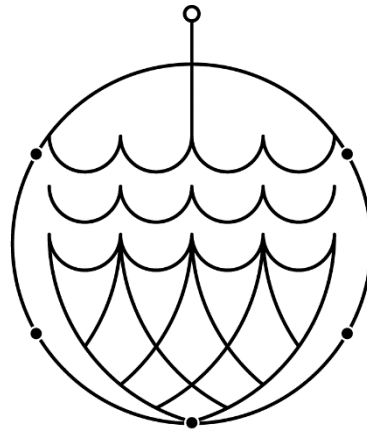


Bracenet: How a company can be a policy entrepreneur for sustainability

**BRACENET GmbH**



**BRACENET**

SAVE THE SEAS. WEAR A NET

<https://bracenet.net/en/>

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## Executive Summary

The report “Bracenet: How a company can be a policy entrepreneur for sustainability” shows to what extent Bracenet already is a policy entrepreneur and how Bracenet can become a policy entrepreneur in future. The goal to be a policy entrepreneur results from Bracenet’s need to be politically active to justify its political and sustainable image.

The role as policy entrepreneur is one of the five concepts of the Multiple Streams Approach (MSA) which is used as theoretical foundation for this report. The concepts are: Problem Stream, Politics Stream, Policy Stream, Window of Opportunity, and Policy Entrepreneur.

To answer the question whether Bracenet already is a policy entrepreneur and how Bracenet can become a policy entrepreneur five sub questions (SQ) based on the MSA concepts have been identified.

These sub questions are based on the five concepts of the MSA. Each sub question was answered by assessing the current state of the campaign planned by the project team of Bracenet and comparing the campaign with the criteria delivered by the MSA.

The results showed that Bracenet is a problem definer, can have a promising position in the decision-making process, has a window of opportunity in the near future, and does not have a sufficient policy at its disposal. The Conclusion therefore is that Bracenet is not a policy entrepreneur yet.

To become a policy entrepreneur the following recommendations can be followed:

1. Decide whether Bracenet wants to become a policy entrepreneur or remain in the position as problem definer.
2. Obtain a sufficient policy from an external party and present this policy as policy entrepreneur
3. Consider the role as policy entrepreneur for future campaigns to optimize the planning phase towards the new role.

All recommendations can be implemented before the window of opportunity opens up in September 2021.

By taking the recommendations into account, Bracenet will simplify the process of campaign planning, and clarify its objectives for each campaign which results in a more successful campaign. The company further ensures to repeatedly plan campaigns with the same scheme, which increases the image of structured political activism

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# Foreword

The research justification with the title “Bracenet: How a company can be a policy entrepreneur for sustainability” was written during the Graduation phase of the Bachelor studies in International Business at the HZ University of Applied Science in Vllissingen. For the graduation phase the student did an internship in project development and customer support at the Bracenet GmbH in Hamburg. In the following the question how Bracenet can become a policy entrepreneur in the definition of Kingdon (1984) will be addressed by firstly elaborate the theoretical foundation for this research justification, and a company description of Bracenet. Later, the information gaps and the corresponding research approaches are presented. The results filling information gaps later lead to conclusions. Based on these conclusions recommendations are created. The recommendations aim to simplify the planning process for future campaigns by Bracenet.

In the company description the ongoing campaign is described and in the results the campaign will be elaborated in detail.

The problem Bracenet defines and addresses with this first project is: The inflationary use of the term “Nachhaltigkeit” (“sustainability”) in advertisements in Germany. The term includes all grammatical variations of sustainability.

In this report the two fields of political science and management science are combined. This results from the fact that Bracenet, a company, tries to fulfill a political role as policy entrepreneur.

# 1. Preliminary Research

## a. Company description

BRACENET GmbH is a German start-up, founded in Hamburg in 2015 (Bracenet, 2021). However, the status as a private limited company was only established in 2018. The company's main products are bracelets that are made from ghost nets. Bracenet also uses fisher nets to produce rings, key chains, dog leashes, camera accessories and mask chains. Additionally, Bracenet sells clothing which has the Fairtrade label and is made with 100% organic cotton (ibid.). These products are available through the online shop or at several retailers located in Germany, Luxembourg, Switzerland, and Austria (ibid.). Additionally, Bracenet holds speeches and presentations about sustainability related matters (ibid.).

The company's mission is to upcycle fisher nets recovered from the oceans, reduce water pollution, and educate people about sustainability. The mission statement claims that Bracenet wants to make itself redundant: *"We strive towards a world where no more nets are drifting through our oceans, and Bracenet no longer needs to exist."* (Bracenet, 2021). Concluding from this mission Bracenet has expanded its own perception of responsibilities. Besides upcycling and supporting ocean cleaning projects Bracenet started to engage in projects to prevent fishing gear from being disposed in the oceans. As the head of project development states: *"Bracenet will sich politisch aktivieren, weil wir mehr als nur ein gewinnorientiertes Unternehmen sein wollen, indem wir für echten Wandel arbeiten."* ("Bracenet wants to be politically active by working for real change because we want to be more than just a for-profit company.") (head of project development, 2021).

The philosophy that motivates Bracenet is: *"(...) each and every one of us can make a positive contribution to sustainability, and so together we fight for a better world."* (Bracenet, 2021).

The target market Bracenet is addressing are people interested in the sustainable lifestyle and willing to be part of the movement towards sustainability. These people often seek for opportunities to contribute to a good cause while purchasing lifestyle products. The age, gender or other demographic criteria do not exclude anyone from being part of the target audience of Bracenet. An additional focus can be seen on people who can identify with nautical topics.

For presentations and speeches, the target market are fairs, conventions, companies, and educational institutions that host Bracenet representatives for their events. This target group can be found in every industry and size and is not restricted by distance to Hamburg, thanks to advanced tools for online presentations.

Since Bracenet has further diversified its product range it fully entered the lifestyle sector. Products like the dog-leashes can be seen as accessories as well, since they mainly address

the purpose of recycling fisher nets. People searching for simple equipment for their dog will most likely not have Bracenet in mind.

The staff consists of approximately 35 employees who work from various locations. The main office is in Hamburg. Apart from local separations Bracenet's structure is not separated much further. Employees are structured in three main categories of tasks. The three categories are: 1. "Fairtigers" who produce the products; 2. "Allpackers" who pack the products and send them to their destination; 3. "Büranhas" who are working in HR, Controlling, Marketing, Customer Services, Social Media, Wording, etc. No employee works in just one category but has tasks from at least two categories. The permanent fluctuation between tasks and responsibilities is emphasized by a flat hierarchy without any permanent supervision. Who leads a team in a certain project is often decided by who started the project and who has the most capacity to work on the project. This empowers the employees to take initiative and start their own projects. Consequently, every employee gets to know the entire company and learns to work with all systems and rhythms other employees might have. Although, this scheme seems rather chaotic, it reveals that the employees are motivated, enabled, and encouraged to take things in their own hands and to innovate frequently.

