



MSc in Marketing

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Analysis of packaging design options for brand organic associations

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ABSTRACT

Purpose – This paper aims to determine which packaging design element plays an important role in helping consumers create brand organic associations. The finding will result in helping both consumers and brands to understand each other intentions through clear communication by designing an effective packaging design. This research seeks to understand reality better to convince consumers to trust in the brand's organic intentions. Will the approach through packaging design, is an effective method in the 2020s decade, especially after a significant amount of shameful environmental acts from brands?

Design/methodology/approach – A qualitative semi-structured interview questions guide is conducted to measure three independent variables and one dependent variable: the three packaging elements (color, imagery, and material) and the interviewees' brand organic associations. Besides, socio-demographic data were also collected about the study participants.

Findings – the framework presented contributes to the environmental consumerism literature by framing the relationship between brands and consumers, specifically focus on consumers' perception towards brands' organic associations and how to improve it. Packaging design is the ideal approach for gaining awareness and initiating brands' associations from consumers, but not the only approach that can be used. The study results reveal that packaging design elements affect altering consumers' associations toward the brand's green product, particularly the organic imagery is the most influential factor. The apparent position to put the third-party organic confirmation label is also essential. It helps consumers trust the brand the most, though not much differentiation from other competitors' products.

Practical implications - The results of the study offer several managerial implications. First, brand managers can apply an effective strategy of improving brand organic associations through packaging design, saving time and effort of spending on other methods such as advertisements or excessive promotion. Second, it is the first step for marketers to understand in-depth consumer behaviors toward packaging design in trusting brand organic intentions, helping close the green gap. Finally, successfully convincing consumers to have positive brand organic associations will benefit the brands financially, improve green purchasing and remove the green skepticism mindset.

Originality/value – the research draws on both green behaviors in reality and how brands try to present themselves as organic, helping marketers or brand managers deeply understand consumer behavior and brand management.

Keywords Brand association, Packaging design, Consumer behavior, Environmental behavior, Organic product

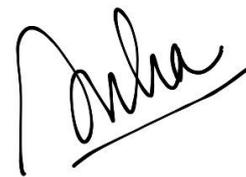
Declaration of Research Work Integrity

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in the candidature of any degree. This thesis is the result of my investigations, except where otherwise stated. Other sources are acknowledged by giving explicit references. A bibliography is appended.

By signing the present document, I confirm and agree that I have read RU's ethics code of conduct and fully understand the consequences of violating these rules regarding my thesis.

May 15th, 2021

071295-4359

A handwritten signature in black ink, appearing to read 'Anka', written over a horizontal line.

.....
Date and place

Kennitala

Signature

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1. INTRODUCTION

1.1 Background and Context

Packaging is considered an integral part of the 'Product' of the marketing mix. Along with primary objectives (protection and preservation, containment, convenience, and communication), packaging serves as a promotional tool. The packaging is an essential part of the branding process as it plays a vital role in communicating the image and identity of an organization, a product, or a service. In the modern world, packaging is now generally regarded as an integral component of human lifestyle and how organizations run their business. Furthermore, as Sharma et al. (2012) stated, the packaging is often the most relevant element of a trademark and conduces to advertising or communication. Therefore, the first impression or first way of sending messages from the brand to customers relies on its packaging design effectiveness. It will make sure there is no miscommunication and attract the right target audience for its product. The role of packaging as a communication tool is becoming more critical due to increased self-service at the point of sale, and the more complex service needs related to the product, according to Kotler(2004) and Kotler et al. (2001). Consumers derive the perceived value of a product from a set of intangible elements: information, service (recyclable packaging after use, single portions in a larger pack), and brand name. Collese and Ravà (2004) have stated that the role of packaging as a communication tool can be analyzed from different perspectives. Marketing based on the idea that packaging is the 'clothing' of the product highlights its logistic (containment, protection, fragmentation, transportation) and communicative functions.

For nearly three decades, there has been a growing concern about environmental harms worldwide, which has affected consumer behaviors regarding making buying decisions positively towards organic products. Since consumers have become more ethical, or to be specific, more environmental-focus according to Ganz and Grimmes (2018), organizations have become more aware of not only how to "go green" but actually how to be seen as "green" by their customers. Although for the past years, organizations have put the effort and have invested in Green marketing activities, which are the marketing activities from firms with the intentions of convincing consumers that their products will be beneficial to the environment. Although most people still have a skeptical mindset regarding green, as Schmuch et al. (2016) mentioned, they believe that the organization

applies Greenwashing techniques to make consumers buy their products or use their services officially go green. The Green Gap, which describes a phenomenon that consumers have raised their voices concerning harmful environmental factors but did not take any action in preventing the harm to be spread by purchasing or using eco-friendly products, results from both the phenomenons above.

Additionally, The Brand Anchoring Effect, according to Esch, F.-R.; Schmitt, B. H.; Redler, J.; Langner, T. (2009) research results also play an essential role in consumer buying behaviors and purchasing decisions. Based on Brand Anchoring's definition (refers to a biased judgment on a stimulus based on the initial assessment of another stimulation and the insufficient adjustment away from that initial assessment), this effect creates a phenomenon in which consumers form images about comparing them to other brands. This study will look into each brand's "green" aspect and how it makes the customers perceive to form their green standards. Based on that, we would try to understand better whether or not the packaging design options help judge the brand based on their ethical standards regarding the environment and then help them make appropriate purchasing decisions. Therefore, the brand has paid attention to eco-focused packaging design to bring the "go green" statement in their customer's minds.

The first physical interaction from consumers to brand while scanning through supermarket aisles is through the package. Among various options within the same product category, stand-out packaging will quickly connect consumers, make it more potential to convince them to purchase the products, as de Luca, Patrizia, Penco, Pierpaolo (2006) reported. Thus, it is about delivering the exact product that consumers need and understanding that this is the product they are looking for through package design communication. A clear message derived from the package design that speaks up brand identity, brand characteristics and creates relevant positive brand associations will be the ideal outcome that every brand should aim for their package design. Conclusively, the packaging is one of the first means of interaction that helps consumers understand a brand's product briefly and quickly. Base on the information provided on the package and also the other elements (color, materials, imagery), consumers can self-create brand associations to determine whether or not to purchase this product.

In the modern era, environmental concerns such as global warming, deforestation, pollutions have become significant because human beings can be dominantly affected by

them. Accordingly, there has been a rise in the proportion of consumers eager to follow their green lifestyles thoroughly, so there must also be the needs from them to purchase green products to accomplish their fulfillment. Because of that, many companies start going green since it can help them win popularity and increase their long-term financial profits, as reported by de Jong, Huluba & Beldad (2020). As reported by Aguinis & Glavas (2012); S. Du, Bhattacharya, & Sen (2010); Smith & Langford (2009); Torres, Bijmolt, Tribo, & Verhoef (2012), it has been shown that corporate social responsibility (CSR) initiatives can positively affect corporate reputation, purchase intentions, and consumer loyalty. Therefore, firms put their efforts in showing their social responsibility in various methods to the public to gain the advantages of receiving public recognition.

Nevertheless, implementing environmental safety technology in the production process can be highly costly, so many organizations have tried to cut corners or go "dark" about their true intention and behaviors when widely marketizing themselves as green. Simultaneously, as stated in the report by Nyilasy, Gangadharbatla & Paladino (2013), they did not take any action to protect the environment, called Greenwashing. When these misconduct actions have been exposed, brands have suffered the wary eyes from the consumers, even brands who have genuine intention and actions of providing and doing their best for environmental safety. Therefore, convincing consumers that the brand's product is genuinely organic has become a challenge. However, as Magnier & Schoorsman (2017) has found, it is possible to communicate packaging environment-friendliness through style elements and an environmental claim. Consequently, this is going to be a potential approach for the first step into gaining their attention and persuade them to put their trust, making the initiation process of the purchasing decision process successful.

Base on the current situation, this research will try to find the answer to the research question: "What packaging elements contributed as the main aspect for potential customers to have organic brand associations towards the brand?". This question aims at the already green buyers and the potential customers who willing to go green also. Doing this helps increase the chances of convincing more consumers to trust the brand's organic intentions and go green.

1.2 Problem Statement

Green consumerism had roots in the 1970s when public concern for the environment became mainstream, as the report from Vazquez & Liston-Heyes (2008) mentioned. Did the notion that government should take the lead in mitigating specific environmental problems. However, in the late 1980s and early 1990s, a new "green thinking" emerged, according to Dryzek (1997). Green thinking advocates argued that most environmental problems were borne from the prevailing socio-economic systems of production and consumption. Zhang & Nguyen (2020) reported that celebrities, key opinion leaders (K.O.L.s), or the government have already been influenced by celebrities, or the government to have a more environmentally focused perspective in purchasing and using environment-friendly products. The researchers, Khan & Kirmani (2014); Steg et al. (2014), have indicated that consumers aware of the environmental issues are more inclined to adopt green behavior. However, there is still not a significant number of green consumers among all people.

Empirical evidence suggested that while the numbers of consumers motivated by green consumerism values are considerable, a change in their behaviors is less apparent according to various researchers, such as Tang & Chan (1998); Straughan & Roberts (1999); Akehurst et al. (2012); Kumar, 2016; Futerra (2005). As for non-purchasing behaviors, Green Industry Analysis (2017) reported that only 1 per 5 people who claim their awareness about the environment are willing to make an extra effort to change their daily habits to reduce the negative ecological impacts. In terms of purchasing actions, it was found that intended ecological consumers rarely make an actual ethical purchase according to Auger & Devinney (2007), Belk et al. (2005); Carrigan & Attalla (2001); Follows & Jobber (2000). Thus, the Green Gap has shown that consumers are more personally-demand-focus than other attributes when considering purchasing a specific product or a particular brand - such as price, efficiency, and brand trust more than environmental concern. Therefore, a brand needs to build its customers' perception of their product to uplift or trigger their customers' minds. It starts from packaging since the visual effect is the first element that will capture the consumers' attention and convince them by its message through the design.

Nevertheless, this research also concerns that people are more concerned about pricing when making a purchase decision. Since the product can be eye-catching or impressive

to them, they will consider the products' actual benefits rather than a visual attribute. However, consumers' belief in the brand's green products relies not only on the visual aspect. It needs to start from the creditability by providing helpful information or cooperating with a high green-credibility brand to lift their reputation. In conclusion, this research aims to determine whether or not packaging design can affect brand association regarding green purchasing decisions. If so, which will be the most effective packaging elements to do so.

1.3 Relevance and Importance of the Research

This research will be the new and innovative approach regarding the "Green Brand Association" building process within consumers' minds to gain consumers' awareness and convince them to believe in green brand intentions by packaging design. This study will dig deeper into the fundamental elements that play essential roles in product purchasing in general and brand green purchasing specific within the packaging or visual effect. Since the visual approach sends valuable messages to consumers both consciously and subconsciously in the first encounter, this study will try to understand better which method, packaging characteristic, is the "go-to" to impress and convince consumers to believe it is an organic product.

If this study's result can identify which option or method that packaging design will positively affect organic brand association, this will be the first confirmed step for brands to influence consumers to go green. Therefore, the brand can make the environmental wave have a solid foundation, forming the structure and understanding consumer behaviors regarding green purchasing in further research. After that, a structure for organic brand association can be built to pave the way for further research on enhancing green purchasing in the long term.

As the final result, identifying the specific packaging characteristic will be the first step to help brands imply an effective marketing strategy or integrated marketing communications regarding green brand perception building. This result will enable brands to eliminate the skepticism among consumers and encourage them to trust in brand green intention to make their purchasing decision confidently.

2. LITERATURE REVIEW

2.1 Key Concepts, Theories, and Studies

2.1.1 The current go "green" lifestyle

In the recent 100 years, the world population has increased from 1.5 billion to 7.8 billion in 2020, as reported by Brown & Flavin (1999); Worldometers (2020). Accordingly, industrial and technological developments have made people's lives more convenient. Still, since there is always a rapid increase in population, people have negatively impacted the environment on a massive scale to meet human requirements. As in the reports of Ramlogan (1997), World Health Organization (WHO) (2008), Environmental Protection Agency (2020), some of the most critical environmental threats are worth point out, such as water and air pollution, climate change, and solid waste. Environmental damage has caused many negative impacts on human life, like many new diseases, even the increase in cancer risk. Noticing the serious harmful consequences, consumers start to implement the environmental-friendly behaviors so-called "green lifestyle", which has been mentioned in the report from Chen and Chai (2010), as people are aware that environmental issues can be more critical and adverse to their life. A green lifestyle can be understood as a way of life that minimizes the negative effects on the environment, according to Pagiaslis & Krontalis (2014). Thus, not only does it involve purchasing environmentally friendly products, but it also consists of non-buying activities. Some examples include bringing a reusable bottle or grocery bag, reducing plastic consumption, and limiting production waste. Furthermore, in Chwialkowska's (2019) report, recycling, reusing and eating a plant-based diet plan to decrease meat consumption to reduce the cattle-raising activities are also valid.

Consequently, the industry for green products is estimated at over \$200 billion in 2006. Profoundly, the documentary on global warming, an inconvenient truth, and celebrities speaking in defense of green living have spurred interest in issues surrounding environmental conservation and protection in the marketplace, as reported by Mintel (2006). However, despite the strong expressive living green throughout social media, consumers are still unwilling to pay extra for organic products, which showed in the reports from Jay (1990), Ottman (1992), and Schlossberg (1991). Recently, many disappointing results from recent research show that people are getting over the heat of eco-friendly lifestyles for various reasons such as firms' misconduct, green skepticism,

financial issues, and poor perception of the benefits. Overall, according to RoperASW (2002), environmental concern among the general population declined, with 59 percent of the general population not even thinking of participating in environmentally friendly activities. This phenomenon has notified an urgent demand for brands as their social responsibility to convince customers to go green by educating customers about green benefits through their products or services. Thus, the arising question is how brands can convince their customers properly and still keep brand values and characteristics. Although there is a significant number of intended green-living consumers, there is still a considerable number of them not fully commit to the green lifestyle due to many challenging obstacles. Those obstacles can be availability, price, insufficient awareness according to Pagiaslis & Krontalis (2014); White & Simpson (2013), lack of effectiveness, social bias, and feminization according to Bennett & Williams (2011); Brough et al. (2016).

2.1.2 Greenwashing

In previous research, Greenwashing was intentionally misleading stakeholders from companies into believing that they were genuinely going green through different methods of providing false green implementing activities. There are two types of greenwashing: firm-level greenwashing is the act of misleading consumers regarding organizations' environmental practices, and product-level greenwashing the environmental benefits of a product or service. The reason for them to do so was to increase the chance of gaining awareness or being seen as potentially profitable. Therefore, it can attract stakeholders to invest or to purchase. Finally, as mentioned in the report of Lauffer (2003); Ramus and Montiel (2005), when stakeholders believe in their green effort, it can also increase positive companies' reputation regarding environmental safety. Greenwashing is a widespread phenomenon since 2005, and there are numerous case studies of testing products that have been claimed to be green but not throughout the United States and Canada, according to TerraChoice(2007 – 2010). Brands have tried to compete in the green race without any best practices and official guidelines, just by advertising and green self-claim to captivate customers' purchases, make their brands' equities positive, and earn a great number of monetary benefits. There are many greenwashing techniques, tactics, and methods from brands that make false green claims. Only when being exposed by media, researchers, stakeholders know the brands' misconducts. Finally, after various

research from TerraChoice (2009), the seven deadly sins of greenwashing have been introduced:

Table 1. The seven deadly sins of Greenwashing

The seven deadly sins of greenwashing	Description
The sin of the hidden trade-off	A claim suggests that a product is a green based on a narrow set of attributes without attention to other important environmental issues. For example, the paper packaging is not necessarily green if the production process involves cutting trees to make paper, and the factory emits greenhouse gases.
The sin of no proof	A claim is suggesting that a product is green without any authority or third-party certification. For example, in European countries, green-claimed products need to have the EU Bio logo for certification.
The sin of vagueness	A claim is vaguely defined as a half-truth half-lie one, making the consumers misunderstood. For example, a product that claimed to have all-natural ingredients is not necessarily green if the packaging using environmentally harmful material (such as nylon, plastic).
The sin of worshipping false labels	This sin is committed when a product with the 'fake label' on its packaging can mislead consumers into believing that the product has been officially confirmed. The designed

	imagery of the label is similar to third-party certification.
The sin of irrelevance	A claim is true, but it makes no difference from other products in the same category, so it is not useful for consumers seeking genuine green products. For example, a fuel brand claims its fuel is unleaded, but it is normal because almost all fuel in Europe is unleaded.
The sin of lesser of two evils	A claim that may be true within the product category but that risks distracting the consumer from the overall category's greater environmental impacts. For example, organic cigarettes are still harmful to the environment despite being made from organic ingredients or clean production processes.
The sin of fibbing	The sin is committed when a brand makes false claims about its organic intention. For example, Exxon Mobile reported having reduced its emissions, while their emissions have been raised.

This research will select and assume a specific brand is legally and truthfully follow all the regulations, authority guidelines regarding environmental safety guarantees and genuinely follow their green claims into real practices. Conclusively, there is no evidence of greenwashing technique using from the brand in this research. Still, we will look into packaging design elements for brand organic associations whether the consumers believe the brand is not greenwashing techniques.

2.1.3 Green Advertising

According to Grillo, Tokarczyk, and Hansen (2008), advertising plays a significant role in provoking public awareness about environmental issues, communicating a green brand image, and driving consumer demand for green products. As the media is getting more developed by the time, advertising is the means of spreading factual information regarding the product from a specific brand to raise both customers' awareness and demands for the product as part of their lives. Nevertheless, the essential aspect of advertising is that it can cause long-lasting consequences if dire, misdirect, or incorrect. Once the advertising spread the wrong information, it can come up as a form of manipulation, trickery, or create dire consequences regarding peoples' mindsets - such as to build up a good brand image for a product based on the misconduct production process. Various companies have miscondacted using wrong information to build up their brand images and have been poorly exposed. In the report from Carlson, Grove, and Kangun (1993), The phenomenon has raised the consumers' skeptical mindsets regarding any following companies or brands that initially have good intentions but then suffer the unwanted consequences from others' appalling acts.

Banerjee, Gulas, and Iyer (1995) has defined that green advertising contains the definition of any ad that explicitly or implicitly addresses the relationship between a product/service and the biophysical environment, promotes a green lifestyle with or without highlighting a product/service, and presents the corporate image of environmental protection responsibility. The purpose of green advertising aims to apprise consumers about the environmental aspects of a company's products and services, as Pranee (2010) stated, create awareness of and positive attitudes toward environmentally friendly brands and businesses as D'souza and Taghian (2005) stated, and stimulate the demand for green products as stated by Carlson et al. (1996). Green advertising contains one or many green claims to persuade consumers into perceiving them as truly organic successfully. As reported by Carlson et al. (1996), over time, there are four typical types or methods of green claims: product-related claims, process-related claims, image-related claims, and facts about the natural environment.

Table 2. The four types of green claims

Product-related claims	Claims that assure consumers using the brand's product will benefit the environment or consumers' health. Those claims are usually presented substantively as the brand's advantages for the consumers to comprehend clearly.
Process-related claims	Claims provide information about clean, organic, and environmental-protection production processes to create the product from the brand fully. Those claims can be found during the researching process of consumers through media, word-of-mouth, reviews, recommendations.
Image-related claims and Facts about the natural environment	Claims associative link the organization with an environmental cause, while claims represent physical environment statements connected with advertisers.

