

Centre for Retail Research at Lund University

ANNUAL REPORT | 2020





Introduction

Centre for Retail Research – the seventh year

For us, and countless others, 2020 has been a very unusual year. Corona has challenged us in many ways. One immediate effect was how challenging it became to carry out empirical research with retailers in the field. Another was that, for quite some time, it was difficult to talk about anything other than the pandemic. At the Centre, we also suffered from the Corona effect. This was evident when we cancelled the first workshop of the year, one that should have brought together a new cadre of international guest researchers to talk about the future of retail. Our first reaction was to cancel. We hoped that things would soon improve and that we would then be able to hold the workshop in the usual way, face to face. Like everyone, we quickly learned that things would not return to normal anytime fast. So, instead, we had to learn to work digitally. And that's just what we have done, in all kinds of situations this year.

Our first webinar was arranged with Åsa Parsmo and Sofia Valentin. The theme was linked to Kristina Bäckström's research project on the personal service encounter and the webinar focused on the difficulties many organisations face when they aim to provide a personal service experience while, simultaneously, providing the more practical service that many customers need to manage their own retail journeys. Kristina Bäckström and I arranged a webinar on the same theme in October, again with Åsa Parsmo and Sofia Valentin and, this time, with Johan Lidenmark from Intersport too.

In May, affiliated researcher Johan Anselmsson and I participated in the School of Economics and Management's first ever Morning Talks. In the live webinar we discussed Corona and how it was affecting retailers. Even though the pandemic



had just begun, we could already see the huge impact it was having on the retail industry, not least on the growth of e-commerce. We discussed who would be the winners and losers as a result of the pandemic.

During the year, several of the Centre's affiliated researchers have defended their PhD theses, all of them from Packaging Logistics. Pernilla Derwik defended her thesis Exploring competence and workplace learning in supply chain management. Yulia Vakulenko defended her thesis on last mile delivery from a consumer perspective. And Stefan Karlsson defended his thesis on returns within e-commerce. You can read more about Yulia and Stefan's work in this report.

In October, we arranged a number of workshops with the international researchers that were recently affiliated with the Centre. The first, rescheduled from the spring, concerned future retail forms and the second, future consumption. We also arranged a workshop for doctoral researchers on how to publish scientific articles in retail journals. In the same week, the Centre's new reference group, The Retail Practice Leaders Group, had its inaugural meeting. The group discussed the challenges facing retail practitioners and how researchers can help to move those discussions forward. The Centre's researchers also presented, for the group, their current retail research projects.

Last but not least, I want to mention an event where we managed to link the teaching activities at Lund University's School of Economics and Management with retail practitioners. On 18 December, 12 groups of master's students got the chance to present their work, on how the physical store of the future would look, for a panel of experts. The panel was made up of representatives from large and small retail businesses who listened to the presentations with interest and gave feedback from their particular retail perspectives. This was the first event of its kind but it definitely will not be the last. It was much appreciated by all involved.

There are many people who would like to forget about 2020, or wish that we could have skipped it entirely. I see it differently. I see 2020 as a fresh start, not least for retail, where we have had the chance to accelerate our learning in many areas. Digital, to name just one.

Let us hope we learn just as much in 2021!

Cordially,

Ulf Johansson
*Professor and director of the Centre for Retail Research at
 Lund University*

Focus on events – a selection

FEBRUARY – PAST ACHIEVEMENTS AND FUTURE PROMISES IN LAST MILE LOGISTICS RESEARCH

At this seminar, affiliated researcher, John Olsson presented results from a systematic literature review of Last Mile Logistics as well as ongoing empirical studies that explore new practices in the field. What are consumers' expectations of unattended home delivery and how do their expectations affect their experiences? The results build on research conducted in partnership with NoWaste Logistics in which their E-Drop service was tested on ten households in Helsingborg.

APRIL – IS IT WORTH INVESTING IN THE PERSONAL SERVICE ENCOUNTER?

In the Centre for Retail Research's first webinar, arranged with CXFirst, we presented some interesting results on the role of store employees in the physical retail store. The results were partly based on Ulf Johansson and Kristina Bäckström's ongoing study of store employees and personal service encounters, and partly on Sofia Valentin and Åsa Parsmo's work on personal and mechanical sales. Many retailers believe that store employees are the essential part of any effective service encounter. A worthy ambition, but one that is difficult to live up to and one that may not actually be very wise. The webinar also focused on what is needed to compliment personal sales in physical stores, namely mechanical sales.



MAY – CHALLENGES FOR RETAIL – FROM CORONA TO THE FUTURE

In May, the School of Economics and Management hosted its first ever Morning Talks, a live webinar. Director of the Centre for Retail Research, Ulf Johansson, and affiliated researcher, Johan Anselmsson, discussed with host, Eleni Cronström, how the retail industry had been and would continue to be affected by the (then) new Covid-19 virus. The topics covered included general retail trends, the threat from Amazon and other next-day delivery retailers, how shops will look after Corona, and the possible positive effects of the pandemic.

SEPTEMBER – COLLOQUIUM ON EUROPEAN RESEARCH IN RETAILING

Researchers from the Centre for Retail Research presented their research at an online conference last summer. The conference was the fifth arranged by CERR, the Colloquium on European Research in Retailing, and consisted of 72 presentations. While some researchers attended in person, in Valencia, the majority took part digitally, from their home countries. A special issue featuring the best articles from the conference will be published in the International Journal of Retail & Distribution Management in 2021.

