

# RETAIL BUYING PROFESSIONALS' VIEWS ON CRAFT BEERS' SUSTAINABILITY

Jyväskylä University  
School of Business and Economics

Master's Thesis

2022

Author: Kimmo Aho  
Subject: Corporate Environmental Management  
Supervisor: Tiina Onkila



JYVÄSKYLÄN YLIOPISTO  
UNIVERSITY OF JYVÄSKYLÄ

## ABSTRACT

Author Kimmo Aho	
Title Retail buying professionals' views on craft beers' sustainability	
Subject Corporate Environmental Management	Type of work Master's Thesis
Date 19.4.2022	Number of pages 72+1
<p>Abstract</p> <p>Craft beers have become a big global trend this millennium. A significant consumer segment is interested in craft beers and they have become more visible in retail as well. There is also a growing interest in sustainability issues of craft beer. Previous research on craft beer and its sustainability is focusing geographically outside of Finland and can therefore be specific to culture of origin. This study intends to supplement the existing knowledge and research in the Finnish context.</p> <p>The main research question this study tries to answer, is how retail buying professionals understand the craft beer's sustainability. Additional questions were set to support the main research question. Those aims to answer which dimensions of sustainability retail buying professionals emphasize most and what are the most critical factors within the craft beer's sustainability for them.</p> <p>The relevant theoretical framework was constructed mostly from the research papers among craft beer's sustainability issues and tensions around them. These covered the ecological, economic, and social dimensions of craft beer in different markets and tensions in corporate social responsibility.</p> <p>Study's approach was qualitative and 11 professional buyers working in retail were interviewed to explore their views on sustainability issues relating to craft beer produced in Finland. The interviews were recorded, transcribed, and analysed to produce the data which was compared with the theory.</p> <p>The most important results include gender equality among the people working in the craft brewing process, package recycling and logistics. The results reveal that even if gender equality is important, the understanding of this equality varies and is tensioned, as especially older male respondents did not notice it to the extent that female or younger male respondents did. Package recycling and logistics were discussed more concurrently, showing the significance of belonging to Palpa system and the importance of well-organized logistics.</p> <p>The results are at disposal for Finnish craft breweries who can apply them for improving their sustainability work to better meet the retail buying professionals' needs.</p>	
Key words: corporate social responsibility tensions, craft beer, qualitative research, retail buying professional, sustainability	
Place of storage: Jyväskylä University Library	

## TIIVISTELMÄ

Tekijä Kimmo Aho	
Työn nimi Vähittäiskaupan sisäänostajien näkemyksiä käsityöläisöluiden kestävyys	
Oppiaine Corporate Environmental Management	Työn laji Pro-gradu tutkielma
Päivämäärä 19.4.2022	Sivumäärä 72+1
<p>Tiivistelmä</p> <p>Käsityöläisoluuet ovat muodostuneet viime aikoina maailmanlaajuisesti trendiksi. Merkittävien asiakassegmenttien kiinnostuttua niistä, ne ovat saaneet paljon hyllytilaa vähittäiskaupassa. Niiden kestävyysnäkökulmatkin ovat herättäneet mielenkiintoa. Aiempi tutkimus käsityöläisöluihin ja niiden kestävyysliityen on Suomen ulkopuolelta ja voi olla kulttuurisidonnaista. Tämän tutkimuksen tavoitteena on täydentää ymmärrystä suomalaisessa kontekstissa.</p> <p>Tutkimuskysymys pyrkii vastaamaan siihen, miten vähittäiskaupan sisäänostajat näkevät käsityöläisöluiden kestävyys. Täydentävät kysymykset pyrkivät vastaamaan mitä kestävyysosa-alueita vähittäiskaupan sisäänostajat painottavat eniten ja mitkä ovat heille kestävyys tärkeimmät tekijät.</p> <p>Työn teoriaosuus on muodostettu pääosin käsityöläisöluiden kestävyys ja niiden jännitteitä käsittelevän tutkimustiedon pohjalta. Ne pitävät sisällään käsityöläisöluiden ympäristö-, talous- ja sosiaalista vastuuta eri markkina-alueilla sekä yritysvastuun jännitteitä.</p> <p>Tutkimusote oli laadullinen ja 11 vähittäiskaupan sisäänostajaa haastateltiin heidän käsityöläisöluiden kestävyys koskevien näkökulmien selvittämiseksi. Haastattelut nauhoitettiin, litteroitiin ja analysoitiin. Tuotoksena saatua data verrattiin teoriaan.</p> <p>Tärkeimmät tulokset olivat käsityöläispanimoalalla työskentelevien tasa-arvo, juomapakkausten kierrätys ja logistiikka. Tulosten mukaan tasa-arvo koettiin tärkeänä, mutta ymmärrys sitä kohtaan vaihteli pitäen sisällään jännitteitä erityisesti siinä, että vanhemmat miespuoliset haastateltavat eivät tunnistanee tasa-arvoon liittyviä asioita samalla tavoin kuin muut haastateltavat. Juomapakkausten kierrätyksen ja logistiikan merkityksen suhteen vastaukset olivat yhteneväisempiä osoittaen Palpa-järjestelmään kuulumisen ja toimivan logistiikan tärkeyden.</p> <p>Tulokset ovat suomalaisten käsityöläispanimoiden käytettävissä ja hyödynnettävissä heidän kehittäessään kestävyystoimiaan vastaamaan paremmin vähittäiskaupan sisäänostajien tarpeita.</p>	
Asiasanat: kestävyys jännitteet, kestävyys, käsityöläisolut, laadullinen tutkimus, vähittäiskaupan sisäänostaja	
Säilytyspaikka: Jyväskylän Yliopiston kirjasto	

# CONTENTS

1	INTRODUCTION .....	6
1.1	Discussion about the context of the study .....	6
1.2	Motivation for the research .....	8
1.3	Aims of the research and research questions .....	9
1.4	Boundaries of the research .....	9
1.5	Structure of the report .....	10
2	THEORETICAL FRAMEWORK .....	11
2.1	Paradoxes and tensions in corporate social responsibility .....	11
2.2	Craft beer's social sustainability perspectives .....	14
2.3	Craft beer's ecological sustainability perspectives .....	18
2.4	Craft beer's economic sustainability perspectives .....	22
3	METHODOLOGY .....	25
3.1	Research approach: a qualitative study .....	25
3.2	Interview as the chosen method .....	27
3.3	Participant selection .....	28
3.4	Data collection .....	31
3.5	Data analysis methods .....	33
3.6	Research ethics .....	35
4	RESULTS AND ANALYSIS .....	37
4.1	Views on social sustainability perspectives .....	37
4.2	Views on ecological dimensions of sustainability .....	43
4.3	Views on economic dimensions of sustainability .....	49
4.4	About paradoxes and tensions among the interviews .....	51
5	CONCLUSION AND DISCUSSION .....	54
5.1	Summary of the research results .....	54
5.2	Answer to the research problem .....	56
5.3	Contributions and implications of the study .....	57
5.4	Limitations of the study .....	58
5.5	Reliability of the research .....	58
5.6	Directions for further research .....	60
	REFERENCES .....	61
	APPENDIX 1 Interview .....	73

LIST OF TABLES AND FIGURES

Figure 1 Framework - Paradoxes and tensions .....	14
Figure 2 The process flowchart.....	26
Figure 3 The structure of the Finnish alcohol retail.....	30
Table 1 Participant grouping .....	30

# 1 INTRODUCTION

This study focuses on how buying professionals working in Finnish retail see craft beers' sustainability and possible tensions on them. Craft beers have become from niche to the widely consumed premium product category that not only have an influence on retailers' financial performance, but they are a way to position in the market and to attract consumers. Therefore, understanding retail buying professionals' views on craft beers' sustainability is important for both the retailers and breweries. This chapter presents the topic of the study, background, and motivation to give an overview for the subject. Further, aims, research questions, boundaries and the structure of the study are introduced.

## 1.1 Discussion about the context of the study

Sustainability has generally been a hot topic in this millennium. Actors such as Intergovernmental Panel on Climate Change (2021), European Union (2019) and Finnish Government (Government Communications Department, 2020) all have an impact on the public concern about the environmental aspect of sustainability. Individual influencers such as Bill Gates (2021), Al Gore (2022) and Greta Thunberg (Myerscough, 2021) have also been active speakers about the climate change, making the topic uncomplicated for the public.

Other dimensions of sustainability have been discussed as well. For example, #metoo started a wide debate about sexual harassment. Equality discussion is realized in brewing industry as well (Kuehn and Parker, 2021). However, there seem to be tensions on how equality is seen, as for example Ness (2018) notices craft breweries ignoring socio-economic perspectives, such as equality and gender, on their sustainability communication. Recently there has been discussion about harassment in the Finnish beer and brewery context as well (Finnish beer association, 2021; Oispa kaljaa - olutnäyttely, 2021).

Another, long time issue relating to alcoholic beverages and their social sustainability in Finland is the potential social and healthy harm caused by alcoholic beverages. This aspect has been researched in detail by for example the Finnish Institute for Health and Welfare which has conducted longitudinal research on the subject since 1968 (Finnish institute for health and welfare, 2021). This became a heated debate among different stakeholders prior to new Alcohol Act in 2018, even if according to Finnish institute for health and welfare (2019) the changes in availability of alcoholic beverages did not increase the consumption significantly. More generally, alcohol trade has turned its eye on promoting the responsible consumption of alcohol and since 2013 The Finnish Grocery Trade Association (2022) has instructed its members to ask the proof of identification for anyone who appears younger than 30 years.

Furthermore, especially the trade representatives, but also some industry-minded politicians, influencers, and other stakeholders, have maintained the discourse about the economic dimensions of craft beer. Micro brewers' association (2020) have published several announcements about their desire for more liberal rules regarding online sales, lower taxes, distance selling and promotion for the use of local production. This debate accelerated during COVID-19 restrictions, as especially craft beer producers suffered declining sales and missed sales opportunities. Public discussion in Finland has also been delighted by some success in craft breweries' export operations (ie. Kankare, 2019; Perttula, 2018; Torikka, 2019).

All these have promoted further discussion about sustainability and made it more understandable and critical issue for the wider audience. These interrelated issues, perspectives and episodes have also highlighted the tensions and conflicts within and among them.

Craft beer has as well become popular during recent years, but there is rather little research done about the subject on the Finnish context. Even if literature, such as Garavaglia and Swinnen (2018) notice craft beer culture become important during last twenty years in some other parts of the world, there seems still to be room for the research in Finnish perspectives. Baiano's (2021) research confirms this, as according to the paper, the majority of the craft beer studies are made to the big extend in the USA, followed by Italy, the UK, Brazil and Germany, but none of the Nordic countries were noticed. Bahl et al. (2021) also suggest craft beer research to be one-dimensional focusing mostly on consumer demand.

This is not to say that phenomenon would not be important in Finland, but the other way around. Based on The Brewers of Europe (2020), the number of Finnish microbreweries expanded from 22 in 2013 to 100 in 2019. Hyrylä (2018) affirms that legal reform 2018 on Alcohol Act have also boosted up both competition and the number of companies on the alcoholic beverage industry. Leppänen (2021) supports this by his discussion about the change in Finnish beer consumption on a long run, but also more recently. He argues microbreweries being flexible and experimental in their production, but still niche in 2019 with less than 5 % market share. To contrast this market share, in UK and USA craft beer market shares are more than 10 % by volume (Hart, 2018; Wallace, 2019).

Alcohol consumption patterns have changed and they are constantly changing. This was noticed for example by Härkönen (2013), as according to his study alcohol consumption has become more social and taking place home instead of licensed premises. National Supervisory Authority for Welfare and Health's (2022) report shows this phenomenon as well. Based on it, retail sales are multiple in comparison with sales in the licensed premises. Another recent phenomenon is craft breweries in the shop concept where craft brewery is established inside retail unit (Kesko, 2022; Leppänen, 2022; Tammilehto, 2022). This supports the need for further understanding about retail as a supply channel for the craft beer.

Another signal of changed consumption is the fact that among some younger age groups alcohol drinking is decreasing. According to Chankova (2019), millennials are consuming less alcohol and it relates to the trend of well-being. This correlates to the Finnish data as well, as for example Finnish institute for health and welfare (2018) and Ahlström and Karvonen (nd.) notice the decrease within the alcohol consumption of young people. This might associate with the grown interested in craft brewery products as well. For example, Kangasluoma (2020) and Lehtinen (2021) have noticed the grown interest in alternative beer options such as low or non-alcoholic beer and experiencing with different beer styles. This gives a comparative advantage to craft breweries, since they are more flexible in their offerings and can react and even shape the demand quicker than big, multinational breweries.

## 1.2 Motivation for the research

From a scientific perspective, there seems to be a need for further research on sustainability issues relating to the craft beer and possible tensions of its sustainability. As mentioned previously, there are gaps within the research of craft beer's sustainability and this thesis targets some of those gaps. One of these gaps, as suggested by Jaeger et al. (2020), is the craft beer research lacks female perspective among the process. Another gap might be within the reactions towards the packing material as suggested by Merlino et al. (2020). Further, Gómez-Corona et al. (2016) call for better understand for the motivations of consumption from experiential and individualistic premises. Also, paradox research, such as Luo et al. (2020), suggests for more research on business organizations' corporate sustainability paradox management. All in all, the research oriented whether retail buying professionals could provide a new kind of understanding and perspectives for craft beer and its different sustainability dimensions.

Another motivation is a craft brewers' need for understanding. The lack of knowledge about retail buying professionals' views was brought up on the background discussions with several craft brewers prior starting the thesis. Based on these discussions there is a need for understanding the buyers' needs and motivations. Craft brewers would benefit from this gained understanding by shaping their offering and marketing accordingly.

Personal motivation for the research is also important. The author has been involved in beverages throughout his hospitality career and therefore research relating to beer is rather obvious continuum for the career. He has written articles for professional magazines about alcoholic beverages, co-written three books relating to alcoholic beverages and co-owned a company that focused on importing alcoholic beverages. Moreover, he is interested in sustainability and this thesis process allows to combine both. The author's personal motivation is to learn more about different aspects of the work; alcoholic beverages which is



the craft beer in this context, sustainability, retail, and the professional buying process, which all relate to the perspectives of the thesis.

### **1.3 Aims of the research and research questions**

This research has its origins on the discussions between the researcher and different stakeholders within the craft beer industry. The original idea was to execute research commissioned by the certain craft brewery. However, in a search for more than just local perspectives and impacts, the research was applied without a commissioner and aimed more nation level than just region level, where most of the craft breweries are operating.

The most important aim of this research is to explore how retail buying professionals understands the craft beer's sustainability and which dimensions they emphasize. Based on the previous, the research question is following:

- How do retail buying professionals understand the craft beer's sustainability?

To better understand the buying professionals' views on craft beer's sustainability, following sub-questions were defined:

- Which dimensions of sustainability do they emphasize most?
- What are the most critical factors within the craft beer's sustainability?

To put the findings into the context, they are discussed against the theories of sustainability of craft beer and tensions within corporate social responsibility. By doing so, the discussion tries to contribute to the existing discussion about the sustainability of craft beer especially in the Finnish context.

Furthermore, writer's personal aim is to learn about the research process, academic writing and to better understand the relationship between sustainability and buying professionals' decision-making process relating to craft beer in Finnish context. The latter is important as controlling production, buying, marketing and sales of alcoholic beverages has a long history in Finland, and it might influence the actions as well.

### **1.4 Boundaries of the research**

This research tries to understand better retail buying professionals' reasons for buying craft beer from sustainable perspectives. The angle for the study is defined such that only retail buying professionals' views are considered. The reason for this is the fact that 77 % of the sales is generated through retail, making it the biggest distribution channel for Finnish beer sales (Hyrylä, 2018). Hence, horeca, export, tax-free, distance purchasing, and distance selling are left outside of the thesis. Especially tax free promotes considerable beer sales to Finnish

breweries but as it mostly concentrates on selling mass-oriented, inexpensive beer, it is neglected on this research.

According to Tax Administration (2021), the craft breweries producing less than 15 million litres a year are subject to decreased excise duties. The duties are progressively decreasing, so craft brewery producing less, are subject to less in taxes. However, this makes very little difference for this research as focus will be equally on the environment and social dimensions of sustainability. Also, the possible effects of excise duty on beverage packing are left outside of the research interest as, first of all, they are similar to all the players in the business, and secondly, they would not make a difference in this research, as their impacts were considered such little contrasted to the buying patterns of both professional buyers and the consumers.

The concept of life cycle is neglected as a coherent whole. This concept considers the life cycle from cradle to cradle, which Sauer and Keoleian (2014) see to have all the steps from agriculture to end of life management. European Union (2019) has described the similar model on the European Green deal as “the farm to fork” concept. Regarding the wine life cycle, similar concept is known as “from vineyard to glass” (ie. Pires Vieira da Rocha and Nodari, 2020; Vitalini et al. 2011). In the context of the craft beer “from field to glass” is sometimes used. However, this research does not aim to cover the whole life cycle, but rather only the parts appearing the most meaningful to retail buying professionals.

## **1.5 Structure of the report**

This master’s thesis is structured into five chapters. This first chapter is an introduction that covers background and motivation for the study, research questions and boundaries. Chapter 2 presents the theoretical framework of the study which consists of craft beer’s sustainability perspectives, the concept of food from somewhere and tensions in corporate social responsibility. Methodology is presented in Chapter 3, that discusses the chosen method, data collection, analysis and ethics relating to this research. Chapter 4 introduces collected data with relevant citations from interviewees. The paper ends up with the conclusion and discussion about the study results. Importantly, this chapter summarizes the results and answers the research questions. Furthermore, the limitations and reliability of the research are discussed and directions for the further research are given.

## 2 THEORETICAL FRAMEWORK

This chapter draws a theoretical framework for craft beer's sustainability from the retail buying professionals' perspective. Most important perspectives relate to the dimensions of sustainability and tensions in corporate social responsibility. Often sustainability is divided into three dimensions and craft beers make no exception. For example, Rosburg and Grebitus (2021) used three E's (ecology, economy and environment) or three P's (people, planet and profit) on their paper. Rather a similar concept in the craft beer sector was introduced also by Ness (2018) who grouped his research into institutional, environmental and socio-economical factors. As this division is tested and accepted in craft beers' sustainability research, it is also applied to structure the theoretical framework in this study.

Theory was sought using Jykdot international e-materials search with search words relating to craft beer, sustainability, retail, and corporate social responsibility paradoxes and tensions. Also, Finnish search words were used, but results were none as the subject seems not been explored and published widely in the Finnish academia. Additionally, Google Scholar, trade publications and literature were explored to supplement the search.

### 2.1 Paradoxes and tensions in corporate social responsibility

While sustainability issues become better discussed, they have also become more complex and interrelated, often resulting in conflicts of interests and tensions between different stakeholders and their stand points. This has challenged the stakeholder management within corporate social responsibility and following debate will provide some reasoning for understanding possible tensions and ways to manage them.

Van der Byl and Slawinski (2015) state that recently some researchers have explored the tensions between the dimensions of sustainability. They notice win-win, trade-off, integrative and paradox as tools for analysing tensions. Here the paradox approach is such that it covers the tensions of both the relationships and contradictions of sustainability thought. As a result, they see the paradox facet to allow and include tensions between sustainability dimensions instead of the tendency of solving them as problems. In this regard, the paradox model is the least type of either-or out of the four tools, as it accounts most the nature of interrelated tensions. Researchers argue the management of the tensions to be demanding as mastering complex entities requires the ability to see the big picture without assumptions. This is a challenge for the business leaders and a slight handicap for the theory as it might be challenging applying especially within small and medium-sized businesses. Authors conclude that paradox lens

can provide understanding what kind of tensions might occur and how companies are trying to tackle the multiple dimensions of sustainability.