Green advertising is one of the most popular methods to communicate a green message to consumers. Certainly, there has been a remarkable increase in green advertisements since the 1960s, as Easterling et al. (1996) mentioned. Unfortunately, because of many misleading greenwashing methods that firms have tried to use, consumers are now more sensitive and skeptical about receiving green messages from advertising attempts; according to GfK (2010), especially recently, consumers are more aware and knowledgeable regards environmental concerns. With insightful deception, consumer skepticism has harmed organizational credibility and perceived company performance as in the researches from Webb and Mohr (1998); Newell et al. (1998); Vanhamme and Grobbsen (2009), making green advertising from genuine brands suffered from the dilemma. These challenges are even more pronounced when reviewed in the context of a

large-scale environmental catastrophe attributed to an organization. Therefore, creating persuasive green advertising advertisements in this transparent information era will be a challenge, and there cannot be a single approach to convince consumers fully. Not only the green advertising needs to make consumers aware of the product but also purchase the product. Consumers can only have the true experience towards the brand's product to erase or enhance their green skepticism.

This research will mention only the packaging design's advertising aspect since the packaging will directly advertise your product when the consumers interact with them at distribution channels. The packaging design is the identity of a brand's product and effectively advertised product characteristics through information, graphic, and brand identity.

2.1.4 Green skepticism

Consumers are becoming very discriminating and skeptical of corporations in general as many firms profess to protect the environment but fail to demonstrate that in their actions and performance. Green skepticism refers to the fact that consumers raise their awareness of the companies' true intentions of propagating environmental-friendly products since there were many malpractice cases from big organizations. From Baum 2012; Parguel, Benoit-Moreau, and Russell (2015) report, since consumers now pay attention more to protect and save the environment, any products that labeled as "organic," "eco-friendly," "green", or "bio" are being favored more than ever, have higher chances for consumers to make effective purchase decisions. Therefore, many brands that do not have genuine intentions of going "green" also perceive this as an advantage to take on the trends and raise themselves as environmentally friendly for sales purposes only. Putting "green" labels on their products is not. Thus, the road to success in earning potential customers' trust regarding "green" products is more challenging, so it is fundamental for brands to figure out which method they can implement to improve the current situation. After constantly being manipulated and mistreated by various organizations try to implement fake "green" advertising to gain attention – which is called greenwashing; consumers begin to question whether or not the product they purchased or about to purchase is actually "green" organic-like what the advertisements provide. Thus, brands usually say: "We are green, eco-friendly, and organic, " which will not simply convince consumers like before. When greenwashing (the cause) creates green skepticism (the effect), this

phenomenon creates an instant challenge for industries in general or firms in specific to reach and earn consumers' trust regards green products. Therefore, as Ottman (1998) concluded, when brands decide to implement green advertising techniques for their product, they need to deeply understand the current consumers' concerns and skeptical mindsets towards green-claim products, especially because they perceive green claims as more confusing rather than informative. Too many green pinpoint factors in one green advertising method can sensitively create skepticism in consumers' minds. Consumers feel the brands are trying hard to convince them that their products are green; thus, consumers can purchase them confidently. The consumers will then assume the result will be sales increasing, which will bring the brands' financial benefit even though there are no green-claim activities involve. Conclusively, the consumers are afraid of being mistreated about the true value of the product they paid for, especially since every green product has the extra premium price for organic and environmental activities implementation.

In this research, green skepticism is mentioned as the forecasted challenging aspect towards convincing consumers to have positive brand organic associations. Since most consumers already have skeptical mindsets, implementing green cues on packaging design elements needs to be careful of not overdoing or underdoing it. Too many green cues or green messages on a package can make sensitive consumers avoid it since it seems “sketchy” or “a great effort or attempt to apply greenwashing techniques,” as reported by Huang & Darmayanti (2014). Therefore, since the stimuli packaging design will change three elements of the packaging design (color, imagery, material) drastically different from the original, it is important to consider and get to know the insight of the interviewees if the combination of the elements is too overwhelmed, overdone; thus, accidentally create green skepticism towards the brand’s product.

2.1.5 The Green Gap

According to Mahoney (2011), the Green Gap refers to the distance between the stated importance of protecting the environment and the actual behavior to help the environment. It is well established in the literature that a gap often exists between stated intentions and actual behavior, as stated in the research from Belk et al. (2005); Mittal (1988). People are willing to help the environment in their state of mind. Still, as Gleim and Lawson (2014) mentioned, to perform a specific green purchase, there seem to be

many challenging factors that need to be accounted for, such as the product's price, the flawed perceptions of the product quality, and the convenience of the familiarity.

Environmental protection comes with a cost for companies to implement environmental safety methods throughout their production and post-production processes. It includes new organic technology constantly derived from the Research and Development (R&D) department and higher price in eco-friendly materials. Additionally, the environmental fee such as CO₂ fee, the pollution penalty fee, environmental violation fee from governmental acts is also a significant factor contributing to the additional cost for the organic product. The outcome is that the consumers are the ones who feel the weight of the increasing price regards their favorable development, increasing the risk of switching to other brands. Otherwise, they have to suffer (buy with negative associations) the more expensive for same just for the organic product.

The poor perception of the product's quality refers to the fact that the consumers rarely see the significant impact between choosing to buy an organic product versus buying normal products. The effect cannot be observed in the short term, or they believe that their acts of going "green" would not change anything if anyone else refuses to go "green". The doubtful mindset of "why does it have to be me?" will be the main challenge for them not to purchase "green" products even though the product is eco-friendly, and using them can help prevent environmental harm in the long-term future. Media influence and education can be the two long-term solutions to understand regards better using an organic product.

The convenience of familiarity refers to how consumers are already being loyal or getting used to using a specific brand's product. They refuse to switch to any other products even though the environment should do so. Since the product has done well to satisfy their needs, the risk of abandoning it to use a new brand product is significant. If the only reason is organic characteristics, it would not be a legitimate reason for those loyal customers since they value their personal experience and satisfaction more than the concern for the environment.

In this research, the green gap will be explained based on how the packaging design element can significantly affect consumers' intention to form appropriate behavior, therefore determining the success or failure of using appropriate or inappropriate brand anchoring effect. It will help brands understand further to reduce the gap by delivering

persuasive messages through effective green packaging design elements. This research will focus on finding the solution to better consumers' perception of the quality of the organic product and how truly convince consumers to create organic brand associations through packaging design without overdoing it. Simultaneously, the other two factors (price and familiarity) could be more challenging to rely on packaging design elements.

2.1.6 Green packaging and consumers' perception

In the past, according to Boks and Stevels (2007), eco-friendly packaging did not have a clear definition or conceptualization since eco-friendliness is still a new criterion. Instead, researchers have used different terms when studying eco-friendly packaging: green packaging design, sustainable design, eco-design, design for the environment, and environmentally conscious design. The Sustainable Packaging Coalition® (2011) has defined sustainable packaging according to six criteria. Sustainable packaging is then: (1) beneficial, safe and healthy for individuals and communities throughout its life cycle; (2) meets market criteria for performance and costs; (3) is sourced, manufactured, transported, and recycled using renewable energy; (4) optimizes the use of recycled source material; is manufactured using clean production technologies and best practices; (5) is made from materials healthy throughout the life cycle; is physically designed to optimize materials and energy; (6) and is effectively recovered and utilized in biological and industrial closed-loop cycles. Still, as in the report of Magnier & Crie (2015), since there is a difference between consumers' awareness and companies' information providing, the above guidelines outline a structure for concrete steps that companies must take to produce more environmentally friendly packaging, but they provide no information on how consumers view and appreciate this packaging.

Acknowledgeably, there are two mainstream ways of approaching consumers' perception of green packaging: the Hollister approach and the analytical approach. The Hollister approach considers the packaging as a whole and does not consider the different characteristics separately; often, researchers use qualitative research for this approach. The empirical approach, on the other hand, focuses on packaging features separately, and the elements most commonly studied in the literature are structural, graphical/iconic, or verbal/informational. As the conclusion in Dichter's (1964) report, it appears that color influences perceptions and judgments of taste, product evaluation, and purchase intention as by Gordon et al. (1994), or beliefs and consumers' attitudes as by Rouillet and Droulers

(2005). Likewise, packaging shape affects product preferences according to Raghurir and Greenleaf (2006), volume perceptions, and product used according to Folkes and Matta (2004) as well as on brand personality according to Pantin-Sohier (2009). Size influences product purchase and the quantity used during product consumption, as reported by Wansink (1996). A purchase is often triggered by the appearance of imagery. Only a few studies, such as those by Bech-Larsen (1996), Polonsky et al. (1998), and Rokka and Uusitalo (2008), address the impact of environmental cues in packaging design, so further research is needed to recognize environmental cues in packaging design that will have a positive impact on green purchasing, according to Magnier & Crie (2015). Schwegker and Cornwell's (1991) report that psycho-sociological variables are much more important than socio-demographic variables in understanding the environmentally conscious consumer. Internal locus of influence, perception of pollution as an issue, attitude toward litter, and ecologically conscious living attitude were all important discriminating variables, according to the authors. Consumers' emotional and logical assessments of pro-environmental packaging revealed that general environmental interest, but not rational benefit evaluations, affected purchasing intention. Both positive and negative emotions had important direct effects on behavioral intention, and these cognitive benefits had different effects on positive and negative emotions, according to Koenig-Lewis et al. (2014).

2.1.7 Theory of Planned Behavior

The Theory of Planned Behavior (TPB) by Ajzen & Fishbein (1980); Fishbein & Ajzen (1975) is a theory used to understand and predict behaviors, positing that behaviors are immediately regulated by behavioral intentions and perceived behavioral control under specific situations. This theory is an extension of The Theory Of Reasoned Behavior (TRA) assumes that the behavior under investigation is under voluntary control, that is, that people believe that they can execute the behavior whenever they are willing to do so. Accordingly, the TPB believes that intention is the core factor that makes a human perform a specific behavior. The intention captures all other motivational factors such as attitudes toward the behavior, subjective norm, and perceived behavioral control, influencing the final behavior. Behavioral intentions are determined by three factors: attitudes toward the behavior, subjective norms, and perceived behavioral control.

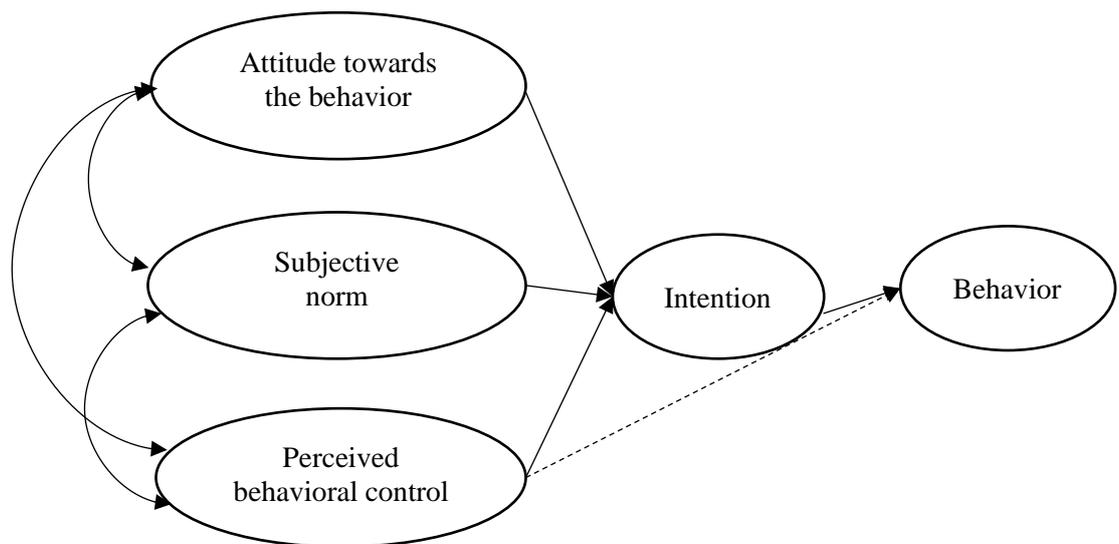


Figure 1. The Theory of planned behavior model

- a) Attitude towards the behavior: the attitude comes from a specific person's behavioral belief, which is defined as the subjective probability that the behavior will produce a definite outcome. Remarkably, evaluating each outcome contributes to the attitude directly proportional to the person's subjective possibility that the behavior makes the outcome in question. A belief is accessible if available from long-term memory since it has been stored by repetition and discipline for a long time, shapes a person's perspective to make them act to their belief. Correspondingly, belief forms attitude and attitude plays as a judgment element to evaluate the consequences of whether or not they should act because that behavior can be risky or go against their belief.
- b) Normative belief and Subjective norm: the subjective norm is defined as an individual's perception about the specific behavior, which is influenced by the judgment of the people who has the most influences on them through education, lifestyle, hobbies, and habits, such as a spouse, parents, teachers, best friend, idol, according to Amjad, N.; Wood, A.M. (2009). This factor plays a role of outside judgment to realize the reactions or attitudes from their significant others based on what an individual knows about them and whether they approve to perform a behavior. Significantly, people want to be accepted

and eager to listen to see opinions from their influenced relationships to reduce the risk and feel safer to form an intention before behaving. Therefore, the subjective norm is the main reason for the success of influencer marketing. Key-opinion-leaders (KOL) blooming throughout social media since people want to make sure the experts confirm their decisions in a specific field, or the one that they feel trust or connected in this world full of various products, as reported by Laura & Nadia (2017). Influencers and KOLs are the perfect combinations of the original word-of-mouth concept and. Experts' disability in suggesting people act correctly, without any risk, eliminates the fear of wrong-doings and regrets. The normative norm is an individual's perception of normative social pressures or relevant others' beliefs that they should or should not perform such behavior. People tend to care for what others think about them when they present something publicly and get any judgment based on that. Regardless of the need being stood out, Schmitt-Beck, R. (2008) has stated that the bandwagon effect has found that people follow the crowd to feel accepted, belong to, and not get lost. Therefore, subconsciously, people create their intention to perform a behavior based on normative beliefs and subjective norms. When the crowd or their close ones approve, they believe that their decision or behavior will receive a good outcome.

- c) Perceived behavioral control is an individual's perceived ease or difficulty performing a particular behavior, as defined by Ajzen, Icek (1991). The perceived behavioral control is developed based on self-efficacy, which both believe that the behavior is under a specific individual's control. The only difference is the perceived behavioral control refers to a particular degree of the scale of difficulty to perform such action. Thus, the perceived behavioral control puts more factors such as context, background, flexibility, and unpredictability to complete an intention and then effectively decide to behave appropriately due to various conditions. It contains two primary elements: self-efficacy and controllability, therefore create the vision from evaluating

their ability to perform an act and accounting other situational issues to predict the successful ability to do a specific behavior.

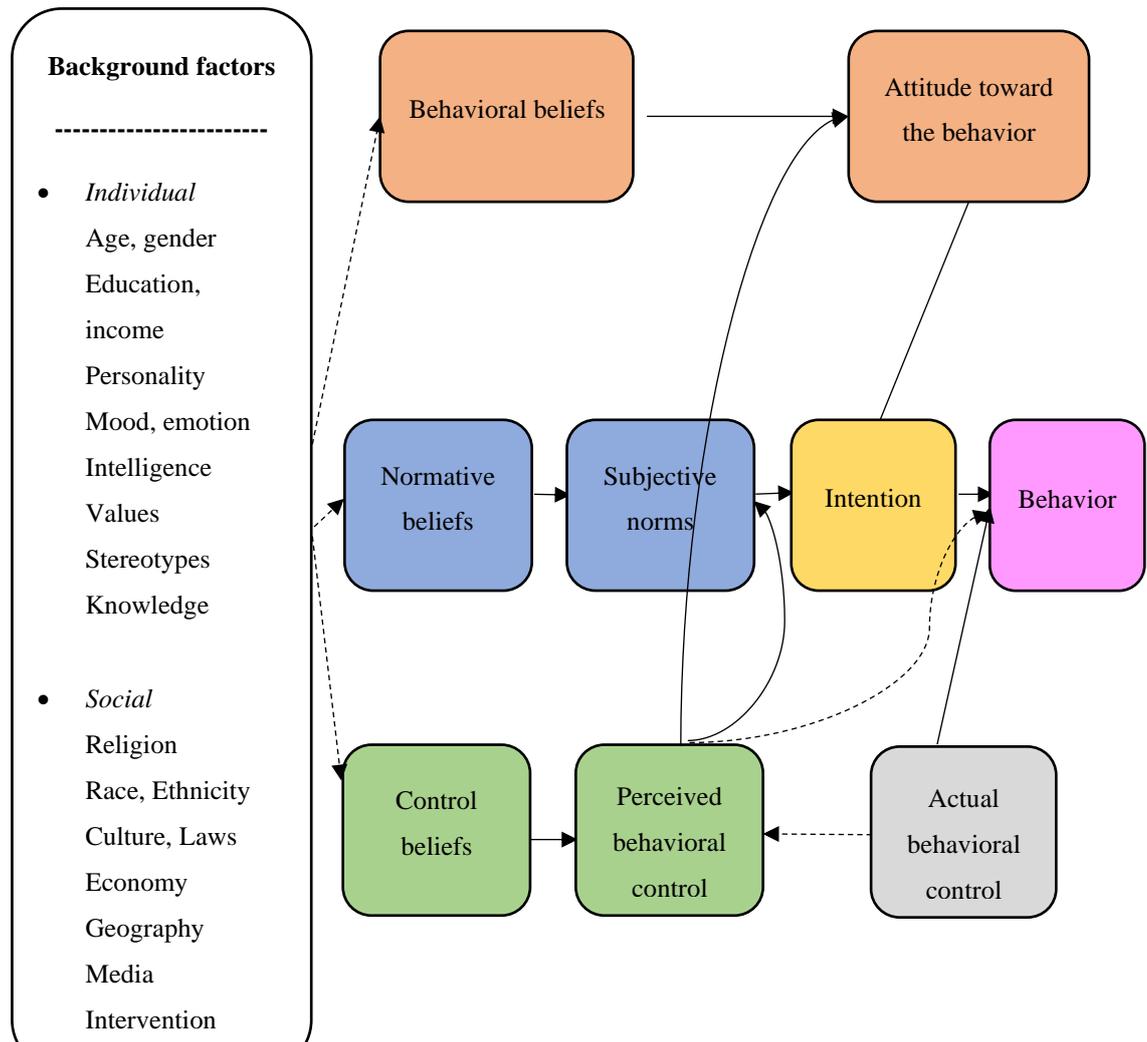


Figure 2. The Theory of Planned Behavior with background factors model

In this research, the theory of planned behavior will explain how different factors can influence a consumer purchasing decision. That will increase our understanding of various factors (brand image, brand association, demography, culture, ...) that can help convincing consumers into buying green products and how brands can execute advertising methods effectively to achieve that. The lack of knowing whether potential customers have positive organic associations based on the packaging design is worthy of being concerned. It has been found that packaging design (color and material) has a significant attraction to the customers. However, it has never been addressed that the packaging design elements can create positive organic associations. as reported by Magnier & Schoorsmans (2017). Therefore, to deeply research how consumers perceive

green products through packaging design, this research will refer to how brands or media have shaped consumers' minds about green products by truly observing why consumers go green. This research will look into the social belief about environmental protection, how governmental regulation can affect brands to provide organic products, and how advertising, media, or marketing tools through time have shaped consumers' minds regarding organic or green products.

2.1.8 Brand association

Defined by Aaker (1991), the brand association brings meaning to the brand and acts as an essential factor in creating brand identity. The brand identity contains a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organization members. Additionally, according to Jamil & Wong (2010), brand association is defined as the strength of its benefits. It is also considered that "brand association" can be used as a general term to represent a link between two nodes, suggesting brand association in customers' minds as stated by Chen (2001); Krishnan (1996). Boisvert (2011) also mentioned that the brand association would help consumers search and deal with information when evaluating a specific brand; therefore, a brand can have a chance to earn a competitive advantage and brand loyalty if the brand association is positive.

Moreover, the brand association would provide consumers with a purchasing reason because most brand associations are related to brand attributes, the target consumer market, and the benefits that consumers need, so that they form the foundation of brand loyalty and consumers' purchasing decisions according to Len, Cind & Lynn (2007). In summary, the brand association is a mental connection between a brand and a concept within consumers' knowledge, experience, and mindset. Some common brand associations, such as Apple for 'innovative' and 'creative', as in Brosdahl's (2014) research; some personal brand associations are based on individual experience with a

brand's product, service, or advertisement. Brand associations can bring out judgments, emotions, attitudes, and thoughts from consumers toward a specific brand.