SEPTEMBER – EXPLORING COMPETENCE AND WORKPLACE LEARNING IN SUPPLY CHAIN MANAGEMENT

Supply chain management is about controlling processes from purchasing and production to distribution, with the aim of creating a coherent and high-performing supply chain. In short, it is about balancing supply and demand within and outside the organization. In September, Pernilla Derwik, Doctor of Packaging Logistics at LTH, defended her PhD thesis, which aims to increase understanding of the need for competence in the field of supply chain management. Such competence has proven to be one of the key determinants of increased competitiveness and success in retail organisations.

OCTOBER – PUBLICATION WORKSHOP FOR DOCTORAL STUDENTS

In a three-hour, interactive workshop, international PhD students were invited to learn more about the publication process for international peer reviewed journals in retailing and consumption. Publishing and paper writing strategies were discussed, as were key issues in the review process. The workshop was hosted by the Centre's deputy director Emma Samsioe and the participants were given feedback on their ongoing projects by the Centre's visiting scholars, Eleanora Pantano and Jens Nordfält.

OCTOBER – SELF-SERVICE LAST MILE DELIVERY: E-CONSUMER PERSPECTIVE ON SERVICE RENOVATION

Yulia Vakulenko, from the Division of Packaging Logistics, defended her doctoral dissertation on 8 October. Yulia's thesis investigates the consumer perspective on novel self-service tools in e-commerce's last mile. It is a compilation of four scientific journal publications based on three studies: a consumer experience survey, a systematic literature review that investigates customer value in self-service kiosks, and a self-service technology usability test with focus group interviews. The results are presented in the form of primary statistical analyses, models, a framework and research propositions. The results are primarily aimed at e-retailers, logistics service providers, and service solution designers and managers. The findings also contribute to the practices of service management and design, customer experience and relationship management, and logistics operations optimization.

OCTOBER – THE IMPORTANCE OF RETAIL FOR PERCEIVED SAFETY

Over the next two years, a new research project, financed by The Swedish Retail and Wholesale Council, will investigate the importance of retail for perceived safety in vulnerable areas. The project follows collaborative projects that are working to improve safety in vibrant urban environments in Stockholm - Järfälla, Malmö, Helsingborg, Jönköping and Kristianstad. In October, during Lund University's future week, project participants and affiliated researchers, Ola Thufvesson and Carin Rehn Crona, took part in a panel on security strategies in Swedish cities along with actors from retail and urban development.



OCTOBER – RETAIL PRACTICE LEADERS GROUP MEETING

In October, the Centre for Retail Research held the inaugural meeting of its retail practice leaders group, which comprises leading representatives from retail in Sweden. On the agenda was an exchange of information regarding retail research, and the current, real-life issues faced by retailers. The Centre's leadership team presented some of the key retail research projects that are currently taking place in the Centre. During discussions, the retail representatives remarked that many of the Centre's research topics matched the items on the agenda at their board meetings, which gives us confidence that we – in addition to being relevant in the retail research field – also do research that is relevant to practitioners.

OCTOBER – FUTURE THEMES IN RETAIL RESEARCH

What will retail look like in the future? How will we measure a store's success? And will we still think of ourselves as consumers? These are the questions addressed by six international researchers who visited (virtually) The Centre for Retail Research at Lund University in October. On Tuesday 6 October, retail researchers Jens Nordfält, University of Bath, Eleanora Pantano, University of Bristol, and Arno de Caigny, IÉSEG School of Management, discussed future retail forms. On Wednesday 7 October, the focus shifted to the future of consumption and three consumer researchers – Jack Coffin, University of Manchester, Katie Casey, University of Kent, and Kat Duffy, University of Glasgow – discussed ways in which retail and sustainability might interact in the future.

NOVEMBER – THE ROLE OF STORE EMPLOYEES IN THE FUTURE PHYSICAL STORE

The physical store is subject to extensive change. In-store service encounters are changing and store personnel face significant challenges. On 12th November, the Centre for

Retail Research arranged an online seminar on the role of store employees in the future physical store in order to discuss these challenges. First to present were Sofia Valentin and Åsa Parsmo from Customer Experience First, who work with large international retailers regarding service encounters and selling in their stores. Next up was Johan Lidenmark, Chief Digital Officer at Intersport, who shared his experience working with service encounters and retail personnel. Ulf Johansson and Kristina Bäckström were up last and presented findings from their study of five Swedish retailers and the role of their employees in the service encounter.



NOVEMBER – RETURN MANAGEMENT STRATEGY

In line with the increase in digital retail, consumer returns have increased dramatically. This can be understood as a natural consequence of the consumer not being able to see, touch and feel the product before making a purchase decision. In fashion ecommerce, the rate of return is often 30-50 percent, which naturally has a significant impact on costs and on the retailer's processes. Stefan Karlsson is a doctoral student in Packaging Logistics at LTH and an affiliated researcher at the Center for Retail Research. In November, he defended his doctoral dissertation Towards Returns Management Strategies in Internet Retailing. By studying consumer returns from two different perspectives – the consumer's as well as the company's – the research aims to help companies establish an effective strategy for return management. The opponent was Professor Jakob Rehme from Linköping University.

DECEMBER – WHAT WILL THE PHYSICAL RETAIL STORE LOOK LIKE IN FIVE YEARS' TIME?

On Thursday 17 December, 12 groups of brilliant students from the Masters programme in International Marketing and Brand Management presented their visions of the future of bricks and mortar retail before a panel of retail industry experts including representatives from IKEA, ICA, Intersport, CX First, Retail House and Väla shopping centre. The presentations were part of the final assignment on the Multichannel Marketing, Retail & Internationalization course and focused on the future physical store; how it will look and how it will operate. The panel were universally impressed with the students' visions and one panel member commented that the event was like an early Christmas present for someone with an interest in retail!

New Doctors

RETURNS: NOT JUST A NECESSARY EVIL

“High rates of returns are a scourge for many e-retailers, who often react by trying to minimise their costs. But this is a narrow way of thinking. When properly managed, having the possibility to return an item becomes a valuable part of the retail transaction,” explains Stefan Karlsson.