Govender and Abratt (2016) explored stakeholder management as a part of corporate social responsibility in the South African beer industry context, and they pointed out the importance of stakeholder and reputation management in conflicting and possibly harmful business such as alcohol production. Their conclusion is that primary stakeholders such as shareholders, employees and customers were well understood and managed, but secondary stakeholders such as non-governmental organizations, media and competitors lack management attention. This could arise the tensions around the company and its operational environment, therefore making success challenging. These results are in line with Van der Byl and Slawinski (2015) in a sense that both papers require management to see the bigger picture for the better management. However, Govender and Abratt (2016) focus on stakeholder groups rather than their interrelation and therefore their concept seems to be simplified.

Hahn et al. (2018) relate the paradoxes of four different types to sustainability issues: belonging, learning, organizing and performing. Paradoxes of belonging relate to conflicting values and norms between individuals and their organizations. This could enable people to resist their organization's sustainability norms. Paradoxes of learning relate to the organizational change. It is especially visible when new practices are to be applied and there are growing pains within the change. Paradoxes of organizing refer to the ways sustainability activities are arranged in organization, as there might be contradictions between the aim for economic success and sustainability activities. Paradoxes of performing relate to stakeholders with their varying demands towards different, possibly conflicting sustainability perspectives and demands.

Høvring et al. (2016) explored the tensions of discourse in corporate social responsibility. Authors base their concept of multi-stakeholder dialogue on the idea that the sustainability discourse has multiple layers. Their perspective is such that they focus on the relationship between this complex discourse instead of corporate-originated and led discourse. Within the dialogue, they recognize three different tensions; idealism versus realism, shared versus individual and commercial versus social perspective. Their concept draws a picture of modern communication, but it can be criticized as it sees companies rather aimless in their strategies and inactive within their communication. However, modern organizations are doing well-managed and purposeful dialogue instead of just drifting helplessly in the ocean of the communication. As a result, involved non-profit organizations were highlighted in the research on multi-stakeholder dialogue with a case of the dairy industry, but their universal role can be questioned. The relationship is obvious when discussing for example the nutritional issue of dairy production, or health and social issues created by using alcohol, but less on the buying professional's perspectives. Despite this, the concept enlightens the tensions of discourse by concluding that organizations and their key person should start by analysing their own starting points, such as

motivations and desired results, before trying to commit multiple stakeholders for the dialogue. This kind of change from company-centric to society-centric was also noticed previously by Laczniak and Murphy (2012), who similarly highlighted the enhanced power of society. Their argument aligns with commercial versus social perspective especially on alcohol production which can be possibly harmful as identified by Govender and Abratt (2016).

Hoffmann (2018) sees the endorsement of the paradox as a starting point for its management. He proposes reflexive and proactive discussion as a tool for managing the tensions. By doing so, organizations are then able to face the possible tensions which is fundamental to success in the management of those tensions. Stoffelen (2020) also uses the dissonance as an explanation for the tensions among the scarce, origin-based beer among the craft beer categories. His focus is especially on a relationship between socio-culture and economy among different breweries and his solution is, rather like Hoffmann (2018), to promote more interaction to understand and to determine the tensions.

González-González et al. (2019) see paradoxical tensions to exist when business and society collide. For the better understanding towards this collation, they offer a tetravalent model. The model consists of rationalization, synthesis, spatial separation and temporal separation. Rationalization approves and tries to understand the paradox within positive scope. Synthesis aims to provide a new point of view to mitigate the tensions by using suitable communication. Authors account several ways of spatial separation, but they only discuss juxtaposition more detailed. They call for finding the inconsistencies they relate to organizational schizophrenia. Temporal separation mixes present and the future such a way that it can deliver the hope of a better future for the stakeholders.

Luo et al. (2020) utilize the dynamic equilibrium model to explain paradoxes and tensions. Their perspective is such that the particles of paradoxes are in a constant motion. Therefore, they call for the company management to understand the surrounding tensions. This requires a good understanding about the business goals, the dimensions of sustainability and stakeholders' viewpoints. Especially they bring up the role of middle management to ease the transition to more sustainable business practices. Their recommendation allies with Hahn et al. (2018) on company personnel's role as an enhancer of the change for more sustainable business models.

To summarize the discussion about paradoxes and tensions, it is such a debate that shows many interrelations that affect each other, making it therefore important but challenging for the management. Figure 1 draws a framework aiming to summarize Van der Byl and Slawinski (2015) tensions between the dimensions of sustainability from the paradox facet, Govender and Abratt (2016) discussion about stakeholder management, Hahn et al. (2018) on individuals' resist to their organization's sustainability norms and Luo et al. (2020) equilibrium model of the constant movement.

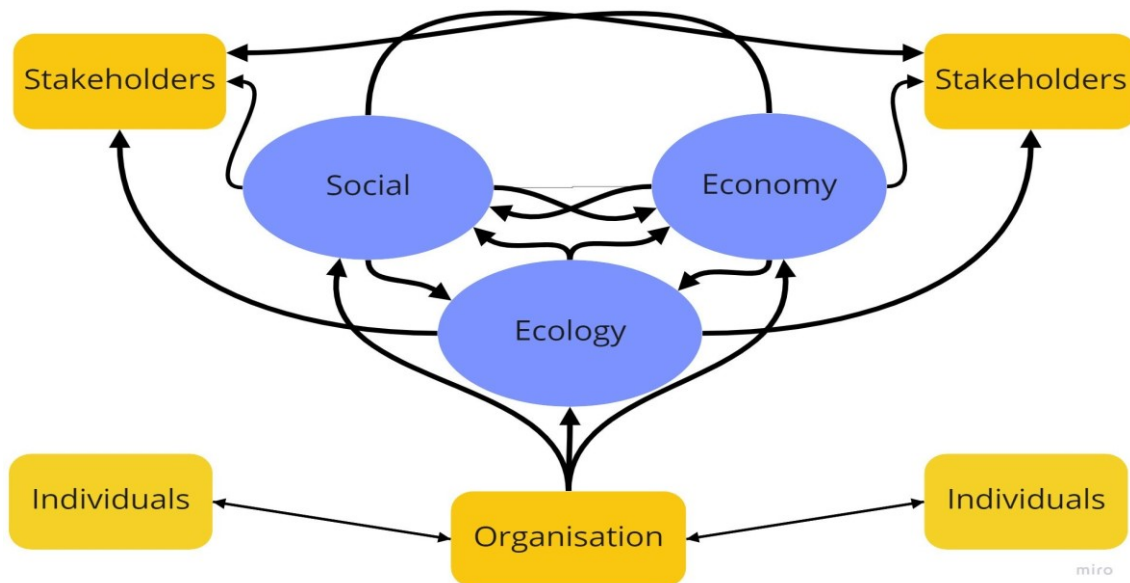


Figure 1 Framework - Paradoxes and tensions

As Figure 1 shows, sustainability is a subject that is characterized by paradoxes and tensions. These are due to the complex and interrelated nature of sustainability among the corporates. This causes to the complexity in managing the different dimensions of sustainability, different stakeholders and the organization itself in constantly changing circumstances.

## 2.2 Craft beer's social sustainability perspectives

The following section discusses craft beer's most relevant social sustainability aspects for this study. The focus is on gender equality in production and consumption, change in consumption patterns and origin and authenticity.

Rivaroli et al. (2020) explored gender-based differences in craft beer consumption within two markets, namely Italian and German. They found the differences to exist, but among all beer consumption, the consumption patterns between male and female segments are more similar within the craft beer segment, which can be therefore seen more equal among two genders explored. Authors themselves noticed the risk of long beer consuming traditions in Germany to affect the reliability of their survey. Surely, German consumers are used to the traditional purity law, *Reinheitsgebot*, that guarantees a good premise for the quality, but forbids using anything but water, barley, yeast and hops. As these traditions have protected the German beer production, therefore one should be critical to German consumers' views about craft beer and especially this research's finding about German male consumers' higher mean values. Also, the Italian beer market is different and has many cultural restrictions, and therefore authors suggested further research in other, more diverse markets. Another significant aspect is gender equality, which could be

different in Finnish context and then these results cannot be straightforwardly applied to Finnish markets. Regardless of the raised critique, the conclusions of the study about the new, more liberal consumption patterns are acceptable, even logical, and therefore suitable benchmark for this thesis.

Chapman et al. (2018) observed the opportunities for novel consumption modes. They were especially focusing on the gender roles and changed dynamics within craft beer consumption in the United States' markets. They concluded differences between female and male craft beer consumers in the contrasting terms of taste preferences such that while females are favouring lighter, fruitier styles, males are in favour for darker and stronger styles. Specific examples of female choices included fruit-flavoured beers, lambics and wheat beers. An interesting concept was pink-beer, the marketing concept of female-oriented beer styles which was, however, often neglected by female craft beer consumers. Authors' study was conducted by analysing US-based online conversations. Therefore, there is a risk of distortion with the voices heard and analysed, as only active craft beer enthusiasts were observed. Based on the researchers themselves, also the demographics were twisted with the strong domination of white male geographically located in the USA. An undeniable difference between the Finnish and the US markets is the difference between legal consumption age, which is 18 years in Finland, compared with 21 years in the USA. This already puts the markets in different proportions. However, writers' discussion about the differences within female and male consumers' taste preferences is something that could be applied to the Finnish markets as well.

The conclusions of Darwin (2018) are rather similar and confirm the previously highlighted disequilibrium in the consumption habits and patterns between genders. She investigated craft beer consumers in the context of gender stereotype and traditional masculine basis beer in the USA. Her finding suggests that while male consumers can retain both cultural and gender capital, it is challenging for the female consumers. Therefore, she found that men could consume feminized craft beers without losing their masculinity while women consuming similar craft beers classified them into the feminized category. Even if her discussion is based on US, it can be partly applicable to Finland as both markets share the similar history of prohibition and trinity of beer, sports, and masculinity. However, the craft beer culture is much older and thoroughly examined in the USA, therefore there are differences within the context as well. One of the differences is that in the USA there is already a well-established female consumer base on craft beers, while in Finland it is still generating.

Kuehn and Parker (2021) examined women working in the craft beer production in New Zealand. They found that even if the brewing industry is now more diverse due to the rise of the craft beer, it still supports the cultural norms that respect colonized traditions. Based on their paper, the craft beer culture is more inclusive for example by means of authenticity and favours local community better. Despite this, they found the operational environment to support traditional structures and especially female brewers, so called brewsters,

to accommodate themselves into the traditional masculine structures of the industry. The research was narrow with only one, isolated market and six respondents and therefore its results can be challenged. However, what we know about Eurocentric patriarchal structures (e.g. Cusicanqui, 2012; Dussel et al., 2000; Martínez-Alier, 2012; Mies, 1993; Todd, 2016), this research makes sense in a broader stance and there should be no reason to neglect its results within Finnish context.

Thurnell-Read (2018) examined the changes in the consumption of real ale in the UK. The concept of real ale and the movement to guarantee its existence, Campaign for real ale, CAMRA, is often considered as a one of the driving forces for the birth of the global craft beer scene. The researcher argues that now the consumption of beer has higher social status among the social class-conscious United Kingdom. His work focused on the British market with high cultural differences and hierarchies and therefore there might be cultural restrictions compared with Finland. Another criticism for this research is the fact that its qualitative interviews were focused on people who were either involved in sales of real ale or were associated with it as enthusiast consumers, which most likely results to loaded results. Despite this, it seems that there are more factors that unite craft beer drinkers between different cultures than separate them, as discussed also for example by Aquilani et al. (2015), Carvalho et al. (2018), Rivaroli et al. (2020). Among those similarities are modern beer consumers desire for respecting the higher standards of beer and moderate consumption habits, that makes the consumer more middle-class-oriented.

Härkönen et al. (2017) say that the Finnish institute for health and wellbeing has studied alcohol consumption in Finland since 1968, and reported the consumption and the changes. They noticed the binge drinking to decline in the 2000's, but still to be disquietingly high. They explain this by the high consumption of heavy drinkers, the 10 % of the consumers, who consume approximately half of the total consumption. More recent review (Mäkelä et al., 2021) also reveals the changes during Covid-19. Based on this paper, the heavy users were consuming even more, while overall consumption decreased approximately 5 % compared with the year before.

Carvalho et al. (2018) explored the change within consumptions patterns among craft beer consumers in Brazil. Their results show that this consumer segment was interested in finding new experiences on the taste profile of the craft beer. In addition, also high quality and craftsmanship were attractants the study noticed. The majority of the participants of the study were male, which is typical for the beer consumption within Brazilian context and might be rather similar in Finnish context as well, as concluded by Härkönen et al. (2017). What is questionable with this study, is the role of women within Brazilian culture. The study noticed the grown equality among the genders in society and as craft beer consumers, but we must still notice that the Finnish context is different. Finland can be considered more feminine society and based on Hofstede (2011), masculinity allows much more freedom for men than women. However, this



study shows similar results to Rivaroli et al. (2020) in a sense that the consumption patterns are more equal among the craft beer consumers than traditional beer consumers.

Aquilani et al. (2015) divided beer drinkers into commercial beer drinkers and craft beer drinkers. Among the craft beer drinkers, there was an aim for the better sensory attributes and willingness to pay the premium price. This is typical for the segment of craft beer consumers, but what is important here, is the importance that was given to the sensory attributes. Writers claim that craft beer is consumed in licensed premises such as pubs and restaurants instead of off-license. The research was utilized in the craft food and beverage related event in Italy where participants assessed their own beer consumption habits. The research set-up suggests the possibility for bias for the selection of participants and their answers. However, the differences between two groups are understandable, and they make sense, therefore this research adds a perspective to this thesis.

Food sovereignty is a food system that favours small-scale production instead of a mass-oriented, industrialized way of producing inexpensive food. McMichael (2009) relates it to changing the food regime and global trade that should be more value-based. Later, for example Krausmann and Langthaler (2019) discussed origin and authenticity which can be conceptualized as “food from somewhere”. This means food with geographical identity and high quality, aiming for the premium price category. As a contradiction, “food from nowhere” is a mass-oriented, industrialized way of producing inexpensive food. Writers relate the change to the bigger changes within agriculture. However, they are not able to confirm if there is now a change towards more sustainable agriculture.

Similar discussion of origin and authenticity is visible in a craft beer category. Authors such as Cipollaro et al. (2021) have discussed the raised awareness of the place of production. They see origin as one of the possible marketing strategies for craft breweries. This kind of locality offers several benefits, such as the shorter supply chains and promotion of local prosperity. The foundations of their research are such that they focused on agricultural brewing, which puts emphasis on self-growing. As the majority of Finnish craft breweries buys raw material, the foundations are different. In spite of this, there are still enough of origin and authenticity on a production chain to relate the Finnish craft brewing process to the results of the study as well.

Moreover, Kuehn and Parker (2021) also discussed the authenticity relating to the craft beer. Their outcome is such that it is one of the initiators of the craft beer movement and it relates to local and artisan production and higher quality. This outcome sees craft beer as an objection to mass-oriented, industrialized beer. Also, Melewar and Skinner (2020) explored the origin and authenticity of craft beer. Even if their research is narrow in its focus with only one Greek sample brewery, it supports the idea of using the place of origin to strengthen the identity of the craft beer.

To summarize the discussion about the social aspects of craft beer, differences in genders' consumption patterns and stereotypes exist and traditional roles are still visible in production and consumption. This was made visible by Rivaroli et al. (2020) whose infer was that even if the consumption patterns are less structured by gender among the craft beer consumers, they are still visible. Similar deductions were made by Chapman et al. (2018), Darwin (2018) and Thurnell-Read (2018), although latter also noticed craft beer to unite different consumer categories, therefore making them more similar in social status. Rather, similar was the status of female brewers. Kuehn and Parker (2021) discerned that the craft brewing needs to accommodate female workers into the traditional masculine structures of the industry.

Despite this, modern consumers seem to be quality oriented and willing to pay for the craft beer they find superior in quality. This superiority often relates to the origins and authenticity which seem to be important for many consumers. Krausmann and Langthaler (2019) have theorized this by the concept of food from somewhere that can explain the consumers' thirst for the craft beer with an identity and origin contrasted to mass-oriented, industrialized beers. Likewise, more recent studies of for example Cipollaro et al. (2021) and Kuehn and Parker (2021) confirm the consumers' desire for knowing the origins and more detailed, locality, of the craft beer.

### **2.3 Craft beer's ecological sustainability perspectives**

Most important ecological factors for craft beers' sustainability in the context of this study include the package and its recycling, logistics, emissions, and eco-labelling which are discussed on the following.

Merlino et al. (2020) explored the consumer preferences between the two most popular consumer packages, a bottle, and a can. His paper identifies many positive descriptors for a can based on its environmentally friendliness or usefulness. The research gives a prudent recommendation for using the aluminium can for craft beer for several reasons. These include lighter weight, easier recycling, and lower environmental impact. The research contrasts the consumption habits such that canned beer is consumed straight from the can and bottled beer is consumed from the mug. Therefore, their research's foundation can be questioned as at least in the Finnish context the consumption habits are rather not related to the container, as craft beers are usually associated to premium. Craft beer consumers are often aware about the best consumption ways and therefore proper beer glasses are favoured.

Ukkonen and Sahimaa (2021) observed EU's aim for increasing the recycling as a part of its circular economy activities. Now the recycling rate is 55 % and the sight in the year 2035 is 65 %. Finland is known for having a tested and well-organized beverage package recycling system (Ettlinger, 2016). Today the system is run by a non-profit company, Suomen Palautuspakkaus oy, better

known as Palpa. As introduced by Engez et al. (2021) the recycling rate for beverage packages in Finland via Palpa system is more than 90 % which is the highest in the whole world. The system allows recycling aluminium cans, glass, and plastic bottle to re-use them as beverage containers or for some other purposes. The benefits are several as many resources are saved and littering is avoided.

Transportation and logistics relate especially to raw materials, packed beer delivery to customers and disposal stage. Eglese and Black (2015) discuss the capacitated vehicle routing problem. This concept considers the distance the logistics are involved. The advantages of optimized logistics include savings in time, money, and fleet size, but as the authors comment, environmental perspectives are neglected. This is important in the context of this study, as Finland is sparsely populated and therefore distances are rather long and logistics play a big role, making the distance, or food miles important.

Garnett (2015) notices the concept of food miles being introduced already in mid-1990's with a broader sustainability perspective including environmental, social and economic perspectives. Later, it is narrowed to focus more on environmental perspectives, especially carbon emissions. The author speculates about the weighting of agriculture against the transportation on different types of food. Some, such as livestock, produce most of the emissions on the agricultural phase while others, like the emissions of the vegetables, are more load bearing on the transportation phase. Another perspective she provides for the discussion includes possible traffic hazards, noise and air pollution which could be controlled with better-organised transportation. Her vision relates to the context of this study and to Eglese and Black (2015) as rationalizing routing as a part of the logistics can provide savings in craft beer transportation emissions, costs and time.

Finnish breweries use Finnish malt for the beer production. According to the strategy of The Finnish Cereal Committee (2012), Finland exports barley malt instead of importing it. Therefore, we can conclude that the malt used in Finland is locally produced with relatively little food miles. This might give Finnish breweries a comparative advantage, as if there is easy access to the resources locally, then the emissions might be lower in comparison with craft breweries in other countries. This accompanies to Garnett's (2015) concept of food miles by reducing the need for long distance logistics.

Violino et al. (2020) see modern technology and Internet of Things helpful for improving the craft beer logistics. Their argument is such that as craft beer is a very vulnerable food product, its supply chain needs to be managed detailed. This perspective relates to quality management and is relevant as there has been discussion about the quality issues among the craft beers (e.g. Bastgen et al., 2019; Rosales et al., 2021; Villacreces et al., 2022). Even if their discussion about tracing beers with satellite sensors is not very relevant to the size of the Finnish craft beer production and distribution, they provide a good opinion for using QR codes on cans for the better consumer satisfaction and quality control from field to can.