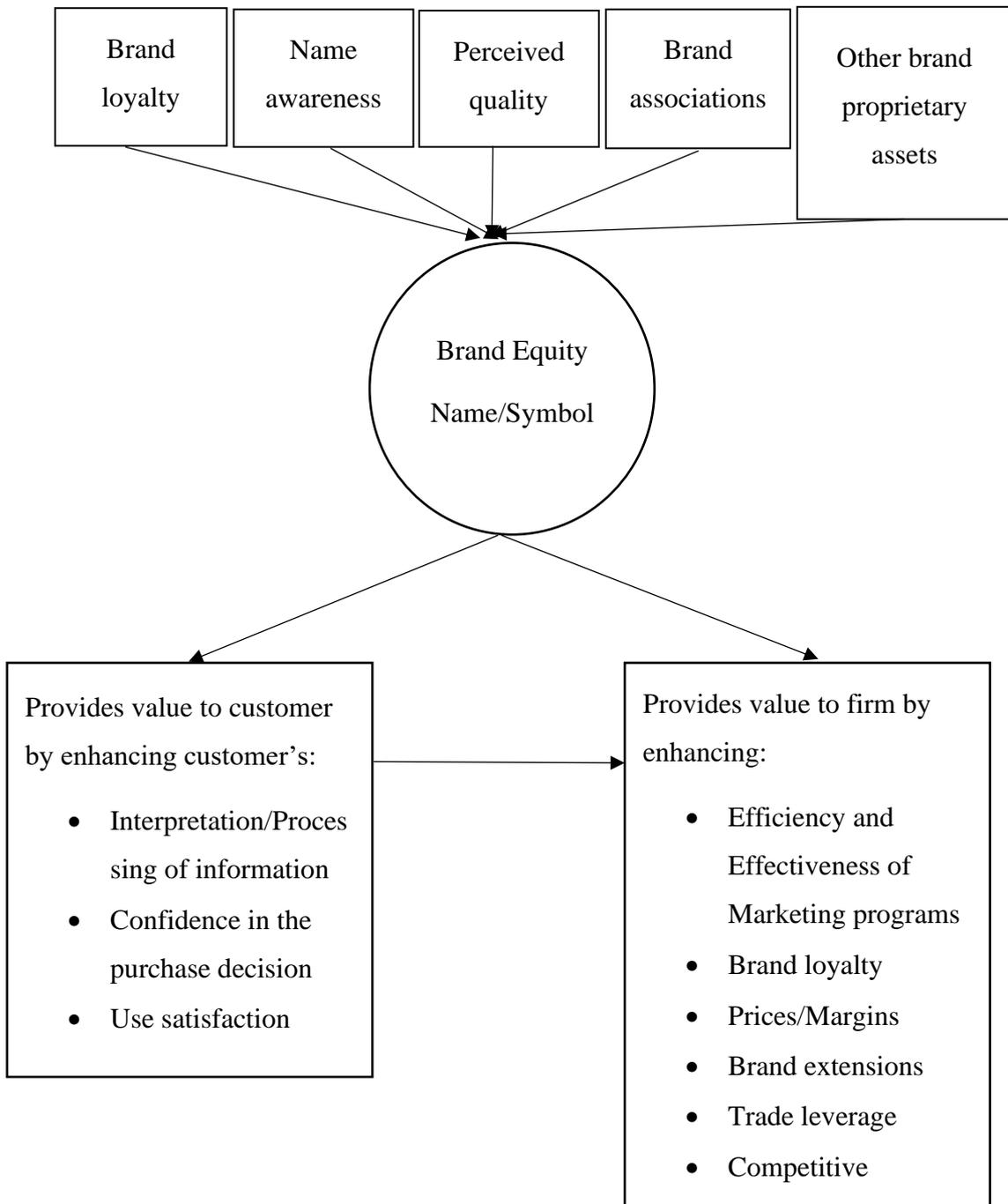


Figure 3. Brand Equity by Aaker

The strength, favorability, and uniqueness of the brand associations are responsible for the consumers' differential effect towards the brand, as stated by Keller (1993). Therefore,

if brands have a profound understanding of how customers perceive and associate with them, it will be a major advantage to deepen the bond between brands and customers in the pre-purchasing phase, purchasing decision-making process post-purchase customer service.

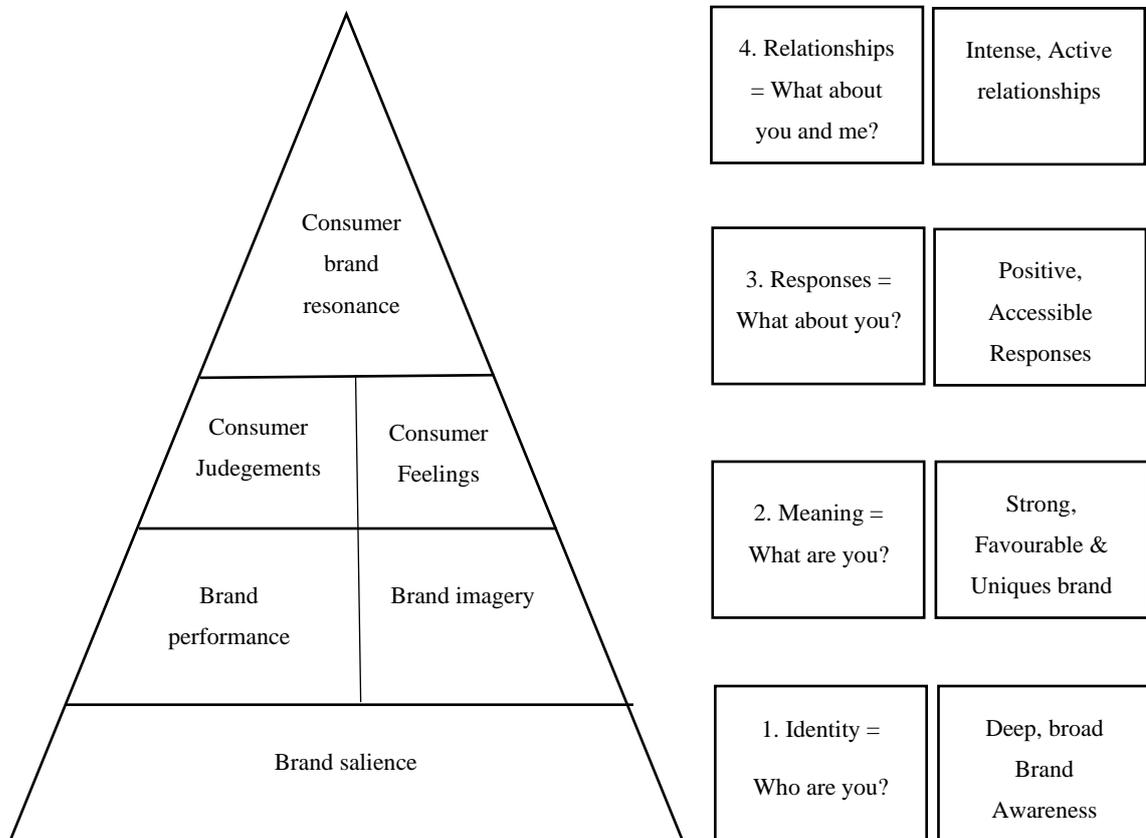


Figure 4. The Customer-Based Brand Equity by KELLER

Conclusively, positive brand associations will give a brand a higher competitive advantage, a higher tendency to transform consumers into loyal customers, and a higher reach through various un-paid methods such as word-of-mouth, reviews, recommendations, award-winning confirmation. This research aims to determine whether consumers have positive organic brand associations through packaging design adjustments, which is the brand imagery section. Thus, the product packaging design elements need to present the organic attributes and keep or improve the current brand associations. To build an image, a brand needs to deliver accurate and genuine messages to its target audience through packaging design factors, specifically color, imagery, and material. However, in the delivering message process, noise factors can become

challenging for a brand because they will confuse the target audience, doubtful and distracted from its true intention. Particularly in this research, the challenges are already mentioned, such as greenwashing, green skepticism, and the green gap. Conclusively, brands should consider all aspects in determining the packaging design elements' adjustments to be appropriate and counter noise challenges during the message delivery process to assure consumers to put their trust in the product.

2.1.9 The Brand Anchoring Effect:

Anchoring is defined as the biased judgment of a stimulus based on an initial assessment of another stimulation and an insufficient adjustment away from that initial assessment. The majority of anchoring effects have been observed for explicitly provided anchors and numeric judgments under uncertainty. From subsequent research, it has been confirmed that both external anchors and internal anchors (self-generated anchors triggered and created by a stimulus) can create an anchoring effect, not only from external anchors like the previous research. Also, not all anchors always need to be numeric, according to Esch et al. (2009). It has been found that the first piece of evidence or information can set the standard of the overall situation. For example, when people recognize a €20 T-shirt and another T-shirt but only for €10, they always assume that the second one is cheaper. However, the second one may have cheaper material or no post-purchase guarantee compared to the first one. Thus, it refers to the core concept "It is not what you are but how people think you are", which can alternate their judgment by one (or more) factors. People can create an image about a stimulus while another stimulus exists, then that image can be subject to the anchoring effect.

The anchoring effect occurs to help people make the right decision since human psychology has the natural reaction to prevent failure or negative consequences regarding their responsibilities. Especially in the marketing field, the anchoring effect is one of the most important factors to be considered if brands want to effectively presented as good for targeted customers, since failing to recognize the potential anchoring effect can make brands skip the opportunities or risks of making a brand to have good associations. For example, if a brand decides to have a brand ambassador, but then the ambassador has a serious scandal and has a risk of being rejected massively by the public, the brand has to reconsider and make strategic decisions to detach the negative associations from the ambassador to the brand, such as for Tiger Woods case study. When his serial infidelity

with Las Vegas waitresses and celebrity groupies made headline news and him driving his SUV into a tree, Woods' brand image of discipline and being in control shattered, as mentioned by Surowiecki (2009). Brands which linked their brand connections to Tiger Woods' good-guy family image distanced themselves from him. Accenture, ATT, Gatorade (a PepsiCo division), Gillette, Golf Digest, and Tag Heuer all discontinued their endorsements with the golfer, as mentioned by Kalb (2003). Therefore, it is crucial to determine and research deeply to use different factors to trigger the anchoring effect; otherwise, it would put a brand at risk for consumers' negative associations.

Under uncertainty, people can subconsciously be anchored or anchored by themselves since the human psychology mechanism is to find the easiest solution to answer a question. Naturally, people rely on a limited number of heuristic principles which reduce the complicated tasks of appraising and predicting values to simpler judgmental operations. Generally, these heuristic principles are useful in some situations. Still, the risk of getting error probability by assuming the big picture just by looking at small details can lead to significant wrong judgment, creating false belief, image, and mindset. According to Tversky, Kahneman (1974), people's primary method as a heuristic principle is based on the representativeness of one particular thing to predict or guess the outcome or group. People will rely on the similarities between a particular thing with a specific category to classify them; for example, a person who buys inexpensive, sale-off products must not be wealthy. There are many different aspects of making judgments base on representativeness, such as:

- a) Insensitivity to the prior probability of outcomes: Object A and class B are given in the scenario. There may not be so many similarities between an object A to a class B. However, if there is a majority of items similar to A in class B, people will assume A belongs to B since there will be a higher probability of being true. For example, there are more doctors than lawyers from town B; so, people will assume a person A who comes from town B will be more likely to be a doctor than a lawyer when they cannot find or differentiate the different representativeness between a doctor and a lawyer.
- b) Insensitivity to sample size: base on the given sample size, people can apply the heuristic principle to their judgment. Still, research has shown that subjects often fail to appreciate the strength of the sample size. For example, suppose

a search indicates that the average height of 10 men in a population is 180 centimeters, then even with the sample size of 100, 1000, or 10000 men. In that case, people believe that the average height of men in a specific population will be 180 centimeters.

- c) Misconceptions of chance: people expect that a sequence of events generated by a random process will represent that process's essential characteristics even when the line is short. For example, the chance of a coin to present heads (H) or tails (T) in every case is 50%. Nevertheless, with the presence of two different cases: (1) H-H-T-H-T-H and (2) H-H-H-T-T-T, people tend to believe case 1 more because case 2 does not look random.
- d) Insensitivity to predictability: people are sometimes called upon to make numerical predictions as the future value of a stock, the demand for a commodity, or a football game outcome. Such predictions are often made by representativeness. For example, a company with an excellent description with total positive words will receive a firmer belief in success. In comparison, another company with a sloppy description will receive lower belief in being successful.
- e) The illusion of validity: base on the information given without checking the validity of the source or that information, or by ignoring other risk factors that can weaken the judgment, people tend to make a probably false judgment just simply observe the similarities between a particular object A to a class B. The unwarranted confidence created by the excellent fit between the predicted outcome and the input information may be called the illusion of validity.
- f) Misconceptions of regression: Generally, consider two variables, X and Y, which have the same distribution. If one selects individuals whose average X score deviates from the mean of X by k units, then their Y scores will usually deviate from Y's mean by less than k units. These observations illustrate a general phenomenon known as regression toward the mean, which was first documented by Galton more than 100 years ago.

Relying on the phenomenon above regards marketing, companies usually put consumers in an uncertain position of deciding based on their beliefs or limited given information when interacting with a product/service. Therefore, the importance of marketing, or

specific, integrated marketing tools to prepare them intellectually, subconsciously about a brand is to enhance a higher probability that they will remember, be impressed, and have good brand associations to initiate the purchasing decision process. Brands need to thoroughly analyze the purchasing decision process to imply anchors or hooks that can lead to a possible successful purchase, even eliminate potential chaotic factors that can interrupt their buying intentions. Therefore, the brand anchoring effect is formed to levitate a brand's product or service to become highly appreciated, fit the target audience's needs or demands or even satisfy them more.

The Brand Anchoring effect is built on the definition, which is the combination of anchoring effect and consumer behavior study. Consumers typically form images about brands and compare them to other brands base on similar stimuli; thus, those brand images subject to the brand anchoring effect. Therefore, the brand anchoring effect is known as a customer's mental judgment for a brand based on other brands with similarities or related categories as defined by Esch et al. (2009). In brand-building, companies often use the brand anchoring effect to increase brand creditability, create positive brand associations, enhance brand awareness and provide appropriate integrated marketing communication methods to their target audience.

There are various options regarding how brands can use the brand anchoring effect to boost their brand image and increase the positive influence of a good brand association. Those options can count as co-branded identities, packaging design, positive media influence, and reliable word-of-mouth. This research will only focus on how one-to-one interaction from the moment a consumer observes the packaging design of a specific product can lead to their purchasing decision being affected and determine which visual element is the most influential for the decision. Based on the TPB model, the packaging design elements will be the stimuli that help start the engine of the behavior creation within a consumer's mind, based on what thoughts, feelings, vibes, and beliefs the packaging design from a specific product provided to the consumer. Conclusively, based on the result, the brand can identify which element will effectively attract or make consumers believe that brand intention is genuine. Also, the brand message is clear enough without making the target audience feeling confused or clustered.

The most popular business situation that this effect can occur is brand cooperation (or crossover marketing strategy) – where brands want to attract different target customer

groups and increase their brand awareness, thus sales profit. Some examples are Disney x Gucci, Adidas x Star Wars. The combination of both brand associations can lift the standards or the quality within consumers' minds about the product or easily attract each brand's target audience. For example, Adidas x Star Wars cooperation can effectively attract Star Wars fans to buy Adidas clothing options, even before never even thinking about using Adidas clothes. Adidas fans can be curious about Star Wars if they never see the film by the Star Wars theme design, therefore "hook" them into seeing that sequence of movies for the first time. The negative associations from each brand can also be considered. Still, when the interest is getting high, people can easily ease their comparative judgment, for example: "The movie is not so good, but the design is so gorgeous. I will buy them even though I am not a Star Wars fan". It is also a strategic move to attract customers from other competitors, even Nike's leading competitor. If Nike's fan accidentally is also a die-hard fan of Star Wars, then there will be a higher chance for that individual to buy their first Adidas clothes because Nike did not offer anything in Star Wars theme. The main intention of brand cooperation is to expand their brand awareness and engage new customers for trials. Hopefully, after the trials, brands can convert them into loyal customers if the product/service meets their demands perfectly, thus increase their market share (especially convert the competitors' audience into customers).

For this research, the brand anchoring effect is used to creatively design the stimuli version of the package for a product by adding anchoring factors to the packaging design, such as changing the color of the package into green, using organic-prompting images on the package, and emphasizing the sustainable package material. These anchoring factors will help test whether the consumers are anchored to associate the brand's product as organic efficiently.

2.2 Key Debates and Controversies

2.2.1 The role of packaging in green marketing communication

By definition, communication refers to the process of sending a specific message from a sender to transfer the information that can be decoded effectively by the receiver to both the sender and the receiver can comprehend a situation correctly. It involves many different factors or means of deliveries, such as vocational, writings, images, and plots. However, both external and internal elements can interfere with the communication

process, summarising "noises". "Noises" can come from various means such as other opinions, close-relationship members' reactions, social norms, trends, media (external) or belief, self-principles, and lifestyle (internal).

Communication in marketing channels can function as to how meaningful information is transmitted, as Frazier and Summers (1984) stated. Though the Marketing literature admits that communication plays a vital role in channel functioning, according to Grabner and Rosenberg (1969), Stern and El-Ansary (1988) provide no integrated theory for channel communication. Communication has been connected conceptually to behavioral issues (e.g., power and climate) and structural issues (e., g. the pattern of exchange relationship) in the channel, yet empirical research on channel communication is scanty. Communication is a need used to create a network, spread ideas, and promote products or services. Effective communication is done through a well-known channel that transmits precisely, without any cluster, to eliminate the risk of misunderstanding the actual message.