After receiving a bachelor’s degree in business and economics and, then, a master’s degree in law, Stefan Karlsson started working at Oriflame. The year was 1993, and since then he has been lucky enough to work for Oriflame in many different places in the world.



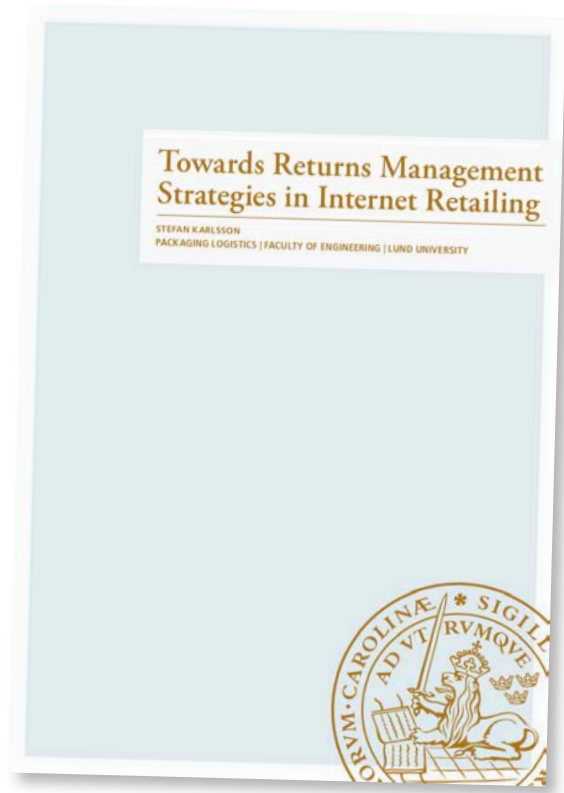
Since 2014, Stefan has also been an affiliated researcher at the Centre for Retail Research at Lund University. His research has focused on returns management strategies in e-commerce and his doctoral dissertation, defended last autumn, is entitled *Towards Returns Management Strategies in Internet Retailing*.

“I have been on the management team at Oriflame and, like many other companies that sell fast-moving consumer goods, we have had to deal with the effects of digitalisation on our business model. My view was that our basis for decision-making was not good enough, not the least when it came to returns,” he says.

“In some sectors these days, especially fast fashion, as much as 30-50 percent of ordered goods are returned,” observes Stefan Karlsson. “In some situations, it’s over 50 percent! And one of the big problems is that today’s e-retailers rarely understand the consequences of these returns in terms of costs.”

According to Stefan Karlsson, when companies do not know the actual costs and consequences of returns, they make sub-optimal decisions. They reason that, if they make difficult to return purchased goods, their costs will decrease. That is actually the wrong way to look at it, in his opinion.

“They really need to tackle the issue of returns in an entirely different way. Among other things, it is important to understand which products are being returned, and why. That is because not all customers who return items are unprofitable customers, but rather the opposite. Research suggests that customers who return actually generate more profit for e-retailers than those



who do not return items. In addition, a generous return policy can be an effective way to instil confidence in the consumer and to encourage them to buy.

“Too often, I have observed a lack of coordination between marketing and sales on one side of the business and the logistics department on the other. There must be a holistic approach to returns, which means that a returns management strategy is an issue that should end up at senior management level.”

Stefan Karlsson also emphasises that a returns strategy must be in line with the company’s overall goals, which also places the issue squarely on senior management’s table. “For example, if you are a company that strongly advocates increased sustainability, then it will be difficult to justify having one in three packages sent back and forth,” explains Stefan.

But, at the same time, there are increasingly better ways to make returns management both more efficient and more customised by using digital solutions to a greater extent than is the case today.

“With proper systems support, it is possible to analyse the returns and to, hence, be able to better focus the returns management. Because one thing is certain: we consumers won’t stop returning some of what we buy online.”

Text: Peter Wiklund

SELF-SERVICE FOR E-COMMERCE DELIVERIES

The appeal of e-commerce increased furiously in 2020. In such a situation, it is important that logistics function well and contribute to a good customer experience.

Yulia Vakulenko began her academic studies in St. Petersburg, in her former home country of Russia, where she earned a master's degree in real estate economics and finance. Towards the end of her studies, she got the opportunity to become an exchange student in Sweden and, after graduating, was enticed to relocate here. Once in Sweden, Yulia earned an additional master's degree, this time with a focus on supply chain management.

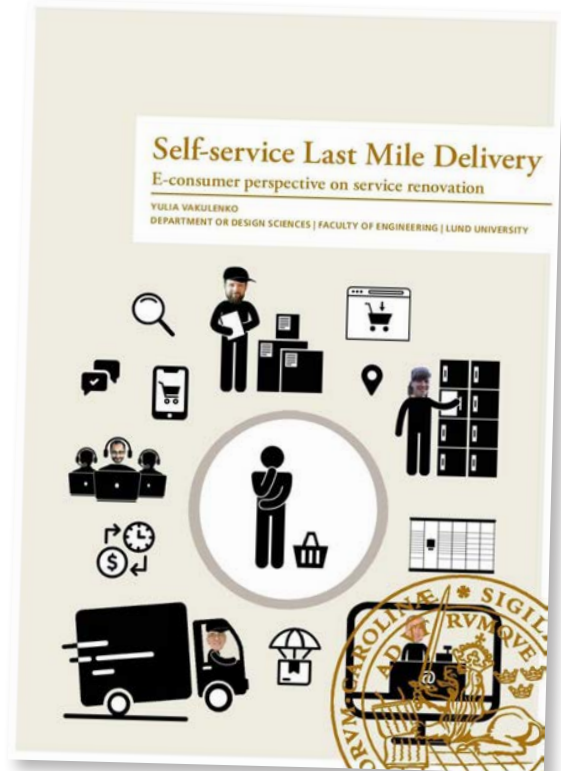
Six years ago, Yulia became an affiliated researcher at the Centre for Retail Research at Lund University and, last autumn, defended her doctoral dissertation, *Self-service Last Mile Delivery: E-consumer perspective on service renovation*.