Juga et al. (2018) explored the impact of value-adding services on quality, loyalty, and brand equity in the brewing industry from business-to-business-perspective. They used logistics as a case for their research. Their finding suggests that the outsourced services, such as logistics, can support better customer satisfaction. The study was focused on the Finnish hospitality companies instead of retails, therefore making the target group somewhat different with some different needs, such as maintenance for taps and coolers. Despite this, retail and hospitality share similar needs for logistics such as a need for reliable, scheduled delivery. They introduced a service loyalty model where breweries' logistics consist of operational, personal, and technical dimensions that shape the quality of the service. Success in this will affect directly brand equity, but also loyalty which again will indirectly support brand equity. Researchers conclude that business-to-business customers might be willing to accept the higher price due to the better logistics services, and they are more willing to maintain the partnership with the brewery. Finally, they suggest investing on reliable outsourced logistic partners that add value for them.

Bahl et al. (2021) divided the supply chain of the craft beer into four categories: raw material acquisition, recycling, energy usage and distribution. Their finding suggests that bigger craft brewers were more successful within their environment sustainability actions. However, following sustainable supply chain reduces costs for smaller ones as well increase the productivity. Writers introduce several methods and practical applications to improve the craft brewery's environmental sustainability. These include for example energy-efficient gas boilers, use of solar power, collecting the waste heat and vapour condensers. They stand together with the learnings from Engez et al. (2021) and Merlino et al. (2020) on packages as they notice it to be possibly the important source of the emissions which could be reduced. They also state like Eglese and Black (2015), Garnett (2015) and Violino et al. (2020) that distribution is an important source of emissions and therefore its management is crucial for the craft brewery. Paper can be questioned as its perspective is in the USA where production scales within craft breweries are multiple to Finland. Hence, the challenges are different as for example breweries located in the western part of the USA are facing the water scarcity, while in Finland there is water galore. Nevertheless, the paper's call to action for a closed loop in energy is rather versatile for innovative craft breweries despite their location and market.

Shin and Searcy (2018) researched carbon footprint and the greenhouse gas emissions among craft breweries in Canadian Ontario. Their results show that due to the small size and limited resources craft breweries were not concentrating intensively on environmental issues. Rather, their results indicated environmental investments more demanding than rewarding. Even if research was region specific, the results are intelligible and most likely similar challenges are global among any craft production. Their reveals affirm Bahl et al. (2021) proclaim about smaller breweries possible challenges on sustainability actions.

Similarly, Milburn and Guertin-Martín (2020) contrasted mass-oriented, industrial breweries' and craft breweries' environment strategies. They noticed environmental violation to happen by both big operators and craft breweries in the USA. They contrast these violations, but even if craft brewers' environmental burden is like a tiny fragment of its gigantic opponents, its importance should not diminish. Their perspective was in the water usage as most of the ingredients of any beer is water, beer production is intense in water usage and crop growing needs water. Even if irrigating the crop is not relevant in Finland, other perspectives of this research are, as water usage and its effects on the environment are harmful. Paper notices the need for disposing of the wastewater instead of just wasting it as it has a negative impact on the environment.

Ness (2018) investigated sustainability actions among craft breweries. He sums up that majority of the activities were concentrating on environmental actions, but he also perceived the interaction with the community. According to him, craft breweries' focus was especially on energy and water saving. Besides this, packaging deserved attention and among those, transition to light-weight bottles and cans was mentioned. Also, reusable bottles and recycled material for 6-packs were mentioned as more sustainable packaging practices. Constraint for the study is that it focused on English language online sources and even the author noticed the lack of more diverse use of sources. His findings, compared with Bahl et al. (2021), were rather similar as the focus was on environmental sustainability, but additionally he brought up the relationship with the local community. Partly collateral perspectives were introduced by Cipollaro et al. (2021), Krausmann and Langthaler (2019), Kuehn and Parker (2021) and Melewar and Skinner (2020) who all discussed the origins of the craft beer. However, they focused more on where the craft beer comes from, while Ness (2018) was concentrating more on interaction.

Waldrop and McCluskey (2019) examined consumer opinions towards organic beer. Their findings include that consumer who favour commercial, mass-oriented beer is not willing to pay the premium for organics, but those who already consume craft beers are willing to pay the higher price. As a result, they summarize those organic certifications attract a niche of beer consumers. Based on this, they also conclude that craft beer breweries have a competitive advantage over commercial, mass-oriented breweries as their customer segment is more willing to pay for the certified organic product. The study was conducted by a sensory assessment panel which explored if consumers could tell the organic from non-organic. The research frame can be misleading, as many consumers favour organic for ethical instead of sensory reasons. Another research applying sensory assessment, Aquilani et al. (2015), promoted that more experienced beer consumers are easier favouring craft beer. Therefore, it seems that craft beer could be the stepping-stone to organic beer as well, as its consumers are more willing to experience and change their consumption habits.

As a wrap up for ecological sustainability perspectives; package and its recycling, logistics, emissions, and eco-labelling were discussed in this sub-

chapter. Ukkonen and Sahimaa (2021) announced the EU aims for recycling and as Engez et al. (2021) narrated the matter, beverage packages in Finland are well-recycled with the recycling rate more than 90 %. Merlino et al. (2020) recommend using aluminium can for several ecological reasons, which are true also in Finland, but additionally the Finnish recycling system also covers glass bottles, which makes them a resource instead of waste for the system. Eglese and Black (2015), Garnett (2015), Juga et al. (2018) and Violino et al. (2020) observed several benefits for a well-organized logistics. They include for example saving in emissions and time, but also increased satisfaction among different stakeholders and maintaining better product quality. More detailed about the emissions, Bahl et al. (2021), Milburn and Guertin-Martín (2020), Ness (2018) and Shin and Searcy (2018) all saw craft breweries to participate in environmental sustainability activities. Despite this, as the papers exposed, there is a need for more environmentally oriented sustainability actions with more impressive results among craft breweries.

## **2.4 Craft beer's economic sustainability perspectives**

Following discussion focus on the economic aspects of craft beer. The perspectives cover craft beer production and the impact craft beer provides retail with. As there is a lack of research specifically focusing on retail buying professionals' views on craft beer impacts, a more generic grocery buying research among retail is applied. Besides, craft beer itself is only little investigated from the economic perspective, therefore this section leans strongly on Swedish research on craft beer economy as it shares many similarities, including the state-owned alcohol monopoly and rather strict alcohol policy, with Finland.

Skoglund and Selander (2021) start by defining craft beer as a premium beer that focuses on higher income consumers. They call attention to the possible positive economic impact craft breweries have locally. According to them, these impacts could be strengthened by policy changes and supportive legislation. Similarly, Cabras and Higgins (2016) commented earlier the economic impact the brewing industry in Europe has to offer. They speculated the possibility that mass-oriented, industrialized breweries start establishing their own craft breweries, but concluded that big breweries are rather competing against similar giants who have considerable market shares. This gives a chance for craft breweries to operate and makes room to markets, facilitating economic success possible also for craft breweries. The scale of the operational sizes of these two types of breweries is enormous. Thus, Skoglund and Selander (2021) propose craft breweries to tackle economic challenges by cooperation on logistics, raw material procurement and participating beer festivals together. Similar activities have been visible in Finland as well.

Skoglund (2019) delved craft breweries in Swedish province of Jämtland. The results show that after the start-up, the craft breweries are rather using

internal finance instead of external. This might be due to the lack of investors' interest, but it also ensures the craft brewers' independency better. However, the results show the financial reality of the craft breweries with cruelty. They might have to hold up the invoices, live on their spouse's salary, working long hours or taking a second job. Also, relying on regional, national or EU grants and subsidies were common. More positive ways for financing were the benefits of the cooperation with others. This is like what Skoglund and Selander (2021) also spotted on their paper. The similarities include cooperation on logistics and cooperating on beer events.

Buisman et al. (2019) noticed the importance of inventory management and dynamic shelf life. The latter being associated with discounted prices closer to best before- dates. They work well combined and can promote both better cost-effectiveness and less waste. The concept presented in the paper is especially suitable for more perishable products, such as meat. Naturally, it can be applied to less vulnerable groceries such as craft beer, the shelf life which is longer, and wastage is therefore anyway smaller.

Feng et al. (2022) generalized that as the price goes up, the demand goes down. They group retail pricing into seven different approaches including economy, premium, skimming, penetration, geographical, psychological and bundle. As craft beers often try to associate to the premium category, the most useful pricing strategies for them are premium, skimming, and psychological. Premium pricing relates to the quality-oriented products that can attract consumers. Skimming therefore is a strategy for a market entry in the vanguard when the markets are willing to accept higher prices for the novel products. Psychological means setting the price under the psychological barrier, such as 4,99 euro instead of five euros for a Finnish craft beer.

Rösler et al. (2021) reviewed the food-processing industry's whole supply chain. They give pragmatic recommendations to reduce food waste throughout the chain. Among these recommendations are some that relate specifically to retail. They instruct to notice the proper quality, quantity, and packaging. Furthermore, they recommend active discussion between the supplier and retail to ensure suitable supply frequency and volume to prevent the loss. Considering pros and cons of the paper, it gives practical recommendations and call for action, but many of them are self-evidence. There is also a difference between craft beer category and many other food categories, as craft beer has longer shelf life, making it therefore easier to manage than some other categories. Nevertheless, supply management is important assess among the economic perspective and it is discussed in the literature already previously. Cetinkaya et al. (2011) point out that service provider should know their final customer and other stakeholders throughout the supply chain. Also, Hübner et al. (2013) highlight the importance of knowing customers, but also the demand and supply chain.

Nicastro and Carillo (2021) also commented on the possibilities of retail to prevent the loss. They see forecasting and using discounts prior best before date to be the key for this. They discussed the economic benefits from broader

perspective, too. Their conclusion is that prevent in the food waste adds up the economic benefits for retail with better margins, but for the whole society as there is less cost on disposal. Their conclusions are relevant and useful, but predictable as they are already existing methods on retail.

To sum up the discussion about the economic sustainability, the craft beer is a premium product, that commands a high price in the beer category. This argument was supported by Feng et al. (2022) and Skoglund and Selander (2021). Therefore, demanding the high price for a premium product does not seem to be an issue. However, as debated by Skoglund (2019), the economic challenges craft breweries face are rather financing their operations. Furthermore, craft breweries might find useful to reduce their costs by cooperation with others in logistics and good inventory management, as acknowledged by Buisman et al. (2019), Hübner et al. (2013) and Rösler et al. (2021). Lastly, based on the proposition of Nicastro and Carillo (2021), retail itself can influence on its profitability by careful waste management.



### 3 METHODOLOGY

The following chapter discusses the research methodology of this research. First, the axiological philosophy behind the methodological choices and qualitative approach is presented. Then, used methodology, reasoning for usage, participant selection, data collection of purposive sampling and analyses are presented and discussed more detailed.

#### 3.1 Research approach: a qualitative study

The chosen research approach in this study is qualitative. Choosing the approach also needs the recognition of researcher's underlying philosophies. Both the approach and philosophy are discussed next.

Creswell (2007) holds the view that a researcher has a paradigm to follow on one's work. These paradigms will set a framework on how the researcher understands the world and constructs the research. Creswell and Creswell (2018) maintain that researcher needs to consider one's research philosophy as it has an impact on the whole process and will affect for example the question setting and interpretation of the results. They offer a framework of axiological assumption where the researcher positions themselves within the context and the settings of the research by making visible for example their background, experiences and professional beliefs. As this was made visible in the introduction, this work is therefore characterized by an axiological assumption.

Corbin and Strauss (2008) argue that there are certain philosophies behind methodology and those are traditionally based on interactionism and pragmatism. Furthermore, Saunders and Lewis (2018) discuss the assumptions behind different philosophies. Creswell and Poth (2018) therefore provide the viewpoint of methodological assumption to be an inductive process. It means that the researcher structures the study such a way that the process is not entirely build on the theory, but rather the theory builds throughout the process. This means that during the process researcher reflects the data on theory and research questions and adjusts them as needed as the understanding for the subject studied grows. This sketches the manuscript of this study as well, as theory is shaped on the findings of the research during the Process flowchart as shown in Figure 2.

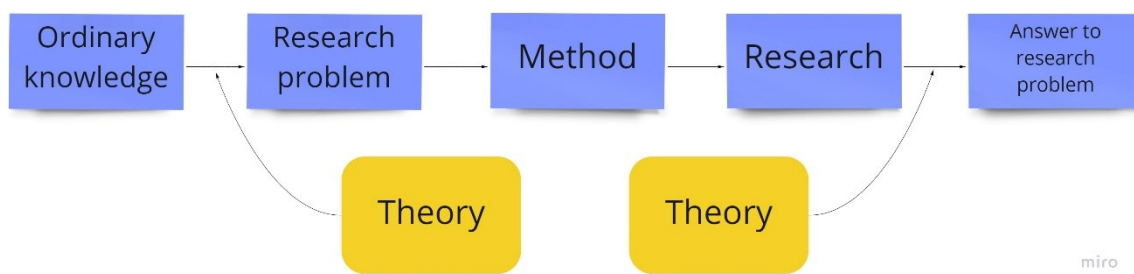


Figure 2 The process flowchart

Moreover, Creswell and Poth (2018) notice nine different interpretive frameworks, among them is social constructivism which is often called interpretivism. Also, other academics (e.g. Allan, 2010; Higgs and Trede, 2010; Koskinen et al., 2005) notice social constructivism, or interpretivist, as one of the relevant frameworks. Naturally methodological assumption and interpretivism can be criticized due to the uncertainty and unpredictable nature, but the process helps the researcher to discuss the meanings of the participants of the study. Out of all the possible paradigms, social constructivism is the one that best describes the world-view of the researcher of this study. This research's underlying philosophy is social constructivism as the researcher is active in interaction with research subjects and tries to gather data for analysis and theoretical interpretation.

Furthermore, another indicator of this process is the inductive approach within the process. As listed by Mantere and Ketokivi (2013), inductive, deductive and abductive logics are approaches to reasoning in academic research. Saunders and Lewis (2018) confirm this and explain deduction to test the theoretical framework, while induction structures the theory on collected data and abduction is a combination of both. As it seems that there are gaps in understanding the retail buying professionals' views on craft beer's sustainability, it is the most appropriate to collect data to base the theory on. Bryman and Bell (2015) simplify the process to start with the findings which are then formed in theory and being often used in qualitative methodology. To be strict, they point out that there is a thin line between these two strategies and often the methodology is rather the aim of using one, than unconditional success of doing so. Previous discussion supports the decision to choosing induction as a suitable approach to build this research on.

Bryman and Bell (2015) claim that there are several points to ponder within the business research process and this culminates in a decision between a quantitative and a qualitative method. The quantitative approach is concentrating on numbers and amounts and explains the results in numerals and figures (e.g. Berg and Lune, 2012; Brennen, 2013; Gray, 2014; Scherbaum and Shockley; 2015), whereas qualitative approach focuses on understanding, and explains the results verbally (e.g. Braun and Clarke, 2013; Gibbs, 2007; Hennink et al., 2011; Salmons, 2015). Furseth and Everett (2013) propose that the standpoints have been polarized about the nature of science that also further

relates to the chosen research method, but it is more important that the chosen method is relevant to answering the research question in hand. Corbin and Strauss (2008) justify the qualitative approach by obtaining participant experiences, understanding how the purposes are built within participants and discovering variables. On the other hand, Koskinen et al. (2005) notice that sometimes the population the research is aiming for is too small for quantitative methods, but also often the nature of economic science recalls for qualitative understanding rather than quantitative. Even more, Hennink et al. (2011) account qualitative suitable when subjects that are new to research or complex in nature. All those perspectives support the suitability of qualitative methods for this research as the aim is to understand, the population is limited, and the topic is explored previously only to the limited extend. Hence, the chosen approach for this study is qualitative.

### **3.2 Interview as the chosen method**

The qualitative researcher has a selection of methods of choosing from and the chosen method for this research is interview. Creswell and Creswell (2018) account different data collection methods. These include observation, interviews, documents, and audiovisual and digital resources. The setting of the research question, how professional buyers understand the craft beer's sustainability, directs to gather data from the professional buyers. As the target group, documents about it and its audiovisual and digital resources, and access to observe them are limited, interviews are a rational method for data acquisition. Interviews could give the needed data and are in practice the only way to gather information on the limited target group.

Robinson (2013, October 26) notices interviews either having a structure or being informal. According to him, the structured is an interview where the questions are determined before the interview and informal interview is more like a discussion without a set structure beforehand. Hair et al. (2015) call these structured and unstructured. Structure gives interviews a plan and manuscript to follow and make the interview systematic. Therefore, this style is suitable for example for an inexperienced researcher, while an unstructured method requires flexibility, good organizational and management skills, and the deeper understanding for the subject to be able to ask the relevant questions. The interviews for this study were a combination of these, such a way that there was a structure based on three dimensions of sustainability with more detailed sub-questions. However, the researcher managed the interviews more like discussive-way, where the aim was to let the participants to talk. Only if they were unsure what to talk or lacking ideas, then the researcher helped them by proposing another question or led the discussion in the desired direction. By doing so the aim was to generate a free-flowing monologue rather than structured interview.

Due to the target group of the participants being Finnish-speaking, interviews were held in Finnish. At the analysis phase, their quotes used in the research were translated into English to use in the report. Translations were made by the researcher and they were translated as authentic as possible regarding both the content and the use of language.

### **3.3 Participant selection**

Extensive effort was performed when choosing, conducting, and persuading the most suitable individuals for the interviews. 11 people participating the research covered Finland geographically, represented business structure well and included both corporate level buyers as well the buyers of individual businesses and shops.

King et al. (2019) see the participant seeking and choosing to be crucial for the results of the research and therefore there needs to be a strategy for choosing the interviewees. As well, Creswell (2007) notice reaching and committing the most suitable organizations and individuals for the study to be challenging. Hence, the process of choosing and committing the interviewees for this study was planned already on the first quarter of the year, while the participant acquisition and interviews were conducted in the second and the third quarter of the year, between May 25<sup>th</sup> and September 17<sup>th</sup> 2021. This respected summer holiday season and gave more time for the researcher to replace refused interviewees with others with similar attributes instead of interviewing people lacking desired attributes.

Hennink et al. (2011) notice the possibility of gatekeepers to either prevent or encourage potential interviewees to participate in research. Those become true on this research as two interviewees were encouraged to participate in an interview by the gatekeeper of the company or an opinion leader, while one potential person was restricted to participate by the gatekeeper of the company.

The aim for choosing the participants was to generate variety in terms of size, concepts, values and geographical locations of the businesses they represent. This variance was needed to have a diverse group of respondents to reflect the spectrum of different views on sustainability and it is also known as maximum variation sampling (Creswell and Poth, 2018). Another factor that was considered, was heterogenous of the respondents in terms of their individual characters such as age, gender and work experience. This heterogeneous was required to ensure the diversity within individuals' views as well, as those might have a further influence on their professional views and acts. Saunders and Lewis (2015) call this method purposive sampling as the researcher is actively choosing the participants for the research based on their attributes. Vogt et al. (2014) conclude that it can make a difference if the researcher knows participants before. Therefore, participants were chosen so that researcher did not know them previously, nor did they know the researcher. This kind of purposive sampling

has a risk of distortion and therefore participant selection of the research are explained in detail to guarantee the reliability of the research.

Gustafsson et al. (2006) provide a meaningful division to better understand the business structures of retail operations. Their model is applied in this study to give the structure for the Finnish alcohol retail and therefore the aim for identifying the most suitable candidates for interviews. As shown in Figure 3, The structure of the Finnish alcohol retail, they divide businesses into the categories of independent businesses, government retailers, corporate retailers, cooperative shops and franchising. Although not perfectly fitting to Finnish markets due to the lack of cooperative beer retailers, it is still useable within the context of this study.

Finnish retail is pretty much a duopoly (NielsenIQ, 2021). Therefore K-Group and S-Group are also the leading retailers of craft beer. The category of corporate retailer includes also Lidl and Minimani. Together these represent 93 % of the daily consumer goods sold in Finland. Hence, the majority of all the beer sold in Finland, including also the distribution channels left outside of this study, is sold by them. This makes representatives of these organizations valuable target group in the study.