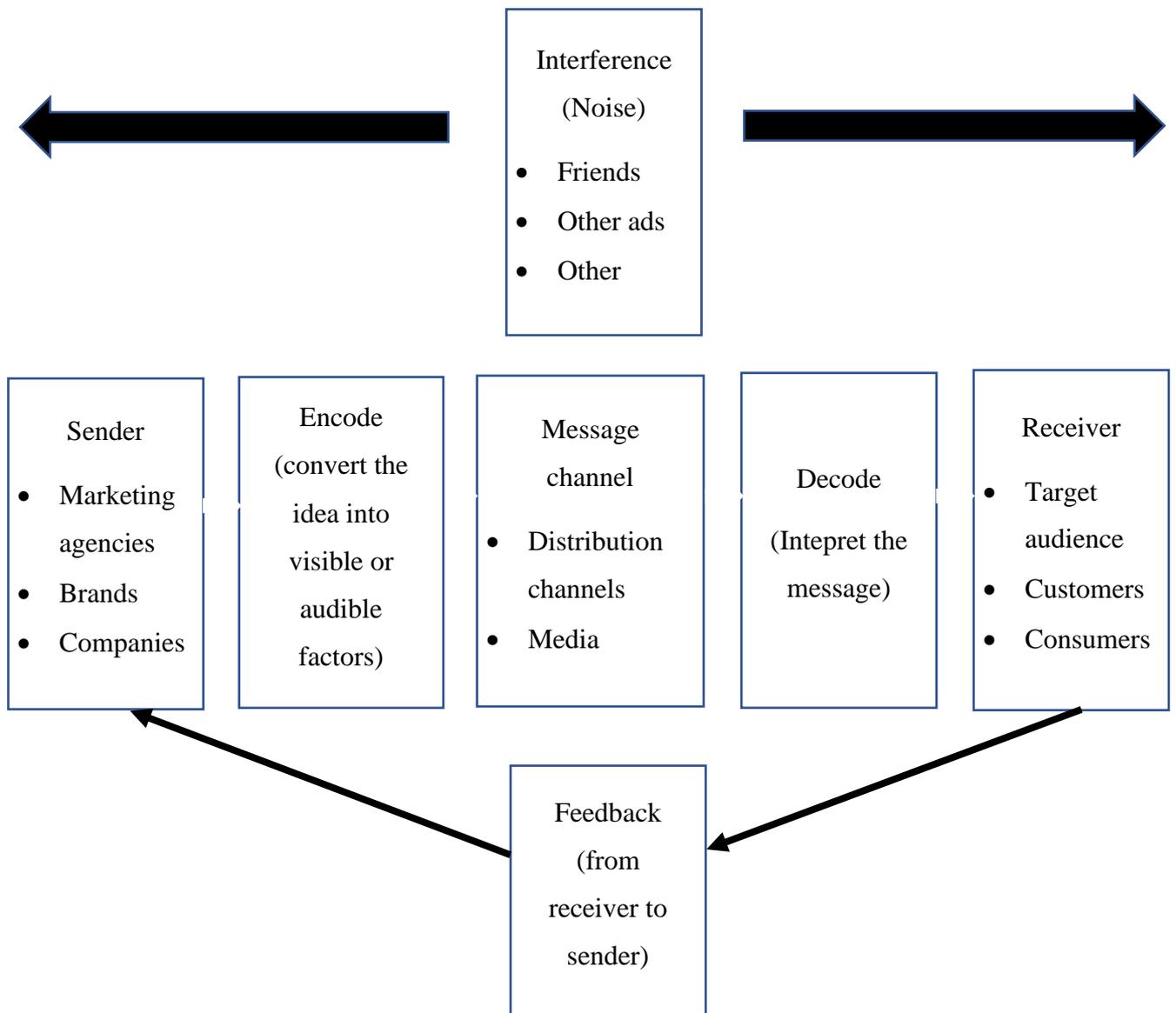


Figure 5. The Integrated Marketing communication process

Marketing communications represent the accumulation of all components in a brand's marketing mix that promotes exchanges by building shared meanings with the brand's stakeholders. Businesses use different tools to promote their company, product, or services. Tools can be brochures, telemarketing, websites, and other means of message deliveries. Marketing communication objectives are to provide information to the target audience and boost sales, as Saeed et al. (2013) mentioned. Integrated marketing communication (IMC) is a marketing communication planning concept that combines and evaluates different communication disciplines' strategic roles to clarify consistency and significant impact. Accordingly, planning and executing all marketing

communications are required in an identical way to provide the exact message to meet the final objective, according to Percy et al. (2001). Process of producing and applying for the different communication programs and the probability of impacting the future over time. Overall, according to Schultz (1993), the IMC process starts with the customer. It works to determine and define the methods and forms to develop effective communications programs. IMC is also considered a strategic business process used to plan, create, execute, and evaluate the coordinated and assessable influential marketing communication programs relevant to external and internal audiences. Therefore, IMC includes various communications options combined to create a more significant impact, positively influencing target customers to purchase a brand's product or use service, and packaging is one of them.

The packaging is defined as "all the activities of designing and producing the container for a product." Packaging is defined by Kotler (2005) as the wrapping material around a consumer item containing, identifies, describes, protects, displays, promotes, and otherwise makes the product marketable and keeps it clean. There are three types of packaging:

- a) Primary packaging: refers to the most actual packaging is to hold, preserve and maintain the product from external factors, for example, the cover of a tube of toothpaste or a bottle to contain the wine.
- b) Secondary packaging: refers to the outer wrapper that performs as a promotional or attractive, distinctive display for consumers to differentiate such as brand name, logo, colors, imagery, detailed information of components or ingredients about the product.
- c) Transport packaging: refers to the package that plays a role in protecting the main product from risky damages during the transportation process, such as carton boxes, crates.
- d) This research will refer to secondary packaging since its purpose is to distinguish recognition factors to attract and provide information for the consumers to convince them to purchase the product. The role of packaging as a communication tool is becoming more important due to increased self-service at the point of sale and the more complex service needs related to the product, according to Kotler (2004); Kotler et al. (2001).

To be distinguished and effectively capture consumers' attention, the packaging design can be stood out by one (or more) of these following elements: colors, material, shape, imagery, information, brand logo, and brand name. Each of the element play as a role to be stored in consumers' mind to make them start the association process later when one element triggers. For example, when mention purple combines with chocolate, consumers can think of Milka due to its outstanding purple packaging design. The packaging design plays a massive role in catching potential customers' attention and convincing or communicating with them about the product to meet their needs. The packaging makes their thoughts going through the purchase funnel quickly because, for some products, customers will have no choice but to decide to put their trust in the packaging design since they cannot have their trials.

However, all of those efforts can be wasted if, in the end, customers still refuse to trust brand intentions because they cannot or do not receive the exact and precise messages, especially from packaging design. Therefore, making a persuasive first impression will be the utmost crucial question that needs answers regarding the brand's product to present itself. To do this effectively, brands need to truly captivate consumers' attention by product design packaging, advertising themselves as their potential customers' needs. Based on that, consumers will have a positive brand association from the first impression, initiate the first step into purchasing consideration.

Nevertheless, to adequately convince them to have positive brand organic associations, brands need to understand the bedrock of their target customer's mindset. That is why analyzing the TPB can help brands identify the appropriate solution to persuade consumers to trust and have organic associations effectively. The mindset of green skepticism from a customer is created base on the fact what is the point of purchasing a product which is a higher price, risk of unfamiliarity, and fake-green claim from a brand that wants to be profitable. None of the consumers wants to fall for these traps, which have been intentionally developed by some cooperation's who wish to appear green, but in fact, doing harmful environmental activities. As a result of this research, we will determine which packaging design method or element helps build a brand association of being environmentally friendly to a specific brand product, and will reveal what we can know more specifically about why the green brand association is skeptical, identify the actual noises from an apparent pointed challenge such as greenwashing.

2.2.2 *The Role of Packaging in Green product Marketing*

Packaging design has been studied in various contexts, but findings remain inconsistent, particularly on the impact of individual elements as concluded by Mitchell & Papvassiliou (1999); Becker, Rompay, Schifferstein, and Galetzka (2011); Silayoi & Speece (2007). Several studies have found visual cues (picture, typography, color) to be the most impactful on consumer attention and attitude, as mentioned by Folkes & Matta (2004), Silayoi & Speece (2004). Besides, most other studies have focused on other elements such as size and shape instead, as reported by Ares & Deliza (2010), and verbal cues, as reported by Klimchuk & Krasovec (2013).

Base on both social and commercial reasons, many brands in the modern world have chosen to go green in various aspects: it can be about using organic resources, producing green products, using green and sustainable packaging or sub-product elements, even have the pre-production and post-production process clean and eco-friendly. Regards green products, there have been some skeptical mindsets within customers about whether or not the brand is telling the truth or just a green marketing method to boost sales, according to Schmuch et al. (2016), thus, enhance the importance of packaging in captivating and persuading customers into believing and purchasing the green products. However, as in packaging, many different elements need to consider; many factors need to measure to determine which one is the critical component regards captivating and successfully persuading customers that the product is really "green" or bio. It is all related to the Purchase funnel in Marketing, which contains six stages:

Table 3. Six stages of Purchase Decision Process

Number	Stage	Description
1	Awareness	consumers notice a brand's products through advertising tools, campaigns, research, displays, mouth-to-mouth, recommendation, and social media. Doing this stage effectively, which successfully captivating consumers' attention, is the first step to gain the consumer's impression to subconsciously store the brand information (image, product, logo) in their short-term memory. Therefore, whenever they have the appropriate need or demand, a

		brand can get a higher chance to be popped up, pushing the consumers to initiate further steps. Companies usually need to identify who has a genuine interest in the product/service (by measuring methods, data analysis) to sort out a specific group of potential customers.
2	Interest	to initiate further actions, companies can target potential customers who have interests regarding the product by engaging them by email, push notifications, targeted content, and targeted ads. This activity will make their interest develop time by time. If they are impressed by the product/service (or by how the company marketed the product/service), they at least will form a comparison whether or not they need this to fulfill their demand. Regularly, consumers will start searching for more information, such as brand background, reviews, other related products, and other brands that provide the same product category to evaluate their decision effectively.
3	Consideration	when the curiosity hits, consumers will start researching for more information about the product to evaluate whether or not this product or service can provide the exact (even more) outcome that they need. This stage is the correct time to implement the highly effective keywords on search engines, showing informative articles, excellent reviews, clear positive information (preferably on top of the first result page) to increase credibility. Thus, the brand earns the potential customers' trust to make them moving forward to subsequent stages.
4	Intent	turn potential customers' consideration into intent by seeing authentic or reliable reviews (from experts, key-opinion-leaders (KOLs), influencers), trying samples for authentic experiences. There is already a very high chance

		that the potential customer wants to purchase the product at this stage. Still, they just want to make sure they do not make the wrong decision or the tendency not to listen to the media or the company's information.
5	Evaluation	the critical point where customers compare brand's product with other competitors', time to convince the brand's product is the best by PR articles, more influencers, or KOLs comparative contents between their brands and competitors. The main target is to reach the point of equilibrium – where the price is appropriate for the quality of the product to meet the potential customer's demand, or "worth it".
6	Purchase	The sales transaction is completed. A brand should consider strengthening its post-purchase service to keep new customers into loyal customers by other tools such as promotion, membership, good customer service.

Since both the skeptical mindset from consumers and various interesting products competing against each other on the shelves, captivating potential customers' attention and making them believe brands' genuine intention can be burdensome. Therefore, the first impression of the packaging design is more important and really can be a game-changer in this situation. It is about the bright color and interesting imagery and targeting and selecting the correct audience for green products. Based on purchasing decisions, making the target audience look at the brand's product is only the first step; a brand needs to check out their doubts about its true green quality to come to the last step, buying the product.

Firstly, we can start with the core visual element that attracts attention – the color. Color is an excellent source of information as much as it is estimated that 62-90 percent of persons' assessments and evaluations are based on colors alone (Singh, 2006). Colors have a dramatic and profound effect on consumers' thoughts, feelings, and behaviors; thus, marketers have long employed color as a visual mnemonic device to support

cognition and thought and grasped consumers' attention (Labrecque, Patrick, & Milne, 2013). When talking about environmental-friendly, organic, the "green" color is primarily associated with such keywords since it refers to nature, plant, tree, original, healthy, vitality, and un-chemical. The second color can be brown since it is associated with earth and nutritious.

Secondly, the prompt imagery, which provides the main message to impact the consumer's mind, is essential since it usually plays the main characteristic of the brand, product, or a solid call-to-action to confirm their creditability. It is believed that a product that has the confirmed logo of European Bio Organic product will appear more reliable than any other self-claim organic products. The reason is authorities have verified it, or the word "eco-friendly", "bio", "organic" when appearing on the packaging design will strongly influence the consumers that this product is "green".

Thirdly, after successfully captivating consumers' sight, the material now plays a significant role in "green" products more than non-green ones. Since the evidence shows that harmful package materials like nylon, plastic, metals cause harm to the environment, it can make the "green" products be perceived as "non-green" ones. It is possible to communicate packaging environment-friendliness through style elements and an environmental claim. When looking at the influence of the packaging style elements (i.e., material and color) on the evaluation of the environment-friendliness of the packaging, it was specifically demonstrated that the package made of a fiber-based material was perceived as more environment-friendly than the plastic packages. These results support previous literature on the influence of the material on the evaluation of packaging environment-friendliness. More precisely, it confirms that paper-based materials are seen as having a lower environmental impact than plastic materials. In other words, it is suggested that the material represents an attractive structural alternative to offer environment-friendliness, according to Magnier, Schoormans (2017).

This study will look into each brand's "green" aspect and how it makes the customers perceive to form their green standards. We would try to prove which packaging design element helps customers understand the brand's true green intentions and then help them make appropriate organic brand associations. Accordingly, the brand has paid attention to eco-focused packaging design to bring the "go green" statement in their customer's minds.

2.2.3 The role of packaging design in creating brand associations:

Packaging design has a significant impact on different product aspects. Firstly, packaging can help consumers understand and create associations regarding product associations since it provides beneficial information about ingredients, flavor, nutrition, and characteristics. By providing such transparent information, consumers can efficiently evaluate their thoughts toward making a purchase decision. Thus, brands focus on providing highlight, accurate and clear information of the product on the packaging design can increase the chance for consumers to pay attention and trust the brands more. Secondly, the packaging design is also beneficial to primary product characteristic association since it enhances the unique aspect of the product and helps customers compare with other competitors fastly. Finally, the packaging design also impacts subsidiary product characteristics associations effectively. It can show the brand's intention towards consumers' desires and personalities, such as environmental concerns, convenience, preferences, and hobbies. Thus, as Shu-Yuan Lin, Jen Yen, Kwoting Fang (2011) concluded, consumers will have positive brand associations if they meet their core demands and represent their personalities and living style through the packaging design.

This study will focus on how packaging design from brands can create organic brand associations within customers' minds through analyzing the three main elements from the packaging design: (1) the color(s) refers to the main color(s) shade cover the package; (2) the imagery refers to the graphic design which provides the product characteristics, attributes, legal confirmation (if necessary) and provides brand recognition factors to differentiate the brand's product among competitors; and (3) the material of the package which refers to the physical element that helps contain the actual product inside. Since this study focuses on organic brand associations, the packaging design elements are expected to be tightly associated with "green" attributes. For example, the color needs to resemble the appropriate keywords like "green", "natural", "organic", "environmental-friendly"; the imagery needs to help the consumers to visualize the organic product attributes like the plant imagery, artistic design for the organic keywords and the EU bio logo; the material needs to be sustainable or can be recycled effectively. The utmost important goal for brands is that no matter the organic cues and claims on the packaging design, they need to convince them to believe in the natural organic characteristics from the brands and the products. In general, it appears that credibility is enhanced when the labels are issued by independent regulatory agencies, as mentioned by Parguel et al.

(2011). It has been proved that perception of organic attributes positively affects brand associations, trust, brand evaluation, product evaluation, purchase intention, long-term brand loyalty, and promoting behaviors, as stated by Giannelloni (1998). By enabling to capture the complexity of consumers' motivations, attitudes, and behaviors as reported by Khoo-Lattimore et al. (2009), a qualitative approach to determine consumers' perception of ecological packaging cues and their responses, eco-designed packaging appears necessary.

2.3 Gaps in Existing Knowledge

Many studies have explored why consumers are still skeptical about purchasing environmentally friendly products and what factors contribute to their green buying decisions. However, those cannot develop specific innovative changes to convince consumers to rethink and strongly impact their belief about environmental brands. We have no previous knowledge about how brands can appear trustworthily related to eco-friendly activities with existing activities to back up the brand image to increase brand trust at the lowest cost. Brands can be genuine and apply green thoughts in every step of their manufacturing process. Still, if the consumers cannot perceive it, the manufacturing cost would be a waste since no one believes the brand is going green effectively.

On the other hand, if brands treat environmental issues as a marketing strategy with an "all talk but no walk" approach, it will be a downfall in brand image and can be a memorable scandal for years after. Accordingly, this research will try to find the equilibrium point and put the packaging design as the factor that causes impression; the first step is to captivate consumers' attention to trusting the brand. This research will try to gain consumers' insights when they approach a product – how they can know that product is truly green, which information is needed to convince them to believe that, and how to make a solid impact in creating green brand association packaging design. A recent content analysis that applied this typology on sustainable versus green messages according to Cummins et al. (2014) revealed that about 43% of the sustainable messages were identified as image-oriented, and 47% of the nonsustainable messages were classified as product claims. In terms of greenwashing, the dominant category across all environmental advertisements was the acceptable, followed by the vague/ambiguous category. Finally, no messages were identified as outright lies, and the omission category was also relatively small. To prevent misleading attempts, institutional stakeholders,

including the European Commission (Directive 2005/29/EC on Unfair Commercial Practices [UCPD]) and the U.S. Federal Trade Commission (FTC), have advised marketers to use "clear and prominent qualifying language to convey that a general environmental claim refers only to a specific and limited environmental benefit" (Federal Trade Commission 2012, p. 62122). However, such organizations' regulatory attempts vary greatly among countries, and their enforcement is generally lax, as mentioned by Delmas and Burbano (2011). In response, Feinstein (2013) has stated that scholars and environmentalists have argued that such nonbinding regulatory guidelines inadequately protect consumers from the harmful effects of greenwashing. For consumers, it is worrying that many environmental attributes of products—for instance, sustainability - cannot be verified, even after consumers use products claiming to possess those attributes as reported by Carlson, Grove, and Kangun (1993); Lyon and Maxwell (2011). As a result, companies' dishonest attempts to promote their products' environmental qualities can cripple consumers' confidence in green advertising, as concluded by Chen and Chang (2013); Parguel, Benoit-Moreau, and Russell (2015). As previous research has indicated, greenwashing perceptions are associated with more negative evaluations of ads and brands, as reported by Newell, Goldsmith, and Banzhaf (1998); Nyilasy, Gangadharbatla, and Paladino (2014). Shreds of evidence suggest that even consumers with high environmental expertise are not entirely resistant to greenwashing in advertisements in Parguel, Benoit-Moreau, and Russell's (2015) research.

This research will help brands confirm the role of packaging design elements in affecting consumers' brand organic associations; therefore, it can help brands reduce the risk of investing in blind. Besides, this research will also help consumers know how brands listen to their feedback, try to satisfy their demands, and convince them to go green for a better future since saving the environment can positively impact human beings generally. Nevertheless, this will not be the final ending. Further steps could be taken based on this research result to form an ultimate solution for brands to catch up with customer insights and finalize the right direction in producing and advertising green products to their customers.

3. THE IMPLEMENTATION OF PACKAGING DESIGN IN THE ORGANIC COFFEE INDUSTRY

3.1 The organic coffee markets

3.1.1 Organic coffee market

Organic coffee is defined as coffee products that meet the requirements or standards of an organic certification scheme, proving that it has been grown and processed with a complete concern of environmentally friendly and no chemicals in harming human health. To market coffee as organic in Europe, companies need to pay attention to the fact that the product must comply with the European Union (EU) regulations for organic production and labeling. The EU organic label is the minimum legislative requirement. Besides the EU label, coffee can also be labeled with official national organic labels or private label standards reported by CBI by ProFound – Advisers In Development (2020).

Currently, organic coffee is a fruitful and growing business. It has been estimated that the organic coffee industry will grow by a 13% CAGR between 2017–2021 because of the growing demand by millennials' lifestyle of environmental protection and health balance. This growth would make the organic coffee market in 2021 worth 4998,6 billion USD, according to Technavio (2017). Since there is an ongoing global pandemic related to lab-produced virus, organic products have become in high demand more than ever, especially within European countries, with a stable, healthy lifestyle. Thus, Europe is now the second-largest single market for organic products (only after The United States of America). European organic retail sales nearly reached €41 billion in 2018, about 42% of global organic sales. Between 2014 and 2018, European organic retail sales registered an average annual increase of 12%. The global pandemic COVID-19 crisis has led to increasing demand for organic foods, as organic foods are considered healthier and safer than conventional food products in consumers' minds. Conclusively, this demand is expected to continue growing after the crisis is over, which is the main motive for companies to prove themselves as "green" or organic as much as possible. The most common perception is that organically produced food products reduce consumers' exposure to synthetic chemicals and pesticides, which cause subtle disease or, the worst, cancer, according to consumers' thoughts. More socially empathetic consumers (also) buy organic products to reduce farmers' exposure to toxins, contributing to protecting humans and the environment.