"In my work on my doctoral dissertation, I have traversed the edge between packaging logistics and marketing, which has been exceptionally interesting because this is a relatively unexplored area," Yulia explains. Her focus has been on self-service functions in e-commerce and, in particular, parcel deliveries to smart parcel lockers, which the customer opens with a one-time code. In Sweden, Instabox is one of the most well-known independent providers of parcel lockers, while several of the large chains have their own solutions.

"Self-service is not something entirely new," explains Yulia. "This has been around for a long time and in various forms. ATMs are a kind of self-service, as is the ability to scan groceries with a handheld scanner in supermarkets."

Parcel lockers started appearing on the Swedish market about five years ago but, until last year, were only used to a relatively limited extent. However, the coronavirus pandemic caused e-commerce to rapidly skyrocket and parcel lockers offer a way to pick up deliveries while avoiding the risk of contagion. "It is not the service function itself that I am interested in," notes



Yulia Vakulenko, "but rather how it can affect the customer experience."

Yulia further explains that customer experience can be measured in the form of functional, emotional, financial and social values, all of which can be positive or negative. Simply put, the functional value of a delivery to a parcel locker might be that the consumer thinks it is positive that the item can be picked up near their home. The emotional value could be that it feels good to be able to deal with it on your own—provided that the delivery arrives as planned. The financial value may be that other delivery options are not free, or to get to a pick-up point it costs money (perhaps a bus ticket) as contrasted with the ease of the parcel locker.

"When it comes to social value, different people have very different perspectives," clarifies Yulia. "At a parcel pick-up point, we might have to queue and some people think that is a positive thing—for a while anyway—because they can chat with the other people who are waiting. Other people get frustrated by having to spend time queuing instead of being able to be at home spending time with their family."

These different values interact and establish a comprehensive overall experience with the customer. Something that, according to Yulia Vakulenko, can have a huge impact on many e-retailers. "Even if it is not the e-retailers who deal with the deliveries, many customers find it difficult to distinguish between the parties and blame the sellers if the goods do not arrive as promised.

Text: Peter Wiklund

Even prior to Corona, the future of retail was much discussed. To guide our research and to frame our research and practitioner-focused activities in 2020 and onwards, the Centre for Retail Research has inaugurated two new future-oriented themes.

Theme: Future Retail Forms

The potential form and function of the physical store of the future is a hot topic on which the Centre for Retail Research held three workshops in 2018 – the highlights from which are published in a book that emphasises experience, sustainability and digitalization as key perspectives. In 2020, we launched a new theme focusing on this topic in even greater depth. What is the future of what we call retail? What will be the forms, the governance, the offer? What influence will digitalization wield and what elements will we still choose to have analogue? Will we travel to stores or will they come to us? Will it be the usual suspects that run retail or will new actors take over? The questions are numerous but so are the answers.

In October, the Centre organised a workshop where we began to flesh out some of the answers with the help of our international guest researchers. Jens Nordfält, from the University of Bath, presented his research on the digitalisation of the physical store, while Eleanora Pantano, from the University of Bristol, discussed how chatbots are emerging as customer assistants in online retailing. Finally, Arno de Caigny, IÉSEG School of Management, explained the importance of including metrics on e-commerce, social media, engagement,

and tactics for stimulating multichannel sales when evaluating the efficiency of stores in a multichannel retail environment. Several projects tied to the Centre also investigate future retail forms. For example, a project on multichannel retailing aims to understand the challenges that retailers go through on their journey from single to multichannel sales formats. Another explores how to measure and evaluate new store

“Will we travel to stores or will they come to us? Will it be the usual suspects that run retail or will new actors take over?”

formats, such as pop-up stores, showrooms and concept stores, where direct, cash-and-carry sales are not the primary aim. There is also a project examining the role of shop-floor staff in service encounters, as well as numerous projects that focus on the logistical and data-related challenges and opportunities of the ecommerce and platform-based retail formats of the future.

Text: Carys Egan-Wyer



Theme: Future Consumption

The future of consumption is closely related to the future of forms of retail. Current modes of consumption – in which retail is responsible for selling high volumes of products and services to consumers – are not sustainable. Neither are they responsible. Consumption creates problems for society and for the natural environment – especially in countries where retail products are sourced. So how will consumption develop? What will be important to the consumers of the future? Will sustainability be a more important determinant of consumer choice? What about responsible consumption in a broader sense? The sharing economy and other sustainable consumption trends? These are the questions in focus in the Future Consumption theme.

“Consumption creates problems for society and for the natural environment – especially in countries where retail products are sourced. So how will consumption develop??”

These questions are addressed in various research projects connected to the Centre. One notable project examines the relationship between sustainability, marine food resources, and a circular bio-based economy. Another looks at ways of enabling sustainable food practices through socio-technical innovations. A third investigates the effects of automation on retailers’ sustainability. And several projects focus on how packaging and last-mile logistics can be made more environmentally-friendly. In 2021, a new project focusing on retail and anti-consumption will also begin.