State owned alcohol monopoly Alko (2022) therefore has lost some of its importance as a beer retailer. The reason for Alko being such a small retailer is the change in Alcohol Act in 2018. The update within the existing act enables retailers to sell beers up to 5,5 % alcohol by volume (ABV), which allowed consumers to buy somewhat stronger beer on retail instead of the monopoly. Similarly, raising the ABV level higher allowed craft breweries to provide the wider variety of styles to the retailers, leading to better selections and therefore enabling a competitive advantage for retail sellers instead of Alko. All these have determined the consumers to favour other distribution channels. Therefore, Alko has lost significant amount of beer sales since 2018 (Alko 2021a; Alko 2021b; Alko 2021c; Alko 2021d; Alko 2021e). Despite this, Alko is an important influencer in the drink business, a valuable distribution channel and a reference for many craft breweries.

Independent operators are rather rare in the Finnish business structures of alcohol sales. However, there are some important players within different scales. Veljekset Keskinen, which only has one business unit, Keskinen kyläkauppa, promotes of being the biggest department store in Finland (Veljekset Keskinen, 2021). Other example of an independent operator includes M-Group which is a consortium of independent shops. Recently there has been also emergence of specialist beer shops. These are often a combination of a pub and a bottle shop, such as Hiisi in Jyväskylä, Koulu in Turku, Pien in Helsinki, Plevna in Tampere and Teerenpeli in Lahti, representing the niche in beer sales. These business models have either financial, local or influencer effects on the market structure.

Independent	Government	Cooperative	Corporate	Franchising
<ul style="list-style-type: none"> <li>•Independent grocery shops include Veljekset Keskinen, M-Ketju and other individuals</li> </ul>	<ul style="list-style-type: none"> <li>•Alko is a state-owned-alcohol monopoly operating in drink sales</li> </ul>	<ul style="list-style-type: none"> <li>•This model does not exist in the context of Finnish alcohol sales</li> </ul>	<ul style="list-style-type: none"> <li>•K-Ryhmä</li> <li>•S-Ryhmä</li> <li>•Lidl</li> <li>•Minimani</li> </ul>	<ul style="list-style-type: none"> <li>•R-kioski</li> <li>•Teerenpeli</li> </ul>

Figure 3 The structure of the Finnish alcohol retail

The technique of creating composite profiles, as suggested by Creswell and Poth (2018), was utilized to better guarantee the anonymity of the participants. Hence, the participants are grouped and roled more generally than Gustafsson et al. (2006) model by combining Independent, Cooperative and Franchising divisions as Independent and Government and Corporate divisions as Corporate clusters. This grouping is introduced in the Table 1, Participant grouping.

Table 1 Participant grouping

Stakeholder group	Interview code	Participant's role	Interview's length
Independent retail	Participant 1	Manager	24:45
Corporate	Participant 2	Buyer	27:06
Corporate	Participant 3	Buyer	25:49
Independent retail	Participant 4	Buyer	31:36
Corporate	Participant 5	Manager	33:56
Corporate	Participant 6	Retailer	29:15
Corporate	Participant 7	Manager	32:47
Corporate	Participant 8	Manager	36:09
Corporate	Participant 9	Buyer	34:22
Corporate	Participant 10	Manager	34:39
Corporate	Participant 11	Buyer	29:38

The grouping in Table 1 also includes Interview codes used in the analysis phase and the length of each interview from the point when the interviewee gave permission to record their interview.

### 3.4 Data collection

The reasoning for using informal, but structured questioning methodology is discussed in this context. Alvesson and Sandberg (2013) say that structuring good questions could be the most important task of the research. They notice that such questions are precious, even more precious than answers, and can lead to new perspectives and openings within the research. Authors provide the opinion that the questions specify the focus of the study, and they also project the researcher's interest towards the subject. They guide to compile the questions based on academic literature, which is the aim when making up the questions on this research as well. Even more, they criticize the existing literature and understanding of structuring the questions based on first defining the subject, then objects, the aim and lastly the academic approach for the questions. They notice the context of the study and for example researcher's background to affect setting the questions. Pursuant to them, problematization is typical when planning and setting up questions for the research. This is often done so that the gaps within existing research are to be found and those gaps are then inflated.

Furseth and Everett (2013) notice the challenge of formulating questions when only a little about the subject has written academically. When in such a circumstance, their solution is to propose open-ended questions around the topic. They are concerned about the situation where the questions for qualitative research are done carelessly or formulated after the data collection has started. However, they argue that the researcher can condition one's questions during the process and unclear questions could be improved during the data collection.

Roulston (2010) sees that planning and setting up the proper circumstance for the interview is a benefit. This includes respecting the interviewees, listening to them carefully and using simple, open-end questions. As well, Silverman (2011) encourages this kind of practice, which he calls "active listening". Hence, the aim of this interview is then to promote the activity of interviewees in the interviews. This can be achieved by active, careful listening and letting the interviewees do majority of talking without proposing too detailed and structured questions.

Berg and Lune (2012) propose the technique of setting the questions so that first ones are easy to approach and the most challenging are in the middle of the set of questions. This is rather natural, as by doing so, the interviewer structures trustful interaction to get started. This is the aim of structuring the questions on thesis' interview as well. Another aspect on forming the qualitative interview questions is provided by King et al. (2019), who suggest making the questions open-ended. With open-end, they mean questions that need the interviewee to answer more complex than just yes or no. The benefit for such a

question set-up is that it provides the flexibility to ask more detailed questions based on answers that the researcher is interested in, but also it forces the respondent to answer more detailed than just one-word answer.

Trainor (2013) instructs finding and making known the relationship between the research questions and interview questions. This relationship might be obvious or in need of clarification if for example concepts, terms or relationships are complicated. In this research, the concepts are mostly easy to understand for both the participants and the readers, therefore little clarification about the relationship is needed. This also enables using different words or questions to promote the speech of the participants during the interviews, without losing the thread of the interview.

Based on the previous, the open-ended questions were set so that the themes covered three dimensions of sustainability and the interviewees were encouraged to speak freely about the subject. When needed, the researcher could then explain the questions or for example unfamiliar terms or words for the participants during the interviews. The aim was then to create a supportive and encouraging environment for interviewees to speak as honestly and openly as possible. The interview structure is included as Appendix 1.

This research was organized between May 25<sup>th</sup> and September 17<sup>th</sup> 2021 by using Zoom for the interviews and following discussion gives reasoning for this decision. Caliandro and Gandini (2017) propose the use of online research methods as a modern option for traditional ways of doing qualitative research. These digital methods are not simply aiming to mimic the traditional ones, but rather apply a similar approach in a different environment. Some advantages of these online methods include the flexibility in time and place as they make participating easy. This can benefit the research by making the participant be more confident for the research set-up. Their perspective to online research is, however, such that those practices are more useful in social media environments, therefore providing only a little help for setting up an online interview.

More useful therefore is Grey et al. (2020) finding on the use of video conference tools in qualitative research. They as well notice the advantages of qualitative online research to be in its convenience, but also on saving resources such as money. The benefits of these video conference tools include the ease of use as many are familiar with Teams or Zoom, many possess their personal devices and are used to work remotely, which all help for easier participation on the research. Costs, user challenges and indisposition towards participation were accounted as possible disadvantages. For tackling these disadvantages, Rantala (2015) encourages the researcher to freely choose the most convenient tools for their use, as long as they justify their choices.

King et al. (2019) confirms the suitability of video conference tools for interviewing especially when physical location, willingness to participate or the character of the topic may otherwise distract possible interviewees to participate. Their argumentation is true in the context of this study, as many participants considered it a norm to do the interview online, based on their own schedules.



This kind of flexibility would not have been possible on a traditional face-to-face interview.

As all sorts of digital environments have become the norm within modern lifestyle, doing research does not deviate from this phenomenon. Covid-19 has also changed the way people and the whole society functions. Hence, the decision of arranging the research using online resources is justified as a modern and an easy-to-approach method for both the researcher and interviewees.

### 3.5 Data analysis methods

The steps for analysing the data are discussed on following paragraphs. Patton (2015) explains analysis as processing data into more senseful story. King et al. (2011) therefore see transcribing as a first step for the data analysis. On this research, the use of Zoom for the interviews enabled an easy way to utilize the interviews for transcriptions. As explained by Brennen (2013), transcribing the interviews in a written form will allow the researcher to use the transcribed data easier than using the original audio material.

In this study, the researcher gathered empirical material through interviews that were first recorded and then transcribed to written form. This resulted in 65 pages of transcription. At this point, participants were pseudonymized with simple code names Participant 1, Participant 2, Participant 3 and so on until Participant 11. The decision was made to transcribe all the recordings full from the point where interviewees were asked for a verbal agreement for the recording. This shortened the actual time of the interviews to approximately 25 to 36 minutes, as mentioned previously. All the transcriptions were done by the researcher themself to fully guarantee the pseudonymization.

Hennink et al. (2011) suggest that verbatim transcription includes everything that is said verbally but excludes the tone of voice or the mechanics of the speech. As the aim of the interviews was to get information about the views of the participants by what is said instead of the way of saying, then the verbatim transcription was selected as a suitable technique for this study. All interviews were transcribed afterwards as soon as possible. Clarke and Brown (2013) notice that familiarizing with data can be the start of the analysis. This was the procedure in this study, as doing so oriented the researcher to focus already on analysis and to improve the forthcoming interviews.

Weaver-Hightower (2019) tells that computer assisted qualitative data analysis can be useful unless it requires too much time and effort to learn. Miles et al. (2020) recommend using Microsoft Excel and Word software. Some authors (e.g. Flick, 2007; Maher et al., 2018; Vogt et al. 2014) suggest manual coding exploiting colour pens, paper, and sticky notes to be a tested and a useful method as a starting point for the analysis. Both Microsoft Word and handwriting were used during the memo writing in an interview phase and at the beginning of the analysis process.

Miles et al. (2020) see qualitative data analysis to consist of different phases. They suggest starting with the coding where data is grouped so that it makes sound units or categories. Saldaña (2020) further notice the coding methods to overlap and therefore one research might apply several methods. He says that as the qualitative research is such flexible in nature, the coding methods can be decided during the process. He also divides coding in two parts, the first cycle and the second cycle, but defines the process to be like a cycle instead of linear. In this study, the first cycle analysis used In Vivo and the second cycle thematic analysis. In Vivo, as described by Miles et al. (2020), is such a coding that uses interviewees words or short phrases which are then used as clues in analysis.

The first cycle coding takes place on an initial phase of coding the data and has several sub-categories. Among them, theming the data was chosen to be utilized on this research as it is flexible and supports the axiological philosophy behind the methodological choices. Within the first cycle coding the researcher aimed to look for the similarities and controversies, or tensions, on the participants' wordings. As a result, 85 different codes were recognized. Some codes were mentioned only by one interviewee and some were synonyms. Therefore, 52 different codes were used at this phase and the quotations of the interviews were grouped under them on a single word document.

Ryan and Bernard (2000) introduced mental maps as a tool for organizing and introducing the findings visually. Vogt et al. (2014) also noticed visualization to code, interpret and analyse data. Therefore, a mind map was made after the first cycle coding to visualize and to facilitate both organizing and understanding the results of the first coding.

The second cycle of coding called for more interpretive action from the researcher. Packer (2011) explains that researcher needs to understand and process the interviewees wording into easily understandable form in their analyses. Laine (2010) confirms a similar approach to analyses and continues that despite this, the aim is not to impoverish the original discussion, but to interpret it in suitable context.

Braun and Clarke (2013) describe thematic analysis as an easy-to-approach analytic method which can be used for analysing this kind of data-driven research. One of its strengths is suitability for an inexperienced researcher such as students. Also, Clarke and Braun (2017) bring up its flexibility and usefulness across different analytic approaches. Miles et al. (2020) see themes especially useful in phenomenology. Based on these, the second cycle of coding ended up with the interviewees' discussions transcribed, sorted, and grouped into meaningful categories. Grouping the codes into the categories based on the dimensions of sustainability emerged to be the most logical and useful for the purpose of this research. Hence, the categories of social, economic and ecological sustainability were used for the division and presentation of the results.

Patton (2015) sees analysis as processing data into more senseful story. This kind of senseful structure is aimed at the following Analysis chapter. Sandelowski and Barroso (2007) account different depths of reporting data

findings. A topical survey is a superficial way of merely a simplified listing of the findings while a thematic survey is more organized by the researcher. More sophisticated ways of reporting are conceptual and thematic descriptions which require the researcher to explain and interpret them more thoroughly. This explanation and interpretation are done in the final chapter of the thesis where findings are related to the relevant theoretical background.

### 3.6 Research ethics

Moriña (2020) notices that ethics is a foundation of the research when people are involved. Then, considering ethical perspectives in qualitative research is critical. Berg and Lune (2012) argue that mostly failure in research ethics happens because of too casual work. This results in lacking the details of ethical standpoints. To ensure the ethics within this study, the attention of details and anonymity of interviewees was implemented during planning, interviewing, and reporting. Also, Creswell and Poth (2018) highlight the importance ensuring of ethical issues throughout the work, not only in the data collection phase.

First, already as a part of the research plan, the data management plan was made. It was required by the standards of the University of Jyväskylä and focuses pretty much to ensure the privacy of data. The named aspect of privacy, together with autonomy, is also noticed commonly in research ethics discussion (e.g. Ackland and Zhu, 2015; Brennen, 2013; Dougherty, 2021; Furseth and Everett, 2013; Hammersley, 2018). Therefore, the utmost care was taken to protect the privacy of participants and the data they provided. As a result of this, the discussion about participant selection is conducted in the thesis, but no further indication, except the stakeholder group for the type of the business and individual's role within the business, about the companies nor individuals chosen for the research are done.

This phase of the process included also thinking about equality. This was done especially from the perspectives of regional balance and gender equality competence. Kara (2018) identifies the term democratizing research, or emancipatory approach. Her perspective is mostly related to research such as activist research, but the angle was also used in this research to support the selection for suitable candidates for interviews. Focus on the regional diversity spread the selected interviewees well around Finland instead of Helsinki-centered selection. Gender equality competence was more challenging as the majority of the beer buying professionals are male. Despite this, the gender equality competence approach led to include gender perspective in the research questions, and, as noticed by Kara (2018), democratizing research enables democracy.

At the interview phase, the data management letter was emailed all the participants. Then, before starting each interview, participants were asked whether they had read and understand the data management letter. If the

participant had not read or fully understood the content of the letter, it was explained to them to guarantee that its content was understood. Creswell and Creswell (2018) account for several factors relating to this phase of the research. Among them the most important to this research appears to be respecting potential imbalances and the aim not to collect harmful information. These were handled such a way that researcher applied friendly and positive communication and not asking too detailed question about confidential business practices.

Creswell and Poth (2018) draw our attention to masking the participant names, identities, and identifiable information already before analysis and reporting protecting their privacy. King et al. (2019) suggest pseudonymizing the participants. This was done such a way that participants were identified by code names to hide their personal characters. Another important aspect to consider is not to include information that could harm the participants or the companies they present. The way to guarantee this is not to use the name of any individual person or company that might relate to them or the organization they present in the interviews. This does not exclude using craft breweries' names on research analysis as indicated by interviewees, when there was no risk to relate them to any interviewee, business unit they present or specific geological location they might operate.

As recommended by King et al. (2019), all the data gathered via interviews were kept on a password-secured computer. The personal contact data could have been destroyed immediately after interview, but due to some participants desire to discuss the pseudonymization or to read the quotation of their interview prior publishing the report, the contact data was kept until the end of the writing process. This is also in line with solid research ethics, as discussed for example by Josselson (2013).

## 4 RESULTS AND ANALYSIS

In this chapter, the results of the empirical data gathered during 11 interviews with retail buying professionals are introduced and analysed. The chapter is structured so that the findings and their analyses are integrated, and they form a flowing entity between three dimensions of sustainability and the more detailed coded themes. To support the analysis, relevant, translated the quotations of the interviews are included.

### 4.1 Views on social sustainability perspectives

This section discusses the most important findings on social sustainability. The findings include gender equality, consumer equality, origin and authenticity, storytelling, honesty, supporting local businesses and responsible alcohol consumption.

Among the social issues, the issue of gender equality was brought up by the first interviewee. Based on her arguments, the subject was also discussed more determinedly with other interviewees. Gender equality was thoroughly discussed by few interviewees who were conscious about it. They had noticed recent social media discussion in the UK, which promoted some discussion in Finland as well. Gender equality was related to social sustainability, and consumers' possible reactions to failures within it, in such a way that Participant 3 considered whether consumers would even start boycotting companies which are neglecting equality.

*"... there was in Britain on that social media a woman's, a pretty halting description of what it's like today ...but what are the attitudes towards the female gender in the brewing industry it was interesting it was in such a style Instagram post... then there was also a debate in Finland on the social media platforms... I think it was both production and trade-related... I believe that consumers will react to it...there has been a boycott of the smaller one." Participant 3*

Some interviewees only focused on part of the craft beer production chain on their equality observation. Women were seen to participate in the sales of the craft beer, therefore the supply chain appeared to be gender equal to those interviewees.

*"Very, very little. That is, for example the founders of the craft breweries are male or then, then I have actually not met women in this industry." Participant 6*

*"But in those representations, there are women, women' somewhat as representatives."* Participant 7

*"A couple of biggest cooperating craft breweries, so they have a female as a sales rep."* Participant 11

As a reason for the lack of women in brewing activities, one respondent emphasized the physically demanding work tasks involved in the brewing process itself within the craft breweries.

*"...but it's probably pretty heavy with the brewing work... my daughter was an internship there at the brewery, yes, I'd say it's pretty heavy..."*  
Participant 7

This was such an issue that it divided opinion as some respondents were aware of gender-related discussion among craft beer industry, others had not observed any issues, whilst some have previously rarely considered this perspective. An explanatory factor for the bipolarity of the views could be the respondent demographic. Young and urban respondents were the ones who made the vigilant observations and commented on equality, while older, cis-males were not as concerned or conscious about this issue.

Another perspective for the equality that was brought up within the discussions was consumer equality. Respondents considered equality among the consumers also as a form of gender equality. One of the respondents took a strong stand against any kind of discrimination, she said values are a driving force for her. Additionally, the company she presented had made their point by setting strict standards for discrimination. The participant was also willing to boycott companies and brands that went against her equality values. She further rejected the concept of female-oriented pink beer as degrading to female consumers:

*"For me, a terrible turnoff is if a product is marketed, for example, specifically to men, or like a certain type of beer; for example, I received one sales e-mail sometime last autumn, we got it with my colleague... We really are both women, so came a sales e-mail that said that some kind of beer flavoured with raspberries would also sink into the womenfolk, so I'd never buy anything from this human, because such a categorizing and this is like a really big curse to me."* Participant 1

This puts the example of identified sales email into the context of discriminative and degrading patriarchal behaviour, which is conflicting with the equality aims of conscious retail buyers.

The changed role of consumers was also discussed in interviews. As a part of this change, female consumers as a distinct target group, which are attracted by certain beer styles and categories, was noticed. These styles and categories included craft beers generally in contrast to major brands, sour beers, and fancy-looking packaging.

*“And that's the sour beer, that's what it is, like a bridge to getting to know that beer, because of course it doesn't even taste like beer anymore, then it's obviously fallen really well on women. Clearly, women still like beers like this, which don't taste too much for beer...” Participant 5*

*“...there is now included in the selection of just some beers aimed at women, perhaps just because I like those, but not them directly to women...” Participant 5*

*“this summer we have now included such externally pretty beer products, even if a bottle of pink, and pink colours, for example, attracts its attention and women very often then take it because of the appearance of the bottle... only these women who drink beer, female consumers, will pay attention and they will then take them, but not like a great impact on female consumers, however.” Participant 6*

Female consumers were not neglected but rather seen as a possibility to extend the beer consuming customer segment. On the other hand, they were seen at least partly as a driving force for the rise of new beer styles and refreshing the supply in the market.