Table 4. Comparison of the organic markets of several European countries in 2018

Country	Organic retail sales	Share of organic in the total retail market	Growth of organic market 2017-2018	Organic per capita consumption	organic market share in total coffee sales/imports
Denmark	€1.8 billion	12%	13%	€ 312	N/A
France	€9.1 billion	4.8%	15%	€ 136	3% (of sales)
Germany	€11 billion	5.3%	5.5%	€ 132	4.3% (of sales)
Italy	€3.5 billion	3.2%	5.3%	€ 58	0.8% (of imports)
Sweden	€2.3 billion	9.6%	4.0%	€ 231	N/A
Switzerland	€2.7 billion	9.9%	13%	€ 312	N/A
UK	€2.5 billion	N/A	5.3%	€ 38	N/A

Within Europe, the largest national market for organic products is Germany. In 2018, German organic retail sales reached almost €11 billion, accounting for almost 27% of the entire European market. Over the years, the average European per capita consumption of organic food has increased from a little under €36 per person in 2014 to nearly €51 in 2018. The widespread demand for organic foods in Germany is driven by consumer interest in health and environmental impact. Besides, German consumers have relatively

high disposable income compared to those in other countries in Europe, which allows them to spend more on everyday products, such as coffee. Within the organic food market, the demand for organic coffee in Germany continues to grow. Total roasted coffee sales in Germany reached 361 thousand tonnes in 2018, 23% of the total EU market. In 2019, sales of organic coffee increased by 14% in volume, at a significantly higher rate than mainstream coffee. The organic market share in coffee sales reached about 4.3% in 2019. About 26% of German consumers prefer organic instead of conventional coffee, and 78% are willing to spend more on organic coffee than conventional coffee, reported by CBI (2020). Therefore, choosing Germany as the research location will efficiently reflect the valid evidence of how brands conduct organic attributes on their packages and what consumers' perceptions toward creating organic brand associations.

3.1.2 Consumer behaviors toward organic coffee

Because of the trend of healthy and environment-friendly lifestyles adopted since the 1970s, consumers seem to purchase and use organic products. For organic coffee, consumers choose the appropriate brand for their nutritious ingredients, natural, environmentally friendly production, and the taste of original coffee beans, as concluded by Mc Closkey & Maddock (1994). Since the development of the environmental living style keeps increasing and gaining more attention, consumers also increasingly focus on the environmental aspects of coffee products, especially when greenwashing and green skepticism from unreliable brands keep uncontrollably spread out mentioned by Anagnostou, Ingenbleek & van Trijp (2014). Therefore, product price is not the biggest challenging concern regarding consumers' hesitation in purchasing organic products, since the logical correlation between higher price and truly organic (not greenwashing techniques) within consumers' mindset as reported by Laitinen (2020).

Additionally, according to Zhang & Dong (2020), consumers are now more concerned about their health benefits than price because of the enormous impact of healthy living lifestyles from social media influencers. Furthermore, global infected diseases have raised their concerns more than ever since they tend to rely on social opinions to choose the safest products for their health benefits. However, consumers are still skeptical about private brands' organic implementation motivation since there have been numerous greenwashing cases when brands mislead stakeholders for their brand equity and monetary benefits. Therefore, consumers are keen on putting their trust in governmental

or official authority third-party certification, such as the European Commission provides the EU bio logo as reported by Darnall and Vazquez-Burst (2012).

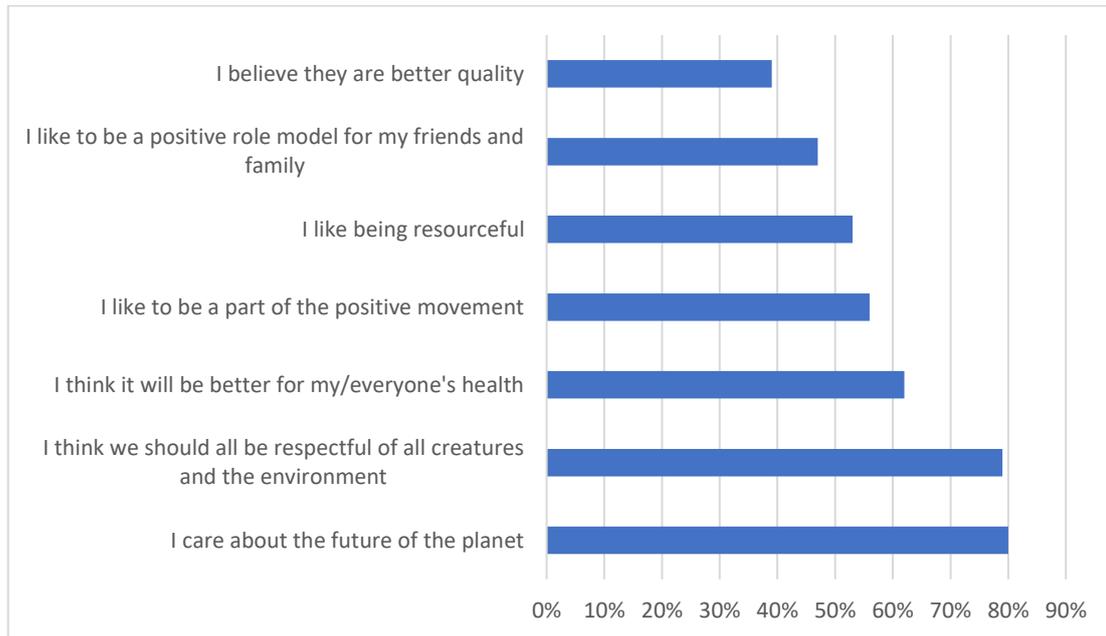


Figure 6. What drives eco-conscious consumer behavior?

Thus, brands can try to take advantage of this information by highlighting the certified logo from official authorities and improving other packaging design factors for their products' packages. Although, educating and providing useful organic information to the consumers can be helpful for brands in the long-term, and this could be implemented in the packaging design perspective, such as putting valuable information at the back of the package or using hook call-to-action phrases to encourage consumers to research more through brands' websites. This activity aims to slowly break the barrier of skepticism from consumers to organic brands, therefore saving marketing efforts to convince consumers in the long run. Conclusively, knowing current consumers' behaviors toward organic coffee products can help brands utilize their packaging designs for immediate interaction moment (seeing the product at the distribution channels) and remain in consumers' minds after interacting with it.

3.1.3 The implementation of packaging design for organic coffee products:

Since 2010, every confirmed organic product has already used the European Union bio logo on packages as the official third-party confirmation for the natural organic product characteristics. The bio logo is the confirmation from European Commission for meeting all the requirements or standards for organic products, from clean, environmental-safety production to authentic, clean ingredients and sustainable packaging. It has been confirmed from previous research that consumers tend to look for an official third-party certification label or logo to consider a brand's actual organic implementation. Thus, most of the current organic coffee products try to put the EU Bio logo on their packages to be visible for consumers to notice and initiate purchasing decision process.



Figure 7. Different organic coffee products packaging designs in Germany using mostly shades of green for their packages

The green color is a major factor found to captivate consumers' awareness efficiently and positively create organic associations toward a product since the term "green coffee" has a strong link for the green color to have appeared on the packaging design. Normally, conventional coffee packages have different shades of brown to visualize the strength level of coffee flavor or types of coffee, so when the shades of green appear on an organic coffee product package, it can help the consumers easily identify the true organic product. Uniquely, brands implement the green color differently to make their product stand out

from competitors and still keep the clear brand identity and uniqueness. Therefore, some brands cover their packages with the shade of green, and other brands try to add some green color details such as icons, imagery, or phrases to their standard product package, as concluded by Corso and Benassi (2015).

The use of the associated organic keywords such as “organic” or “bio” also mostly appear near the brand identity factors to enhance the difference between the brand’s conventional products and organic product. This implementation has been confirmed to positively drive consumers’ purchasing intentions and target the right audience rather than vaguely presented.

The combination of coffee and organic attributes imagery also plays a significant role in attracting consumers aesthetically. The most used coffee imagery is the coffee bean or the coffee cup, and the most used organic attributes imagery use is the green leaf/leaves. Each imagery is being combined creatively to speak up the brand identity and genuine organic intention depending on the brand characteristic.

According to Reichert CL et al. (2020), the material brands use for their organic coffee products has to meet the standards and requirements for bio-based material packaging: (1) the level of sustainability, (2) biodegradable materials, and (3) recyclable materials.

Table 5. Standards for bio-based material packaging

<p>The level of sustainability</p>	<p>The sustainability of a material depends on many aspects, from functional to aesthetic properties, environmental to economic and social benefits, impacts and costs, from production to end of life processes, and from local- to global-scale effects. Ideally, products are based on renewable resources. They are easy to reuse and recycle and create added value without adverse effects on our environment and population while maintaining a healthy profit for all supply chain actors. Bio-based, biodegradable plastics could meet some of these demands and be produced from a broad range of feedstocks.</p>
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Biodegradable materials	Requirements for packaging recoverable through composting and biodegradation, including a test scheme and evaluation criteria for the final acceptance of packaging, according to which a broad range of products are certified.
Recyclable materials	Material recycling from mixed waste plastics is challenging and based on sophisticated process chains combining different sorting steps like screening, wind sifting, near-infrared (NIR) spectroscopic-based sorting, electro-magnetic removal of different metals, and others. Different technologies able to classify different materials have been developed, and they are already commercially available in the market for most common polymers based on X-ray, color laser, or spectroscopic techniques

The two most popular materials used for the packages are unbleached kraft and rice paper in the organic coffee category. These organic alternatives are made from wood pulp, tree bark, or bamboo; therefore, they are completely environmental-friendly by their biodegradable attributes. While the eco-friendly ingredients can assure consumers of their health benefits, the eco-friendly package can assure consumers of environmental protection without affecting the product's taste since consumers believe that coffee is usually bad for their health. However, the package still needs to fulfill its containing and preserving function to the actual product. Hence, brands need to find the equilibrium point of sustainability, functionality, and aesthetical attribute of the product packaging design. Conclusively, though the packaging material is the least apparent observational cue to determine the product's organic attribute, it is the ultimate aspect if consumers understand that the product is fully organic from inside to outside, which will create a loyal point for consumers to associate organic attributes toward brands.

3.2 The brand – Jacobs Douwe Egberts

3.2.1 History and Corporate responsibility

As the part of JDE Peet, Jacobs Douwe Egberts (JDE) belongs to the excellent pure-play coffee and tea company in the Netherlands. For 250 years, JDE has been inspired by the doctrine that miracles can happen from or within a cup of tea or coffee. Today, JDE unleashes the possibilities of coffee and tea in more than 100 developed and emerging markets through a portfolio of over 50 brands that collectively cover the entire category landscape led by leading household names such as L'OR, Jacobs, Senseo, Tassimo, Douwe Egberts, Old Town, Super, Pickwick, and Moccona.

JDE has a "Code of conduct," defined as guidelines, regulations, and ethical beliefs to help them show to stakeholders that they care about doing business ethically, thus making intelligent, profound decisions in professional relationships. This code of conduct is the commitment of ethical business among stakeholders to guarantee corporate ways of treating and doing business to convince stakeholders to follow and believe JDE's business decisions. Since the emphasis is on work safety, high-quality products, and fair deal, stakeholders can have the concrete belief that the relationship is for a win-win situation and there will be consequences for both sides if there is a violation occurs. One major commitment is environmental stewards, which promises to conduct according to the JDE portfolio (2021).

Jacobs coffee has a profound history of marketing itself as organic coffee, using the green color for their official logo as the brand identity. The brand emphasizes the aroma of the coffee and the passion of the founder – Johan Jacobs, which still does not play a significant role in capturing environmentalists' attention. However, the brand has launched its organic product - specifically the Jacob's Espresso Organic Beans. Jacobs' product lines were also categorized based on the aroma's specification, not emphasizing the organic or environmental safety aspects. It is essential to start digging deep into the organic product line and how this research can get to know the potential customers' perspectives toward Jacob's organic product.

In the German coffee market, JDE is the strongest leading coffee brand with a market share of 23.2%, leaving the two closest competitors Nestle and Tchibo behind with a significant distance, as reported by Koptyug (2019). Their distribution coverage throughout retail distribution channels is massive, and consumers have positive

awareness of the brand because of its popularity. This massive coverage results from the brand's promise of 'A coffee for every cup', which enhances its mission to fulfill everyone's cup with its coffee, or anyone will choose JDE coffee as their go-to coffee product. When JDE advertises its Jacobs coffee product, the emphasizing aspects are the pampering aroma and the long tradition of coffee production. Throughout its brand different product lines, the pampering aroma highlights every advertising method Jacobs uses to describe its coffee products and its long tradition of providing quality coffee since 1895.

Besides, Jacobs also mentions their caring attitude towards coffee growing regions and their genuine intention towards environmental protection activities and social responsibility projects. First, JDE Common Grounds, a responsible sourcing program developed in partnership between JDE and Rainforest Alliance designed to continuously improve the social and environmental conditions in origins where coffee, tea, and palm oil are grown. This project aims at three goals: (1) sustainability of land, (2) equality of people, and (3) prosperity of farmers. Sustainability of land refers to protecting the land of growing coffee by implementing appropriate agriculture methods to prevent desertification, protect our planet for future generations. Equality of people refers to guarantee no child labor violation and guarantee safe working conditions. The act aims to gain awareness and encourage practices that promote equal opportunities and improve working conditions that create better conditions for women, children, and youth. The prosperity of farmers refers to farm management, yield improvement, and income diversification. The result of the act is to build capacities to make farming economically viable.

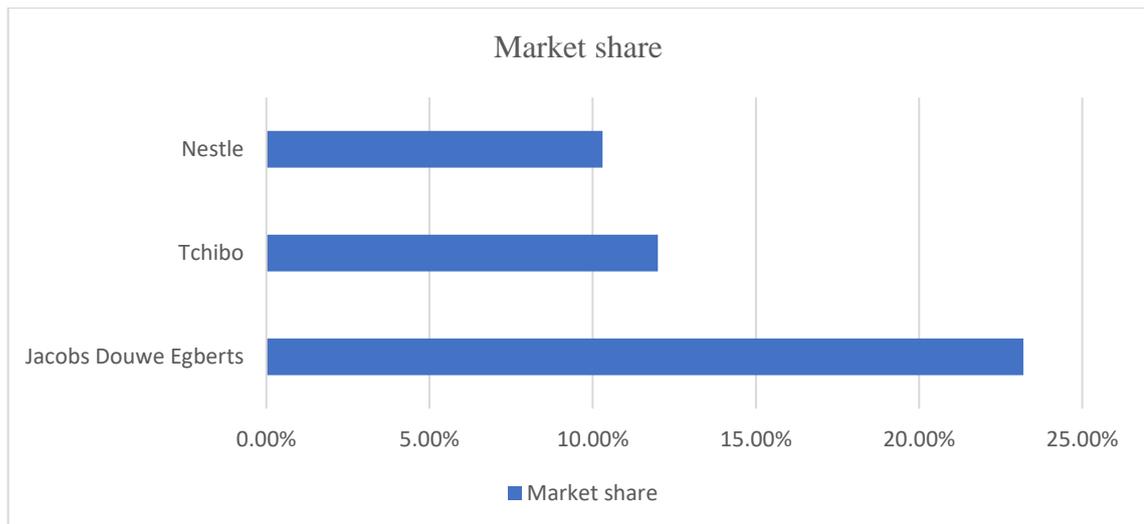


Figure 8. Market share of leading companies in the German coffee market in 2016.

Second, JDE promises to minimize environmental footprints while providing quality products that meet its consumers' and customers' needs and preferences. Additionally, JDE's commitment to minimize footprints is 100% recyclable or compostable packaging by 2025. The five categories that JDE decides to implement its commitment are environmental management, packaging, waste, energy & GHG emissions, and water. Not only does JDE ensure to their consumers about the commitment, but JDE also makes sure its stakeholders commit the same act within cooperation. Specifically, regarding the package criterion, JDE commits to using recyclable and compostable packaging design, increasing the amount of recycled content to support the circular economy, and creating solutions enabling the reuse of our packaging wherever possible. In 2019, 87% of JDE's primary and secondary packaging was either recyclable or compostable, and 28% of JDE's packaging came from recycled materials.

In conclusion, JDE has addressed Jacobs as the qualified brand for the quality of the long tradition of coffee-producing through its website clearly and persuasively. The Code of Conduct file is a guarantee advantage point for JDE as a professional corporate as it plays a significant role in providing and assuring JDE commitments among stakeholders. Therefore, when stakeholders are researching JDE's history, portfolio, and achievements, they can feel safe and guaranteed from JDE clear and informative information, creating positive brand associations toward JDE products, including Jacobs.

3.2.2 Jacobs packaging design for a "green" line of coffee products

Currently, Jacobs has four bio organic coffee products: Jacobs Professional Espresso, Jacobs Professional Filter, Jacobs Professional Crema, and Jacobs Professional Teroso. Almost Jacobs bioproducts contain the fundamental parts to prove that they are legally bio or organic. Firstly, the official third-party certification is the set of logos - the European Union (EU) bio label, the organic seal, and the fair trade logo. Secondly, the original Jacobs Coffee brand identity has already contained two different shades of green; thus, Jacobs take advantage of that to co-represent as a bioproduct with a minimalistic design. Thirdly, the imagery set provides information regarding the coffee-strength flavor level, the highlighted product characteristics, and the true original regions where the coffee comes from shows its official origin. Lastly, the packaging material is the sustainable paper produced to be stable enough to contain the actual coffee products inside. Although, it is no evidence of whether or not the packaging material is produced with an eco-friendly method.



Figure 9. Jacobs bio organic coffee products

Accordingly, more efforts need to be made if Jacobs wants to stand out as the leader in the organic coffee category since the organic brand awareness is somehow not significant for consumers to perceive with the minimalistic design of the product. Even though there are four different bio coffee products, the only difference is the product type name (Espresso, Filter, Crema, and Teroso). The design's similarity is somehow beneficial to

be consistent in brand recognition, but it will negatively affect product differentiation. Besides, consumers need to look at the product packaging to notice most organic cues (imagery and material) to recognize it is truly bio. This design lacks the stand-out organic appeal to earn high awareness by potential customers from afar, which reduces its reach to the target audience.

Specifically, this research will mention Jacobs Espresso Coffee product as the test product to enhance or improve Jacobs' brand organic associations from potential customers.

3.2.3 The stimulus design of Jacobs Espresso Coffee product



Figure 10. The stimulus design of Jacobs Espresso Coffee product

The stimulus design is created to solve the point-out problems based on the lack of stand-out organic cues from the packaging design mentioned previously. The main brand recognition and identity of the stimulus design remains like the original version. The overall package color, the “eco-organic” imagery with the leaves, and the emphasis on the packaging material's characteristics (sustainable, biodegradable, and eco-friendly) have changed for brand anchoring effect for interviewees to compare. Finally, the interviewees can decide which option is more appropriate to create brand organic associations.

Table 6. Packaging design elements adjustment for stimulus version

Brand element	Changed attributes
Color	This attribute has changed from brown-yellowish paper color to light green color as the anchor for organic associations.
Imagery	This attribute is added to the area above the brand recognition and identity rectangle. This adjustment enhances and emphasizes Jacobs' organic intention by showing the organic-associated keywords “eco” and “organic”. To make the imagery appears more aesthetic, we put the three leaves above the keywords as the leaves will positively represent natural, organic, and eco-friendly aspect for the product.
Material	The material will be introduced as both sustainable and eco-friendly produced. It has been designed to be easily observed from afar or at least recognizable from the first physical touch from the potential customers.

4. RESEARCH DESIGN AND METHODS

4.1 Research design

This research will conduct a qualitative data collection design to make the result to be at the highest level of accountability. This method will determine the components and questions for the primary interview to indicate the research questions' results. Because this topic relates to the sociology aspect of consumer behaviors, it is advised to be best analyzed by the Comparative Analysis method by Ragin, 2014. Previously, many types of research have identified packaging design elements' effects on consumers' associations towards brands. However, specific research regarding green products and brand organic associations from consumers is still limited and unclear, resulting in a lack of reliable resources. Therefore, a better understanding or a fresh perspective is needed on this topic, and qualitative research can collect useful information regarding selective consumers' opinions about organic products and how they are being convinced. The interviewees will be appropriately selected as the right audience who can have valuable opinions towards green consumption from brands base on their demographic background, knowledge of green products, knowledge of environmental issues, and opinions regards environmental protection. They need to be currently living in Germany, regularly drinking coffee, selecting appropriate coffee from supermarkets, and concerns regarding environmental product consumption.