We shared many insights on future consumption at a workshop last October, where three international consumer researchers discussed ways in which retail and sustainability might interact in the future. Jack Coffin, from the University of Manchester, presented ongoing conceptual research that explores the potential for consumers to be reconfigured as custodians in a more sustainable future. Katie Casey, from the University of Kent, discussed her empirical work with Eco villages and explained how such consumer collectivities can challenge neoliberal notions of choice, value and ownership. And, finally, Kat Duffy, from the University of Glasgow, described an action research project in which she has been investigating the potential of mindfulness to challenge overconsumption of fast fashion. The workshop was well attended by scholars from various disciplines.

Text: Carys Egan-Wyer



Meet our International Researchers

In 2020, the Centre invited six international retail and marketing scholars to collaborate in our interdisciplinary retail research work. Despite the fact that they did not get to travel to Lund, as originally planned, our international colleagues collaborated in a number of

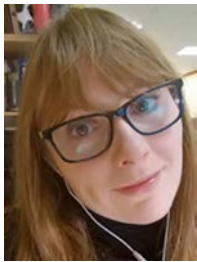
online workshops and seminars, contributing with new knowledge and perspectives on the evaluation of new retail forms, digitalisation, artificial intelligence, the future of consumption and more.



Arno De Caigny is an Assistant Professor in Business Analytics at IÉSEG School of Management, France. Arno's main research interests are in customer scoring, customer retention, machine learning and big data. He has published in international peer-reviewed journals such as *European Journal of Operational Research*, *Decision Support Systems* and *International Journal of Forecasting*. He also has industry experience in financial services and consulting. .



Katherine Duffy is a Lecturer in Management at the University of Glasgow's Adam Smith Business School. Her areas of expertise are consumption, markets and society, clothing sustainability, digitalisation and social media marketing. Kat's research focuses broadly on consumer behaviour and digital marketing. Currently, her focus is on the digitalisation of sustainable clothing consumption.



Katherine Casey is a Lecturer in Marketing at Kent Business School. Katie's research draws on critical traditions and tends towards Consumer Culture Theory. To date, her research interests include sustainable consumption, production and disposal, the ethics of consumption, community-based initiatives, alternative food consumption, alternative food networks. Her research interests lie at the nexus of politics and marketing, where consumption becomes political, and politics are manifest in the everyday.



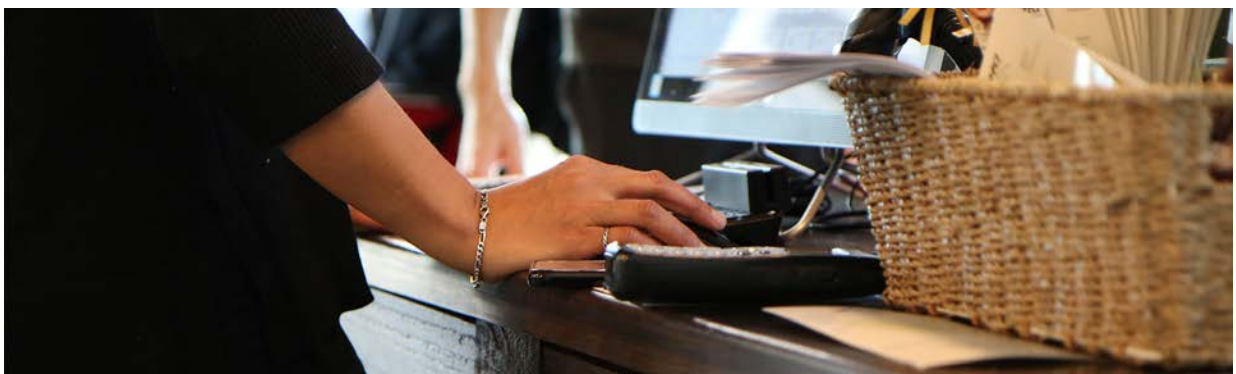
Jens Nordfält is Professor of Management Studies at the University of Bath. His recent research includes work on how the physical retail store digitalises in order to compete with other commercial alternatives in a world with increasing digitalisation. Recent publications include a *Journal of Retailing* article entitled *The Future of Retail*.



Jack Coffin is a Lecturer in Fashion Marketing at the University of Manchester. His research USP is studying the intersection of Unconscious processes, Spatial structures, and Posthuman politics. This has led to topics as diverse as place marketing, sustainability, underrepresented consumers, and social marketing in the post-Covid era.



Eleonora Pantano is an Associate Professor in Marketing at University of Bristol, UK and the author of numerous books including *Smart Retailing: Technologies and Strategies* (2019), *Technology and Innovation for Marketing* (2019) *Internet Retailing and Future Perspectives* 2nd edition (2017). Her research activities mainly relate to the development of new customer solutions to improve retail analytics, strategies and management, with emphasis on the role of artificial intelligence, emotional analytics, and machine learning algorithms.



Affiliated projects

The way that the Centre for Retail Research is funded has changed somewhat in recent years. This has partly changed the way that the centre works. We no longer run our own research projects. Instead, we operate as a platform, arranging research seminars and workshops as well as supporting research networks and retail research applications from researchers at Lund University. Below you will find a selection of our affiliated research projects.

Towards zero emission last mile distribution in omni-channel retail

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

Participants: John Olsson, Daniel Hellström, Henrik Pålsson
Project duration: 2018–2023

Digital healthcare platforms to the needs of elderly patients

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

ment and innovation.

Participants: Javier Cenamor, Johan Frishammar, Anna Essén
Project duration: 2020-2022
Funded by: The Kamprad Family Foundation

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

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

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

Participants: Ebba Eriksson, Joakim Kembro, Andreas Norrman
Project duration: 2020-2022
Funded by: Hakon Swenson foundation

Climate and Cost Effective Packaging: A Decision-Support Tool

There is no doubt that packaging is a part of making a better everyday life. Packaging can also help to cut carbon emissions and generate less product waste, playing an important role in keeping the planet healthy. In overall, this project will emphasise that packaging protects and adds value to products, but it is necessary to integrate the processes of designing, evaluating and producing packages, in order to successfully

fulfil these tasks. The purpose of this project is to develop and disseminate new knowledge and a novel decision-support tool to tackle the complex issue of managing the design and selection of consumer and transport packaging for sustainable development. The project is based on design science research, co-creation with IKEA, Tetra Pak and WWF.