*“It's just that trend has gone into the fact that hairy men drink little more girly beers.” Participant 5*

*“there are also a lot of women who buy good microbrewery beers, that they buy those microbrewery beers and not the cheapest beer you get from a big brand... among women, sours are now what they're into.” Participant 11*

*“I don't believe that there is such thing as targeting in any direction, the sours have... become so common and perhaps it also makes it easier for women to try beers, for example. And of course it also makes it easier for men who aren't used to drinking special beers, testing, so that's what it's a really easy approach to a more special beer.” Participant 11*

This study shows that the origin and the authenticity of craft beer are important for retail buyers regarding sustainability. Actually, origin and authenticity were seen as a cornerstone since craft beer was considered to be based on small-scale production with a strong identity and a sense of place.

*“The locality itself does not, but the country of origin does...there is one such an operator, might be another as well, with a Finnish name, but then the goods are made abroad, so it appears to me, bullshitting may be an ugly word, but it does mislead people a little bit when you have a small brewery name like that but the beer is brewed abroad...” Participant 4*

*“... often these craft breweries are very strong and well known in their local area...”* Participant 10

One respondent's answers conflicted with most other respondents' regarding the concept of origin and authenticity. His argument was that the origin and authenticity play a bigger role for some other perishable food item categories instead, such as meat and bread.

*“Well, maybe in beer now it doesn't really matter today, but maybe in beer not yet, it comes out there in fresh produce, in meat, processed meat products, bread products, of course, it is very important today, but perhaps not yet in beer, but surely that's the direction we're going in, ....”*  
Participant 10

Covid-19 and its role were discussed by respondents. The impact of the pandemic was understood in a way which promoted feelings towards supporting and favouring local production. This has been visible among the retail as it has been one of the business branches with an increased financial success during the corona, and the phenomenon has been obvious also in the craft beer category.

*“... the increase in demand for locality has been quite significant due to an incident and this current situation.”* Participant 3

*“...consumers appreciate it and actually want to use domestic products or domestically manufactured products more. It has been highlighted in this last year, especially during the corona year...”* Participant 6

Many respondents felt it was important to include local products in their selections. The reasons included: supporting the local economy, solidarity for the local producers, consumer interests and the retail buyers' own interests and values.

*“Sustainable development means long-term work...we support, like local producers. Our shop also aims to put the products of all producers in our own village up for sale, and by doing so, support local producers and organic producers...it is one part of the responsibility of supporting producers in their own village or locality in the same way as supporting its employment and its vitality.”* Participant 6

*“...it is part of our DNA, so to speak, we want as many of those products from the local area and our own region to be sold as possible... that is why it is my task to take all the possible Northern Finnish microbrewery beers and other products that are available for sale to us.”* Participant 10



Storytelling was related to origin and authenticity and some respondents required more promotion of this aspect to contrast mass-oriented, industrialized beer brands.

*“if you have a product of Northern Finland, then is there any taste or factor related to northern Finnish nature in it, or at least in marketing it is in, such that the product stands out from that mass.”* Participant 8

*“I think there would be quite a lot of good stories...you can bring out more of that kind of ethical or similar angle of responsibility in that there are, like small operators, maybe some kind of family business, they may be important for that local activity, local community and raw material production...”* Participant 9

Storytelling promoted mixed feeling as well. Example of this are craft beers of inferior quality which were promoted by their attractive label or the naming after the well-known band or event. This was considered as an unethical way of promoting products.

*...they sold a product with a label, and then the product itself was quite frankly of a terrible taste, and so it was just a label sale for that...I don't think it's quite right for the customers. That is, selling with a label; bands were used, the names of the events...”* Participant 11

Especially stories relating to origin, legacy, sustainability, and locality were noticed to be important. Another storytelling insight researchers provided is the link between the label of craft beer and storytelling. This is understandable concerning limited the marketing budgets of craft breweries and therefore labels provide a good platform for marketing and promoting the brand identity. Honesty was another aspect some respondents considered as a stable part of authenticity. This related also to storytelling, as cheating, lying or misleading consumers was seen as unforgivable, excoriated and condemned.

*“I think that perhaps the most important thing is to be honest. Such reliability and honesty when the values are of a certain kind that the customer can trust that when they buy a product from us, it will be of good quality.”* Participant 1

*“Consider yourself as a consumer...this Honkajoki brewery, because they were made in Poland, it was a bit like that, besides this I can't think of anyone else but this Keijo beer, which was made in Estonia.”* Participant 4

*“You know exactly where it's brewed..., it's not being transported far across Finland or from the other side of the continent or across the Pacific...”* Participant 10

Supporting local businesses was a passion for many retail buying professionals. They related this not only with patronizing the local production and being proud of their own area or neighbourhood, but also to trustworthiness as a business partner and their brand image. Some respondents were providing their mentoring for the partnering craft breweries by for example sharing their knowledge about the retail procedures and sharing tips for the better performance.

*"...to help a local operator, then of course, because that, for our part, we want as much as possible, to support these actors in our region, they will still employ people and bring like entrepreneurship to that area, then I think it is even a duty for us to help if we can."* Participant 8

*"suppliers are explained how we form a selection, which factors influence it, and we always have like bestsellers, so what sort of products are needed..."* Participant 9

While many respondents confessed a mass-oriented, industrialized brand to be the best-sellers, they also noticed the importance of craft beers in retail. The rising popularity of craft beers was also linked to changes in alcohol consumption. This change related to retail buying professionals as well, as many of them are in a constant contact with customers in a shop, within marketing activities or in social media. For that reason, they have observed the changes in consumptions patterns. Indicators of change included willingness to try new craft beer and different beer styles, higher average spend per unit and desire to match beer with food instead of binge drinking.

*"...all sort of beer sales due to enthusiasts and collectors of taste experiences."* Participant 1

*"the ways of drinking have changed, we want to taste them and we are used to buy them...not necessarily the cheapest beer briefcase, fortunately people are not binge drinkin' oriented anymore."* Participant 4

*"...not so much drinking to get drunk, but it can be such a stylish way to enjoy with food. So investing more in that quality..."* Participant 6

*"But now it's changed, much has changed since when we saw special beers, microbrewery beers and everything... It's nice to advise them."* Participant 7

*"...we have trained consumers matching beer and food... we have done a lot in our various media platforms."* Participant 9

Retail buying professionals were rather concurrent about the price and its effect on sales. The price was not seen as an issue or a ban of sales. There were rather collective views on the change in buying patterns among modern

consumers. Participants expressed that consumption trends are now towards quality instead of quantity.

*“...these connoisseurs have been trailblazers, they are willing to pay the premium price and their number have expanded, making the product knowledge to expand...”* Participant 10

*“...especially, what I have observed, women buy craft beer instead of the cheapest available big brand beer.”* Participant 11

This attitude to drinking less, but better was visible among all discussions with participants. Furthermore, the change appeared to be positive as all the comments were in favour of craft beer as a changing agent away from the binge drinking.

## 4.2 Views on ecological dimensions of sustainability

Respondents discussed logistics, carbon footprint, water footprint, electricity usage and the certificates relating to sustainability to be important in the terms of environmental sustainability. Their views are concluded and explained on the following pages.

Packages were discussed versatily, and different preferences were such common that there was no consensus among this matter. An explanation for this might be different retail concepts, consumer demands, but also retail buying professionals' personal preferences. This was also a matter where retail professional buyers' understanding and knowledge about factual content become evident, as some discussed the matter based on very detailed technical knowledge while others based their view rather on personal consumption preferences. Benefits of the can were accounted to be lighter weight, breakability and light-proofness compared with the bottle. Lighter weight and breakability related to the ease of handling and reduction in transportation emissions. Light-proofness was seen as a guarantee for the quality as light is one of the enemies of any beer by affecting the quality and ruining it. Bottle is traditional container for the craft beer and cans are also big investment for craft breweries. Respondent 1 was in a favour of a can and her buying decision is partly based on the abilities of the cans to maintain the quality better. She also thought about modern packing possibilities utilizing a transportable can filling machines. These are expensive investments for craft breweries, but nowadays there are also possibilities for renting one to manage the expenses.

*“Freshness is important and craft breweries are constantly changing to can, but as canning machines are really expensive...there are such UG's*

*rentable and portable canning machine. If it's a can, I'd buy it rather than a bottle!"* Participant 1

*"Cans sell better!"* Participant 11

This research's participants preferring the bottle often accounted for its attractiveness and image in comparison to the can.

*"Craft beer sell better in bottles. Bottles give like an upgrade class, like a better image than a can."* Participant 6

*"all the cheapest beers are sold in cans...maybe its like a separating factor from a bulk beer sold in cans for the customers."* Participant 8

Packages and their sizes were also related to the price and the price sensitivity. This was a double-edged sword, as the price and the margin needed to be high enough for the profitability, but still acceptable for the consumer segment to purchase. Despite this, general opinion was such that craft breweries were encouraged to set the prices so that they get their own decent profits to guarantee the continuity of their business operations. It was generally agreed that there are customer segments who are so interested in craft beers that they are easily willing to pay the premium. This was not only in the bigger cities, or the university cities, but there was unanimity among the respondents about this phenomenon. However, there were certain prices, namely under four and five euro, that were considered as a standard for the majority of the craft beer consumers.

*"...reason for making 044's more... the price point is nicely under four, or five euros...They don't compare the prices even around here... so it seems that everything but the price."* Participant 5

*"...is it like four or five euro, price is not the determinant."* Participant 8

Packages separated respondents' arguments, and they were opposing and conflicting to each other. Conflicting and opposing arguments are understandable as there were differences to affect interviewees' preferences. It seems that as they had different levels of understanding and knowledge among the craft beer production, they were working in tasks of different kinds, their consumer structures were different and their personal preferences were different, it is rather presumable that there are conflicts among their views.

This research reveals that package recycling is critical for retail buying professionals. The beverage packaging system was discussed in detail by many participants, and even if it was already a well-established system, it was seen important for the craft beer. Belonging to Palpa system was seen as a positive character on a craft beer package and some respondent considered it as an industry standard. Recycling the packages was seen positive, but the price for participating the system was seen high and therefore a key issue for many craft

breweries. The respondent noticed environmental protection taxes to be an option for belonging to the recycling system, but still recycling was strongly their priority.

*"Its a benefit for a craft brewery if they have registered their products to Palpa system as the Finnish consumer might expect them to be refundable, it is regarded as a sign of quality."* Participant 4

*Its like a bad thing as it is so expensive to join Palpa as majority of the smallest craft breweries, they are not refundable and then sort of consumers just dump them away in the mixed waste."* Participant 5

*"...all the packages in our selection are recyclable, refundable all."* Participant 6

*"...joining to Palpa is rather expensive"* Participant 7

*"...the first things to check, if the bottle or the can is recyclable."* Participant 8

Logistics was one of the main attributes among all the sustainability discussions. It was seen also as an answer to reducing carbon emissions and carbon footprint. Centralized delivery was considered as a resource efficient solution from the environmental point of view, but also from time saving matters.

*"...the effects of the carbon footprint of logistics have long been monitored and its impacts have been assessed and savings measures are being sought...of course there is also logistical efficiency and then, of course, one option to compensate for carbon emissions."* Participant 2

*"...breweries deliver to our cargo terminal where they are packed into bigger, full load."* Participant 8

*"goods are purchased centralized our main warehouse from where they are delivered to us, and this allows us to drive fully loaded trucks, making it senseful in environment and financial sense."* Participant 9

An interesting delivery model was brought up by one of the respondents, who provided his organization's helping hand for local craft brewers' deliveries. The organization took care of the deliveries of small batches around their own region as their trucks were anyway delivering around. This can be a crucial benefit for a craft brewery as otherwise they could have challenges delivering small batches efficiently.

*"...nearby is our terminal and we have such a deal that local craft brewers' can drop their cases, and I have commanded the distribution instructions, so we take care of their delivery, if they wish. So, we always*

*try to find it as optimally and the most cost-effective delivery path as possible for the supplier.” Participant 10*

On the other hand, also direct deliveries from the craft breweries themselves were favoured due to fast deliveries, flexibility, and low costs. This was the case within urban areas where the craft brewery was nearby.

*“Craft breweries can deliver to nearest stores by themselves instead of routing the cargo via our storages...” Participant 3*

*“We used centralized delivery to reduce emissions, except local breweries deliver by themselves.” Participant 6*

*“... as it is nearby, they deliver by themselves.” Participant 7*

*“local craft breweries deliver mostly by themselves...it has, has been like really fast, often the same day delivery...” Participant 11*

Discussion about different delivery models includes two perspectives; deftness of craft breweries delivering quickly locally and centralized delivery which is effective in environmental and financial sense.

Emissions and a carbon footprint were discussed by respondents who were familiar with them. Depending on the respondent, their management was seen either as an action of craft breweries or retailers themselves. Reduction of emissions was mostly seen as something craft breweries should do and do. Renewable energy and the craft brewery’s own energy production was noticed as an example of this sort of activity.

*“...some produce their own electricity.” Participant 5*

*“well, Laitila anyway, they are using wind power.” Participant 7*

Retailers saw their role as a supporter of reduction activities who encourage and promote both the activities and knowledge about them.

*“...from that primary production of raw materials to the end, i.e. which practices achieve energy efficiency and the use of renewable energy and then define for this, well, target levels, among other things, and here, of course, CO2 emissions are at a pretty strong point and, of course, we are also looking at the transparency of the entire supply chain and we have, to say, made mappings backwards in the supply chain.” Participant 2*

*“We have the carbon footprint or carbon neutrality target, or such where companies can self-report their own goals for reducing CO2 emissions, and I think it is a key issue to identify where those emissions are generated... as is quite a lot in the direction of the supplier and manufacturer, one wonders about ways of influencing the entire life cycle,*

*so that at least I have an impression that a relatively small part of the total impact of its life cycle will then come when the product has been delivered to our warehouse...it bases pretty much to brewer's own calculations and compensations."* Participant 9

This concept was seen still at least partly irrelevant or unfamiliar to consumers, and some interviewees argued that the environmental work craft brewery might do, provides no value for their customer segment.

*"Laitila is doing some wind power activities...It adds no value for consumers around here."* Participant 4

There was still some tendency for communicating the activities what has been done by craft brewers for the wider audience.

*"Now, that information is information from the company that does not go to consumers, but it is seen as a possible vision that how things and the consumer require or want to, then why should it not also be relevant to consumers if it is relevant information to consumers."* Participant 2

Based on the interviewees' discussions, the electricity usage was not an issue within the life cycle of the craft beer. Retail buying professionals contrasted the craft beer in retail sales to bigger, mass-oriented brands and noticed no need for refrigeration for a premium product which was not for immediate consumption.

*"...we do not sell systematically from the fridge."* Participant 2

*"...these craft breweries products are not refrigerated; they are not thirst quenchers."* Participant 8

Only a few respondents discussed the water usage or water footprint. It seems that Finns consider fresh water as an unlimited natural source to be consumed free and it applied to craft brewing operations as well. Respondent 2 commented on this and noticed the change within their own perspective on water usage.

*"some time ago we activated for example for the water usage, which is pretty obvious in Finland, but on a global scale the concern for the adequacy of the fresh water is real."* Participant 2

Sustainability-related certificates did not play a big role in the buying decision of the craft beer for the majority of the interviewees. In many other grocery and beverage items, such as coffee, chocolate and wine, different certificates have become popular recently. These certificates include for example Biodynamic and Fair trade. However, interviewees were mostly commenting on the organic certificate as the most important, or the only, certificate among the

craft beer branches. Participant 2 discussed sustainability certificates as part of their buying strategy:

*“Organics certainly have a meaning for a part of the consumers and the importance of the sustainability labels and certificates, in general, is constantly growing ... we are not especially trying to push sustainability, but rather by listening to the consumer, also by shaking the industry and it is done with the good consensus among all the stakeholders.”*

Participant 2

*“...organic is rather visible, rather visible, yes, it is important, important part well, it is today and definitely in a future more so.”* Participant 7

Participant 9 discussed the differences between craft beer category and other grocery categories. This discussion sees craft brewing still lacking the sustainability activities compared with other grocery categories. As the examples of these categories with a more solid sustainability basis, fish and meat were mentioned. Also, sustainability policies for example on coffee, tea and chocolate were contrasted against craft beer.

*“...brewery beverages are perhaps slightly lacking of sustainability discussion compared to other categories as they don't see like equal sustainability related challenges or emphasis compared to for example fresh fish, or meat production...so, we have lots of sustainability programmes, relating for example to deforestation or use of chemicals, or, or different raw material policies relating to palm oil or soy, coffee, tea, chocolate and so on, but they don't show up on brewery category.*

Participant 9

Some criticism or indifferent tone towards organics was also proposed. This was noticeable in a rural area with more attachment to agriculture. The buyers themselves were not against nor towards, but they just rather expressed their clientele's arguments towards organically certified products.

*“No, very rarely...it's not often when you are asked for organic food. But it is perhaps also like in rural areas, so this local population in particular so there are a lot of these farmers in the area, producers, so they know that in Finland food is so clean, like normal food that they are not necessarily prepared to pay extra for it in these areas.”* Participant 4

*“...such a thing as organic... it may not be such an attraction factor.”*

Respondent 8

*“They affect to certain consumer segment, that is for sure. But then you have a consumer segment who is not interested.”* Participant 11



### 4.3 Views on economic dimensions of sustainability

This subchapter covers the findings relating to economic sustainability. Respondents highlighted inventory control, loss prevention, chain control and centralized purchases which are discussed and explained next.

Inventory control was one of the key questions for many interviewees. Successful inventory management was seen as a financial benefit, but also as it enables renewal and constant up keeping of the selection. This maintains consumer interest in the selection and in the long run supports the brand building for the retail organization. Managing different activities within the buying process enabled the better inventory control, therefore many respondents discussed this aspect detailed. An interesting finding is that purchase contracts were neglected even in rather big retail units and buying was rather based on practical experiences on sales. These experiences were gained for example by trying different buying batches and their turnover in store. This way of arranging the purchasing also requires a good deal of trust between partners. Participant 7 explained his buying strategy that is based on experimentation:

*“...for example with one brewery we have such a, well, they send each week a certain batch of stuff what they have at the moment, so that is a kinda like agreement, then. But otherwise we don't have agreements with craft breweries, as I wanna do such a way, that, I buy a batch and observe its selling and if it sells well, I will buy another batch and if it does not sell, I will not buy it anymore.”* Participant 7

Some respondents simplified the purchasing process such a way that they purchase every week or two straight from the craft brewery instead of using centralized delivery via wholesaler. As the batches bought were usually small, also carriages were concerned as they easily affected cost-effectiveness. Even if there was trust between the buyer and craft brewers among purchase, also modern monitoring methods were utilized to secure fast turnover among the craft beer department.

*“We have many breweries we buy straight either weekly or bi-weekly...”*  
Participant 7

*“...the selection is such a huge at the moment... it requires one person in a larger shop to manage the craft beer department.”* Respondent 5

*“...we have automated purchasing system, I just programme the par level...”* Participant 4

Preventing the loss relates to inventory turnover and it was often discussed by respondents. This can be inherent to retail professionals, as loss prevention is an important tool for better mark-ups. One of the respondents discussed an

interesting perspective, as he suggested utilizing the delivery shortages as an advantage. His argument was such that shortages will create bigger, repressed demand for scarce craft beer. This would lead to fast inventory turn-over, increased interest towards the retailer and stronger brand image.

*"...it would be important to create some heat, such a way that there are periods when there is lack of supply...this creates the heat and once the product again comes, its like a new product, new hype."* Participant 5

Others contemplated quality perspectives. These included the production conditions, craftsman skills, hygiene, provenance and professionalism within packaging and logistics, but also marketing to secure timely sales. As craft beer is more delicate, have shorter shelf life and is produced by inexperienced brewers compared with industrialized, mass-oriented beers, securing the quality was seen as one of the critical issues.