In the supply chain, the first step is to retrieve the fisher nets from the oceans. Two partner organizations called Healthy Seas, and Ghost Diving dive down to depths of 50 meters to pick up fisher nets (Bracenet, 2021). Secondly the nets are cleaned by another partner called Nofir (ibid.). The last step of the supply chain is the production itself. Employees of Bracenet cut the fisher nets and further process them to final products.

On the financial side, Bracenet has continuously increased its revenue and its profit since 2018. In 2018 the revenue was around one million Euro, and the profit was arranged at approximately 300.000,00€. By 2020 the revenue had increased up to three million Euro and the profit leveled at 500.000,00€. Since Bracenet is constantly diversifying its product and project range the revenue can be expected to further grow in the coming years.

Bracenet donates one Euro of every sold bracelet, and up to 5,00€ for other products, to its partner Healthy Seas and donates part of the revenue of special offers to other organizations. In total Bracenet has donated 175.000,00€ to different organizations (Bracenet, 2021).

### **Campaign**

In February 2021 Bracenet has created a project team to plan a campaign positioning Bracenet as political company. The team consist of 6 employees and meets on a weekly basis. Firstly, the team discussed what Bracenet wants to achieve with planning campaigns to then brainstorm for topics. The topic Bracenet decided to address first is the inflationary use of the term sustainability in German advertisement. Within the team the term sustainability is often referred to as "*Gummiwort* " ("stretchable word that is hard to grasp").

After the campaign goals were set, the team researched on the matter and brainstormed ideas how to address the problem publicly. The most recent state is that Bracenet has collected data which is now presented to the two founders of Bracenet to set a budget. In the following report the collected data will be used to evaluate the state of the campaign.

## **b. Theoretical framework**

The theoretical framework of this research justification is built upon a theory from the field of political science and several methods and tools that are used in business context.

Methods and tools that will be applied additionally are a trend analysis, a power map, a SMART analysis, and a SWOT analysis.

### **I. Multiple Stream Approach**

The MSA refers to three streams: The politics stream, the problem stream, and the policy stream and introduces the concepts of policy entrepreneurs and the window of opportunity. Based on the work of John Kingdon (1984, 1993, 1995, 2003) the MSA aims to answer the Question: "*Why do some subjects become prominent on the policy agenda and others do not, and why are some alternatives for choice (...) seriously considered while others are neglected?*" (Kingdon, 1995, p. 3). Later the MSA was adapted by Zahariadis (2003). The MSA was chosen because it delivers an often-used explanation of how change in political systems occurs (Cairney, 2019).

The five concepts are based on three assumptions (Rüb, 1999) which can be summarized as follows: 1. No political decision can be made rationally, because of a lack of information and a constant change in key positions in the decision-making process (Zahariadis 2003). 2. Decisions that are made can be analyzed in the three streams presented by the MSA. 3. Political change is dependent on whether the five concepts can be coupled.

#### **Problem stream**

According to Rüb (1999), all problems that are defined within a political system make up the problem stream in which they compete for recognition. It is important to emphasize that problems are not objective and that they are defined as a „*mismatch between the observed conditions and one's conception of an ideal state*“(Kingdon, 1984, p. 116). Problems must be constructed by problem definers to be politically usable (Anderson et al., 2019). To get a problem recognized three different tools can be used: indicators, focusing events, and feedback.

#### **Indicators**

Indicators are data that can be used to interpret a situation as a problem which then can be placed on the political agenda (Goede, 2014).

#### **Focusing events**

Focusing events are suddenly arising events that can be seen as problematic and that come to the attention of the public and the policy makers simultaneously (Rüb, 1999), for example catastrophes.



## **Feedback**

Problems can be defined by giving feedback on existing policies that reveals potential for improvement in those policies (Goede, 2014).

## **Policy stream**

Inside the policy stream all developed ideas and concepts float around. Policies do not have to be based on an existing problem and can be drafted "*um ihrer selbst willen*" ("for their own sake") (Brückner, 2013, p. 56)

To be considered as a policy option, ideas must fulfill three criteria: technical feasibility, normative acceptance, and financial implications (Kingdon, 1984).

## **Technical feasibility**

A Policy must be implementable into the juristic and political structure of the political system (Rüb, 1999). It is suggested that policies for this reason are as detailed and as complete as possible and contain a plan of implementation (Goede, 2014).

## **Normative acceptance**

For normative acceptance it is important for a policy to be aligned with the values of a pluralistic society (Goede, 2014).

## **Financial implications**

The criterion of financial implications follows a simple rule: The higher the costs are to implement a policy, the higher are the obstacles for the policy to be placed on a political agenda (Zahariadis, 2003).

Furthermore, Policies must be compiled before the problem arises because the compiling of a policy takes a long time (Kingdon, 1993).

## **Politics Stream**

Brückner refers to the problem stream as the "*Dynamik der Machtverteilung*" ("dynamic of power distribution") (Brückner, 2013, p. 51). Inside the politics stream it is decided which of the provided policies will be placed on the political agenda (Rüb, 1999, 382).

This decision is based on the assumption that „*a large number of individuals (...) tend to think along common lines and that the mood swings from time to time*“ (Zahariadis, 2003, p. 8) which then results in shifts in the direction of political decisions. Other drivers for changing decisions within the political stream can be the personnel in key positions that changes after elections (Kingdon, 1984). Some policies might not be placed on the agenda after or before an election has changed who fills the key positions in the political stream (Rüb, 1999).

## **Window of Opportunity**

The coupling of streams happens through the initiative of a policy entrepreneur who connects the three streams in a window of opportunity.

Hereby the window of opportunity describes „*an opportunity for advocates of proposals to push their pet solution*“ (Kingdon, 2003).

## Policy Entrepreneur

Political decisions are the result of the coupling of independent streams in a window of opportunity done by a policy entrepreneur (Zahariadis, 2003).

Kingdon defines policy entrepreneurs as „*advocates who are willing to invest their resources - time, energy, reputation, money - to promote a position in return for anticipated future gain in the form of material, purposive, or solidary benefits*“ (Kingdon, 1984, p. 188).

To identify policy entrepreneurs their actions, must be assessed rather than their position which means everybody can become a policy entrepreneur who is willing to make the effort (Kingdon, 1984). For successful coupling, policy entrepreneurs need to possess certain skills.

### Skills of policy entrepreneurs

The first skill is to interpret and spread matters that then become problems. Policy entrepreneurs are “*problem definers*” (Anderson et al., 2019, p. 2-3).

The next skill is to connect and to build a network. „*Policy actors who get along well with others and who are well connected in the local policy context tend to achieve more success in securing policy change than others do*“ (Mintrom & Norman, 2009, p. 652).

Based on these skills policy entrepreneurs can insinuate that a very urgent problem exists and can couple their policy with the flaws of existing policies when a window of opportunity appears (Mintrom & Norman, 2009).

## II. Trend Analysis

A trend analysis can be conducted to find data about the defined problem. These indicators can then be used to get the problem recognized and to understand the values of the German society.

