



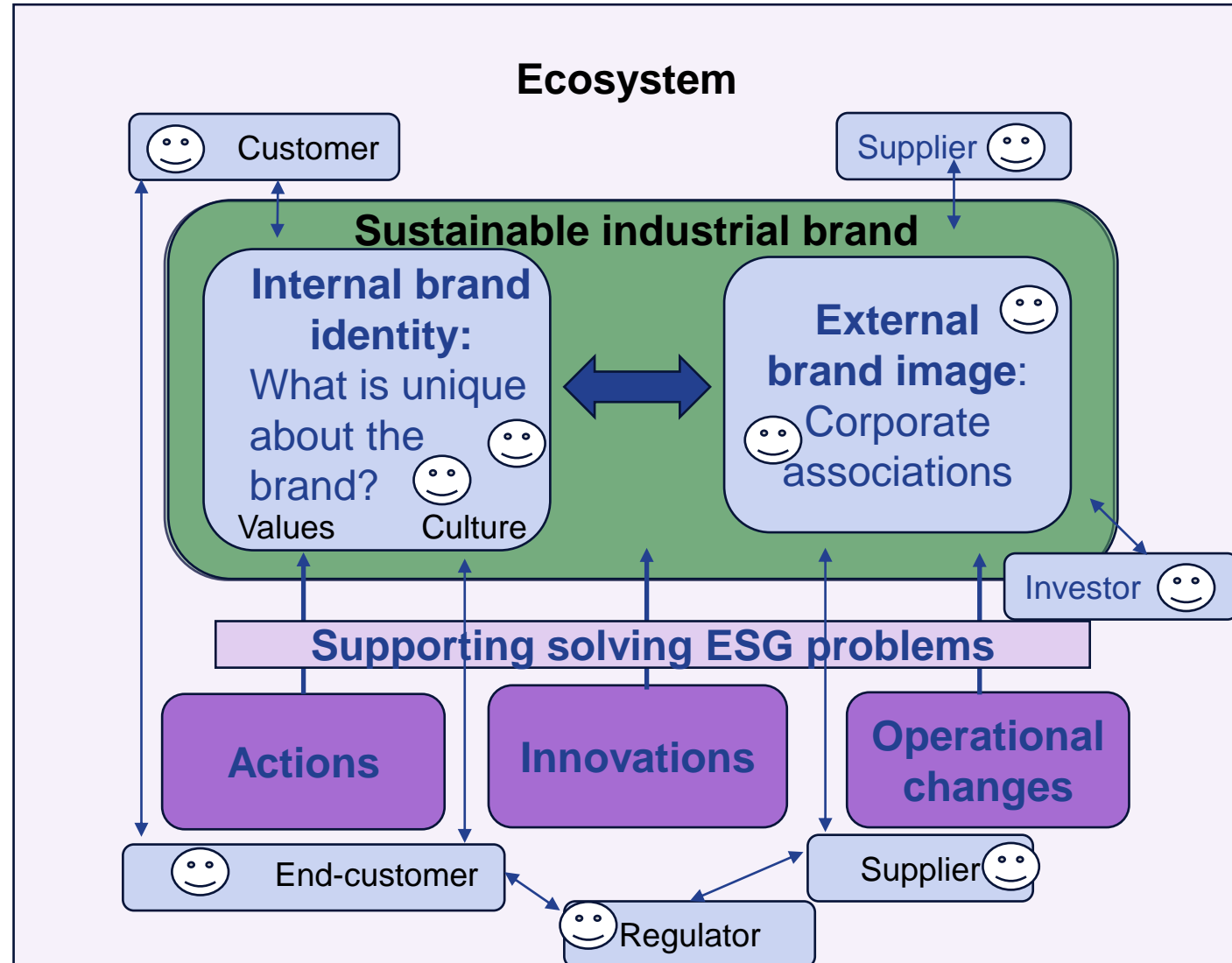
Sustainable industrial brands in manufacturing ecosystems

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University of Oulu, 29.11.2023