4.1.1 The Qualitative research

The Qualitative research method collects samples that are not numerical data (text, video, or audio) to answer questions about experience, meaning, and perspective, most often from the participant's standpoint. Qualitative research techniques include "small-group discussions" for investigating beliefs, attitudes, and concepts of normative behavior; "semi-structured interviews", to seek views on a focused topic or, with key informants, for background information or an institutional perspective; "in-depth interviews" to understand a condition, experience, or event from a personal perspective; and "analysis of texts and documents", such as government reports, media articles, websites or diaries, to learn about distributed or personal knowledge as defined by Hammarberg, Kirkman & de Lacey (2016).

The qualitative research has been used to reveal, for example, potential problems in implementing a proposed trial of elective single embryo transfer, where small-group discussions enabled staff to explain their resistance, leading to an amended approach as mentioned by Porter and Bhattacharya (2005). Qualitative research seeks to understand a given research problem or topic from the local population's perspectives to describe variation, describe and explain relationships, describe in-depth individual experiences, and describe group norms. Conclusively, qualitative research is far more flexible than quantitative research and is especially effective in obtaining culturally specific information about particular populations' values, opinions, behaviors, and social contexts. Since this research subject focuses on finding the complex consumer mindsets, associations, attitudes toward organic products through packaging design elements, it is appropriate to apply this qualitative research method. By implementing qualitative research method, this research can gather in-depth insights into a problem or generate new ideas for determining which packaging design elements is the most significant one that successfully convinces consumers to consider buying the product. By gathering people into targeted groups based on demographic factors, their answers can effectively and accurately build the survey questions and insights into the hints of driving the interview into collecting reliable responses. Since there has been a significant change towards green behaviors and green consumptions from consumers of new generations, new knowledgeable information needs to be gathered to understand correctly. Therefore, the qualitative method will be descriptive data, collected through open-ended questions in a semi-structured interview guide.

Firstly, since the environmental-issues focus did not appear until the early 1970s and had been through major changes in the 1980s until now, according to Adler (2020), it is the most appropriate choice to have Millennials and Generation Z as our participants. They have lived through the era in which the media and social activities had popularized environmental protection, so they would have fewer risks in comprehending the issues. Secondly, each region has different legislations and regulations regarding green products. It is best to focus on Germany as the living location for the participants in this research to unify these criteria' perspectives. Thirdly, the participants need to acknowledge some degrees about environmental issues and already interact (not necessarily green users) with green products to provide potential visions in this research. Lastly, they need to have experience or the habit of coffee products shopping in retail distribution channels as the

regular coffee drinker because they habituate the evaluation thinking process to determine the appropriate coffee product for their demand. Therefore, for this research, the portrait of the participants can be described as below:

Table 7. Demographic factors for selecting appropriate interviewees

Age	Millennials (year of birth from 1981 to 1996) and Generation Z (year of birth from 1995 to 2010)
Living location	Germany
Gender	Both male and female
Personality traits	Environmentalism, Innovative, Knowledgeable about different green brand products, Coffee drinkers

4.1.2 Interview design

As soon as the participants' selection process is finished, the online interview will be scheduled based on the participants' most appropriate time. It is approximately going to take from 20 – 45 minutes to interview each participant. The participants will respond to approximately 20 – 30 open-ended semi-structured questions.

The qualitative interview questionnaire PDF file will be sent to each interviewee for their better observation while the interviewer asks the questions. Since it is a semi-structured interview, the questionnaire file's questions will be the main or core questions that stick to the purpose of the research. Still, more follow-up questions will be added during the interview session with each interviewee for better understanding their thought process. During the interview process, many different or additional questions will occur, if necessary, to clarify the responses. The semi-structured interview guide will include the following sections in detail:

Table 8. Interview semi-structured questionnaire sections

Section	Purpose
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Descriptive questions	To identify the appropriate target audience for the research base on demographic factors
Stimuli options	Helping the participants to perceive the different versions of the packaging design
Brand/Product perception	What participants currently know about the brand and the product?
The “green” knowledge	What participants currently know/believe/perceive about green/eco-friendly/organic products/advertising?
Test the effect of the stimuli	Identifying which element makes the participants eager to purchase the product
Conclusion	Final choice from the participants, the reason in-depth

For more accurate and reliable responses, this research will approach one-on-one interviews through video calls or audio calls (online meetings) due to the complicated situation of COVID-19. This research will use primary sources to preserve the results' authenticity. This approach will acquire all the methods, as the direct target group interview and direct questionnaire participants answers.

4.1.3 The data collecting and analysis procedure

First, based on the existing gap, we will identify the appropriate qualitative semi-structured interview guide to audit the current and potential new brand associations regarding organic products base on two stimuli of packaging designs to represent as "green". Second, the data collecting method – which is the interview method, will be implemented to collect applicable data from the sample with the sample size is 12 (N = 12). Third, all the collected data using the comparative data analysis method by Ragin (2014) to finalize the outcomes. Finally, based on the results after analysis, we can present the answers to our research questions, therefore conclude the final point of which element from the packaging design will be the primary factor that impacts a customer's mind towards organic brand associations.

Since it will be a challenge to do a direct interview during lockdown time in Germany, video calls or online interviews will be our preferred method to conduct data primarily. After conducting interviews, we will note primary data from the raw recorded responses and put them into the fsQCA program to analyze the answer to the research question.

4.2 Methods

This research aims to gain insights into studying consumer behaviors towards green associations, specifically focusing on how packaging design elements can help consumers have positive organic associations. Hence, every data needs to be collected directly and primarily to preserve each participant's original idea. The sources' authenticity is constantly challenging social behavior studying; even if we gain direct answers from participants, there is no validity evaluation measure assure 100% the answers are genuine. Therefore, we will try to do our best by coming up with straightforward open-ended questions, not triggering bias anchors, and keeping the consumers' answers as objective as possible.

4.2.1 The data collecting method – Interview method

There are three types of qualitative research methods: participant observation, in-depth interviews, and focus groups.

Table 9. Types of qualitative research method

Participant observation	This method is appropriate for collecting data on naturally occurring behaviors in their usual contexts to determine the true interaction, reaction, or behaviors without any hint of bias. The researcher will have no direct interaction with the participants during the testing phase, and the participants also do not know about the test.
In-depth interviews	These methods are optimal for collecting data on individuals' personal histories, perspectives, and experiences, particularly when sensitive topics are being explored. The interview will be designed specifically to dig deep into the background of the interviewees' responses to see the core reason, effects, and mindsets. There are three

	types of interviews: structured interviews, semi-structured interviews, and unstructured interviews.
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This research will use the one-on-one interview method as the data collecting method. It is an effective method to explore participants' fundamental ideas, thoughts, and feelings while observing the stimuli due to the complicated context for doing focus groups in COVID-19 sensitive lockdown time.

Semi-structured interviews include a series of key questions that help define the areas to be investigated and allow the interviewer or interviewee to deviate from pursuing an idea or response in greater depth. This interview format is most commonly used in healthcare because it gives participants some direction on what to talk about, which many people find useful. The flexibility of this approach, particularly when compared to structured interviews, allows for the discovery or elaboration of important information to participants that may not have previously been considered relevant by the research team.

For this research, a semi-structured interview is the most appropriate method due to the diversified audiences' characteristics. Still, the questionnaire has the fundamental questions to lead the interview in the right direction of answering the research question. It explores available answers for open questions regarding brand associations – which belong to the human psychology category. To a complex degree, structured interviews may accidentally limit the potential answers of exploring interviewees' thinking process and influencing factors to determine their appropriate responses.

The qualitative comparative analysis method (QCA) is a data analysis technique for determining which logical conclusions a data set supports. The analysis begins with listing and counting all the combinations of variables observed in the data set, followed by applying logical inference rules to determine which descriptive assumptions or implications the data support described by Invernizzi et al. (2020).

In the case of categorical variables, QCA begins by listing and counting all possible cases. Each type of case is defined by the unique combination of independent and dependent variable values. For instance, if there were four categorical variables of interest, {A, B, C, D}, and A and B were dichotomous (could take on two values), C could take on five values, and D could take on three, then there would be 60 possible types of observations

determined by the possible combinations of variables, not all of which would necessarily occur in real life. QCA can determine which data set empirically supports descriptive inferences or implications by counting the number of observations for each of the 60 unique combinations of variables. Thus, the input to QCA is any size data set, from small-N to large-N, and the output of QCA is a set of descriptive inferences or implications supported by the data.

In the next step of QCA, inferential logic or Boolean algebra are used to simplify or reduce the number of inferences to the bare minimum supported by the data. By QCA adherents, this reduced set of inferences is referred to as the "prime implicates." For example, if conditions A and B are always associated with a specific value of D, regardless of C's observed value, then C's observed value is irrelevant. Thus, the single descriptive inference "(A and B) implies the particular value of D" can replace all five inferences involving A and B and any of the five values of C.

Establishing that the prime implicants or descriptive inferences derived from the QCA method's data are causal requires establishing a causal mechanism using another method such as process tracing, formal logic, intervening variables, or established multidisciplinary knowledge.

In summary, the process of qualitative comparative analysis in this thesis can be conducted into five steps according to INTRAC (2017):

Table 10. The process of qualitative comparative analysis

Step	Description
Step 1	At first, we need to develop a base Theory of Change to determine two crucial things: the change that this research is interested in and the factors (theoretically) help led to that outcome. This theory can be based on various validated sources, such as social science theory, a project or program theory of change, or simply personal or organizational experience (see Schatz & Welle, 2016). Still, it needs to be certain about the change that the study desires to achieve. This change can be influenced by various factors (social issues, personalities, governmental policies, regulations, technology innovation) depends on each topic.

Step 2	Parallel with step 1 is this step – which is identifying the cases. According to the desired outcome, some cases lead to the possible outcome and some similar cases but have negative results. Cases can be distinctive, but they need to be consistent with each other.
Step 3	After establishing the theory of change and the cases, forming the factors will be the next step. There are factors that their absence or presence will essentially contribute to the outcomes, and the factors need to be covered by the theory of change. It is important to learn as much as possible about each case by dig deep into the attendees’ responses. Furthermore, this research can learn more about the background or core reason for giving the responses (by ‘How’ or ‘Why’ questions).
Step 4	Afterward, the next step is scoring the collected data factors by looking carefully and setting the scoring criteria. This criterion can use either crisp set QCA (in which the score will always be 0 – absence; or 1 – presence) or fuzzy-set QCA (in which the score will be between 0 and 1 but has different levels such as 0.33, 0.66). Some factors are a yes/no response – which is perfect to be set as a crisp set, and the other factors can be vaguely identified – which are necessary to be set as a fuzzy set.
Step 5	Finally, this step analyzes the data set after data collection, and the scoring process is done. Normally, this step can be accomplished by a computer software called fsQCA, which can help execute several different calculations on the dataset and then presents the user with several solutions. These solutions outline the combination of factors that appear to be present (or absent) in cases where the ‘outcome’ was recognized. There are usually more than one set of combinations, meaning that there is more than one pathway leading to the same ‘outcome’.

In this research, using the QCA method can help recognize the significant impact from which element that affects the outcome of making the purchasing decision regards "green" product among the diversified results from both dependent and independent variables (such as the demographic background of the participants and the different

elements of packaging design). Therefore, it is the appropriate method to implement legitimate answers to the research questions.

4.3 Research questions and Interview design

4.3.1 Research questions

This study seeks to analyze the packaging design options for brand organic associations. Therefore, the research question that guides this analysis is the following: “What packaging design element makes the customers have a high tendency to create brand organic associations toward Jacobs?”. Base on the ultimate interview questions, the supporting question can be: “What packaging design option from the two stimuli makes the customers have a high tendency to create brand organic associations toward Jacobs?”.

4.3.2 Interview design

Specifically, in this research, the theory of change is determined by changing the set of packaging design elements (Color, Imagery, Material) to influence customers to have positive organic brand associations towards the Jacobs Espresso Coffee product. This test can be done by creating a testing stimulus version based on the original package – the stimulus version will be similar to the original package. Only the three factors that need to be tested will be different: the color, imagery, and material. It has been found that the four elements from the packaging design (color, imagery, material, and EU Bio logo) have impacts on customers’ associations toward brand eco-friendliness and organic approach in general, according to Magnier & Crie (2015). Still, since organic food/drink products must put the EU Bio logo on their packaging, Beck, Szeremeta & Ball (2012) concluded this aspect would have no impact on the original version and the stimulus version. Accordingly, various factors about customers’ background such as nationality, culture, the habit of coffee drinking, behaviors/attitudes toward organic lifestyle are created to validate the final responses regarding packaging design elements that help the customers create organic brand associations toward Jacobs Espresso Coffee. Then, we can understand why they are influenced by specific element(s) from the packaging design to have brand associations to be organic. The relationships between data sets (which are the combinations of different conditions into outcomes) need to be analyzed and understood to conclude appropriate outcomes and observe which factors are present or absent in leading to the outcomes. Since this research focuses on analyzing packaging design options for brand organic associations, specifically for Jacobs Espresso Coffee

product, all the interviewees need to have these factors in common: living location is in Germany, have the habit of drinking or purchasing coffee products, recognize the brand Jacobs, and already have knowledge or approach to the concept of green living lifestyle.

The interview is designed to validate the final responses and understand in-depth insights from the interviewees. Therefore, the questions will help this research get to know the interviewees' individual and social background factors. Then, the interviewees will answer questions regarding coffee product preferences, perceptions, associations, and purchase intentions to see which factor(s) they are looking for to select their appropriate coffee product. After that, the interview will lead the interviewees into the “green” knowledge section to see their beliefs, perceptions, and knowledge regarding “green” aspects, thus seeing their opinions regarding what brands are doing recently to advertise and contribute their products to the green lifestyle. The next section of the interview questionnaire is about the interviewees’ knowledge regarding the brand Jacobs, specifically green or organic associations. After that, the interviewees will observe the Jacobs Espresso Coffee product's two packaging designs consecutively: the first design will be the original one. The second design will be the stimulus one. During observation, the interviewees will answer questions about their perceptions, feelings, perceived quality to determine which element successfully or unsuccessfully delivered organic brand associations. This section is the utmost important section in this interview for many reasons. Each interview has a different aesthetic perception regarding organic brand associations. The interview will have specific questions without bias hints to understand and find straightforward answers from the participants deeply. Finally, the conclusion section will summarize every interviewee’s opinions and responses and see which packaging design they think is more effective in creating organic brand associations toward Jacobs Espresso Coffee in particular and toward Jacobs. Moreover, it is pleasant to get to know what the interviewees think that the design can be improved, which factor from the packaging design can be optimized, and their perception towards using an aesthetic aspect of the packaging design to advertising a product as “green” or organic.

Table 11. Interview questionnaire sections

Section	Factors
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Descriptive data	<ul style="list-style-type: none"> - Name - Age - Nationality - Income - Occupation - Gender
Coffee using/selection data	<ul style="list-style-type: none"> - Organic or not - Drinking frequency - Factors influence coffee brand product selection
“Green” knowledge	<ul style="list-style-type: none"> - Associated keywords - Beliefs - Perceptions - Green advertising method
Brand Jacobs perception	<ul style="list-style-type: none"> - Associated keywords - Current experience (if existence) - Expectation regards organic associations
Original package perception	<ul style="list-style-type: none"> - Color creates organic brand associations - Imagery creates organic brand associations - The material creates organic brand associations - Clear product advertising message - Perceived quality
Stimulus package perception	<ul style="list-style-type: none"> - Color creates organic brand associations - Imagery creates organic brand associations - The material creates organic brand associations

	<ul style="list-style-type: none"> - Clear product advertising message - Perceived quality
Conclusion	<ul style="list-style-type: none"> - Option preference - Ability to improve factor(s) - Perceptions/Attitudes/Feelings toward each option

For this research, the stimulus version of the packaging design for the Jacobs Espresso Coffee product needs to be different in color, imagery, and material to test whether changing into a more obvious organic or “green” packaging design can influence customer's organic brand associations toward Jacobs. Thus, the color will change from natural light brown-yellow from the packaging paper to green; space will be filled with the “eco organic” imagery with the leaves graphic to indicate “eco organic” characteristics. The material will change from normal sustainable paper to recycling bio-degradable paper packaging.



Figure 11. (On the left) The original version of the packaging design of Jacobs Espresso Coffee vs. (On the right) The stimulus version of the packaging design of Jacobs Espresso Coffee

4.4 Practical Considerations

Regarding the environmental issue, consumers tend to give answers vaguely due to many factors involved, such as social pressure, neutralization method, and privacy reasons. People do not want to be seen as ignorant towards environmental issues; that is why determining their answers' validity will be the obvious challenge. Thus, creating appropriate questions without any bias or confusing factors to complicate our participants' minds will be the utmost important factor. The questions need to be wording carefully, but there must be additional questions to re-confirm the genuine intentions from interviewees' responses. For example, if the interviewee express that they believe in green advertising but then skeptical about organic cues appear on the packaging design, further information needs to be collected for deeper understanding.

Besides, packaging design is about the aesthetic aspect, in which various consumers can perceive it differently based on their preferences. For example, green is always associated with the environment. Still, some will find it effective (easy to perceive the environmental concept), some will perceive it as "fake" (hard to believe cause not everything green means it is truly eco-friendly). Therefore, if a packaging design fails to approach consumers to perceive brand association as eco-friendly, it may not necessarily be because packaging design does not effectively impress them. Still, the design is not that impressive, or there are some error doings within it, or simply the packaging design does not meet the specific individual's expectation. As previous studies have found, price and brand loyalty play big roles in purchasing any product. Therefore, they do not perceive the new packaging design as organic, not because the design makes the product seem "not genuinely organic", but the product does not meet their requirements. Additionally, consumers also do not want to take risks. They may ignore the brand if they are unsure about the brand characteristics and if their favorite brand is its main competitor.

Likewise, packaging design can be the first step to an alternate brand association in consumers' minds towards eco-friendly. Still, if it fails, it does not necessarily mean that this is the end of the environmental brand approach. There are various approaches to convince consumers, such as media, advertising, and influencer marketing. This research decided to go with the packaging design because it is the first visual approach when customer research about the products. Thus, it plays a first impression role, an important contributor to the organic brand association determining process.

Finally, this research may become suspicious because the consumers tend to perceive brands as "doing any marketing strategies against morals to sell products". Especially in the environmental category, since there are many scandalous case studies about the brand using the environment as an advertisement but in reality doing the opposite, the survey participants' answers can be quite biased (based on their personalities and point-of-view). So, the appropriate questions will be crucial to find out correctly the answer to the research question. Consumer behaviors study is quite complicated since it touches the human psychology aspect towards brand's attempt to turn them into customers. Thus, determining the specific factors that help understand their thinking process will be troublesome if there is no guaranteed method to validate their responses.

5. RESULTS AND DATA ANALYSIS

5.1 Results

After conducting the in-depth semi-structured interviews with 12 participants through video calling, the results have been collected through recording, handwriting, and summarizing the responses to remove the clustered information.

The 12 interviewees are the ones who have different nationalities, but all live in Germany in the presence to study or work.

