Swan label in Iceland and demands both new emphases and work procedures. Other recommendations are to define narrower target groups and place greater emphasis on the content of the message when publicising the label. Because of little familiarity with and outspread of the Swan label in Iceland, it is especially important to place greater emphasis on education and to work on increasing the environmental requirements for government purchasing.

Regarding PR implementation, there are various points that are good to keep in mind for continuing PR efforts, such as good organisation, more preparation time, clear internal organisation and accessibility to good marketing know-how. In addition, it is recommended that the status of the Swan label within the governmental administration be considered.

### *6.3 Status of the Swan label in Iceland*

It is quite clear that the Swan label can have a bright future in Iceland. The status of the Swan label in the other Nordic countries is strong, and the brand is regarded as very trustworthy, as emerges in the marketing study (Environment and Food Agency, 2005). There is therefore an opportunity in Iceland to strengthen the status of the Swan label substantially.

It was interesting to hear the views of the companies, in the interviews that were taken, regarding the status of the Swan label in Iceland. Their representatives seemed to agree that it has a positive market impact for those linked with the Swan label. Offering customers Swan-labelled products has a positive effect on a company's image; in addition, it is positive in respect of the companies' employees. Customers are generally positive toward the Swan label. For example, it can be mentioned that most customers by far purchasing print services from *Morgunbladid's* printery answer positively when asked whether they want to have the Swan label printed on their project.

### *6.4 Next steps*

The situation in Iceland is, to a certain degree, unique since recognition of the Swan label is low, relative to other Nordic countries. This project has involved important experience that will be well utilised in continuing marketing of the Swan label in Iceland. Although efforts to seek collaboration were inconsistent in preparation of the campaign, various ideas emerged in this work as well as contacts with parties that can doubtlessly be utilised in future marketing of the Swan label.

Following this analysis, it is important to review the marketing efforts of the Swan label in Iceland, taking into account the recommendations stated in this analysis and the viewpoints emerging at the planned Nordic conference on the Swan label.

## 7. References

### 7.1 Written references:

- Nordisk Miljömärkning (2005a). *Strategi för 2005a–2007*. Internal document. Nordisk Miljömärkning.
- Nordisk miljömärkning (2005b). “*Målsättningar för miljömärket Svanen 2005–2007*”. Internal document. Nordisk Miljömärkning.
- Environment and Food Agency (2005). *Successful marketing of the Nordic Swan label – an interview study on the experience and knowledge of marketing the Swan label in the Nordic countries*. Environment and Food Agency, Reykjavik.
- IMG Gallup (2004). Survey for the Environment and Food Agency in August 2004. Convenience sample of people in shopping centres
- IMG Gallup (2005a). Telephone survey for the Environment and Food Agency in June 2005. Random survey from the National Register.
- IMG Gallup (2005b). Mass media survey. Published at: <http://www.img.is/main/view.jsp?branch=693598>
- Taloustutkimus Oy (2004). “*The Nordic Swan Label*”.

### 7.2 Interviews in October 2005:

Birgir Gudmundsson, Quality Control Manager/chemist at Tandur

Darri Johansen, Himinn og Haf advertising agency.

Gudmundur Pálsson, Marketing Manager at Tæknival

Hrefna Gudmundsdóttir, Director of Education at the Environment and Food Agency

Ólafur Stoltzenwald, Managing Director of GudjónÓ

Sigrún Gudmundsdóttir, specialist at the Swan label in Iceland

Unnur I. Jónsdóttir, Marketing Manager at *Morgunbladid*

### 7.3 Other material

In doing the analysis, advertisements and other materials from the specialist at the Swan label and an advertising agency were used that were prepared in connection with the information campaign and its preparation.

# Appendix 4

## Ecolabels –A Marketing Tool For The Environment

The success of the Nordic Ecolabel the Swan and the status of ecolabelling in the Nordic countries

Seminar at the Reykjavik City Hostel

*Agenda Friday 28.10. 2005*

**09:00–17:00** Chair Hrefna Guðmundsdóttir, Information- and educational manager of The Environment and Food Agency of Iceland

**09:00–09:20** Opening remarks Helgi Jensson, Chair of the Icelandic Ecolabelling Council

**09:20–09:45** Marketing for Sustainability –Making the change, Stefán Gíslason, National coordinator for Local Agenda 21 in Iceland

**09:45–10:20** Success Stories Tove Engström Informational coordinator of the Nordic ecolabelling

**10:20–10:45** Coffee break

**10:45–11:15** Commandments, reason and emotions. How to communicate ecolabelling Jan Erik Stokke – Stiftelsen Miljömerking Norway

**11:15–11:40** Environmental consciousness, studies in Iceland Þorvarður Árnason – Hólar University College

**11:40–12:00** Discussions Discussion leader Helgi Jensson, chair of the Icelandic Ecolabelling Council

**12:00–13:30 Lunch**

**13:30–14:30** The status of Ecolabels in the Baltic, and the Faeroe Islands – Short reports from the respective countries:

Jákup Pauli Joensen, Faeroe Islands, Rasa Atauga from Latvia, Marytė Kuodytė from Lithuania

and Irma Pakkonen from Estonia

**14:30–15:10** The Project: “Successful marketing of the Swan” –how was it done? Sigrún Guðmundsdóttir employee of the ecolabelling in Iceland

**15:10–15:30 Coffee break**

**15:30–16:00** Results from the analysis of the Icelandic PR-campaign Birna Helgadóttir M.Sc.

Environmental Management, Ráðamenn ehf.

**16:00–17:00** Discussion panel with delegates from each country Discussion leader Birna

Helgadóttir