Participants: Henrik Pålson, Daniel Hellström

Project duration: 2020-2022

Funded by: The Kamprad Family Foundation

Multichannel Retailing

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

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

Project duration: 2014-2022

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

Successful training at work: Informal learning in retail

Training employees is necessary for companies to successfully meet future demands and challenges. Training also contributes to employee satisfaction because we grow as human beings when we learn something new and feel good when we master what we are expected to do. Unfortunately, many retail employees do not feel that they get the training they need. The majority of training happens via informal, learning at work but knowledge about learning at work is very limited and the potential for improvement is extensive. The purpose of this project is to explore how informal learning is applied in practice, and to disseminate knowledge about how different learning methods can contribute to competence development. Our goal is to identify successful learning techniques among the participating companies and their employees and, thereby, to increase the possibility for each individual to reach their maximum potential and for each business to support learning at work. The research project focuses on "how" rather than "what" one learns and, hence, on the mechanisms of learning. Learning is a complex and contextual process and focusing on learning mechanisms help us to understand how learning itself takes place. A distinctive feature of this project is that we study learning in specific professions and not in a single organisation or for a single individual. Different professions have different competence needs and, hence, have their own unique underlying learning mechanisms.

Participants: Daniel Hellström, Pernilla Derwik

Project duration: 2020-2022

Funded by: Swedish Retail and Wholesale Council

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

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

Participants: Joakim Kembro, Andreas Norrman

Project duration: 2020-2022

Funded by: Swedish Retail and Wholesale Council

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

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

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

Project duration: 2019-2021

Funded by: Vinnova

Marine food resources for new markets

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

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

Project duration: 2019-2021

Funded by: Formas

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

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

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

Project duration: 2019-2021

Funded by: Swedish Retail and Wholesale Council

DATA/TRUST: Trust-based personal data management in the digital economy

This project studies how to best build and maintain the consumer trust in data-driven and personalised services. Focus is on the degree of transparency that is practically possible and suitable for extensive collection and use of individuals' data. The project is led by Associate Professor, Stefan Larsson, from Lund University, in collaboration with think tank, Fores. The reference group includes, economist and digitalisation expert Anna Felländer and representatives from the Swedish retail industry, the Swedish Consumer Agency, SEB and Dustin.

Participants: Stefan Larsson

Project duration: 2018-2021

Funded by: Swedish Retail and Wholesale Council, Fores

The service encounter and the role of personnel – challenges and changes for personnel in retail

Discussions about how the future physical store will look dominate debates in Swedish (and international) retail. Retail has undergone significant changes in recent years, due to increasing digitalization and proliferation of retail channels. And customers have also changed in terms of their knowledge and behaviour. We already know that retail personnel are crucial in creating the customer experience, whether positive or negative, but we need to know more about the challenges they face in today's customer meetings. In this research project, we focus on the role of retail employees in physical service encounters: What do today's customers demand and how are these demands expressed in store? What conditions do personnel have—and what conditions do they need—to be able to meet changing customer demands and behaviour? In this project, we will explore these questions, through studies of five large, Swedish retailers from various industries. The study involves data collection in stores as well as at the central level of the organisations—to understand the organisational conditions that help retail personnel to handle today's service encounters.

Participants: Ulf Johansson, Kristina Bäckström, Jens Nordfält

Project duration: 2018-2020

Funded by: Swedish Retail and Wholesale Council

Customer Expectations of Unattended Home Delivery Service in Grocery Retail

Omni-channel retail has grown tremendously in recent years, particularly in the grocery sector, making Sweden the Nordic country with the largest online presence. The rapid growth poses challenges to last mile deliveries, which are often described as complicated, costly and inefficient. Therefore, various emerging technologies and innovations have been explored in recent years, particularly with regards to goods reception solutions. These solutions include among for example self-service technologies, smart locks, collection and delivery points, and reception boxes. Despite the growing body of literature, previous research does not capture how the customers create expectations, experience and eventually value in relation to such technology. Thus, this research project aims to explore, understand and report consumers' expectations of unattended delivery systems.

Participants: Mary Catherine Osman, Daniel Hellström, John Olsson, Yulia Vakulenko

Project duration: 2019-2020

Towards Sustainable Supply Chain Practices – Investigating Packaging Efficiency

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

Participants: Noor Faizawati Badarudin, Daniel Hellström, Henrik Pålsson

Project duration: 2019-2022

Carrier neutral parcel lockers for increased service and accessibility in sparsely populated and rural areas

Participants: Klas Hjort, Daniel Hellström, Per-Olof Hedvall, Yulia Vakulenko, Patrik Rydén

Project duration Started 2020

Funded by: Swedish Agency for Economic and Regional Growth

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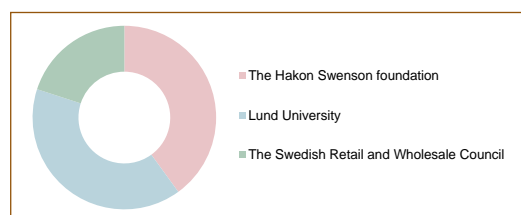
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KATHERINE CASEY	KENT BUSINESS SCHOOL
JACK COFFIN	UNIVERSITY OF MANCHESTER
KATHERINE DUFFY	UNIVERSITY OF GLASGOW
JENS NORDFÄLT	UNIVERSITY OF BATH
ELEONORA PANTANO	UNIVERSITY OF BRISTOL