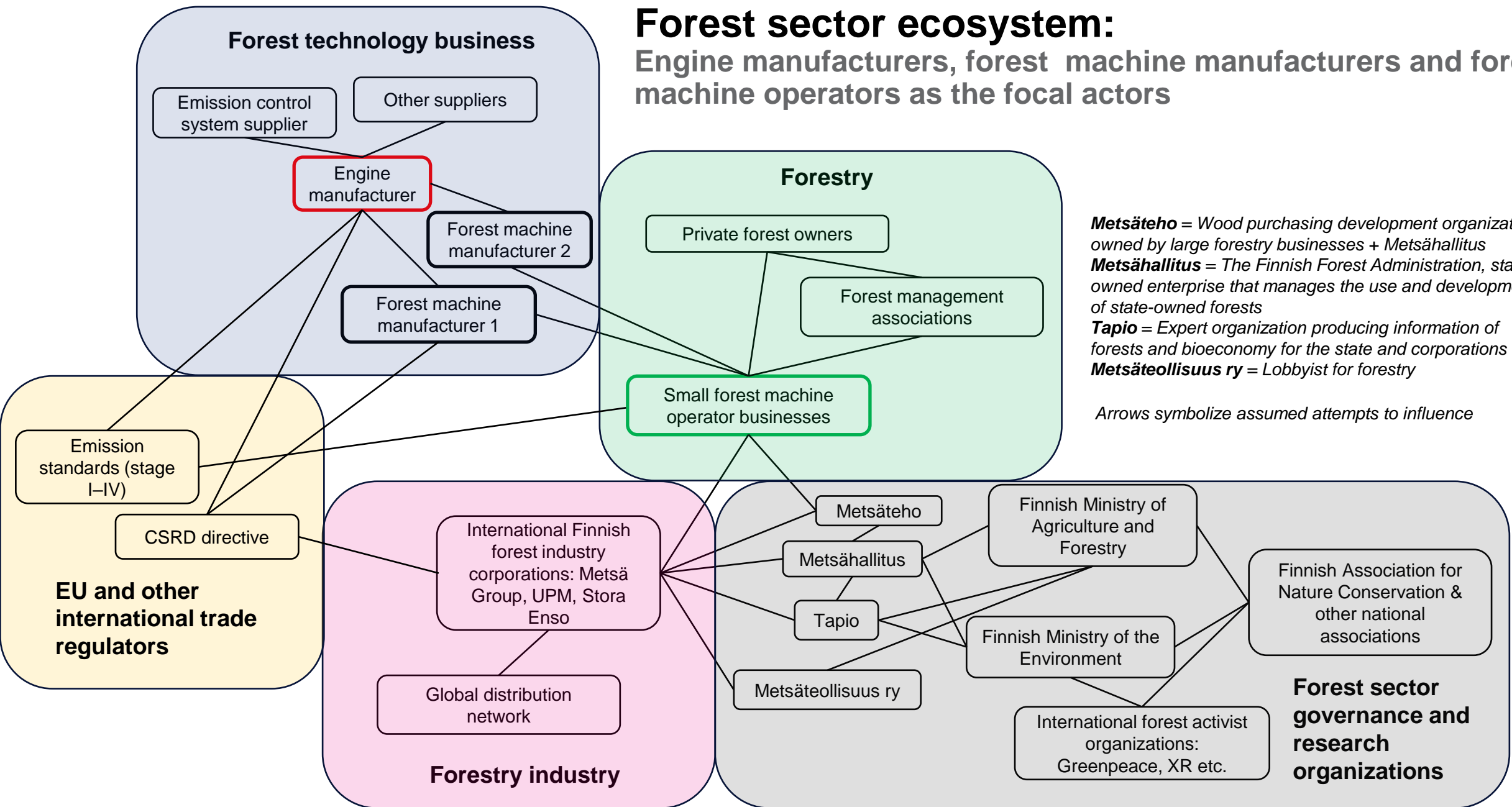


What is a sustainable industrial brand?



Forest sector ecosystem:

Engine manufacturers, forest machine manufacturers and forest machine operators as the focal actors



Metsäteho = Wood purchasing development organization owned by large forestry businesses + Metsähallitus
Metsähallitus = The Finnish Forest Administration, state-owned enterprise that manages the use and development of state-owned forests
Tapio = Expert organization producing information of forests and bioeconomy for the state and corporations
Metsäteollisuus ry = Lobbyist for forestry

Arrows symbolize assumed attempts to influence



Why sustainable industrial brands are relevant now?