A trend analysis does not a tool or diagram that can be filled in but is conducted in a repeating scheme (InLoox, n.d.). “*A trend is a general direction into which something is changing, developing, or veering toward.*” (Market Business News, 2019). Consequently, trends are dependent on the time they are observed in. Hayes states that a trend is a prediction of the future based on the data retrieved from the past (Hayes, 2021).

## III. Power Map

The power map described by Duncan Green (2016) is conducted to answer “*who are the stakeholders and what kind of power is involved*” (Green, 2018). To answer this question the tool uses a diagram of four squares. The x axis implies how much the stakeholder supports the analyzer’s position, while the y axis represents the influence the stakeholder has on the issue (Kartson & Largo, 2018).

## IV. SMART Analysis

The SMART method is an often-used tool to specify and define goals in a business context. It was originally established by George T. Doran in 1981 and has been modified several times ever since (Herzog, 2021). Doran first named the five acronyms Specific, Measurable,

Assignable, Realistic, and Time-bound (50Minuten.de, 2018). These acronyms are criteria the goal formulation must fulfill to be classified as SMART (Herzog, 2021).

The acronym for “A” has been adapted over the years and is also referred to as Attractive, Achievable, Attainable, or Ambitious (Herzog, 2021; Angermeier, 2019). In case of this research justification the acronym for “A” is chosen to be “*Aktiv beeinflussbar*” (“actively influenceable”). By formulating a goal that can actively be influenced by Bracenet, the company ensures the essence of the goal stays within Bracenet’s capabilities.

## v. SWOT Analysis

The exact origin of the SWOT analysis is not clear and cannot be attributed to a single publication. However, the first common use of the acronym seems to appear in the 1950s to 1960s (Friesner, 2010). In a modern definition, a “*SWOT analysis is a type of diagram widely used in business and education for exploring strengths, weaknesses, opportunities, and threats in a given situation.*” (Lucidchart, n.d.).

The exact interpretation of the four categories is again controversial. While Lucidchart describes a SWOT analysis as a tool only considering aspect from the present (Lucidchart, n.d.), Mind Tools describes the two criteria of threats and opportunities as aspects that are influenced by the external surrounding of the analyzer and require an estimation of future developments (Mind Tools, n.d.). For the purposes of this report the consideration of present and future seems feasible and will be used accordingly.

## c. Problem Analysis

Bracenet needs to be politically active to underpin its image as a politically motivated and positioned company. This is important for a company like Bracenet because its target group values political activism and therefore questions the authenticity of companies that only claim to be politically active. Being politically active therefore becomes part of Bracenet’s mission and company goal.

The problem is self-made and partly comes from external factors or changes. It also arises from the mission Bracenet has given itself and the interpretation Bracenet has formulated (chapter 1. a.). An external factor is the trend that startups are concerned about sustainability and position themselves in the political spectrum. This trend will be analysed in chapter 3. b.

Bracenet risks to cause misbelief in its authenticity. Although this has not happened yet, one day Bracenet might receive feedback like “*I like the idea and what you are standing for, but why are you not doing more than selling lifestyle products and making profit?*”.

The increasing relevance of the problem comes from the growing awareness Bracenet generates within its target audience. By growing as a company, Bracenet raises expectation to its capabilities in participating politically. Unfortunately, this shift in

perspective cannot be predicted to a certain date. To prevent this shift from happening the issue needs to be resolved publicly.

A solution to this problem must be adapted by the entire company since the problem addresses its strategic foundation. Besides that, political startups usually characterize themselves by consulting political and ethical values in every business decision they make.

In short: Bracenet needs to publicly position itself politically to justify its claim to be a politically driven start up.

#### **d. Information Gaps**

From this problem five information gaps can be drawn that align with the five concepts of the MSA. Each of these information gaps will be presented and formulated in a sub-question (SQ) which then will be combined into a main research question.

##### **I. Information Gap 1 - Problem stream**

The first information gap aligns with the problem stream. The question is whether Bracenet can define a public problem the company wants to act on? By contributing to the problem stream, Bracenet would become a problem definer.

**SQ 1:** Can Bracenet define a problem to become a problem definer?

##### **II. Information Gap 2 - Politics stream**

To further understand the problem defined for SQ 1, the politics stream must be analyzed. For Bracenet it is important to evaluate its own position and the possible positions where Bracenet can influence the policy making positions. Also of interest are position and actors who might somehow get involved in a policy making process.

**SQ 2:** Who makes decisions and policies for the defined problem and where can Bracenet position itself to be influential in these processes?

##### **III. Information Gap 3 - Policy stream**

The policy stream clearly explains how a policy idea must look like to have the highest chances of success. For the project team these criteria can be used to evaluate its own policy idea.

**SQ 3:** Does the policy idea delivered by Bracenet fulfill the MSA criteria for a policy?

##### **IV. Information Gap 4 - Window of opportunity**

Bracenet has to identify a window of opportunity to create the timed planning of its campaign targeting the window of opportunity as peak of political involvement.

**SQ 4:** Can a window of opportunity be identified to plan a campaign accordingly?

## V. Information Gap 5 - Policy Entrepreneur

Finally, the MSA describes criteria a policy entrepreneur has to fulfill. Bracenet can analyze its own structure and capabilities to conclude whether the company can become a policy entrepreneur.

**SQ 5:** Fulfills Bracenet the criteria to be a policy entrepreneur and can already become a policy entrepreneur for the drafted policy idea?

### e. Research Question

The answer to the research question will be given by concluding of the research results, based on the theoretical framework.

The main research question is:

**How can Bracenet become a policy entrepreneur in the definition of the MSA to justify its mission and image of being politically active?**

### f. Project Aim

The project aim will be formulated using the SMART method as described in chapter 1. b. IV. For the research aim the acronym for **A** will be **Achievable** since the acronym **Actively influenceable** does not need to be discussed for the research aim. However, for the strategic aim the acronym for **A** will be **Actively influenceable**. All other acronyms will be according to chapter 1. b. IV. As marked in the two aims the criteria for **Specific** and **Time-bound** are met. The other criteria are elaborated individually.

## I. Research Aim

The research aim is to firstly (**S**) fill the gaps that have been presented in chapter 1. d, and to secondly (**S**) conclude (**T**) by the 2<sup>nd</sup> of June, whether Bracenet can become a policy entrepreneur.

(**M**) The research aim can be seen as measurable since the researched information gaps are numbered. The number of results and conclusions can thereby be drawn from the number of information gaps.

(**A**) The research aim is achievable because the information that is missing in each information gap can be researched within the given timeframe and using the research methods described in chapter 2.

(**R**) The research aim is realistic as it is already described for (**A**) that the research can be conducted. No reason to assume that the research cannot be conducted is known.

## II. Strategic aim

The strategic aim is to (**S**) establish a research-based understanding of strengths, weaknesses, opportunities, and threats Bracenet will face in its process of becoming a

policy entrepreneur and to **(S)** present recommendations **(T)** before the 6<sup>th</sup> of June, that can be used to become a policy entrepreneur.