TOTAL NUMBER OF WOMEN: 29, TOTAL NUMBER OF MEN: 34

Funding

RESEARCH GRANTS AT THE CENTRE FOR RETAIL RESEARCH AT LUND

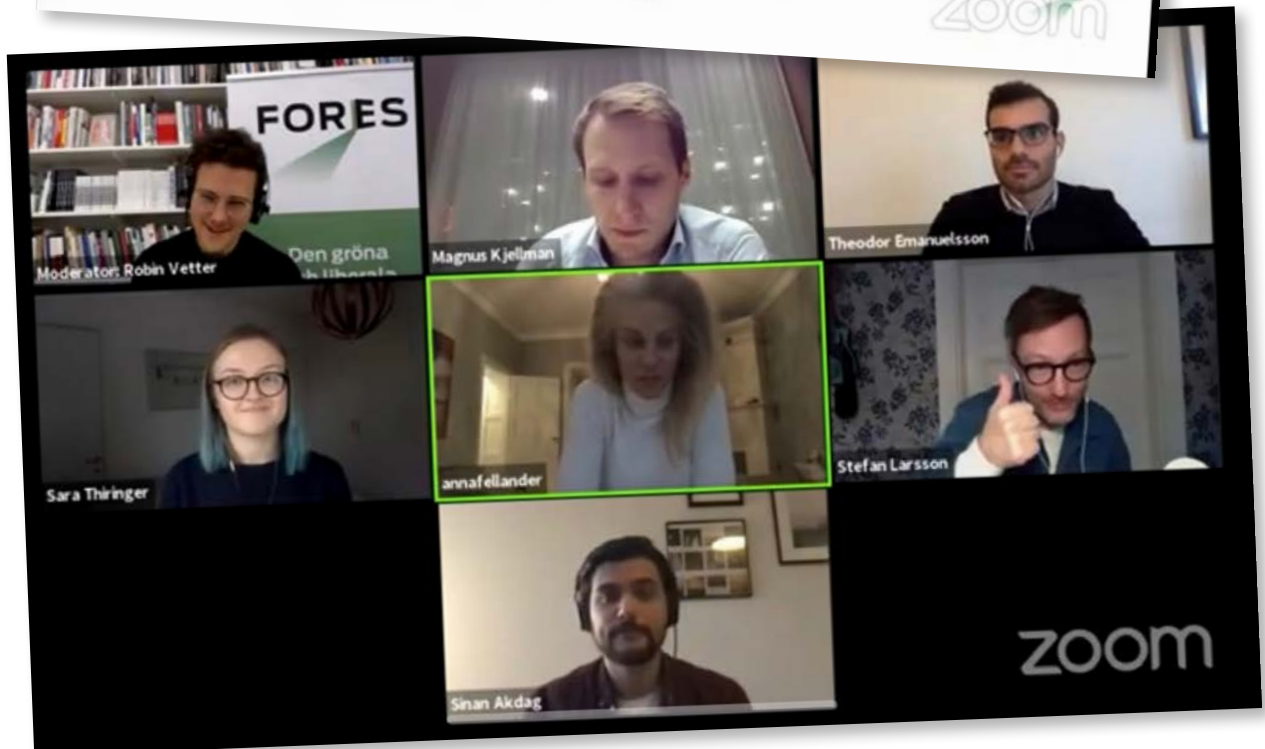
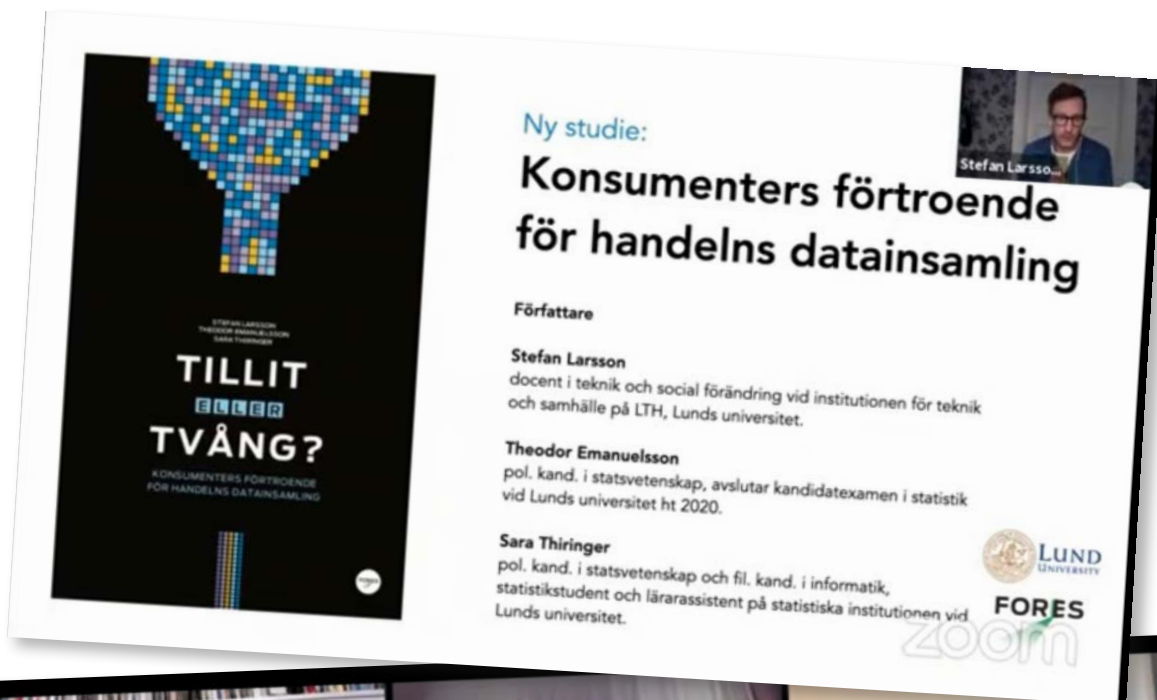


The Centre for Retail Research's initial five-year funding from the Swedish Retail and Wholesale Council (of 5 million Swedish crowns per year) ended in 2018. In 2020 we received around 2.5 million Swedish crowns from the Hakon Swenson foundation, Lund University, and The Swedish Retail and Wholesale Council. These funds have been used to arrange research seminars and workshops and to support research networks and retail research applications.