- Strong drivers for sustainability including increasing interest of buyers', partners' and society
- Political interest in pushing for market reforms to promote a sustainability agenda: reporting directives (CSRD)
- Achieving sustainable development must be seen as interconnections at different levels





Context of branding in metal manufacturing

- Number of customers: affecting on personal interaction with them
- Type of market: Intensity of co-production from high customization to standardization
- Uniqueness of each buyer-seller relationship
- Long-term relationships building trust: history
- Varying relational complexity
- Systemic dependence
- Changing supply chains and value networks
- Need for agile production and operations
- Servitization: from components to solutions
- Increasing role of customer experience
- Digitalisation and AI
- Labor shortage: Employer branding





Methods and data

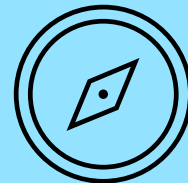
Case 1

30 interviews in the ecosystem
Reports, marketing materials



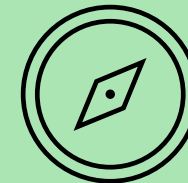
Case 2

21 mainly internal interviews
Sustainability reports

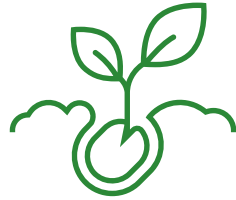


Case 3

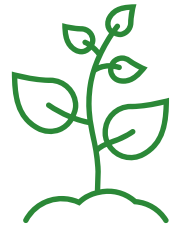
Expert interview
944 company online datapoints
79 media articles



Key takeaways



Creating a sustainable **brand identity**



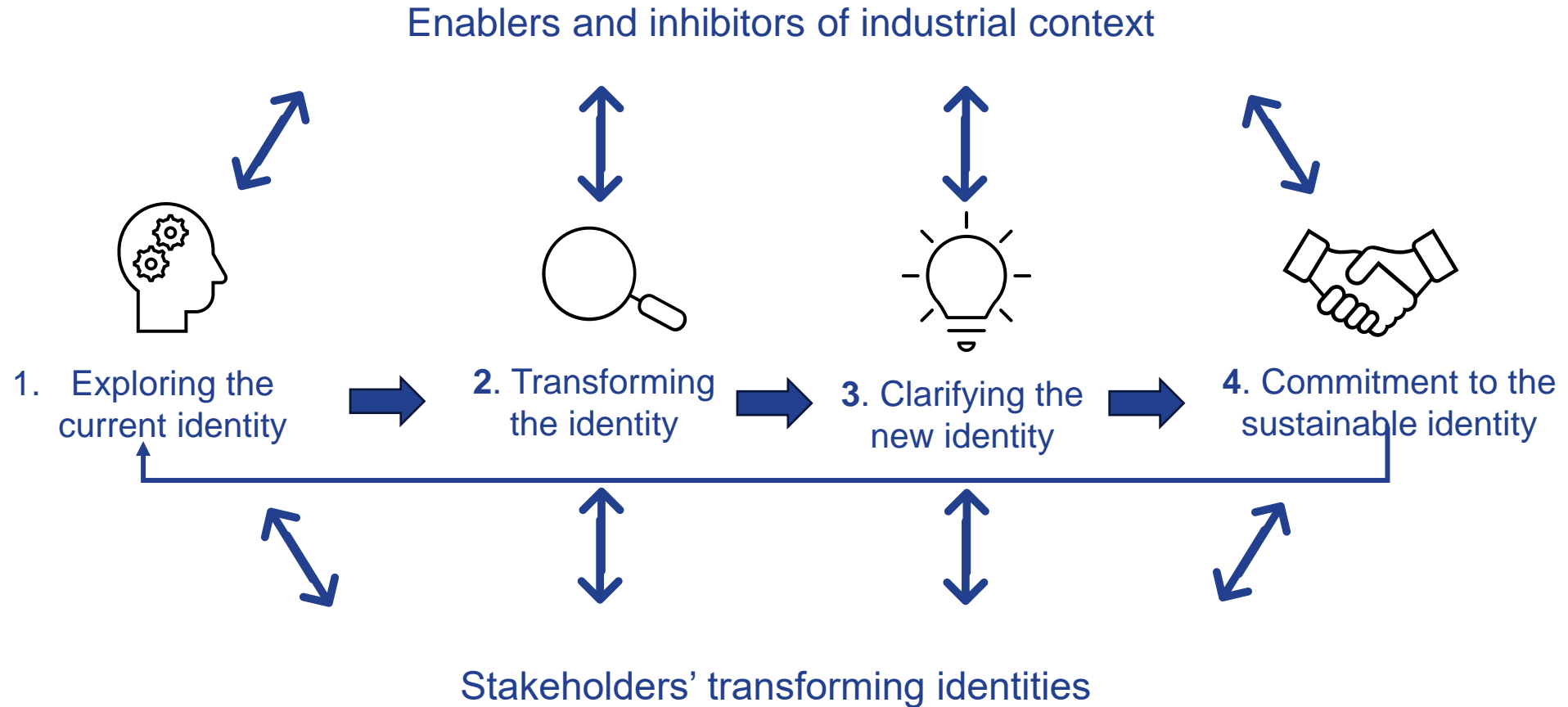
Legitimizing the green industrial brand



Communicating sustainability effectively



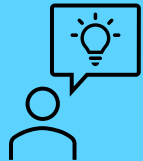
Co-creation of sustainable brand identity