**(M)** In the first part the strategic aim presents four categories in which the research conclusions will be presented. The qualitative assessment of this aim can be based on whether the establishment of an understanding of the research results has succeeded, and whether presented recommendations and tools will be implemented in Bracenet's campaign planning.

**(A)** The strategic aim is actively influenceable by deciding to what extent the Team of Bracenet will be addressed with the research results and recommendations and by consciously considering the recommendations and tools in the future planning of the campaign.

**(R)** Since the strategic aim relies on the results coming from the research aim, the strategic aim can only be realistic if the research aim is accomplished. However, the research aim is already characterized as realistic and achievable and therefore can be expected to be accomplished. Based on this expectation the strategic aim also is realistic.

## 2. Research Approach

In this chapter every approach to answer the sub questions is explained. The approaches, the type of research, the data collection and the data analysis are presented based on reliability, validity, and operationalization.

SQ1 Problem stream	Theoretical foundation	What is a problem? What is a problem definer? How can problems become recognized?
	Feedback and indicators	What problem has Bracenet defined? What indicators and feedback can Bracenet use to get the problem recognized?
SQ2 Politics stream	Internal	What position does Bracenet have?
	External	What does the political system around the problem look like? What does the legal situation around the problem look like? Who are decision makers? Who else is influential? How can the actors be positioned in relation to one another?
SQ3 policy stream	Theoretical foundation	What are the criteria by the MSA? Does Bracenet draft a policy for its own sake?
	Policy idea delivered by Bracenet	Does Bracenet have a policy idea? Is the policy idea technically feasible? How high can the costs of the policy implementation be expected to be? Has the policy idea been compiled early enough?
SQ4 Window of opportunity	Events opening the politics stream	Are there any events in the near past or future affecting the politics stream?
	Events opening the problem stream	Are there any events in the near past or future affecting the problem?
SQ5 - policy entrepreneur	In general	What are the MSA criteria for a policy entrepreneur? Does Bracenet fulfill these criteria in general?
	Problem specific	Does Bracenet fulfill the criteria for the campaign in progress?

### a. Information Gap 1 - Problem stream

**SQ 1:** Can Bracenet define a problem to become a problem definer?

Descriptive desk research was used to define a problem. The data collection was focused on studies to firstly ensure the reliability of collected data and secondly to collect data that can be compiled into a trend analysis.

The collected data had to be evaluated in utility because the pool of available data is very broad. This evaluation was made by the entire team, based on the objectives Bracenet has for the project.

To complete the information a short descriptive field research was conducted as an interview on telephone. The interviewee is an employee of a research agency that has access to a comprehensive database. Therefore, the information given by the interviewee is reliable and valid. The question for the interview was: How many advertisements had been published containing the term "*nachhaltig*" ("sustainable"), "*Nachhaltigkeit*" ("sustainability"), and "*nachhaltiger*" ("sustainable" or "more sustainable") in Germany between January and April 2021? The research unit for this question were all media that were listed in the accessible database which were TV-, online-, print-, digital-, and outdoor-advertisements.

### b. Information Gap 2 - Politics stream

**SQ 2:** Who makes decisions and policies for the defined problem and where can Bracenet position itself to be influential in these processes?

Same as for SQ 1, descriptive desk research was applied for SQ2. Firstly, different actors were identified, secondly their power and support for Bracenet's campaign was assessed. The tool used to visualize this research is the power map. The data collection for this research could be endless since the actors involved are constantly changing. To narrow it down, only a few representatives of each group of organizations were considered for the power map. The reliability of this research depends on the chosen representatives and might differ if representatives are replaced. For valid data, the researched actors were only considered if their position could be based on data retrieved from their own website.

### c. Information Gap 3 - Policy stream

**SQ 3:** Does the policy idea delivered by Bracenet fulfill the MSA criteria for a policy?

The policy ideas cannot be researched because they are compiled by the project team. A SMART analysis and a comprehensive list of ideas can be used for the assessment process that happened before the final ideas are assembled as a policy idea.

### d. Information Gap 4 - Window of opportunity

**SQ 4:** Can a window of opportunity be identified to plan a campaign accordingly?



To find a window of opportunity a desk research was conducted. This research targeted events, time-bound occasions, and changes in any of the three streams that might be of interest for the campaign of Bracenet. The reliability of the sources is high, because for each researched event, the official information published by the responsible institution was consulted. The result of this research is highly valuable for Bracenet because it has a direct impact on the final recommendation of whether Bracenet can expect to be successful becoming a policy entrepreneur, as a window of opportunity is a key premise for this.

#### **e. Information Gap 5 - Policy Entrepreneur**

**SQ 5:** Fulfills Bracenet the criteria to be a policy entrepreneur and can already become a policy entrepreneur for the drafted policy idea?

The analysis whether Bracenet can already become a policy entrepreneur for the pending campaign is based on the MSA criteria and the conclusions from the previous SQs. The outcome of this research question is a SWOT analysis which is the foundation for the recommendations.

### 3. Results

The matter of deceptive advertisement instrumentalizing the term sustainability was chosen by the project team, after ideas for different campaigns were researched, brainstormed, and assessed. The results connect the current campaign with the information gaps.

#### a. Information Gap 1 - Problem stream

##### Trend

To define the problem a trend analysis based on several studies can be conducted to draw a picture of how the values of a pluralistic society (Goede, 2014) towards sustainability have changed.

In appendix 1 the trend can be seen in a timeline. This timeline shows that the development of awareness for sustainability has not only picked up speed, but also reached high percentages of the German population valuing sustainability.

To further understand how much the term sustainability is used in advertisements in Germany, an expert in market research from AdVision digital was consulted. The first insight came from the oral offer for an extensive study about three terms namely "*nachhaltig*" ("sustainable"), "*Nachhaltigkeit*" ("sustainability"), and "*nachhaltiger*" ("sustainable", or "more sustainable"). These terms have appeared in more than 4900 motives in Germany, from January to April 2021, in all types of media (Appendix 2).

At the beginning of 2021, an official study conducted by the EU, and supported by the German government concluded that 42% of all advertisements using the impression of sustainability were deceptive (European Commission, 2021; BMJV, 2021). Using this estimation, the number of 4900 motives results in 2.058 deceptive motives from January to April 2021, in Germany.

Resulting, a trend towards sustainability can be identified. This trend includes consumers, and distributors.

#### b. Information Gap 2 - Politics stream

To further understand the politics stream a desk research focusing on political, public, and economical actors was conducted. The actors and categories of actors were collected from the research to answer the sub question 1, who is involved in the decision-making process. Furthermore, an understanding of the legal situation is very helpful to assess the positioning of the governmental institutions.



Figure 1: Collection of actors in the political stream

## Power map

Using the research about the actors a power map has been drafted to visualize the results for the question, who has the power to influence the decision making process. The actor's positioning is based on their estimated attitude towards Bracenet's campaign and their power to influence the problem.

Firstly, the EU demonstrates that it takes the matter of deceptive advertisement seriously and is willing to act on it by presenting guidelines, and action plans (Europäische Kommission, 2019). Despite, the EU being influential in the German policy making process, the power to make directly impacting decision has the German government. Thus, it is positioned slightly higher.