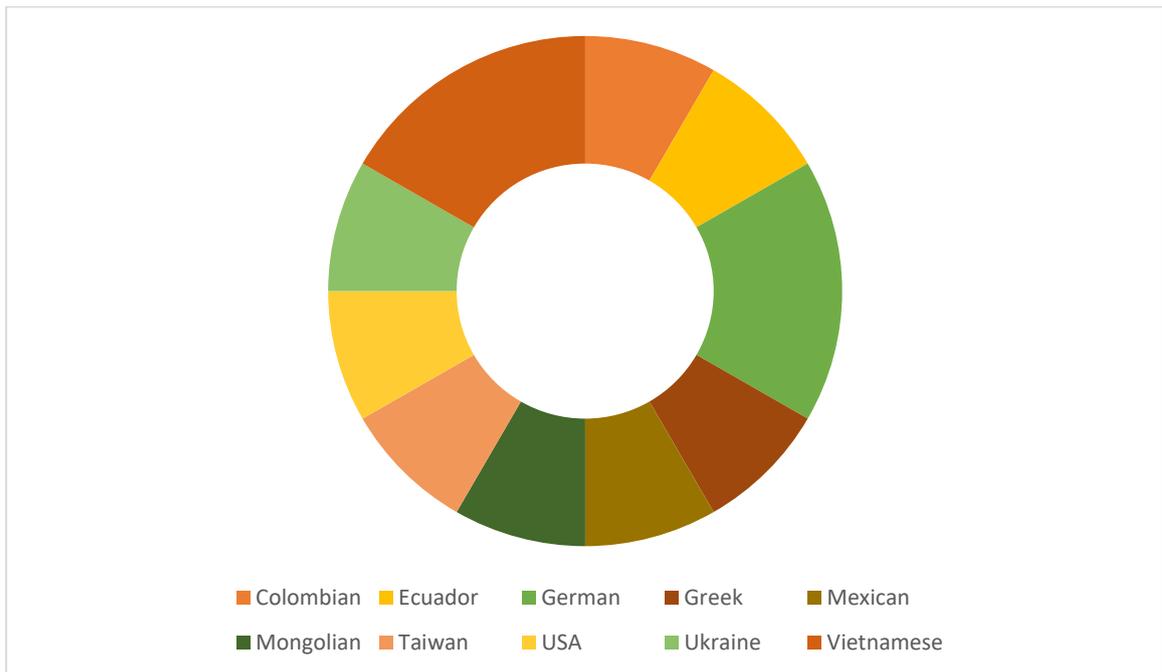


Figure 12. Interviewees nationalities

Due to different reasons, the interviewees have various selections of organic and non-organic coffee products. Specifically, the people who are using organic coffee products (46.2%) have the typical sense of protecting the environment and prefer clean coffee. On the other hand, the people who are using regular coffee products (53.8%) have different reasons regarding their selections, such as price, promotion, brand loyalty, flavor matches their tastes.

The most popular factor that the interviewees are looking for when selecting or choosing to be loyal to a brand coffee product is the flavor (40%). Meanwhile, brand and price are also highly considerable factors (13%). Lastly, the other reasons such as benefits (strong

to wake up and start a day), packaging, feedbacks/reviews/recommendations are the less important factors.

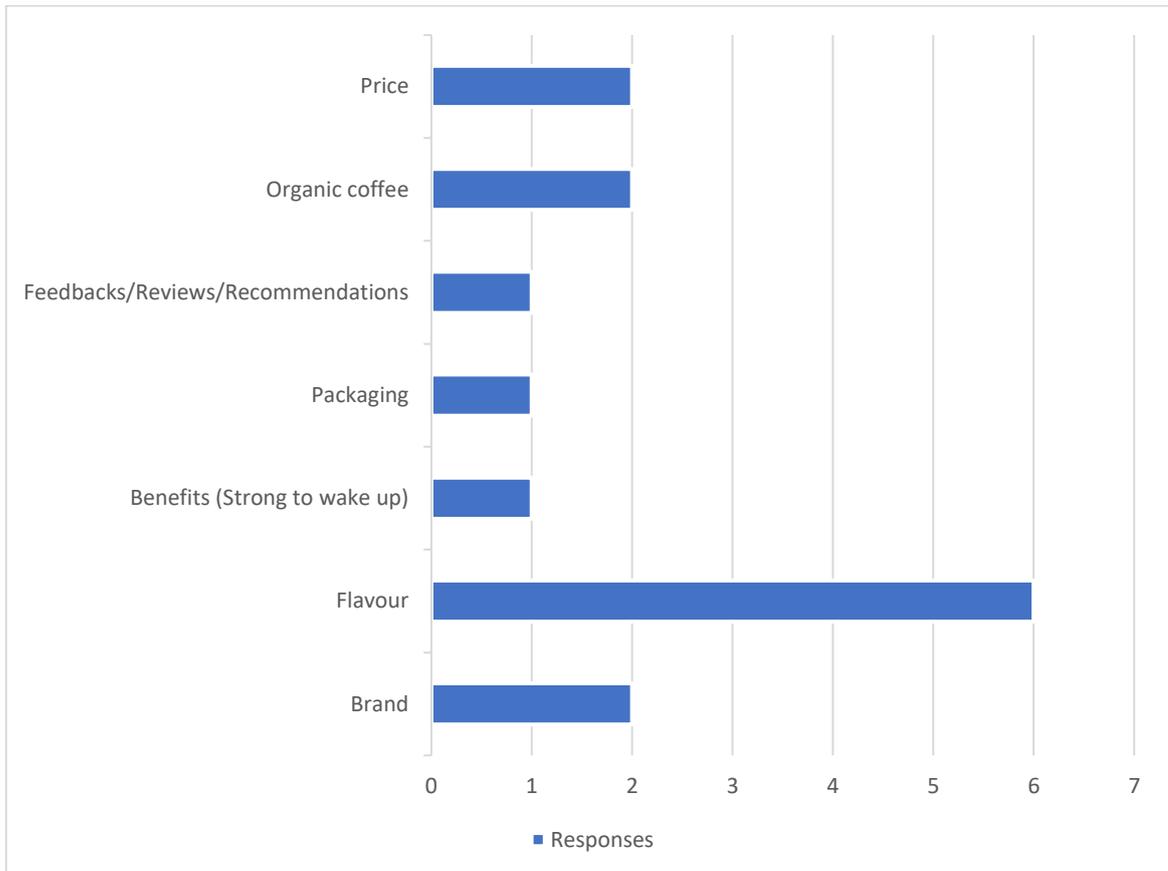


Figure 13. Factors influence coffee product selection

In the “green” knowledge section, when being asked to give at least three keywords regarding the understanding about “green” product, the interviewees have answered as follows: the keyword “environmental-friendly” is the most popular one with nine responses. At the same time, “organic” receives eight responses. The keyword “clean” receives three responses, and finally, both of the keywords “expensive” and “health beneficial” only have one response for each.

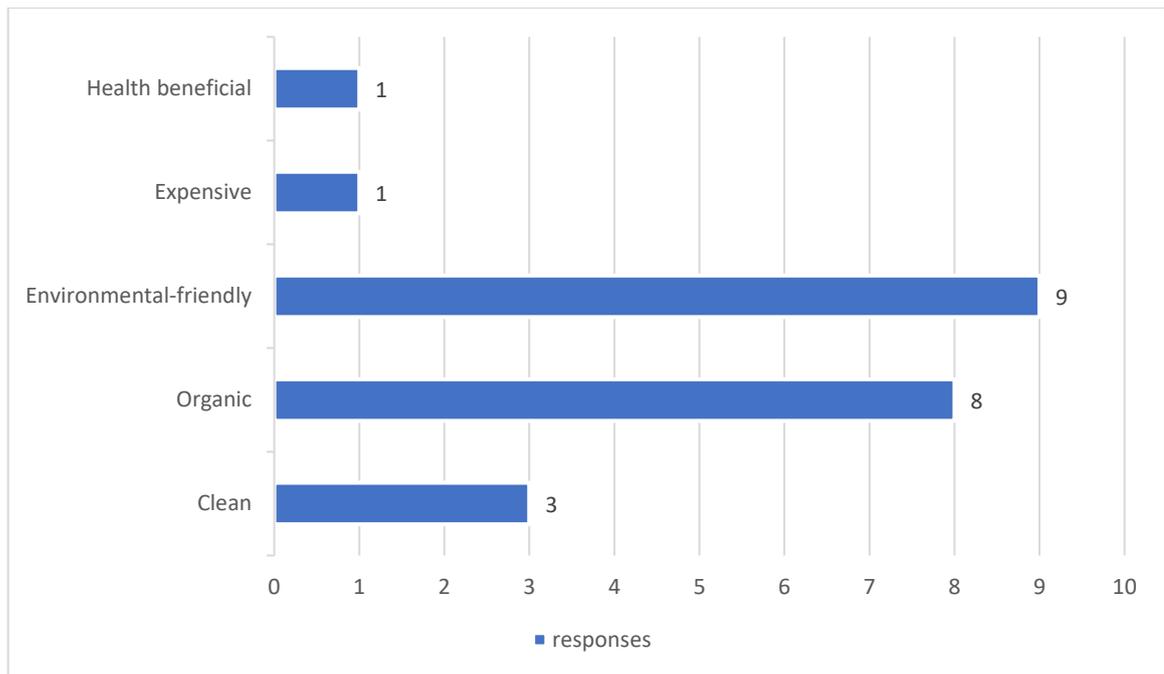


Figure 14. Associated keywords regarding "green" product

Furthermore, when the interviewees being asked: “How can you trust that the product is truly bio/ “green”?” the most prevalent answer is to rely on the European Union (EU) Bio label on the package of the product with nine responses. Interviewees also mainly depend on the green package (2 responses) and personal research about the product (2 responses). Finally, brand associations and information about nutrition/ingredients receive fewer responses (1 response for each). This result has indicated that the interviewees find the EU Bio logo the most authentic and legitimate confirmation for a brand product's organic intention.

Regarding brand recognition and experience, all interviewees can recognize the brand Jacobs, but only half of them already have had experience with Jacobs’ products. Mostly their experience is that Jacobs’ coffee product has an ordinary flavor without any memorable impression afterward (67%), while others perceive this brand has standard quality products (33%). The associated keywords regarding the brand that the interviewees responded are

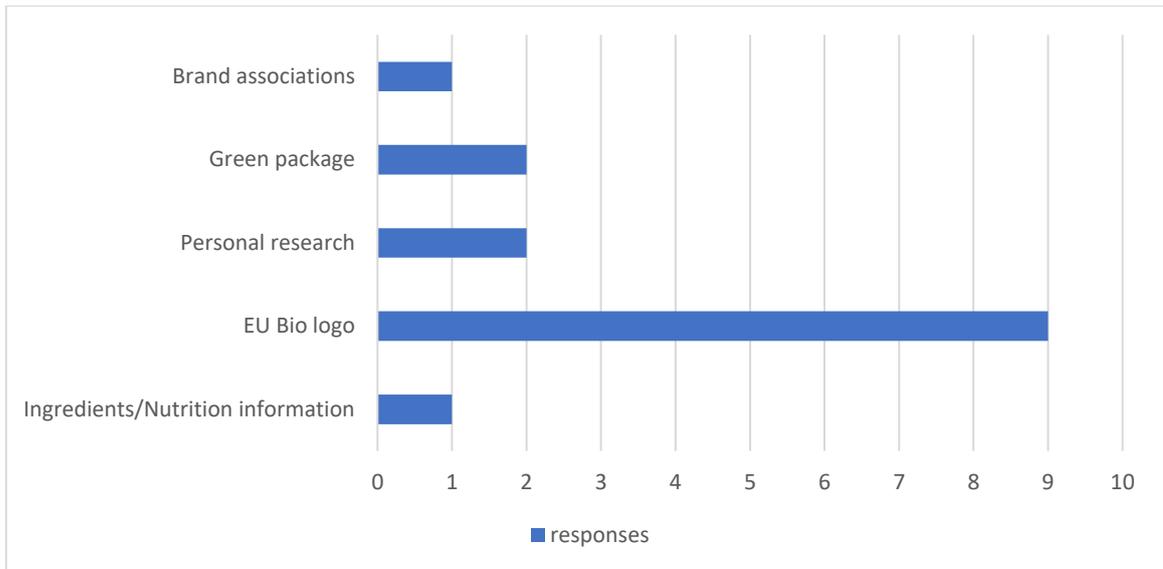


Figure 15. Interviewees opinions regarding factors that make the organic product trustworthy

ranking from having the most responses to having the least responses as following: “coffee brand” (10 responses), “global brand” (6 responses), “bioproduct” (4 responses), “not expensive” (4 responses), and “nice aroma” (2 responses). Conclusively, current brand Jacobs’ associations are not so strong in the organic aspects, not even in the product’s quality, but rather on supermarket shelters’ massive coverage (high awareness and recognition).

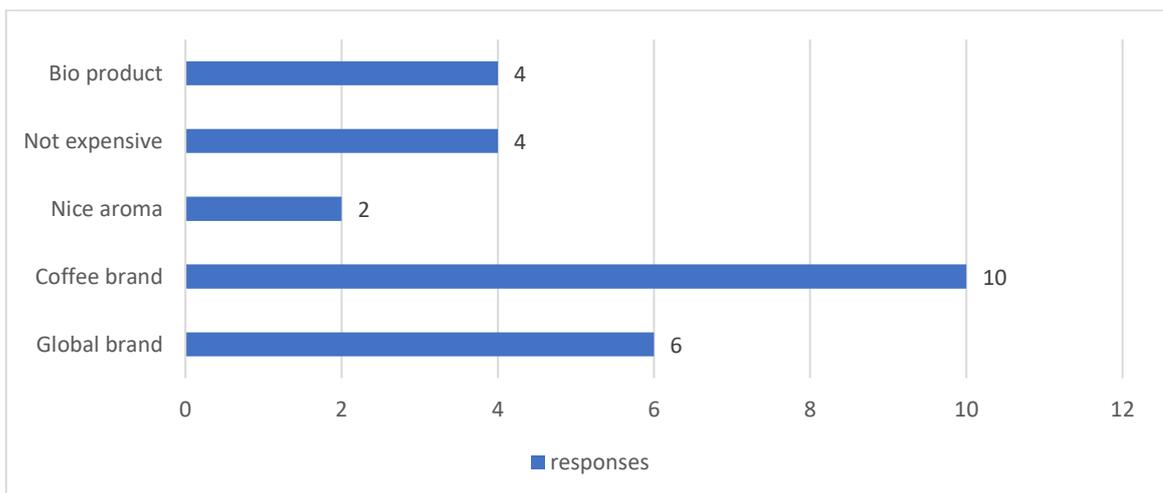


Figure 16. Interviewees’ Jacobs brand associations

When the interviewees observe the original package of Jacobs Espresso Coffee product, there are mixed feelings and opinions among the interviewees' perspectives. Still, there is one common identification – the package does not help this product to stand out compared to other brands' products (7 responses). Positively, this packaging design makes the interviewees have a good organic association as a bio/green product (5 responses) base on its material selection (eco-friendly paper) and EU Bio logo. Besides, this packaging design also somehow makes the interviewees trust the product's quality (2 responses) and perceive the brand as professional (2 responses).

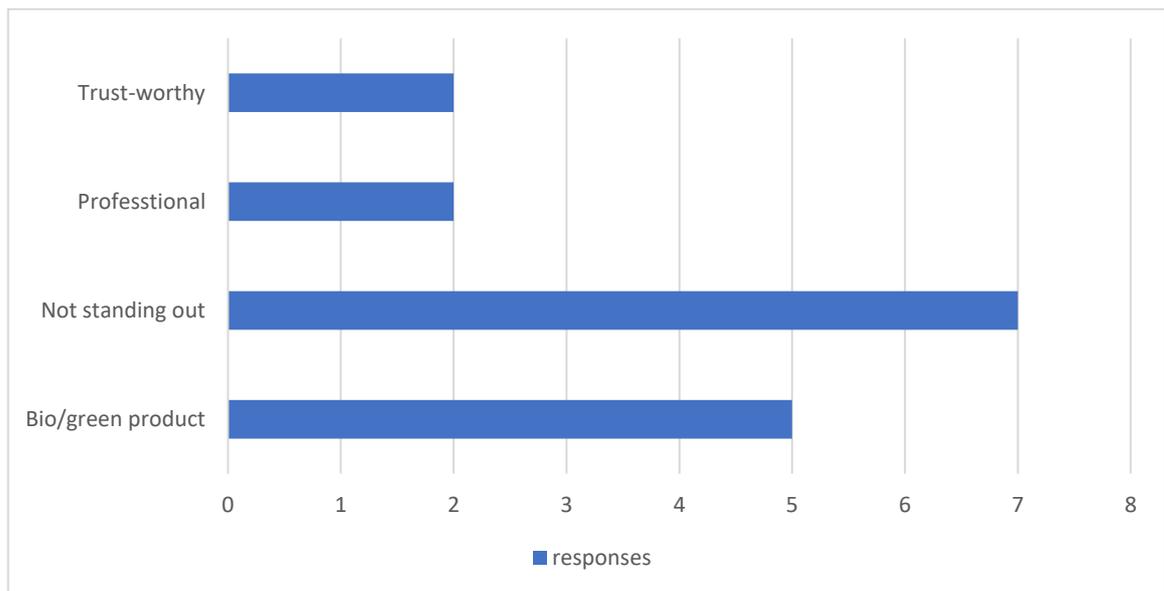


Figure 17. Associations regarding the original packaging design of Jacobs Espresso Coffee product

However, when going into in-depth insight about each packaging design element of the original package, it has been revealed that the color and the material somehow help the interviewees to trust that this product is environmentally friendly, but they are still not sure whether it is genuine or not. The light brown color and the packaging itself remind the interviewees of natural, not nylon, not plastic materials; therefore, they create positive organic associations toward Jacobs. However, because of the non-eye-captured color, this product can be easily ignored in the shelter, which is not good to create a potential consideration process. The interviewees have the common idea of filling in some organic pinpoint imagery graphics on the space above the brand label to convince customers to have better organic associations.

When the interviewees observe the stimulus version of Jacobs Espresso Coffee product's packaging design, there are mixed feelings and opinions among the interviewees' perspectives. However, there is one common identification – the color and the “eco organic” imagery are outstanding, helps catch interviewees' attention, and interviewees immediately have organic associations toward the product (9 responses for standing out and ten responses for organic associations). Unfortunately, this packaging design somehow makes the interviewees perceive the product as mediocre (2 responses), not professional (3 responses), and not recognized as the coffee product (5 responses). Conclusively, this design enhances interviewees' organic aspects to have organic associations toward the brand Jacobs but accidentally reduces the other perceived aspects such as quality and core product recognition.

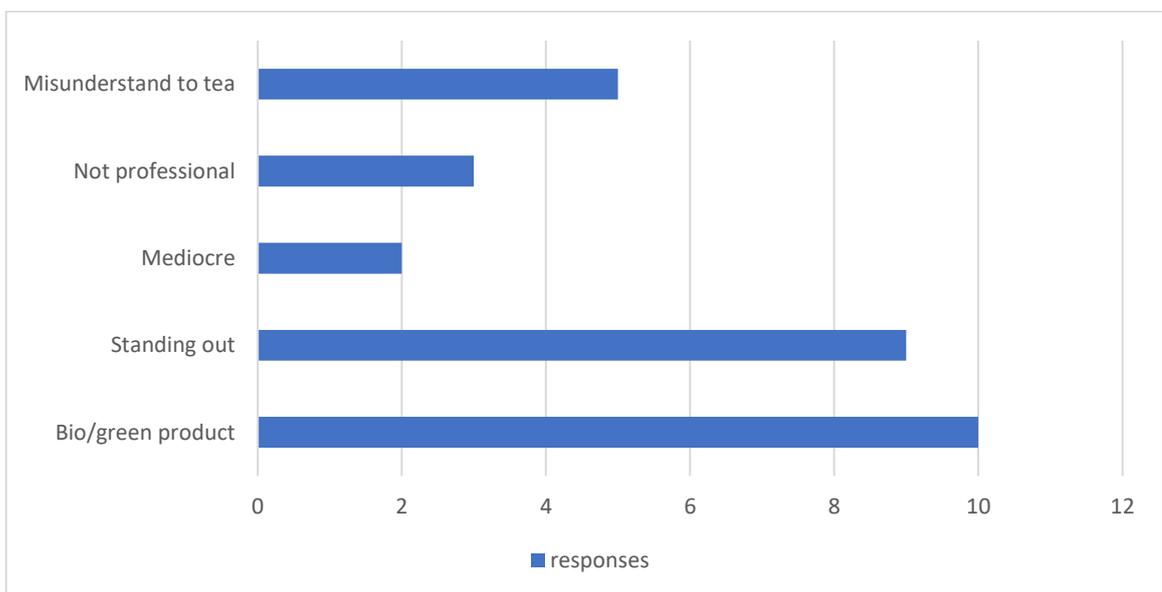


Figure 18. Associations regarding the stimulus packaging design of Jacobs Espresso Coffee product

In-depth, interviewees are aware of the product thanks to the color, but the ultimate persuasive element is the imagery on the space above the brand label. While the green passively implies the organic aspect, the imagery helps interviewees confirm their association. One major issue regarding the packaging is that the color easily makes interviewees misunderstand that this is a tea product (8 responses). Also, it degrades the product's perceived quality, making the product seem not as high quality as the original packaging design (4 responses). The EU bio logo is still a valid element on the packaging,

though it is not that standout anymore since interviewees pay full attention to the color and the imagery. The material also plays an effective role, although the color makes it harder for the material to be easily identified from afar (5 responses).