*"Of course, it affects how quickly the product comes, how it has been kept, has it been in room temperature, does it come cold. These all interests me."* Participant 1

*"...the hygiene of the production plant is a critical factor, as if the hygiene fails and unsalable product is made, then you can say it is not environmentally friendly...and then there are also factors relating to packaging."* Participant 2

*"like sales batches and packaging relates to this, is there over-packaging, is there cardboard and additionally a plastic wrap..."* Participant 10

Others approached this as the matter of supply management and considering the buying batches. By doing so, they were able to optimize the inventory turnover. Also, traditional human observation was mentioned as a tool for the loss prevention. Participants mentioned that only one people oversee the craft beer category management in business units. Hence, the inventory control and loss prevent seemed to be an easy and natural task for the interviewees.

*"...it is actually rather easy, you just constantly observe...if expire dates are due, you just remove few bottles to loss...it is rare as you manage the beer inventory by your self..."* Participant 7

*"...preventing the loss happens actually on the moment of purchasing."* Participant 8

*"...social media marketing...but we also have on-license sales in the store, so we can boost up the sales."* Participant 11

To sum up the discussion about the loss prevention, participants considered craft beer rather easy to manage and to be quick in inventory turnover.

#### 4.4 About paradoxes and tensions among the interviews

Interviews revealed some paradoxes and tensions within respondents' discussion. This subchapter discusses the most important findings on those. The findings include different, possibly conflicting or opposing perspectives, opinions and comments especially on packaging and gender equality in the both production and consumption of the craft beer. Additionally, some less meaningful paradoxes and tensions came up. These included comments about the age restrictions, the availability of the products and the visuality of the packages. Within these, interviewees' discussions were partly paradoxical or there were some tensions, but those were lesser in occurrence or importance.

Participants' comments on craft beer packaging were paradoxical, including different opinions and points of view. This was a subject where some participants expressed detailed factual knowledge about the brewing process, craft beer hygiene and packaging procedures. Others approached the packaging from the visuality perspective and thought about its appeal for consumers.

*"Of course, the look of the bottle and the can says a lot, could someone buy is tried first with direct delivery, try one time at least, let's try it out if it starts to sell."* Participant 4

As it seems that also the consumers have different preferences towards packaging options, there is no absolute truth about the superiority of either a bottle or a can. Also, the reduction of the packaging materials during the transportation was commented from the perspectives of waste management and emissions cut. Here lies another paradox, as properly packed craft beers do not break such easily during the distribution.

The biggest paradoxes and tensions were about the gender equality. The discussions about equality touched both the production and the consumption, but not the retail itself. Some participants were highly aware about the issues relating to the gender equality. Their discussions included recent social media discussion in the UK and to the lesser extent in Finland. They were rather critical on their comments and noticed the inequality structures to exist.

*"In principle, none of these can be excluded, that is, it cannot be naive in that respect that these cannot exist in Finland."* Respondent 2

Opposing, patriarchal impressions were also proposed. Some older cis-male respondents were not aware of possible inequality structures. Their opinions were such that there are women working in the sales of the craft beer and therefore equality comes true. Also, a perspective of physically demanding brewery work was mentioned as a barrier to women working in the production.

Paradoxes and tensions were noticeable also on the debate about consumers' genders and consumption and buying habits. Some considered the female buyers to be attracted by certain beer styles such as sour beers and fruity

beers, but categorizing female consumers was also seen as a discriminatory act that does not support equality.

*"...categorizing and alike is a huge turn-off for me... if I see someone's discriminatory post somewhere on facebook or other questionable post, I lose immediately my interest in collaborating with him."* Respondent 1

Age restrictions were well understood and accepted. Interviewees expressed their support for the age restrictions and considered it a stable part of their social sustainability work. This kind of social aspect was a point of honour for retail buying professionals and it was strictly obeyed. Things that were paradoxical, were marketing activities of certain craft breweries. Their marketing was noticed to attract children with their colourful and funny labels.

*"...in the eyes of the children, the image of a unicorn looked elegant in it. You could imagine it was a soda can. It was a kind you could imagine that not necessarily a smart thing to do."* Participant 4

Opinions about the availability of the craft beer were also paradoxical and conflicting. Some were in favour of constant and reliable delivery as it was seen as a sign of quality and trustworthiness. This could be ruined by too expensive freight costs.

*"I understand that they are not cheap to ship, but freight limits, they have started to come to the limit in many breweries."* Participant 11

What makes the discussion about the freight costs paradox, is the previous discussion about the high price tolerance of the craft beer consumer and the higher profit margins of the craft beer compared with mass-oriented, industrialized beer. Another paradox was craft breweries' tendency to rather sell their products to on-licensed businesses than retail. This paradox was due to limited production and the craft breweries' willingness to serve on-licensed businesses as those are mostly the first customers of any craft brewery. That is why the craft breweries rather serve on-licensed businesses first when scarcity is in hand. This promoted some upset among the retail buying professionals.

*"...the resources of these artisan operators are a big reason why the grocery stores don't get exactly the amount of what they would...they can focus more into the restaurant business..."* Participant 10

One participant commented on the limited availability to be a key to sustained demand. His opinion was that shortages on availability will keep up the craft beer enthusiasts' interest, or rut, as he said:

*"...it causes such a rut that some stuff doesn't get ... there were long periods of time that certain top products, not their basic products, didn't get for a month or two and that's causing a terrible rut. When it comes*

*again it's like a new product...it constantly keeps that kind of hype in...."*

Participant 5

Summing up, paradoxes and tensions were present and noticed. They were easily reckonable in the opposing and conflicting opinions and comments of the respondents. Moreover, paradoxes and tensions were found between different stakeholders within the craft beer production, distribution, sales and consumption. That makes the sustainability of the craft beer more complex and complicated, as there are many points of view to weighted for managing the sustainability.

## 5 CONCLUSION AND DISCUSSION

This chapter wraps up the thesis by concluding and discussing the results. To start with, the results are summarized and reflected on relevant theory. Furthermore, the research questions of the study are answered and its contribution and implications are considered. Also, the limitations and the reliability are considered and the thesis comes to an end with the directions for the further research.

### 5.1 Summary of the research results

The results of the study accentuated the environmental and social dimensions with some restrictions. Social sustainability was discussed in detail regarding alcohol legislation, responsible sales, and consumption, but gender equality on production and consumption was only partly concerned. The explanation here might be the diversity of the participant such a way that elder cis-males did not see equality as a possible social issue while younger participants saw another reality. On the aspect of environment, the results show that views on organic production, logistics and packages were emphasized, while logistics and emissions were partly best understood. This raises a question if retail buying professionals at least partly lack knowledge about environmental issues, as other important aspects, such as water scarcity or the electricity usage were neglected or misunderstood. Following discussions summarizes and reflects the finding with the relevant literature.

The conflicts between partly opposing views and tensions can be explained by considering theories for paradoxes and tensions. Høvring et al. (2016) explain that discourse has tensions and multiple layers. One of the layers is the commercial versus social perspective and this example shows the potential for retail to discuss craft beer's social sustainability if consumers do not value it yet. Additionally, Hoffmann (2018) mentioned discussion as a solution to managing tensions once an issue has been identified.

There was an obvious tension between the participants' views on gender equality in the craft beer production process. The subject has been examined by Kuehn and Parker (2021), who noticed patriarchal traditions and their burden on the women working in the industry. These reflections to patriarchal traditions were visible throughout the participant interviews. The attitudes and views were not necessarily intentionally patriarchal, but they were still recognizable. In the same vein to Chapman et al. (2018), the concept of female-oriented pink beer as degrading to female consumers was noticed and condemned by some. However, this is another conflicting issue, as several participants also were in favour to sour beers and alike which they find attracting the female consumers. To explain this

tensioned argument about female consumers' similar preferences to those of male consumers among the craft beer category, we can turn to Rivalori et al. (2020) study. They suggest that female consumers can reposition themselves via their approach to craft beer. This aspect reflects the change within beer consumption among craft beer customers, but also the change among the female consumers. It is important to recognize the change, as old-fashioned, masculine, or patriarchal marketing activities can be a turn-off for both the consumer and the retail buyer.

Additionally, Chapman et al. (2018) raised the issue of doing and performing gender, a concept which can be seen as supporting masculine structures. They also discussed female oriented craft beer marketing activities and structures and found them at least partly risky and possibly offensive. A similar change, from traditional, masculine-focused beer consumption to more equal and diverse craft beer consumption culture, was discussed by Kuehn and Parker (2021). This can be another explanation for the tensions in buying and consuming preferences.

Respondents' views about origin and authenticity echoed Krausmann and Langthaler's (2019) concept of food from somewhere. Kuehn and Parker (2021) also raised the inclusiveness of the craft beer that better accounts the origin and authenticity. They also concluded the stories to matter in the craft beer context. This resonates with the tendency to favour local production, but also with the retail buying professionals respect for the stories relating to origin, legacy and sustainability as the sales promoter.

Honesty heard in the voices of the participants is aligned with Melewar and Skinner's (2020) discussion about the authenticity and premium price. It is contradictory that craft beer-oriented consumers would be willing to pay the premium for a beer that does not meet their image and expectations for a craft beer, but is rather mass-oriented, industrialized beer.

The change in the alcohol consumption habits and the consumers' contrary opinions to binge drinking are nothing new within craft beer industry. Carvalho et al. (2018) observed the market segment interested in craft beer to be attracted by the taste, artisan approach and higher quality. This reinforces Aquilani et al. (2015) argument that craft beer consumers are willing to pay the premium for their purchase. Similar views were unopposed in this study to strengthen previous studies about consumers' interest in premium quality craft beer instead of mass-oriented and inexpensive industrialized beer. Additionally, Thurnell-Read (2018) noticed the change within the social acceptance of craft beer, and its appreciation, which was visible in the discussion within this study.

Bottles were seen as a customer choice in Merlino et al. (2020) paper. However, they noticed several positive descriptors for a can. These included the possibility to use a can as a base for graphics, lighter weight, and lower environmental impact. Especially packages promoted mixed opinions. Van der Byl and Slawinski (2015) explained these sorts of conflicting facets exist, and they can be accepted and examined to manage them. Therefore, tensions among the results of the study within this aspect are reasonable.

Engez et al. (2021) claim Finland to have the highest beverage package recycling rate in the world. Sahimaa and Ukkonen (2021) noticed the EU aim for the recycling rate in the year 2035 to be 65 %, which is far less than the present condition in Finland. Contrasting to these, the industry standard for recycling is more than fulfilled. Despite this, the results show that recycling and inclusion in Palpa are important. This inclusion was seen both as a premise and an added value for craft beer producers. This is important to notice as craft beer companies working with hospitality sales does not face the similar pressure for belonging to Palpa due to the different recycling procedure and reverse logistics. Craft beer producers can consider this as a lesson learned and make sure they are in Palpa system.

Juga et al. (2018) explored the impact of value-adding logistic services on quality, loyalty and brand equity in the brewing industry. Based on the interviews, craft breweries direct logistic services were seen such value adders. Even if logistics were important for all interviewees, they did not discuss the possibilities modern IT has to provide. For example, IoT and QR codes mentioned by Violino et al. (2020) were dismissed in the interviews. The reason for this might be the scale of logistic operations, as Finland is rather small geographical area and both wider haulage and local transportation are rather fast and straightforward.

Despite the lack of interest among the participants within this study, water usage is noteworthy aspect in any beer production and its importance is also recognized in the academics as for example Bahl et al. (2021) and Ness (2018) papers show. It is presumable that craft breweries' water reduction activities have not reached retail buying professionals attention and therefore they lack interest towards the matter.

## **5.2 Answer to the research problem**

Based on the previous discussion about retail buying professionals' views on craft beers' sustainability, this thesis tries to answer previously stated research questions.

The first question was: how do retail buying professionals understand the craft beer's sustainability? The answer to the question is that they understand it as a versatile matter that affects their and their customers' buying patterns. Importantly, the buyers' own values, preferences and area of focus were naturally present, but also the values and therefore the actions of the consumers were seen important. The sustainability was seen as a current phenomenon and a trend that relates to the aspects of buying. Therefore, buyers needed to consider the production, logistics, origin, marketing, and consumption trends when making their buying decision for the craft beer. Also, tested and trustful cooperation with craft breweries is important as it makes the work easier, supports marketing and storytelling and guarantees better sales.



Another question, defined as a sub-question, was: which dimensions of sustainability do they emphasize most? An answer to this is that they emphasized ecology and social aspects most while economy was the least discussed and emphasized. Many participants automatically related sustainability actions to ecological dimensions, and they were also the most discussed. Also, social dimensions were well realized. This is natural as craft beer can be detrimental to health and therefore retail buyers need to balance the risks and benefits of the sales and constantly work to reduce the possible harms. This is also included in the legislation, retail self-regulation and self-supervision, making it natural and approachable aspect. An explanation for the economy lacking the focus might be due to relatively easy inventory control and better profit margins compared with mass-oriented, industrialized beer.

The second sub-question was: what are the most critical factors within the craft beer's sustainability? As an answer to this, equality, origin, supporting local business and responsible alcohol consumption for the social sustainability, inventory control and loss prevention for economic sustainability and logistics, the carbon footprint and organic production for environmental sustainability were the most critical factors.

### **5.3 Contributions and implications of the study**

This research adds to the prior craft beer studies the Finnish context and the retail buying professionals' perspective. Previous research on craft beer and its sustainability is focusing geographically outside of Finland and can therefore be specific to culture of origin. This study intends to supplement the existing knowledge and research in Finnish perspective. The research challenges Aquilani et al. (2015) conclusion that craft beer is sold through on-license operations such as pubs and restaurants. The results show the willingness to buy craft beer on retail and consume it outside licensed operations. Even more important contribution is that this master's thesis fills in the gap within the studies on retail, craft beer and sustainability in a Finnish context. As noticed in the Introduction, there is a lack of research on the retail buying professionals' relationship to craft beer and this aims to fill in those gaps.

The possibilities for implications are especially among the Finnish craft beer production and sales. Craft breweries and people working in the retail are stakeholders that can benefit from the results of the research. Especially craft breweries and the members of the Finnish craft brewers' union can use the results in their work towards more sustainable production.

## 5.4 Limitations of the study

The most important limitations of this study include a long time span of the interview period and leaving the beverage packings' excise duty out of the study.

Due to the holiday season, interviews were spread on a rather long span between the end of May till mid-September. As the Finnish summer holiday season covers most of this period, the acquisition of the desired interviewees was challenging. Also, contacting the possible interviewees during their holidays might have promoted negative feelings. However, only three possible interviewees neglected to participate, two come out that their duties did not cover the buying process of Finnish craft beer and one person resorted to being busy at work. Despite this, others were willing to participate and after the interview several of them told they were ready for another, supplementary interview, if needed. Another challenge on a time span of the interviews was that it might have disturbed the concentration of the researcher and weakened his focus on doing the research. However, the longer time span within the interviews gave an opportunity to process the answers better already during the process by concentrating on memos, pre-analysis and to iterate them with theory.

Effects of the excise duty on beverage packing were left outside of the research, but within the interviews the role of Palpa became evident. This suggests a bigger role for the excise duty on beverage packing as well. Even if the majority of craft breweries belong to Palpa, the role of being part of the systematic deposit system was critical. Hence, this perspective could have been included in the study as well. However, the results already show Palpa's importance on an adequate level for the needs of this study.

## 5.5 Reliability of the research

Vogt et al. (2014) discussed saturation to be fulfilled at the point, where additional interviews would not provide more information or understanding. Therefore, the saturation point seems to be achieved in this research. This saturation can also be criticized, as the level of subject understanding was varying between interviewees. By choosing the participants so that they knew more would have most likely given more detailed answers. However, as discussed in Participant selection, the utmost care and planning were done to ensure the participant diversity. This diversity included also different levels of understanding about sustainability, therefore some participants were more into the subject while others were more superficial. As a matter of fact, this diversity allows the realistic understanding about the retail buyers' views without burnishing it.

Study's research set-up, that guided participants to think about sustainability might have oriented them to focus too much on environmental

issues. As many of the participants were not fully aware of all the dimensions of the sustainability, they were mostly focusing on the easy option on their thinking. In the context of this study, this easy option was environmental sustainability and therefore it might be weighted in the discussions. However, when the researcher observed one-dimensional discussion, he navigated the conversation to other dimensions of sustainability. This was done by using the structure of the interview and presenting questions about other dimensions. By leading the interview such a way, the researcher did what Court (2018) and Puusa and Juuti (2020) considered the main instrument of the qualitative work; the researcher was the instrument of the work by managing the process. Hence, the researcher did his best to manage the process for the best possible results and believes that the results are valid, trustworthy and accurate.

The gender equality was a matter that clearly divided the respondents such that others saw only few females generally working on the craft beer industry and additionally they discussed very little, if any gender related challenges. Others discussed extensively possible challenges faced by industry related females. The conflict between divided understanding might be due to different demographics among the respondents. Those who noticed challenges, were the younger ones located in urban areas and were using social media to keep updated on the business-related issues. Those who did not notice challenges were either elder generation, living in the rural areas or not actively following the business-related discussion. This is a matter this research is unable to answer. The more experienced researcher might have been able to guide participants to discuss the subject more thoroughly and therefore got better results for further analysis.

According to P. Alasuutari (personal communication, October 22, 2014), the researcher should alienate oneself from the research subject. This was a critical perspective to guarantee the reliability of the research process, as the researcher has a background that relates to the subject. To avoid possible biases and distortions, the researcher first relied on the range of international academic literature on the theoretical background. Next the researcher selected the participants for interviews such that they did not know the researcher previously. Therefore, interviews were organized in a way that was affected by expectations as little as possible.

Finally, the iterative process itself helps to ensure the reliability. This kind of working method forced the researcher to go back and forth between the data and the theory. Every step required considering the choices and the process and offered the possibility for improvement. Therefore, the process itself allowed constant improvement chances. Court (2018) also noticed the discussions with other members of the academy as an agent for improvement. The researcher included several discussions with other academics for this iterative process to improve the content, the process and the quality of the work, but also to challenge the work already during the process.

## 5.6 Directions for further research

Several possibilities for future research were noticed during the study. As women's status in craft brewing and supply chain become evident during this study, therefore women's status in the Finnish context should be better examined. During the time of the study, the discussion about the women's role became under debate, therefore it would be a timely matter to discuss. In addition to possible differences in the roles, this would also provide a better understanding for equality or possible patriarch structures within the industry.

The second recommendation for further study is beverage container recycling in craft brewing. The focus should be on those craft brewery products that do not belong to Palpa. Possible perspectives could be on consumers' or breweries' perceptions as those were not touched on this research.

Finally, brewers' views on sustainability are the third recommendation for possible further studies. This is important as their views, opinions and actions towards the sustainability seem to have a big impact on craft beer supply chain. Especially important would be the question if they were able to shape the supply into more sustainable craft beers.