The difference of power in the positioning of the ISO and the DIN also results from the jurisdictions which give the DIN a direct influence on the standards in Germany.

The level of support coming from the "Verbraucherschutzzentrale" ("consumer protection association"), Greenpeace and the iséal alliance is based on the importance the problem seems to have on their websites (Verbraucherschutzzentrale, 2021; Greenpeace e.V., n.d.; iséal alliance, n.d.).

The slight difference in power between Oatly, Einhorn, and the nu company can be explained by the size of the companies and their reach (Oatly Germany GmbH, 2020; Einhorn products GmbH, 2019; the nu company GmbH, 2020). Bracenet can be positioned

together with Einhorn and the nu company as the campaign is planned to have a comparable scope.

The “*Gemeinwohlökonomie*” (“economy for a common good”) and Baum e.V. are organizations that highly affect their members but do not position themselves in the public as much as the organizations positioned above (Gemeinwohlökonomie, n.d.; BAUM e.V., n.d.).

In the economy some categories of companies can be identified that have a joined point of view and can therefore be positioned together. The first category are agencies for marketing, communication, and advertisement. These agencies can be part of the problem or part of the solution. This depends on whether they use the attributes that are trending even though these attributes are not verified. The second category are distributing companies for which the same separation occurs.

On the y axis four categories of actors are mentioned that are either expected to be neutral observers (i.e.: press) or not have an opinion about the matter (i.e.: unconscious consumers).

It is important to point out that both consumer groups are positioned quite low regarding their power because the change Bracenet wants to achieve is the protection of the consumers. To put the consumers in an active, more powerful role would deprive these groups of their role as victims of the problem and would let companies and governance slip out of their responsibility in serving the society. Therefore, the consumer is viewed as a single person who has almost no power compared to organizations.

The positioning as explained above can be seen in the figure below. This diagram summarizes the results for the research on decision making positions and the position Bracenet can have within this process.



Figure 2: Power Map of actors from the political stream

### c. Information Gap 3 - Policy stream

The sub question for Information gap can be separated in two columns. The first one is the MSA criteria for a policy which have been described in chapter 1. b. I. The second column is the policy idea compiled by the Bracenet project team. This policy idea arises from the campaign description in chapter 1. a. and includes the trend analysis and the power map from the previous chapters. The applying MSA criteria for a policy are repeated below. Afterwards, the key results from the professional products to create a policy idea are presented. Namely: The goal of the campaign, and measures that can be conducted to achieve this goal.

#### MSA criteria

To be considered a policy a solution must fulfill three criteria: technical feasibility, normative acceptance, and financial implications (Kingdon, 1984).

Another factor for a policy is the timing. If a policy is not finished before the problem is recognized by the public, the policy is likely to fail.

#### Goal of the campaign (SMART)

The goal Bracenet wants to achieve with the campaign is *“Der Begriff “Nachhaltigkeit” soll in produktspezifischer Werbung transparent verwendet werden, um allen Verbraucher\*innen eine fundierte Kaufentscheidung zu ermöglichen”* (“The term “sustainability” must be used transparently in product-specific advertising to enable all consumers to make an informed purchasing decision”). The goal was set into the frame of the SMART method.

Since the formulation of a SMART goal in just one sentence is a very theoretical approach and Bracenet wants to use the Goal as a catchphrase, the aspects of Smart were answered in the sub goals instead. In the following the five acronyms as explained in chapter 1. B. IV. will be assessed using the subgoals below.

1. Aufmerksamkeit für das Thema erzeugen - raise awareness for the topic
2. Öffentliche Debatte über bundesweite Regelung - public debate about legal regulations
3. Stärkere Aufklärung für Verbraucher:innen - clearing up matter for consumers
4. Transparenz vorleben - exemplify transparency
5. Den Begriff Nachhaltigkeit interpretieren/stärken - interpret and strengthen the term sustainability
6. Bracenet als positiv-Beispiel herausstellen - establish Bracenet as best practice example
7. Kritisches Hinterfragen fördern - engage critical thinking

Figure 3: Sub goals for the political campaign of Bracenet

The collection of all seven subgoals shows that Bracenet has a specific idea of how the goal can be achieved. The field the goal can be achieved in is narrowed down to product-specific advertising, customer protection, and the term sustainability.

**Measurable:**

Subgoals 1, 2, and 3 can be measured with a comparison of the current situation and the situation measured after the campaign. Most of the measurement besides these three subgoals will be qualitatively.

**Actively influenceable:**

Whether the subgoals are influenceable is dependent on the measures Bracenet will carry out. However, the list (see professional product: *"Policy idea"*) of actions Bracenet came up with suggests that Bracenet can actively influence its goal.

**Realistic:**

Again, the probability to achieve the goal depends on the actions. While the main goal seems rather unrealistic, each subgoal viewed on its own can be achieved. Therefore, the main goal becomes realistic by achieving all subgoals.

**Time-bound:**

The main goal is a process that will most likely not be finalized once the campaign is over. Therefore, the fifth acronym must be narrowed down to the campaign itself which is planned to start in summer 2021 and continue until the beginning of 2022.

**Measures**

Because the campaign is still in the definition phase, Bracenet has a pool of possible measures from which the final actions can be picked. The policy idea contains a collection of actions that can be realized to achieve the main goal and subgoals. The variety shows that Bracenet wants to address the matter in a serious and creative way. Some actions are mainly goal oriented like the validation of data (Appendix 3), or the open letter to demand improved customer protection from the German government on (Appendix 6). Other actions are awareness oriented like the collaboration with local and national press (Appendix 5). Even art, i.e.: a public installation drawing attention to the problem (Appendix 4) is considered.

Currently, Bracenet works on an impact report. The report is a transparent description of Bracenet's impact on sustainability, and how the company wants to achieve further milestones towards a sustainable business model. For the campaign, this report can be used to emphasize Bracenet's perception of the ideal state.

**d. Information Gap 4 - Window of Opportunity**

The results for the window of opportunity can be reduced to three major events. The first one was the decision about the lawsuits against the German government, filed by nine citizens, and several NGOs, by the German constitutional court in March 2021 (Bundesverfassungsgericht, 2021). Although the decision by the German constitutional court has no direct link to the term sustainability, it has a ground-breaking meaning for the climate movement in Germany. The judgement states that the German government is obliged to specify its reactions on climate change and to take responsibility for the future that is influenced by decisions made now (Bundesverfassungsgericht, 2021).

The second event is the German national election in September 2021. Weekly poll results show that the green party grew from 8,9% to 25%. The closest competitor is the currently governing party with 24% (previously 32,9%). Other parties result with 6% to 14% (Forsa, 2021).