Popular science publications and visibility in the media – a selection

Reinventing Returns Management in Retail	Nordic Future Mobility Summit 2020, Palo Alto, USA	January	Daniel Hellström
Successful skill development at work	The Swedish Retail and Wholesale Council	January	Daniel Hellström
The role of personnel in the physical store	Research breakfast arranged by Retail House, Stockholm	February	Kristina Bäckström
Building and developing space through human memories	Presentation at Nacka city council	February	Ola Thufvesson
Expert: Sweden is easy prey for troll factories	Interview with the Confederation of Swedish Enterprise for fPlus news	February	Sofia Ulver
Seaweed transformations on innovative markets	Presentation at, Stockholm University's Department of Ethnology	February	Cecilia Fredriksson
Returns in e-commerce - environmental impact and future developments	Mobilitet 2020, Oslo, Norway	February	Daniel Hellström
Food Trends: Structural developments and future consumer behavior in Sweden	Presentation at Foodwest Oy, Tampere, Finland	February	Ulf Johansson
Geography of fear	Skånska möten, Hässleholm	February	Ola Thufvesson
Corona is accelerating the cashless society	Dagens Industri	March	Carin Rehncrona
How digitalisation affects in-store service encounter	Unionen	April	Kristina Bäckström
We are risking completely empty city centres	Sydsvenskan	May	Ulf Johansson
Challenges for retail - from Corona to the future	Morning talks, Lund University School of Economics and Management	May	Ulf Johansson
The cornerstones of successful change work	Executive Foundation Lund	May	Ulf Johansson
Round table: The Corona crisis and its opportunities for e-commerce	Media Evolution, Malmö	June	Daniel Hellström
How Amazon squeezes prices: may knock out many e-retailers	Aftonbladet	August	Johan Anselmsson
Stefan Larsson comments: Amazon launches Swedish site and targets Swedish markets	Swedish Radio – Dagens Eko	August	Stefan Larsson
Amazon could take over 50 percent of the Swedish ecommerce market	Affärsvärlden	August	Johan Anselmsson
Power in Movement	Framtidsveckan 2020	October	Ola Thufvesson & Carin Rehncrona
Despite criticism – Amazon's brand is strong in Sweden	Dagens Handel	November	Johan Anselmsson & Burak Tunca
Sustainability is never black and white	The Centre Comments, Centre for Retail Research at Lund University	November	Carys Egan-Wyer
Panel discussion: Shaping the Future Together	Top Packaging Summit 2020	November	Annika Olsson & Daniel Hellström
When will retail take Covid-19 seriously?	The Centre Comments, Centre for Retail Research at Lund University	December	Ulf Johansson
Incorporating customer value into e-commerce last mile delivery	The Centre Comments, Centre for Retail Research at Lund University	December	Yulia Vakulenko
Swedes reject retailers' collection of customer data	Swedish Radio – Dagens Eko	December	Stefan Larsson

Dissatisfaction is bubbling - customers skeptical of retailers' data collection	Market	December	Stefan Larsson
Trust or coercion? Customers' trust in retailers' data collection	Report launch, Fores	December	Stefan Larsson
How e-commerce can fix returns	Supply Chain Effect	December	Stefan Karlsson, Daniel Hellström, Klas Hjort & Pejvak Oghazi
The future of sustainable retail: critical areas for synergy	CEO network, Skåne Food Innovation Network	December	Daniel Hellström
On strategic alliances	Presenting education, research and innovation collaboration opportunities for IKEA's Development and Innovation Network	December	Daniel Hellström & Klas Hjort
Digitalisation and returns management: Latest insights from research	NetWork Trust Logistics and Sourcing	December	Daniel Hellström & Klas Hjort



Publications

SCIENTIFIC ARTICLES

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Batwa, A. & Norrman, A. (2020) **A framework for exploring blockchain technology in supply chain management**. *Operations and Supply Chain Management*. 13 (3) 294-306

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...meal box devices contributed to the promotion of modes of sustainable food consumption by enabling the consumption of more vegetarian foods and ecological products, ...

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Frennesson, L., Kembro, J., de Vries, H., Van Wassenhove, L. & Jahre, M. (2020) **Localisation of logistics preparedness in international humanitarian organisations**. *Journal of*

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Overall, the financial evaluation of the six-month pilot implementation showed that both private goods and municipal goods generated profit (on average for the private goods).

Katsela, K. & Pålsson, H. (2020) *Viable business models for city logistics: Exploring the cost structure and the economy of scale in a Swedish initiative*. *Research in Transportation Economics*.

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Burt, S., Egan-Wyer, C., Hultman, J., Johansson, U., Beckman, A. and Michelsen, C. (2020) **Creative Concept or Watered-Down Version? Factors that influence how new store formats contribute to a retail portfolio.** 6th Colloquium On European Research In Retailing (CERR), Valencia, Spain (online due to Corona)

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På frågan om det är ok att företag delar kunders personliga information med andra företag svarade hela 4 av 5 (79%) "Nej, aldrig".

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