Legitimizing a green factory brand

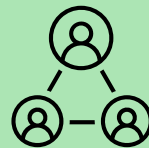
Innovating for sustainability

Involving (internal) stakeholders in ideation of sustainability initiatives, Patents, Innovations (e.g. additive manufacturing, emission reduction)



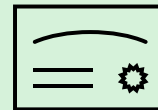
Partners co-creating the sustainable brand

Associations to other green brands, Fostering unique and strong buyer-seller relationships, Creating commitment in network, Reciprocal partnerships, Alignment of values, purpose and actions in network, Breaking old ways of exchange



External validation of credibility

LCA calculations, Certifications, Code of conducts, Audits, Memberships, Science-based initiatives



Positioning sustainability

Clear values, Authenticity, First choice position, Environmental proactivity, Benchmarking, Thought leadership, Pioneering, Setting sustainability targets for future projects

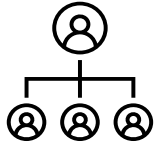


Communicating sustainability

Articulating values, Brand-related content, Participating in relevant sustainability conversations in different platforms, Transparency in communication, Sustainability reporting, B2B influencers



Green brand legitimation strategies



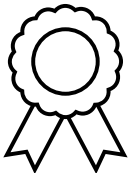
Supervision– supervising the sustainable actions of the company, its suppliers and customers



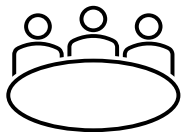
Internal acceptance – assigning persons responsible for sustainability, forming environmental teams



Certification– collecting and presenting sustainability certificates



External Validation – presenting positive green brand results conducted by an independent external party



Project Participation– participating in or creating sustainability projects or initiatives

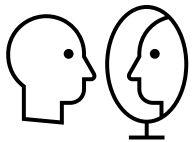
Green brand legitimation strategies



Rhetoric Sustainability – using sustainability-related words and phrases in communication



Nature Elements – featuring natural elements in digital and physical materials



Mimicking – modifying external communications to appeal to the target audience



Pureness – maintaining facilities in a pristine condition to ensure product quality and safety



Communicating sustainability



- Current tendency to communicate about sustainability actions by demonstrating the negative environmental effects: e.g., calculating carbon footprint
- To move beyond managing the carbon footprint to communicating positively about the environmental value of their products and services



- Carbon handprint = measuring how much companies/products/services are helping others to cut their GHG emissions





Carbon handprint frames

Guide Towards Good

The *additional efforts* company undertakes to improve sustainability. The importance of sustainability.



The Helping Hand

Creating value for customers and stakeholders.



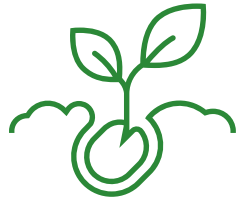
Sign of Advancement

Frames the company as *more advanced or experienced in sustainability* than the typical actor in the market.





Conclusion



Creating a Sustainable Brand Identity: the value-driven basis of sustainable brand, integrating different levels of the company (and other stakeholders) to ideate and contribute to development of the identity, ongoing process



Legitimizing the Credible, Green Brand: consider unique expectations of each business relationship, participating in conversations about sustainability, doing together, operations and actions in line with the value network, going forward is important



Communicating Sustainability Effectively: Be brave, in line with values, choose differentiating and credible brand promise and content, promote doing good in the network (Handprint)



Project team

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Literature / sources

Master's thesis

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- Ojansivu, I., Saraniemi, S., Erkkonen, J., & Autio, J. (2023). Legitimizing collective change in reluctant global networks. *Presented at the 39th Industrial Marketing and Purchasing Group Conference (IMP), 22 – 25 August, The University of Manchester, Manchester UK*
- Ojansivu, I., Saraniemi, S., & Erkkonen, J. (2022). Legitimizing ‘invisible’ sustainable B2B brands in domesticated markets/networks. *Presented at the 38th Industrial Marketing and Purchasing Group Conference (IMP), 30 August – 2 September 2022, University of Florence, Florence, Italy.*