The third event is more focused on the problem itself. Until now, only the biggest companies in the EU are obliged to publish a CSR-report once a year. This annual report is written separately from the annual report stating the financial situation of the company and is focused on the impact the company had in the matters of CSR (Hiller, 2021). The regulations for the annual CSR-report duty were highly criticized because the companies were not obliged to get their reports validated by independent institutes, and CSR-agencies had formulated standards that were imprecise and not verifiable. This gave companies the right to publicly position themselves as positively impacting on society, nature, and climate. In reaction, a new CSR-report directive is planned to become effective by the end 2022 (ibid.). This regulation is still in progress and cannot be evaluated yet. However, it can be expected to be stricter, and the number of companies addressed by the directive will be expanded (ibid.). Furthermore, the directive is expected to merge the aspects of financial matters and CSR-related matters to engage a linked focus within the companies (IHK München, n.d.).

One way to use this new directive as a window of opportunity is the invitation by the EU to submit one's views and position on the new CSR-report directive by the 14th of July 2021 (European Commission, n.d.).

#### **e. Information Gap 5 - Policy Entrepreneur**

To obtain results for the fifth information gap the results from the previous information gaps have to be summarized and connected with the criteria for policy entrepreneurship after the definition of the MSA.

The criteria for being a policy entrepreneur according to the MSA are to be a problem definer, to get a problem recognized, to be positioned in the politics stream, to have a policy to one's disposal, and to identify a window of opportunity.

The results from the previous information gaps are a trend analysis to define a problem, a power map to clarify Bracenets's position in the politics stream, a campaign goal and a list of measures for the campaign, and three events to form a window of opportunity.

## 4. Conclusion

Based on the results found in the previous chapter, the conclusions show the connection between the MSA and the campaign planned by Bracenet.

### a. Sub Question 1 - Problem stream

Using the information about consumer behavior, company gains, and percentages of deceptive advertisements an overall trend towards sustainable consumerism can be determined. In reaction companies offer allegedly sustainable products. Bracenet can use these causalities as indicators for the problem.

It is clear that the internal interpretation of sustainability of Bracenet underlines the „mismatch *between the observed conditions and one's conception of an ideal state*“ (Kingdon, 1984, p. 116).

Furthermore, Bracenet can use feedback on the existing policies to get the problem recognized. Precisely, the missing offenses in §3 of the UWG about deceptive advertisements using the term sustainability, and the vagueness of the CSR-report directive.

Concluding Bracenet is a problem definer according to the definition delivered by the MSA and has feedback and indicators to its disposal to get the defined problem recognized.

### b. Sub Question 2 - Politics stream

Concluding from the power map, Bracenet has a clear position in between known actors. It further can assess whether actors might be supporting Bracenet's claims or be in opposition to the campaign.

The results show the complexity of the politics stream. To narrow it down, the power map provides an oversight about possible allies and opposers. The exact contacts and points where Bracenet can effectively target its actions are not covered with the power map and require further research.

The role the German government has in the power map is representative for the current government and might change after the elections in September 2021.

Regarding the MSA the politics stream can be analyzed and Bracenet's position within this stream can be identified. However, to proceed with the campaign a more detailed analysis and further insights would be required.

### c. Sub Question 3 - Policy stream

The policy idea delivered by the project team shows that Bracenet can formulate its demands. Those are: to include the term in German law to protect consumers from deceptive advertisements, and to directly address deceptive advertisers by reworking the CSR-report directive. These ideas are a reaction to the problem which means that Bracenet is not creating a policy for its own sake. Bracenet created a policy idea based on an existing problem. However, the policy usually needs to be complete before the problem is publicly



known and recognized (Kingdon, 1993). Not following this order leaves Bracenet in the compulsion to compile its policy within a very short time.

The measures and ideas presented by Bracenet have the potential to successfully achieve the goals Bracenet has set itself, however, the lack in details and links to the political stream do not allow these ideas to be named a policy under the criteria of the MSA. Neither the technical feasibility nor the financial implications are sufficiently addressed by the policy ideas. Only the normative acceptance can be expected to be achieved based on the indicators provided in the trend analysis.

#### **d. Sub Question 4 - Window of Opportunity**

As the desk research shows, is the window of opportunity framed by the period of three events: the decision by the constitutional court, the revision of the CSR-report directive and the national election. While the decision by the constitutional court not necessarily opens the problem stream, nor the politics stream, it is an indicator that a general window of opportunity might open soon for policies related to sustainability in Germany.

The election for German government in September 2021 opens the politics stream. Currently, the green party is expected to achieve a high percentage and could even be the new leading party in Germany (Forsa, 2021). In this case the German government would require an adjusted positioning on the power map. Following this argumentation, the first window of opportunity in the political stream could open around the election and coalition phase in fall 2021.

The second possible window of opportunity is expected to open in the problem stream, because of a new CSR-report directive by the EU. According to the results, this window of opportunity is already open and can be expected to close by the end of 2021.

#### **f. Sub Question 5 - Policy Entrepreneur**

It has already been elaborated how Bracenet is a problem definer and has indicators and feedback to its disposal to get the problem publically recognized. By forming a project group and formulating goals that have to be achieved by this group Bracenet has already invested resources, time, energy, and money.

Bracenet can be positioned in the political stream based on comparable companies who have successfully started petitions recently.

Furthermore, Bracenet can identify windows of opportunity where the streams could be coupled. The only component that is missing for Bracenet to be a policy entrepreneur is a detailed and complete policy at its disposal. As soon as Bracenet has compiled this policy, the MSA criteria deliver no objection to Bracenet being a policy entrepreneur.

The essences of the conclusions can be collected and structured in a SWOT analysis of the campaign Bracenet has planned so far.

<p><b>SWOT Analysis</b></p> <p><b>Stregths</b></p> <ul style="list-style-type: none"> <li>• Problem definer</li> <li>• indicators</li> <li>• feedback</li> <li>• identified windows of oppotunity</li> <li>• clear but dynamic position</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• only vague policy idea</li> <li>• problem is already defined, but policy is not finished yet</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• general mood swing towards sustainability becomes legally supported by constitution court</li> <li>• revised CSR-report directive by EU</li> <li>• many possible allies</li> <li>• expected change in German government</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• window of opportunity in political stream might not open, if the green party loses the election</li> <li>• powerful opposers</li> <li>• power map could change due to high intense debate</li> </ul>

Figure 4: SWOT Analysis of the current campaign of Bracenet

## 5. Recommendations

Using the conclusion, recommendations for each aspect of the MSA are drawn. These recommendations do not evaluate the success of the ongoing campaign but the possibility to build a lasting foundation Bracenet can prosper on when planning future campaigns.

### a. Problem stream

The recommendation for this chapter is to follow the scheme Bracenet has used to define the problem for future campaigns. The sufficient groundwork for this first campaign does not require any adjustments for following campaigns. The only extra step Bracenet could take is considering the MSA while defining problems to build up the campaigns according to the theoretical framework.

### b. Politics stream

Bracenet will have to continuously update its information about possible allies and opposers. If Bracenet decides to become a policy entrepreneur and finds a way to participate in the policy making process repeatedly, its position will evolve accordingly. The recommendation therefore is to consider the long-term benefits that might affect future campaigns while choosing allies.