## REFERENCES

- Acland, R. & Zhu, J.J.H. (2015). Ethical Praxis in digital social research. In Halfpenny, P. and Procter, R. *Innovations in digital research methods* (pp. 271-296). Sage Publishing.
- Ahlström, S. & Karvonen, S. (nd.) *Nuorten juomatavat Suomessa*. [Young people's drinking habits in Finland]. Nuortenlinkki. <https://nuortenlinkki.fi/tietopiste/tietoartikkelit/alkoholi/nuorten-juomatavat-suomessa>
- Alko. (2022, January 17). Alkon myyntilitrat vuonna 2021: laskua neljä prosenttia. [The litres sold in Alko on 2021: four percentage of decrease in sales]. <https://www.alko.fi/alko-oy/uutishuone/ajankohtaista/alkon-myyntilitrat-vuonna-2021-laskua-nelja-prosenttia>
- Alko. (2021a, September 18). Puolivuositiedot 1.1.2021-31.6.2021. [Mid-year report 1.1.2021-31.6.2021]. [https://www.alko.fi/INTERSHOP/static/WFS/Alko-OnlineShop-Site/-/Alko-OnlineShop/fi\\_FI/pdf\\_t/Uutishuoneen%20pdf\\_t/Alko\\_Puolivuositiedot\\_1.1.-30.6.2021.pdf](https://www.alko.fi/INTERSHOP/static/WFS/Alko-OnlineShop-Site/-/Alko-OnlineShop/fi_FI/pdf_t/Uutishuoneen%20pdf_t/Alko_Puolivuositiedot_1.1.-30.6.2021.pdf)
- Alko. (2021b, September 18). Puolivuositiedot 1.1.2020-31.6.2020. [Mid-year report 1.1.2020-31.6.2020]. [https://www.alko.fi/INTERSHOP/static/WFS/Alko-OnlineShop-Site/-/Alko-OnlineShop/fi\\_FI/pdf\\_t/Uutishuoneen%20pdf\\_t/Alko\\_Puolivuositiedot\\_1.1.-30.6.2020.pdf](https://www.alko.fi/INTERSHOP/static/WFS/Alko-OnlineShop-Site/-/Alko-OnlineShop/fi_FI/pdf_t/Uutishuoneen%20pdf_t/Alko_Puolivuositiedot_1.1.-30.6.2020.pdf)
- Alko. (2021c, September 18). Puolivuositiedot 1.1.2019-31.6.2019. [Mid-year report 1.1.2019-31.6.2019]. [https://www.alko.fi/INTERSHOP/static/WFS/Alko-OnlineShop-Site/-/Alko-OnlineShop/fi\\_FI/pdf\\_t/Uutishuoneen%20pdf\\_t/Puolivuositiedot\\_1-6\\_2019.pdf](https://www.alko.fi/INTERSHOP/static/WFS/Alko-OnlineShop-Site/-/Alko-OnlineShop/fi_FI/pdf_t/Uutishuoneen%20pdf_t/Puolivuositiedot_1-6_2019.pdf)
- Alko. (2021d, September 18). Puolivuositiedot 1.1.2018-31.6.2018. [Mid-year report 1.1.2018-31.6.2018]. [https://www.alko.fi/INTERSHOP/static/WFS/Alko-OnlineShop-Site/-/Alko-OnlineShop/fi\\_FI/pdf\\_t/Uutishuoneen%20pdf\\_t/Puolivuositiedot\\_1-6\\_2018.pdf](https://www.alko.fi/INTERSHOP/static/WFS/Alko-OnlineShop-Site/-/Alko-OnlineShop/fi_FI/pdf_t/Uutishuoneen%20pdf_t/Puolivuositiedot_1-6_2018.pdf)
- Alko. (2021e, September 18). Puolivuositiedot 1.1.2017-31.6.2017. [Mid-year report 1.1.2017-31.6.2017]. [https://www.alko.fi/INTERSHOP/static/WFS/Alko-OnlineShop-Site/-/Alko-OnlineShop/fi\\_FI/pdf\\_t/Muut%20pdf\\_t/Puolivuositiedot\\_1.1.-30.6.2017.pdf](https://www.alko.fi/INTERSHOP/static/WFS/Alko-OnlineShop-Site/-/Alko-OnlineShop/fi_FI/pdf_t/Muut%20pdf_t/Puolivuositiedot_1.1.-30.6.2017.pdf)
- Allan, B. (2010). *Supporting research students*. Facet publishing.

- Alvesson, M. & Sandberg, J. (2013). *Constructing research questions: Doing interesting research*. Sage Publications.
- Aquilani, B., Laureti, T., Poponi, S. & Secondi, L. (2015). Beer choice and consumption determinants when craft beers are tasted: An exploratory study of consumer preferences. *Food Quality and Preference*, 41, 214-224. <https://doi.org/10.1016/j.foodqual.2014.12.005>
- Bahl, H.C., Gupta, J.N.D. & Elzinga, K.G. (2021). A framework for a sustainable craft beer supply chain. *International Journal of Wine Business Research*, 33(3), 394-410. <https://doi.org/10.1108/IJWBR-08-2020-0038>
- Baiano, A. (2021). Craft beer: An overview. *Comprehensive Reviews in Food Science and Food Safety*, 20(2), 1829-1856. <https://doi.org/10.1111/1541-4337.12693>
- Bastgen, N., Ginzler, M., & Titze, J. (2019). Precision of a small brew house by determining the repeatability of different brews to guarantee the product stability of the beer. *Beverages*, 5(4), 67. <http://dx.doi.org/10.3390/beverages5040067>
- Berg, B.L. & Lune, H. (2012). *Qualitative research methods for the social sciences*. (8<sup>th</sup> ed.). Pearson Education.
- Braun, V & Clarke, V. (2013). *Successful qualitative research: A practical guide for beginners*. Sage Publications.
- Brennen, B.S. (2013) *Qualitative research methods for media studies*. Routledge.
- Brewers of Europe. (2020). European beer trends: Statistics report. <https://brewersofeurope.org/uploads/mycms-files/documents/publications/2020/european-beer-trends-2020.pdf>
- Bryman, A. & Bell, E. (2015). *Business research methods*. (4<sup>th</sup> ed.). Oxford University Press.
- Buisman, M.E., Haijema, R. & Bloemhof-Ruwaard, J.M. (2019). Discounting and dynamic shelf life to reduce fresh food waste at retailers. *International Journal of Production Economics*, 209, 274-284. <https://doi.org/10.1016/j.ijpe.2017.07.016>
- Cabras, I. & Higgins, D. M. (2016). Beer, brewing, and business history. *Business history*, 58(5), 609-624. <https://doi.org/10.1080/00076791.2015.1122713>
- Caliandro, A. & Gandini, A. (2017). *Qualitative research in digital environments: A research toolkit*. Routledge.
- Carvalho, N.B., Minim, L.A., Nascimento, M., Ferreira, G.H.d.C. and Minim, V.P.R. (2018). Characterization of the consumer market and motivations for the consumption of craft beer. *British Food Journal*, 120(2), 378-391. <https://doi.org/10.1108/BFJ-04-2017-0205>
- Cetinkaya, B., Cuthbertson, R., Ewer, G., Klaas-Wissing, T., Piotrowicz, W. & Tyssen, C. (2011). *Sustainable supply chain management: Practical ideas for moving towards best practice*. Springer.
- Chankova, S. (December 30, 2019). Drinking is going out of style: A century after Prohibition, drinking is going out of fashion. *The Economist*. <https://www.economist.com/the-world-ahead/2019/12/30/drinking-is-going-out-of-style>

- Chapman, G.N., Nanney, Lellock, J.S. & Mikles-Schluterman, J. (2018). Bottling gender: Accomplishing gender through craft beer consumption. *Food, Culture & Society*, 21(3), 296-313, <https://doi.org/10.1080/15528014.2018.1451038>
- Cipollaro, M., Fabbrizzi, S., Sottini, V.A., Fabbri, B., & Menghini, S. (2021). Linking sustainability, embeddedness and marketing strategies: A study on the craft beer sector in Italy. *Sustainability*, 13(19), 10903. <https://doi.org/10.3390/su131910903>
- Clarke, V. & Braun, V. (2017). Thematic analysis. *The journal of positive psychology*, 12(3), 297-298. <https://doi.org/10.1080/17439760.2016.1262613>
- Corbin, J. & Strauss, A. (2008). *Basics of qualitative research*. (3<sup>rd</sup> ed.). Sage Publications.
- Court, D. (2018). *Qualitative research and intercultural understanding: Conducting qualitative research in multicultural settings*. Routledge.
- Creswell, J.W. (2007). *Qualitative inquiry & research design*. (2<sup>nd</sup> ed.). Sage Publications.
- Creswell, J.W. & Creswell, J.D. (2018). *Research design: Qualitative, quantitative and mixed methods approaches*. (5<sup>th</sup> ed.). Sage Publications.
- Creswell, J.W. & Poth, C.N. (2018). *Qualitative inquiry and research design: Choosing among five approaches*. (4<sup>th</sup> ed.). Sage Publications.
- Cusicanqui, S. R. (2012). Ch'ixinakax utxiwa: A reflection on the practices and discourses of decolonization. *The South Atlantic quarterly*, 111(1), 95-109. <https://doi.org/10.1215/00382876-1472612>
- Darwin, H. (2018). Omnivorous masculinity: Gender capital and cultural legitimacy in craft beer culture. *Social Currents*, 5(3), 301-316. <https://doi.org/10.1177/2329496517748336>
- Dougherty, M. V. (2021). The use of confidentiality and anonymity protections as a cover for fraudulent fieldwork data. *Research Ethics*, 17(4), 480-500. <https://doi.org/10.1177/17470161211018257>
- Dussel, E.D., Krauel, J. & Tuma, V.T. (2000). Europe, modernity, and Eurocentrism. *Nepantla: Views from South*. 1(3), 465-478. Duke University Press.
- Eglese, R. & Black, D. (2015). Optimizing the routing of vehicles. In A. McKinnon, M. Browne, M. Piecyk & A. Whiteing (Eds., 3<sup>rd</sup> ed.), *Green logistics: Improving the environmental sustainability of logistics* (pp. 229-242). Kogan Page.
- Engez, A., Ranta, V. & Aarikka-Stenroos, L. (2021). How innovations catalyse the circular economy: building a map of circular economy innovation types from a multiple-case study. In S. Jakobsen, T. Lauvås, F. Quatraro, E. Rasmussen & M. Steinmo (Eds.). *Research Handbook of Innovation for a Circular Economy* (pp. 195-209). Edward Elgar. <https://doi.org/10.4337/9781800373099.00026>
- Ettliger, S. (2016). Deposit refund system (and packaging tax) in Finland. Institute for European Environmental Policy. <https://ieep.eu/uploads/articles/attachments/9d526526-d22b-4350-a590->

[6ff71d058add/FI%20Deposit%20Refund%20Scheme%20final.pdf?v=63680923242](https://doi.org/10.1016/j.ejor.2021.04.023)

- European Union. (2019). Communication from the commission to the European Parliament, the European Council, the Council, the European economic and social committee and the Committee of the regions: The European green deal.
- Feng, L., Wang, W.-C., Teng, J.-T. & Cárdenas-Barrón, L.E. (2022). Pricing and lot-sizing decision for fresh goods when demand depends on unit price, displaying stocks and product age under generalized payments. *European Journal of Operational Research*, Volume 296(3), 940-952. <https://doi.org/10.1016/j.ejor.2021.04.023>
- Finnish beer association. (2021, August 5). Mitä? Olutliitto selvittää anonyymillä kyselyllä olut- ja panimoyhteisöjen syrjintä- ja häirintäkokemuksia. [What? Beer Association discovers beer and brewery trades' discrimination and harassment experiences by anonymous survey]. <https://www.facebook.com/suomenolutseura/>
- Finnish Cereal Committee. (2012). *Kansallinen viljastrategia 2012–2020*. [The national cereal strategy 2012-2020]. Vilja-alan yhteistyöryhmä.
- Finnish Grocery Trade Association. (2022). Vastuullista ikäraja- ja valvontaa. [Responsible age controlling]. Retrieved February 1, 2022, from <https://www.ptv.fi/kaupan-toiminta/vastuullisuus/ikarajavalvonta/>
- Finnish institute for health and welfare. (2018, April 9). Nuorten alkoholinkäyttö vähenee edelleen - juomisen tilalle on löytynyt parempaa tekemistä. [Youth alcohol consumption continues decreasing- better activities have been found instead]. <https://thl.fi/fi/-/nuorten-alkoholinkaytto-vahenee-edelleen-juomisen-tilalle-on-loytynyt-parempaa-tekemista>
- Finnish institute for health and welfare. (2021, August 21). Drinking habit survey. Retrieved March 6, 2022, from <https://thl.fi/en/web/thlfi-en/research-and-development/research-and-projects/drinking-habits-survey>
- Finnish institute for health and welfare. (2019, May 28). *Alkoholilain vaikutukset yhden vuoden jälkeen ennakoitua pienempiä*. [Effects of the Alcohol Act smaller than expected after one year]. Retrieved August 5, 2021, from <https://thl.fi/fi/-/alkoholilain-vaikutukset-yhden-vuoden-jalkeen-ennakoitua-pienempia>
- Flick, U. (2007). *Designing qualitative research*. Sage Publications. <https://dx.doi.org/10.4135/9781849208826>
- Foxon, T. J. (2011). A coevolutionary framework for analysing a transition to a sustainable low carbon economy. *Ecological economics*, 70(12), 2258-2267. <https://doi.org/10.1016/j.ecolecon.2011.07.014>
- Furseth, I. & Everett, E. L. (2013). *Doing your master's dissertation: From start to finish*. SAGE Publications.
- Garavaglia, C. & Swinnen, J. (2018). Economics of the craft beer revolution: A comparative international perspective. In C. Caravaglia & J. Swinnen (Eds.),



- Economic Perspectives on Craft Beer: A Revolution in the Global Beer Industry* (pp. 3-51). [https://doi.org/10.1007/978-3-319-58235-1\\_1](https://doi.org/10.1007/978-3-319-58235-1_1)
- Garnett, T. (2015). The food miles debate: Is shorter better? In A. McKinnon, M. Browne, M. Piecyk & A. Whiteing (Eds., 3<sup>rd</sup> ed.), *Green logistics: Improving the environmental sustainability of logistics* (pp. 358-371). Kogan Page.
- Gates, B. (2021). *How to avoid a climate disaster: The solutions we have and the breakthroughs we need*. Alfred A. Knopf
- Gibbs, G. (2007). *Analyzing qualitative data*. Sage Publications.
- Gómez-Corona, C., Escalona-Buendía, H. B., García, M., Chollet, S. & Valentin, D. (2016). Craft vs. industrial: Habits, attitudes and motivations towards beer consumption in Mexico. *Appetite*, 96, 358-367. <https://doi.org/10.1016/j.appet.2015.10.002>
- González-González, J. M., Bretones, F. D., González-Martínez, R., & Francés-Gómez, P. (2019). "The future of an illusion": a paradoxes of CSR. *Journal of Organizational Change Management*, 32(1), 2-14. <http://dx.doi.org/10.1108/JOCM-01-2018-0018>
- Gore, A. (2022). Retrieved February 1, 2022 from <https://www.algore.com/>
- Govender, D. & Abratt, R. (2016). Multiple stakeholder management and corporate reputation in South Africa. *International Studies of Management & Organization*, 46(4), 235-246. <https://doi.org/10.1080/00208825.2016.1140520>
- Government Communications Department. (2020, February 3). Government roadmap to carbon neutral Finland - climate leadership means opportunities for the whole country. Retrieved February 1, 2022 from <https://valtioneuvosto.fi/en/-/10616/hallitus-laati-tiekartan-hiilineutraaliin-suomeen-edellakavijyys-ilmastotoimissa-luomahdollisuuksia-koko-suomeen>
- Gray, D.E. (2014). *Doing research in the real world*. Sage Publications.
- Gray, L. M., Wong-Wylie, G., Rempel, G. R., & Cook, K. (2020). Expanding Qualitative Research Interviewing Strategies: Zoom Video Communications. *The Qualitative Report*, 25(5), 1292-1301. <https://www.proquest.com/scholarly-journals/expanding-qualitative-research-interviewing/docview/2405672296/se-2?accountid=11774>
- Gustafsson, K., Jönson, G., Smith, D. & Sparks, L. (2006). *Retail logistics & fresh food packaging: Managing change in the supply chain*. Kogan Page.
- Hahn, T., Figge, F., Pinkse, J. & Preuss, L. (2018). A paradox perspective on corporate sustainability: Descriptive, instrumental, and normative aspects. *Journal of Business Ethics*, 148(2), 235-248. <https://doi.org/10.1007/s10551-017-3587-2>
- Hair, Jr., J.F., Money, A.H., Samouel, P., & Page, M. (2015). *The Essentials of Business Research Methods* (3<sup>rd</sup> ed.). Routledge. <https://doi.org/10.4324/9781315716862>

- Hammersley, M. (2018). Values in social research. In Iphofen, R. and Tolich, M. (Eds.). *The Sage handbook of qualitative research ethics* (pp. 23-34). Sage Publications.
- Hart, J. (2018). Drink beer for science: An experiment on consumer preferences for local craft beer. *Journal of Wine Economics*, 13(4), 429-441. <http://dx.doi.org.ezproxy.jyu.fi/10.1017/jwe.2018.38>
- Hennink, M., Hutter, I. & Bailey, A. (2011). *Qualitative research methods*. Sage Publications.
- Higgs, J. & Trede, F. (2010). Philosophical frameworks and research communities. In J. Higgs, N. Cherry, R. Macklin & R. Ajjawi (Eds.), *Researching practice: A discourse on qualitative methodologies* (pp. 31-36). Sense Publishers.
- Hoffmann, J. (2018). Talking into (non)existence: Denying or constituting paradoxes of corporate social responsibility. *Human Relations*, 71(5), 668-691. <https://doi.org/10.1177/0018726717721306>
- Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. Online readings in psychology and culture, Unit 2. Retrieved from <http://scholarworks.gvsu.edu/orpc/vol2/iss1/8>
- Hyrylä, L. (November 27, 2018). Juomien Suomi -toimialaraportti juoma-alasta. [Beverages' Finland: Industry report about beverage business]. Työ- ja elinkeinoministeriön julkaisuja: Toimialaraportti 41/2018. Työ- ja elinkeinoministeriö.
- Härkönen, J. (2013). *Not a wet generation but a wet nation: The dynamics of change and stasis in Finnish drinking culture from 1968-2008*. [Doctoral dissertation, University of Helsinki]. Helda. <https://helda.helsinki.fi/handle/10138/38905>
- Härkönen, J., Savonen, J., Virtala, E. & Mäkelä, P. (2017). Suomalaisten alkoholiinkäyttötavat 1968-2016: Juomatapatutkimusten tuloksia. [Habits of alcohol consumption 1968-2016: Results of the drinking habit study]. Finnish institute for health and welfare. <https://urn.fi/URN:ISBN:978-952-302-873-9>
- Hübner, A.H., Kuhn, H. & Sternbeck, M.G. (2013). Demand and supply chain planning in grocery retail: An operations planning framework. *International Journal of Retail & Distribution Management*, 41(7), 512-530. <https://doi.org/10.1108/IJRDM-05-2013-0104>
- Høvring, C.M., Andersen, S.E. & Nielsen, A.E. (2016). Discursive Tensions in CSR Multi-stakeholder Dialogue: A Foucauldian Perspective. *Journal of Business Ethics*, 152, 627-645. <https://doi.org/10.1007/s10551-016-3330-4>
- Intergovernmental Panel on Climate Change. (2021). Summary for Policymakers. In: *Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change* [Masson-Delmotte, V., P. Zhai, A. Pirani, S. L. Connors, C. Péan, S. Berger, N. Caud, Y. Chen, L. Goldfarb, M. I. Gomis, M. Huang, K. Leitzell, E. Lonnoy, J.B.R. Matthews, T. K. Maycock, T. Waterfield, O. Yelekçi, R. Yu and B. Zhou (eds.)]. Cambridge University Press. In Press.

- Jaeger, S. R., Worch, T., Phelps, T., Jin, D., & Cardello, A. V. (2020). Preference segments among declared craft beer drinkers: Perceptual, attitudinal and behavioral responses underlying craft-style vs. traditional-style flavor preferences. *Food Quality and Preference*, 82. <https://doi.org/10.1016/j.foodqual.2020.103884>
- Josselson, R. (2013). *Interviewing for qualitative inquiry: A relational approach*. The Guilford Press.
- Juga, J., Juntunen, J., & Paananen, M. (2018). Impact of value-adding services on quality, loyalty and brand equity in the brewing industry. *International Journal of Quality and Service Sciences*, 10(1), 61-71. <http://dx.doi.org/10.1108/IJQSS-10-2016-0071>
- Kangasluoma, L. (2020, December 3). Nollat nousussa. [Zeros raising]. *Kauppalehti*.
- Kankare, M. (2019, March 26). Suomen suurimmilla pienpanimoilla menee hyvin - Laitilan Wirvoitusjuomatehdas onnistui Ruotsissa, Nokian Panimo hakee kasvua kotimaasta. [Finland's Biggest microbreweries are going strong - Laitilan Wirvoitusjuomatehdas succeed in Sweden, Nokian Panimo aiming for domestic growth]. *Kauppalehti*. <https://www.kauppalehti.fi/uutiset/suomen-suurimmilla-pienpanimoilla-menee-hyvin-laitilan-wirvoitusjuomatehdas-onnistui-ruotsissa-nokian-panimo-hakee-kasvua-kotimaasta/29ab0a7b-e8f1-3451-8e95-e05bc781f15c>
- Kara, H. (2018). Democratizing research in practice. In Iphofen, R. and Tolich, M. (Eds.). *The Sage handbook of qualitative research ethics* (pp. 103-113). Sage Publications.
- Kesko. (2022, February 4). K-Citymarket Länsikeskus myy yli 5,5-prosenttista olutta ensimmäisenä ruokakauppana Suomessa. [K-Citymarket Länsikeskus becomes the first grocery store to sell over 5,5 % abv beer in Finland]. [K-Citymarket Länsikeskus myy yli 5,5-prosenttista olutta ensimmäisenä ruokakauppana Suomessa \(kesko.fi\)](https://www.kesko.fi/uutiset/k-citymarket-lansikeskus-myy-yli-5-5-prosenttista-olutta-ensimmaisena-ruokakauppana-suomessa)
- King, N., Horrocks, C. & Brooks, J. (2019). *Interviews in qualitative research*. (2<sup>nd</sup> ed.). Sage Publications.
- Koskinen, I., Alasuutari, P. & Peltonen, T. (2005). *Laadulliset menetelmät kauppatieteissä*. [Qualitative methods in economic sciences]. Vastapaino.
- Krausmann, F. & Langthaler, E. (2019). Food regimes and their trade links: A socio-ecological perspective. *Ecological Economics*, 160, 87-95. <https://doi.org/10.1016/j.ecolecon.2019.02.011>
- Kuehn, K. M. & Parker, S. (2021). One of the blokes: Brewsters, branding and gender (in)visibility in New Zealand's craft beer industry. *Journal of Consumer Culture*, 21(3), 519-538. <https://doi.org/10.1177/1469540518806956>
- Laczniak, G. R., & Murphy, P. E. (2012). Stakeholder theory and marketing: Moving from a firm-centric to a societal perspective. *Journal of Public Policy & Marketing*, 31(2), 284-292. <https://doi.org/10.1509/jppm.10.106>

- Laine, T. (2010). Miten kokemusta voidaan tutkia? Fenomenologinen näkökulma. [How to explore experiences? Phenomenological perspective]. In J. Aaltola & R. Valli (Eds., 3<sup>rd</sup> and improved ed.) *Ikkunoita tutkimusmetodeihin II*. [Windows for research methods]. (pp. 28-45). PS-kustannus.
- Lehtinen, A. (2021). Pienpanimot luovat ja vahvistavat trendejä. [Microbreweries are creating and boosting trends]. *Etiketti*.
- Leppänen, K. (2021). *Suomalaisen olutkulttuurin jäljillä*. [Tracing the Finnish beer culture]. Vastapaino.
- Leppänen, K. (2022). Pienpanimoita pulpahtaa keskelle ruokakauppoja: lakimuutos sallii jopa 12-prosenttisen oluen myynnin kaupan tiloissa. [Microbreweries are popping up inside grocery stores: amendment allows up to 12 abv beer sales inside the retail premises]. Yle. retrieved February 10, 2022 from [Pienpanimoita pulpahtaa keskelle ruokakauppoja: lakimuutos sallii jopa 12-prosenttisen oluen myynnin kaupan tiloissa \(yle.fi\)](https://yle.fi/uutiset/artikkelit/pienpanimoita-pulpahtaa-keskelle-ruokakauppoja-lakimuutos-sallii-jopa-12-prosenttisen-oluen-myyntin-kaupan-tiloissa)
- Luo, B. N., Tang, Y., Chen, E. W., Li, S., & Luo, D. (2020). Corporate sustainability paradox management: A systematic review and future agenda. *Frontiers in psychology*, 11, 579272-579272. [doi.org/10.3389/fpsyg.2020.579272](https://doi.org/10.3389/fpsyg.2020.579272)
- Maher, C., Hadfield, M., Hutchings, M., & de Eyto, A. (2018). Ensuring rigor in qualitative data analysis: A design research approach to coding combining NVivo with traditional material methods. *International Journal of Qualitative Methods*, 17, 1-13. <https://doi.org/10.1177/1609406918786362>
- Mantere, S. & Ketokivi, M. (2013). Reasoning in organization science. *The Academy of Management review*, 38 (1), 70-89. <https://doi.org/10.5465/amr.2011.0188>
- Martínez-Alier, J. (2012). Environmental justice and economic degrowth: An alliance between two movements, *Capitalism Nature Socialism*, 23(1), 51-73. <http://dx.doi.org/10.1080/10455752.2011.648839>
- McMichael, P. (2009) A food regime genealogy. *The Journal of Peasant Studies*, 36(1), 139-169. <https://doi.org/10.1080/03066150902820354>
- Melewar, T.C. & Skinner, H. (2020). Territorial brand management: Beer, authenticity, and sense of place. *Journal of Business Research*, 116, 680-689. <https://doi.org/10.1016/j.jbusres.2018.03.038>.
- Merlino, V.M., Blanc, S., Massaglia, S. & Borra, D. (2020). Innovation in craft beer packaging: Evaluation of consumer perception and acceptance. *AIMS Agriculture and Food*. 5(3), 422-433. doi:[10.3934/agrfood.2020.3.422](https://doi.org/10.3934/agrfood.2020.3.422)
- Myerscough, J. (Director). (2021). *Greta Thunberg: A year to change a world*. [TV series]. BBC One. <https://www.bbc.co.uk/iplayer/episode/p099f5jj/greta-thunberg-a-year-to-change-the-world-series-1-episode-1>
- Micro brewers' association. (2020) Pienpanimoliitto ry - korjauspaketti 04.11.2020. [Micro brewers' association ry - amendment package 04.11.2020]. Retrieved February 1, 2022, from <https://pienpanimoliitto.fi/medialle>

- Mies, M. (1993). The Myth of Catching-up Development. In *Ecofeminism* (pp. 55–69). London: Zed Books. Retrieved January 4, 2022, from <http://dx.doi.org/10.5040/9781350219786.ch-004>
- Milburn, T., Guertin-Martín, F.A. (2020). Tapping into environmental harm in brewing: An exploration of pollution and waste in beer production. *Critical Criminology*, 28, 407–423. <https://doi.org/10.1007/s10612-019-09465-5>
- Miles, M.B., Huberman, A.M. & Saldaña, J. (2020). *Qualitative data analysis: A methods sourcebook*. (4<sup>th</sup> ed.). Sage Publications.
- Moriña, A. (2020). When people matter: The ethics of qualitative research in the health and social sciences. *Health and social care in community*, 29(5), 1559–1565. <https://doi-org.ezproxy.jyu.fi/10.1111/hsc.13221>
- Mäkelä, P., Warpenius, K., Keski-Kuha, T., Raitasalo, K., Jääskeläinen, M., Karlsson, T. & Ståhl, T. (2021). Koronaepidemian vaikutukset suomalaisten alkoholinkulutukseen vuonna 2020. [The effect of Corona virus to the Finnish alcohol consumption in 2020]. The institute for health and welfare. Retrieved April 11, 2022, from <https://urn.fi/URN:ISBN:978-952-343-640-4>
- National Supervisory Authority for Welfare and Health. (2022). Jakelutiet 2021 tammi-lokakuu. [Distribution channels 2021 January-October]. Retrieved March 3, 2022, from <https://www.valvira.fi/alkoholi/tilastot/alkoholitulastot-vuosi-2021>
- Ness, B. (2018). Beyond the pale (ale): An exploration of the sustainability priorities and innovative measures in the craft beer sector. *Sustainability*, 10(11), 4108. <http://dx.doi.org/10.3390/su10114108>
- Nicastro, R., & Carillo, P. (2021). Food loss and waste prevention strategies from farm to fork. *Sustainability*, 13(10), 5443. <https://doi.org/10.3390/su13105443>
- NielsenIQ. (2021, March 23). Päivittäistavaramyymälärekisteri 2020. [Grocery store register 2020]. <https://www.epressi.com/tiedotteet/kauppa/paivittaistavaramyymalarekisteri-2020.html>
- Oispa kaljaa - olutnäyttely. (2021, July 23). Syrjintä ja häirintä panimo- ja olutalalla. [Discrimination and harassment in brewery and beer trade]. Facebook. Retrieved August 5, 2021, from <https://www.facebook.com/groups/oispakaljaa/>
- Packer, M. (2011). *The science of qualitative research*. Cambridge University Press.
- Patton, M.Q. (2015). *Qualitative research & evaluation methods*. (4<sup>th</sup> ed.). Sage Publications.
- Perttula, V. (2018, December 20). Lidl vie ensi vuonna Pyynikin käsityöläispanimon oluita Eurooppaan - "Tämähän on megaluokan mahdollisuus". [Lidl exports beers of Pyynikin käsityöläispanimo to Europe next year- "This is mega-scale opportunity"]. *Kauppalehti*. [Lidl vie ensi vuonna Pyynikin käsityöläispanimon oluita Eurooppaan - "Tämähän on megaluokan mahdollisuus" | Kauppalehti](https://www.kauppalehti.fi/uutiset/2018/12/20/lidl-vie-ensi-vuonna-pyynikin-kasityo-la-ispanimon-oluita-eurooppaan-tamahan-on-megaluokan-mahdollisuus)

- Pires Vieira da Rocha, C., & Nodari, E. (2020). Winemaking, environmental impacts and sustainability: New pathways from vineyard to glass?. *Historia Ambiental Latinoamericana Y Caribeña (HALAC) Revista De La Solcha*, 10(1), 223-243. <https://doi.org/10.32991/2237-2717.2020v10i1.p223-243>
- Puusa, A. & Juuti, P. (2020). *Laadullisen tutkimuksen näkökulmat ja menetelmät*. [Qualitative research's perspectives and methods]. Gaudeamus.
- Rantala, I. (2015). Laadullisen aineiston analyysi tietokoneella. [Using computer for qualitative data analysis]. In R. Valli and J. Aaltola. (Eds., 4<sup>th</sup> ed.). *Ikkunoita tutkimusmetodeihin 2* (pp. 108-133). PS-kustannus.
- Rivaroli, S., Lindenmeier, J., & Spadoni, R. (2020). Is craft beer consumption genderless? Exploratory evidence from Italy and Germany. *British Food Journal*, 122(3), 929-943. <http://dx.doi.org/10.1108/BFJ-06-2019-0429>
- Robinson, M. (2013, October 26). Types of Qualitative Data Collection, Part 1. [Video]. *YouTube*. <https://www.youtube.com/watch?v=fEtAJzXEoFg&t=147s>
- Rosales, A., Talaverano, M. I., Lozano, J., Sánchez-Vicente, C., Santamaría, Ó., García-Latorre, C. & Rodrigo, S. (2021). Craft beer vs industrial beer: Chemical and sensory differences. *British food journal (1966)*, 123(12), 4332-4346. <https://doi.org/10.1108/BFJ-01-2021-0074>
- Rosburg, A. & Grebitus, C. (2021). Sustainable development in the craft brewing industry: A case study of Iowa brewers. *Business strategy and the environment*, 30(7), 2966-2979. <https://doi.org/10.1002/bse.2782>
- Roulston, K. (2010). *Reflective interviewing: A guide to theory & practice*. Sage Publications.
- Ryan, G.W. & Bernard, H.R. (2000). Data management and analysis methods. In N. K. Denzin & Y. S. Lincoln. (Eds., 2<sup>nd</sup> ed.), *Handbook of qualitative research* (pp. 769-802). Sage Publications.
- Rösler, F., Kreyenschmidt, J. & Ritter, G. (2021). Recommendation of good practice in the food-processing industry for preventing and handling food loss and waste. *Sustainability* 2021, 13, 9569. <https://doi.org/10.3390/su13179569>
- Salmons, J. (2015). *Qualitative online interviews*. (2<sup>nd</sup> ed.). Sage Publications.
- Saldaña, J. (2020). *The coding manual for qualitative researchers*. Sage Publications.
- Sandelowski, M. & Barroso, J. (2007). *Handbook for synthesizing qualitative research*. Springer Publishing Company.
- Sauer, B. & Keoleian, G. (2014). Unit processes. In R. Schenck & P. White (Eds.), *Environmental life cycle assessment: Measuring the environmental performance of the products* (pp. 32-45). American Center for Life Cycle Assessment.
- Saunders, M. & Lewis, P. (2018). *Doing research in business and management: An essential guide to planning your project*. Pearson.
- Scherbaum, C.A. & Shockley, K.M. (2015). *Analysing quantitative data for business and management students*. Sage Publications.

- Shin, R., & Searcy, C. (2018). Evaluating the greenhouse gas emissions in the craft beer industry: An assessment of challenges and benefits of greenhouse gas accounting. *Sustainability*, 10(11), 4191. <http://dx.doi.org/10.3390/su10114191>
- Silverman, D. (2011). *Interpreting qualitative data*. (4<sup>th</sup> ed.), Sage Publications.
- Skoglund, W. (2019). Microbreweries and finance in the rural north of Sweden: A case study of funding and bootstrapping in the craft beer sector. *Research in Hospitality Management*, 9(1), 43–48. <https://doi.org/10.1080/22243534.2019.1653607>
- Skoglund, W. & Selander, J. (2021). The Swedish alcohol monopoly: A bottleneck for microbrewers in Sweden? *Cogent social sciences*, 7 (1). <https://doi.org/10.1080/23311886.2021.1953769>
- Stoffelen, A. (2020) Revitalising place-based commercial heritage: A cultural political economy approach to the renaissance of lambic beers in Belgium. *International Journal of Heritage Studies*, 1–14. <https://doi.org/10.1080/13527258.2020.1862275>
- Tammilehto, P. (2022). Vahva olut hiipii vähittäiskauppaan – Pienpanimoista kaupan kumppaneita. [Strong beer is Creeping into retail – Micro breweries partnering with retail]. *Kauppalehti*. Retrieved 10 February, 2022, from [Vahva olut hiipii vähittäiskauppaan - Pienpanimoista kaupan kumppaneita | Kauppalehti](http://www.kauppalehti.fi/vahva-olut-hiipii-vahittaiskauppaan-pienpanimoista-kaupan-kumppaneita)
- Tax Administration. (2021, February 12). Pienpanimoalennus Suomessa. [Microbrewery reduction in Finland]. <https://www.vero.fi/syventavat-vero-ohjeet/ohje-hakusivu/48587/pienpanimoalennus-suomessa2/>
- Thurnell-Read, T. (2018). The embourgeoisement of beer: Changing practices of ‘Real Ale’ consumption. *Journal of Consumer Culture*, 18(4), 539–557. <https://doi.org/10.1177/1469540516684189>
- Todd, Z. (2016). An indigenous feminist’s take on the ontological turn: ‘Ontology’ is just another word for colonialism. *Journal of Historical Sociology*, 29(1), 4–22. <https://doi-org.ezproxy.jyu.fi/10.1111/johs.12124>
- Torikka, T. (2019, September 8). Brittiläinen verkkokauppa tilasi 160 000 tölkkiä olutta Tampereelta. [British grocery store ordered 160 000 cans of beer from Tampere]. *Maaseudun tulevaisuus*. <https://www.maaseuduntulevaisuus.fi/ruoka/artikkeli-1.503287>
- Trainor, A.A. (2013). Interview research. In A. A. Trainor & E. Graue (Eds.), *Reviewing qualitative research*, (pp. 125-138). Routledge.
- Ukkonen, A. & Sahimaa, O. (2021). Weight-based pay-as-you-throw pricing model: Encouraging sorting in households through waste fees. *Waste Management*, 135, 372-380. <https://doi.org/10.1016/j.wasman.2021.09.011>
- Van der Byl, C. A., & Slawinski, N. (2015). Embracing tensions in corporate sustainability: A review of research from win-wins and trade-offs to paradoxes and beyond. *Organization & Environment*, 28(1), 54–79. <https://doi.org/10.1177/1086026615575047>

- Veljekset Keskinen. (2021). Suomen suurin tavaratalo. [Finland's biggest department store]. Retrieved August 28, 2021, from [www.tuuri.fi](http://www.tuuri.fi)
- Villacreces, S., Blanco, C. A. & Caballero, I. (2022). Developments and characteristics of craft beer production processes. *Food bioscience*, 45, 101495. <https://doi.org/10.1016/j.fbio.2021.101495>
- Vitalini, S., Gardana, C., Zanzotto, A., Fico, G., Faoro, F., Simonetti, P. & Iriti, M. (2011). From vineyard to glass: agrochemicals enhance the melatonin and total polyphenol contents and antiradical activity of red wines. *Journal of pineal research*. 51(3), 278-285. <https://doi.org/10.1111/j.1600-079X.2011.00887.x>
- Violino, S., Figorilli, S., Costa, C. & Pallottino, F. (2020). Internet of Beer: A review on smart technologies from mash to pint. *Foods*, 9(7), 950. <https://doi.org/10.3390/foods9070950>
- Vogt, W.P., Vogt, E.R., Gardner, D.C. & Haeffele, L. M. (2014). Selecting the right analyses for your data: Quantitative, qualitative, and mixed methods. The Guilford Press.
- Waldrop, M.E. & McCluskey, J.J. (2019). Does information about organic status affect consumer sensory liking and willingness to pay for beer? *Agribusiness*, 35(2), 149-167. <https://doi.org/10.1002/agr.21567>
- Wallace, A. (2019). 'Brewing the Truth': Craft beer, class and place in contemporary London. *Sociology*, 53(5), 951-966. <https://doi-org.ezproxy.jyu.fi/10.1177/0038038519833913>
- Weaver-Hightower, M.B. (2019). *How to write qualitative research*. Routledge.



## APPENDIX 1 Interview

Miten määrittelet kestävän kehityksen/ Mitä kestäväkehitys pitää sisällään?

Miten yrityksenne huomioi kestävyysnäkökulmat ostotoiminnoissa?

Mitkä ovat mielestäsi tärkeimmät kestävyysnäkökohdat?

### Sosiaaliset näkökulmat

- Onko valmistuspaikalla tai paikkakunnalla merkitystä?
- Suositaanko paikallista tuotantoa?
- Millä tavoin eettiset näkökulmat huomioidaan?
- Millaisia eettisiä näkökulmia pienpanimo-oluisiin liittyy?
- Miten tuotevalikoimia johdetaan?
- Millaisia keskusteluita käsityöläispanimoiden kanssa käydään valikoimaan ottamisista tai hinnoittelusta?

### Ympäristönäkökulmat

- Selvitetäänkö tuotteen elinkaarilaskelmia osana ostotoimintojanne?
  - Jos, niin miten ne vaikuttavat ostotoimintoihin?
  - Jos ei, niin miksi ei?
- Miten erilaiset vastuullisuusmerkinnät tai sertifikaatit, esimerkiksi luomu, vaikuttaa ostoihin?
- Miten huomioitte pienpanimo-oluiden raaka-aineiden kasvatuksen aiheuttaman kuormituksen ostotoiminnoissanne?
- Millaisia asioita oluen valmistusprosessissa painotatte osana ostoja?
- Miten logistiikka on hoidettu?
- Miten kuljetuksen jalanjälki on huomioitu?

### Taloudelliset näkökulmat

- Miten pienpanimotuotteen hinta vaikuttaa ostoihin?
- Millainen vaikutus hinnalla on?
- Mistä syystä tuottajan A tuote voisi olla kalliimpi kuin tuottajan B vastaava tuote?
- Miten pienpanimotuote hinnoitellaan?
- Hinnoitellaanko samalla katteella kuin edullisemmat volyymituotteet? Miksi?
- Millaisia ostosopimuksia pienpanimoiden kanssa tehdään? Millaisia eroja niissä on verrattuna volyymituotteisiin?
- Miten demand and supply chain planning (toimitus- tai hankintaketju) on otettu huomioon?