### c. Policy stream

A general question for future campaigns might be: “Do we even want to be a policy maker, or can we find an ally who provides us with the needed policies?” As soon as Bracenet has clarified its own perspective on the three roles: policy maker, policy entrepreneur, and problem definer. The recommendation is to fully embrace this decision for the planning of each campaign. If Bracenet wants to be a problem definer for the first, a policy maker for the second and a policy entrepreneur for the third campaign the internal skills and structures that are required will always differ from the previous campaign. Consequently, each campaign will require a higher effort in formulating Bracenet’s internal goals. By deciding for one role this process can be shortened and resources can be saved. To distinguish from the nu company and Einhorn, the role of a policy entrepreneur with an externally drafted policy idea is the most suitable.

### d. Window of opportunity

The three events resulting in a window of opportunity at the end of 2021 show that Bracenet can identify a window of opportunity. Now Bracenet’s next step is to use this information for the further planning. The measures and actions listed in appendix should be planned and scheduled targeting a peak of the campaign within the window of opportunity. Actions planned outside of this period can be part of the campaign, but should not be the main events, or the main purpose of the campaign to not misdirect the campaign's focus. One of these measures outside the window of opportunity could be to send an open letter to the European Commission as feedback on the current CSR-report directive. For this letter Bracenet can formulate its involvement in the outcome of the

revised directive and its expectations in how the revision should be made a public issue. If the indicators and feedback presented in chapter 3. a. are used as arguments for this letter, it will also be the first measure to get the problem recognized and acknowledged.

#### **e. Policy entrepreneur**

The questions for which role the company prepares has already been asked for the policy stream recommendation. Since the conclusion for the ongoing campaign is that Bracenet is a problem definer but does not have a complete policy at its hand, the recommendation for this campaign is to either remain in the current role, or to focus on becoming a policy entrepreneur by presenting policies delivered by allies.

As explained above the role as policy entrepreneur repositions Bracenet in relation to the other three companies. This position could be helpful as a reputation for future campaigns.

In a final perspective the main recommendations are to firstly decide whether Bracenet wants to become a policy entrepreneur. Secondly, if Bracenet wants to become a policy entrepreneur for the ongoing campaign, present a policy provided from an ally. And thirdly, no matter if Bracenet wants to become a policy entrepreneur or not, consider the differences of the roles of a problem definer and a policy entrepreneur to optimize the planning for future campaigns.

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# Appendices

## Appendix 1: Trend Analysis

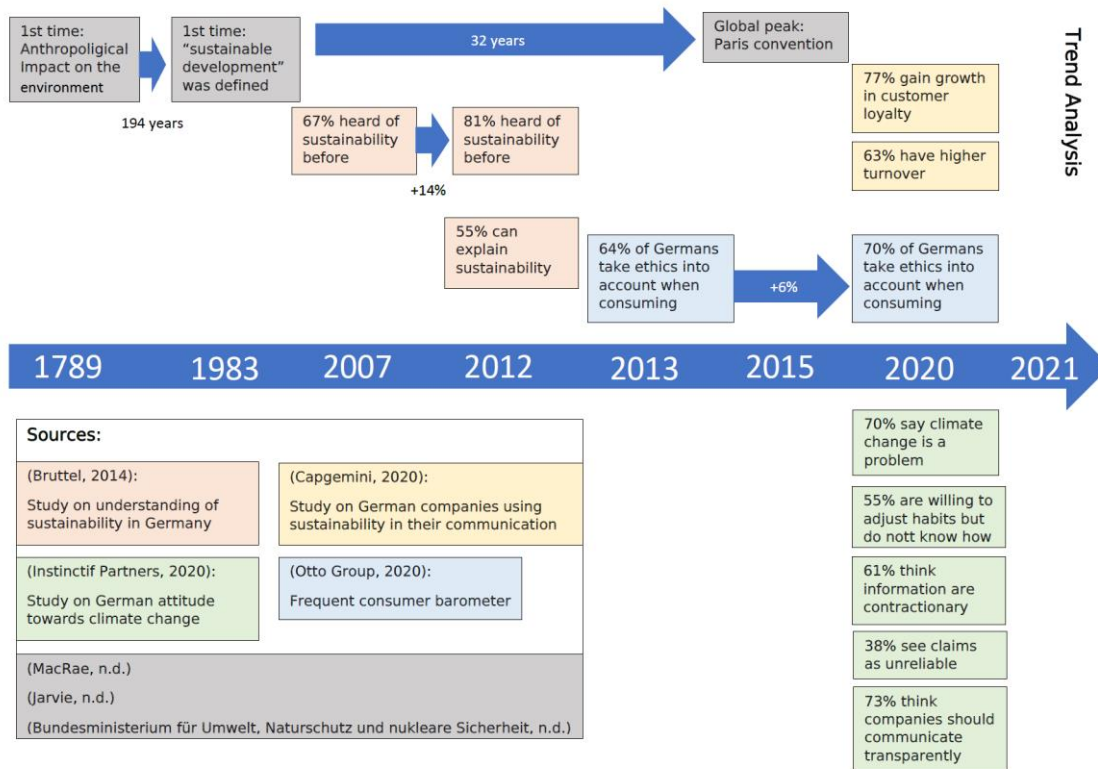


Figure 6: Timeline to visualize Trend Analysis

## Appendix 2: Notes from interview with Advision Digital

### AdVision Digital Angebot (April 2021)

- 4900 Motive zu "nachhaltig", "Nachhaltigkeit", "nachhaltiger" (wie in "nachhaltiger Landwirtschaft") seit Januar 2021
- Motiv = einmaliges Design von Werbung (eine Firma kann mehrere Motive nutzen, ein Motiv kann mehrmals geschaltet werden, ein Motiv kann mehrere Begriffe enthalten)
- Medien: Print, Outdoor, online, digital (TV, Radio)
- Ca. 10.000€ für gesamte Studie

**Note:** In this case "motive" means the single design of an advertisements in which one of these words is used at least once. This neither implies how many different companies have used these terms, nor in how many advertisements a single motive has appeared, nor how the term was used, and maybe explained.

Figure 7: Notes from phone call with Advision Digital

#### Appendix 3: Slide 7 from campaign measures: Study

# ERSTMAL ZAHLEN CHECKEN

## Fakten und Basis schaffen

Bevor wir groß loslegen, müssen wir das Problem beweisen können. Wir arbeiten mit Unis, Instituten und/oder Think Tanks zusammen, um Statistiken/Studien zum Thema zu schaffen.

Damit legen auch wir die Grundlage für die spätere Messung, ob unsere Kampagne Erfolg hatte.

Mit wem? → Uni, Institute, Think Tank, ...

Wann? → Früh

Figure 8: Slide 7 from Professional product "Policy idea"

#### Appendix 4: Slide 9 from campaign measures: Art installation

# KUNST. ABER AUCH AKTIVISMUS.

## Öffentliche Installation

Wir fertigen eine übergroße Wörterbuchseite mit der Definition von Nachhaltigkeit. Nur streichen wir sie durch und klären so im öffentlichen Raum auf, was mit dem Begriff nicht stimmt.

Für wen? → Verbraucher\*innen

Wann? → Früh

Figure 9: Slide 9 from Professional product "Policy idea"

## Appendix 5: Slide 10 from campaign measures: Press cooperation

# AB AUFS TITELBLATT

Mit der Presse Thema beleuchten

Öffentliche Debatten gehen nicht ohne die Medien. Um Dringlichkeit und Klarheit übers Problem zu schaffen, recherchieren wir das Problem mit der Presse und veröffentlichen Artikel, die Unternehmen und Politik zu Änderung aufrufen.

Mit wem? → Presse

Wann? → Früh

Figure 10: Slide 10 from Professional product "Policy idea"

## Appendix 6: Slide 21 from campaign measures: Open letter to German government

# OFFENER BRIEF RECHTSLAGE

Schützt den begriff

Ein öffentlicher Brief an die Politik, die dazu auffordert, den Begriff "Nachhaltigkeit" zu schützen, um so den missverständlichen Gebrauch des Wortes zu verhindern.

Änderung bei? → Politik

Wann? → Mittel

Figure 11: Slide 21 from Professional product "Policy idea"

## Graduation Internship International Business '20/'21

### Self-assessment Research Justification Report and Professional Product(s)

Student name: Richard Fehr

Date of assessment: 06.06.2021

**GRADE: 8.5+**

*(scale 1-10)*

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#### **KNOCK-OUT CRITERIA**

**PASS / ~~NO PASS~~**

The criteria:

- The activities during the Graduation Internship have been performed with a large degree of autonomy and complexity in an international business context;
- A Plan of Approach has been submitted throughout the Graduation Internship with a *pass* given by the HZ supervisor;
- The Research Justification Report has a front page, table of contents, page numbering, chapter and paragraph numbering, a proper file name and everything else expected from a professional report;
- The scope, structure and length of the Research Justification Report and Professional Product(s) are in accordance with the agreements;
- The communication style of the Research Justification Report and Professional Product(s) is objective, precise, logical, careful and clear;
- The language of the Research Justification Report and Professional Product(s) is correct, attractive and acceptable;

#### **Motivation for the assessment:**

As described, the internal structure of Bracenet is based on autonomy. This also applies to the interns. The Customer support for example was done by three interns only until end of May 2021. Autonomous working is a major skill, employees of Bracenet have to master.

All other criteria are met as well.

**See next page.**

## PART I: DOING IN-COMPANY RESEARCH

### Preliminary Research

1. The company and its product/service have been explored using a thorough company analysis;
2. The business problem has been explored using a thorough problem analysis addressing at least the 6W questions;
3. One or more possible solutions for the business problem have been addressed and linked to one or more Professional Product(s) to be delivered corresponding to one of the five Working and Management Tools (Marketing & Sales, Finance & Accounting, Operations & Supply Chain Management, Organisation & People and Business Innovation);
4. The possible solutions result in a SMART project aim;
5. Knowledge that currently lacks to underpin the solution(s) for the business problem has been identified, stating the lack of knowledge in detailed information gaps.

### Research Approach

6. An adequate research design is chosen, described and justified, addressing -if applicable- per information gap the research approach, the units of analysis, the process of data collection & analysis, the operationalisation and reliability & validity;
7. The chosen research approach is effective and leads systematically to the knowledge needed to fill the information gaps.

### Analysis & Results

8. The research results are effective, efficient and permissible;
9. The data collection and analysis methods are applied correctly;
10. The research is replicable. The data are complete, detailed and reported in a structured manner.

### Critical Thinking (I)

11. A clear process of thoughtful evaluation has been used to deliberately formulate a reasonable conclusion.

### Conclusion

12. The research has been carried out correctly, with the use of analytical techniques that are accepted in the field of business research;
13. A brief discussion in the conclusion includes a critical reflection on the research process and its limitations;
14. The conclusion is valid, with regard to the evidence used and the rules relating to explanation and generalisation;
15. The conclusion explains how the information gaps are filled, is free of errors in reasoning or irrelevant argumentation and has no juggling with meanings.

### Recommendations

16. The recommendations follow logically from the research in relation to the business problem;
17. The recommendations are accepted in the context of the business problem and the practical field;
18. The solutions provided are actual, sustainable and permissible;
19. The solutions provided are achievable given the environment, those responsible for implementation and the available time and budget.

### Management of Information

20. Produce management information from various data sources in an international business environment;
21. The statement of sources of the information is in accordance with international standards (APA) and results in a literature list.

### Motivation for the assessment:

~~1-5-6~~ / VG

As far as my perspective allows an objective assessment, the criteria mentioned above are met by the research justification. Since some of the criteria are written in an all-encompassing and perfectionistic formulation, and the average grade not being 10.0 for graduation students, some criteria will most likely not be met fully. However, the research justification was written considering the criteria and should therefore at least attempt to achieve all criteria given.

The single criterion "10. The research is replicable. The data are complete, detailed and reported in a structured manner." Is not accomplished. This is due to the complex topic addressed in the research justification and the limited page number for the research justification. A complete dataset for the researched information gaps is contradictory to



the definition of the MSA, in which the streams constantly evolve, and thus new data is created every moment.

## PART II: PROFESSIONAL PRODUCT(S)

→ Acquisition of working and management tools in one of the five following themes: Marketing & Sales, Finance & Accounting, Operations & Supply Chain Management, Organisation & People or Business Innovation.

1. The Professional Product that is delivered is a) an advice that states what the client can best do to change or improve a situation, b) a design containing of a visual or schematic representation of a product or intervention, c) a concrete physical or digital end product that the end user can apply functionally and/or d) an action in terms of professional behaviour towards stakeholders.
2. The Professional Product is suitable, acceptable and feasible in the business context.

*Choose one of the five themes that is being assessed:*

- ☐ Marketing & Sales
- ☐ Finance & Accounting
- ☒ Operations & Supply Chain Management
- ☐ Organisation & People
- ☐ Business Innovation

Motivation for the assessment:

~~I / S / G~~ / VG

The professional Products show a comprehensive and detailed insight in the campaign planning of Bracenet. Furthermore, the presentation and of the research justification to the project team shows how the conclusions and recommendations were implemented in the internal process. This foundation for theoretical and practical campaign planning can be used by Bracenet to simplify planning phases of following campaigns. This was the main goal of the research justification and the professional products arising from the report.

It therefore matches the criterion "*a) an advice that states what the client can best do to change or improve a situation*".

**Suitable:** Since the professional product, and the research justifications use a SWOT analysis to structure the conclusions and to draw recommendations based on this analysis, the suitability is considered and accomplished.

**Acceptable:** The return from simplifying the planning process for future campaigns can be very high, because it saves resources that Bracenet otherwise would have to everytime it wants to plan a campaign. In addition, the risk is very low, since the shortening of the planning phase does not directly impact the campaign's success. The highest risk is to waste resources, if the provided professional products do help as intended.

**Feasible:** The professional products do not require further investment but save money (in form of time and labour). The required skills to use the professional products are reading and understanding. Every other skill can be obtained by using the professional products.