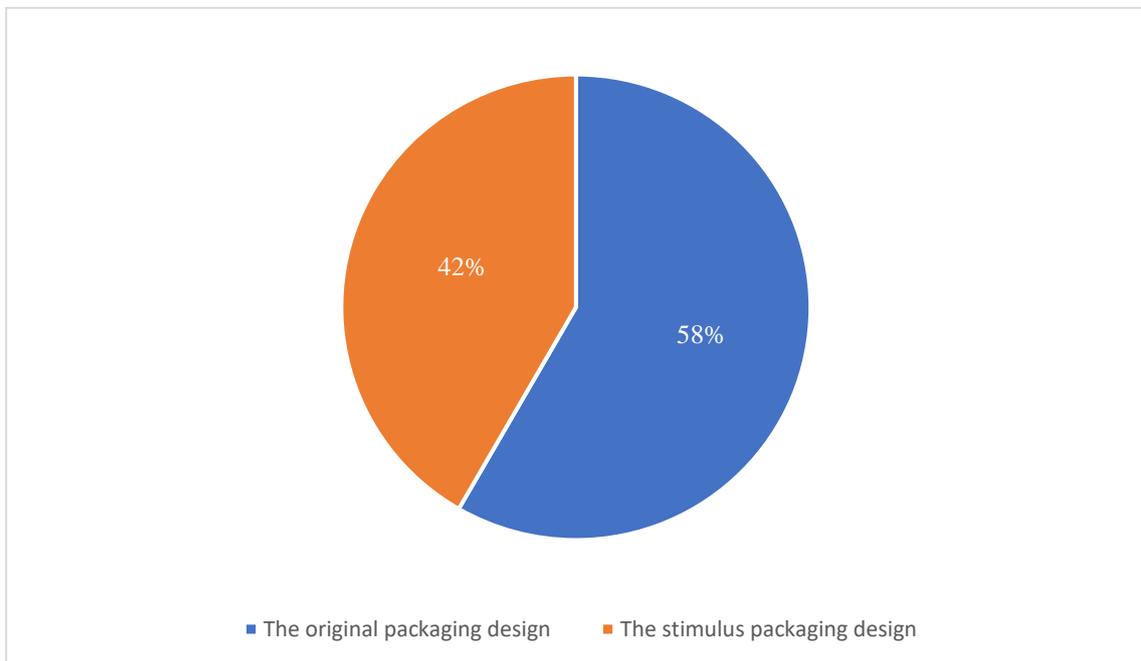


Figure 19. Interviewees selection of the appropriate design for Jacobs Espresso Coffee product

At the end of the interview, the interviewees have had the chance to select the design option that they think is more appropriate for Jacobs Espresso Coffee to be advertised as an organic product, and surprisingly, they mostly choose the original packaging design with seven responses, while the stimulus one only receives five responses. For their explanations, though the stimulus design is efficient to create organic brand associations, the product can easily be misunderstood as the tea product because of the color and the imagery. The green color makes interviewees highly associated with tea rather than coffee. The leaves' imagery also confirms the tea association since the leaves mostly resemble the tea leaves, while coffee needs to be resembled by coffee beans. The green color compared to the original light brown color makes the product look not high quality. The interviewees also have had hard times believing the material is good for the environment truly, although it is because the green color does to the design makes it look not bio-degradable. Some interviewees' opinions regarding improving the packaging design keep the brand's authenticity and effectively add in organic associations; one of

them is making the package transparent to reveal the coffee beans inside. By this method, brand transparency is delivered efficiently, initiates trust intention from potential customers. Besides, it can also help the product stand out since a small number of brands make their product packages transparent. Most interviewees agree that the essential part of the packaging design to make them believe a product is bio is just the EU Bio logo. In the interviewees' opinions, to make it different and stand out, maybe Jacobs should consider designing the packaging that enhances the EU Bio logo aesthetically. After that, the brand can focus on the organic imagery, the appropriate shade of green color, and the package's sustainable material. The green color is still acceptable to some degree, but it needs to be adapted more consciously at the right level for the product not to be misunderstood as tea. A few ideas from the interviewees that if the organic imagery can be changed into the standout brown coffee bean and some organic keywords, potential customers can still recognize the product like coffee even when the package is green.

5.2 Data analysis

The relevant responses from the interviewees during the interview can be conducted in this below table:

Table 12. Interviewees responses¹

	Interviewees											
	1	2	3	4	5	6	7	8	9	10	11	12
Drink organic or non-organic coffee		x	x			x	x		x			
Has experienced Jacob's coffee products		x	x	x		x					x	
Option 1												
This design makes me believe that it is a Coffee product.	(x)	x	x	x	x	(x)	x	x	x	x	x	x

¹ This table shows only the responses from the Yes/No/Maybe answers from the interviewees. The responses from the open-ending questions have already being conducted previously.

This design makes me believe that it is an Organic or “Green” product.	x	x	x	x	x		x	(x)	(x)	x	x	x
This design makes me believe that it will be beneficial for my health.	(x)	x	x		(x)		(x)	(x)		x	(x)	
This design makes me believe that it is safe and guaranteed.	x	x	x		(x)		x	(x)	(x)	x	x	x
This design makes me believe that it has high quality.	(x)	(x)	x	(x)	x	x	x	(x)	(x)	(x)	(x)	
This design makes me believe that it has a higher price.	x	(x)	(x)	(x)		x	x	x	x	(x)		x
Option 1 is an organic product.	(x)	(x)	(x)	(x)	(x)	x	x	(x)	(x)	(x)	(x)	
The color makes me believe it is an organic product		x			x		x					
The Imagery makes me believe it is an organic product.				x		x		x	x		x	x
The Material makes me believe it is an organic product.							x	x				
Option 2												
This design makes me believe that it is a Coffee product.	x	x		x	x	x	x	(x)	x	x		
This design makes me believe that it	x	x	(x)	x	x		(x)	x	x	x	x	x

is an Organic or “Green” product.												
This design makes me believe that it will be beneficial for my health.	(x)	x			(x)		(x)	(x)	(x)	x	(x)	
This design makes me believe that it is safe and guaranteed.	x	x	(x)	(x)	x		(x)	(x)	(x)	x	x	x
This design makes me believe that it has high quality.	x	x	(x)	(x)	x		x	(x)	x	(x)		x
This design makes me believe that it has a higher price.	x	x	(x)	x	(x)	x	x	x	x	(x)		x
Option 2 is an organic product.	x	x		x	(x)		(x)		x	(x)		
The color makes me believe it is an organic product	x	x		x	x			x		x		x
The Imagery makes me believe it is an organic product.		x					x		x			
The Material makes me believe it is an organic product.	x								x			
Do you think Option 1 or Option 2 is better for Marketing the product as the Bio one?	2	2	1	2	1 and 2	1	2	1	2	1 and 2	1	1

The above-clustered result cases have been reconducted into the descriptive data matrix table below:

Table 13. The descriptive relationship between conditions and outcome from the qualitative questionnaire

Case	A (Color)	B (Imagery)	C (Material)	Z (Outcome)
1	x		x	The brand product is organic
2	x	x	x	The brand product is organic
3	(x)			The brand product may be organic
4	x			The brand product is organic
5	x			The brand product may be organic
6				The brand product is not organic
7			(x)	The brand product is not organic
8	(x)			The brand product is not organic
9		x		The brand product is organic
10				The brand product is not organic
11	(x)			The brand product is not organic
12	(x)	x	x	The brand product is organic

In this case, the dependent variable (outcome) will be the packaging design's stimulus version. The customers have a high tendency to create brand organic associations toward Jacobs (Z). The independent variables (conditions) that explain the situation will be (base on 3-level fuzzy set):

A = 1 if the interviewee fully (100%) believes that Color from the stimulus successfully convinced them that this product is organic more than the original, A = 0.5, if the interviewee may be (50%), believes that Color from the stimulus successfully convinced them that this product is organic more than the original. A = 0 if the interviewee does not (0%) believe that Color from the stimulus successfully convinced them that this product is organic more than the original.

B = 1 if the interviewee fully (100%) believes that Imagery from the stimulus successfully convinced them that this product is organic more than the original, B = 0.5 if the interviewee may be (50%) believes that Imagery from the stimulus successfully convinced them that this product is organic more than the original, and B = 0, if the interviewee does not (0%), believe that Imagery from the stimulus successfully convinced them that this product is organic more than the original.

C = 1 if the interviewee fully (100%) believes that Material from the stimulus successfully convinced them that this product is organic more than the original, C = 0.5, if the interviewee may be (50%), believes that Material from the stimulus successfully convinced them that this product is organic more than the original, and C = 0, if the interviewee does not (0%), believe that Material from the stimulus successfully convinced them that this product is organic more than the original.

Table 3 shows the same result from table 2 but in a 3-level numerical form to define the behaviors of variables used in this study as defined above.

Table 14. The calibrated data matrix result from the qualitative questionnaire

Case	A	B	C	Z
1	1	0	1	1
2	1	1	1	1

3	0.5	0	0	0.5
4	1	0	0	1
5	1	0	0	0.5
6	0	0	0	0
7	0	0	0.5	0
8	0.5	0	0	0
9	0	1	0	1
10	0	0	0	0
11	0.5	0	0	0
12	0.5	1	1	1

From table 3, a truth table is conducted with the option of deleting any row with a number less than one and set the outcome into one for rows consists of equal to or more than 0.8, which is presented in the table below:

Table 15. The truth table from the data

A	B	C	number	Z	Raw consistency
0	1	0	1	1	1
1	0	1	1	1	1
1	1	1	1	1	1
1	0	0	2	0	0.571429
0	0	0	2	0	0.125

The truth table indicates most cases with organic brand associations toward Jacobs Espresso Coffee product have at least B - Imagery factor or both A and C – Color factor

and Material factor, or all of the elements appear altogether. This result has found that the Imagery factor plays a significant role in convincing customers to create organic brand associations toward the Jacobs Espresso Coffee product. Many cases' opinions have pointed out that the original package seems "empty" and "can be optimized to be seen as organic or green" by adding organic imagery. The original version's minimalistic design can identify the brand and the product but does not help with the organic impact. Besides, relating to the imagery factor, some opinions also believe that Jacobs can use different images to enhance the organic aspect, such as the graphics showing the origin of the coffee or reveal the organic production information to persuade customers successfully.

Furthermore, the combination of Color and Material also contributes to the outcome; specifically, the Color helps gaining awareness from customers and the material when the customers have a closer look or research. It is more persuasive if the customers acknowledge that the package uses environmental-friendly or recycled material, which customers can reuse in different ways, such as using the package as the plant pot or oven paper, which helps spread the green lifestyle. However, there is one considerable consequence derived from the Color factor. Although it delivers the true intention of organic, it can be misunderstood from the coffee product into tea product, since green color represents tea, and shades of brown represent coffee. Therefore, the people looking for the coffee product can identify this stimulus packaging design as the first impression's tea product unless they take a closer look at the packaging.

The next step is to form the logical minimization process; all of the components (Color, Imagery, and Material) need to be present individually to contribute to the outcome. Based on the data result, it is eligible to conclude that the most significant element that helps customers create organic brand associations toward Jacobs Espresso Coffee product is the Imagery; second will be the Material. The third one will be Color.

6. IMPLICATIONS AND CONTRIBUTIONS TO KNOWLEDGE

6.1 Discussion:

Based on the result, the study has gained more knowledge regards consumers' perspectives regarding packaging design elements that can help them creating brand organic associations by conducting qualitative research. This result has added more evidence regarding Magnier and Crie's (2015) study. They have shown an in-depth analysis of how consumers operate ecological inferences through packaging cues and understand the positive and negative responses triggered by the perception of these ecological cues. Unlike the previous study, this study focuses on implementing efficient packaging design to help consumers create organic brand associations toward brands; therefore, this study result is specifically beneficial for brand-building strategies or activities. It also provides firm evidence to address that the packaging design elements can create positive organic associations to answer the statement reported by Magnier & Schoorsmans (2017).

First, it can be understood that various reasons from many different backgrounds affect the interviewees' opinions base on their nationalities. As the TPB model stated, different demographic factors can affect the interviewees' choices of coffee: some of them focus on the originality of the coffee, while others choose coffee by their taste or brand preferences. Besides, they usually select coffee products from supermarkets since they all have daily coffee drinking for work-life or student life. They also concern about the level of appropriateness for their taste, expectation, and benefits from the coffee products. For example, interviewees concerned about their health can select an organic product for the nutrition and health benefits, while other interviewees concerned about environmental issues can choose an organic product for environmental protection. This result will affect various strategies for brands to implementing on their packaging design: if brands want to target the health-goers, they may want to focus more on the nutritious imagery or clear ingredients; if brands want to target the environmentalists, more green color or imagery and sustainable materials can attract them successfully.

Second, this study also implements the core statement from Chen and Chai's (2010) study, the 'go green lifestyle' among young generations, because the interviewees in this study have a normal to high awareness regarding green lifestyle and how brands provide organic options. Nevertheless, since the greenwashing after-effect still leaves the

consumers skeptical mindsets, it is important to remember to implement green pinpoint elements on the packaging design efficiently, instead of putting all the cliché visuals onto it. Many interviewees agree that they do not want to feel betrayed when purchasing a clear, visually organic product while later finding out that it is not, and they have good understandings regarding seven greenwashing sins to notice from the product easily.

Third, most responses agree that packaging design plays an important role in captivating their awareness and convincing them about brand green intentions, therefore help them to create appropriate brand organic associations. This majority results from a string of effective green marketing and environmental-concern contents by brands or organizations; thus, the interviewees can comprehend components from packaging design that indicates the product is authentically organic. This result helps strengthen the conclusion from Seo et al.'s (2016) study, in which they conclude that consumers prefer to have eco-friendly packaging rather than eco-friendly ingredients for their food products. Although the flavor is the most important element for the interviewees to choose the correct coffee product that meets their needs, it will be challenging for brands to adapt both the flavor-showing factor and the organic factor on packaging design. However, it is not going to be easy since the coffee product normally uses different shades of brown to display their flavor or coffee-strength taste, while if brands want to display the product's organic aspect, it needs to be in green. Hence, it will be a challenge to gain awareness from the interviewees through packaging design and convince them to have organic brand associations successfully. Fortunately, this can be combined aesthetically since brown and green are the base colors for many organic or environmental keywords, such as "nature", "fresh", and "environmental-friendly". This adaptation will help brands successfully convince consumers that the product has good flavor and is also environmental-friendly, effectively initiating them into the purchasing process.

Fourth, the result has found that the interviewees find the EU Bio logo the most authentic and legitimate confirmation for a brand product's organic intention. Hence, brands can try to put the EU Bio logo at the most prominent spot on the package to attract customers and persuade them about the prestige of organic product characteristics. The packaging green color also positively affects convincing customers to believe the brand's organic intention. It can play as the most effective anchoring element to impress potential customers, strengthening the brand anchoring effect from Esch et al. (2009) since the green color helps the product to be distinguished itself from other coffee with brown

packaging color. With the majority of agree, the interviewees confirm that they have a strong impression from a green-color packaging product that will be easily associated with organic or environmentally friendly. Providing clear information about nutrition and ingredients is also a great approach to convince customers. Though, almost all the interviewees agree that imagery is the most effective packaging design element to help them finalize their organic associations, it is also important to note that Color and Material also help them be sure about their assumptions. Since the skeptical mindset is still a challenging factor regards green product purchasing, it is not only one packaging design element that plays a fundamental role in convincing consumers. The imagery factor certainly distinguishes the original packaging design from the stimulus one, which helps captivate customers' attention to have the appropriate organic brand associations. If the customers are still somehow skeptical about the genuine intention regarding an organic coffee product, implementing eco-friendly packaging material can remove that skepticism, practically convince the customers to have organic brand associations for its practical method to be "green". The color factor (green color) from the stimulus, although successful in gaining awareness from the customers compared to the original one, the color factor (green color) from the stimulus is very dangerous being misunderstood as another different product, which is the tea product, therefore negatively affecting the true brand association (the core product).

Fifth, the interviewees also provide their opinions regarding if the packaging designs are overdone by putting too many organic pinpoint elements to present. This finding might be one of the most important findings since brands can lack the information about the appropriate amount of green cues to put on packaging design for their product, the statement that previous studies have not analyzed deeply. Most of the opinions point out that they only trust the brand's true organic intention by searching for the EU bio logo on the package; the other factors only help them distinguish the organic product from other non-bio products. Therefore, base on their opinions, it is best to minimize the degree and frequency of using other elements to show organic brand attributes, closing the green gap by displaying brand transparency. By minimizing, the interviewees agree that the brand can avoid making potential customers skeptical about the brand's true organic intention since there have been various greenwashing cases from brands by using marketing tactics, as stated in conclusion from Nyilasy and Gangadharbatla's (2014) report. The interviewees agree on implementing the green color, imagery, and sustainable package

material with cautions, especially the imagery can be simplified. Instead, they think that the brand should be straightforward to visualize the core product and at maximum three associated organic keywords. Additionally, to better capture the potential customers on the product material, Jacobs can highlight the sustainable material information on the packaging design, the product description on online distribution websites, or utilize the point of sales materials (POSM) supermarket aisles shelves.

Lastly, this study also shows that green skepticism still exists but has decreased significantly among the young generations' mindsets. Thanks to the goodwill implementation from brands from the 2010s until now, the interviewees have been more open-minded in purchasing green products, with the good intention of saving the environment or consuming healthy and organic products. Thus, this study helps strengthen the conclusion from Matthes and Wonneberger's (2014) study, in which they have found that green consumers put more trust in green ads than nongreen consumers due to the perceived informational utility of green ads. Interestingly, although green consumers are highly aroused by the vibrant green images that are commonly used in green ad campaigns, they do not use their emotions as indicators for the trustworthiness of green ads. In evaluating the trustworthiness of green ads, consumers judge the arguments conveyed by green ads rather than listening to their feelings. In this study, the interviewees show their good vibes toward each packaging design option, although they have a complicated analysis process to determine which one is genuinely organic based on the packaging design elements. Therefore, this result has re-confirmed Matthes and Wonneberger's (2014) conclusion.

6.2 Theoretical Implications

This research will help strengthen the models of "Impact of Product Attributes on Purchase Decision" because the desired answers can finalize whether or not packaging design has a strong impact on the brand association, especially green products or towards green purchasing. While other theoretical models are used in this research to be the consumers' psychological foundation (TPB, Green Gap), this study will challenge those theories by finding a solution to reduce customers' skepticism about creating organic brand associations toward green products. As the objective has stated, our mission is to find an effective and long-lasting first-step solution in persuading customers to go green and save the environment with brands. Brands are not consumers' enemies but allies,

which can deliver consumers' needs and harm the environment. Moreover, a new basis for further research is formed by whether product packaging design positively impacts building green brand association.

Based on previous case studies and theoretical models, brands have gained consumer insights towards green purchasing. The result has concluded that they tend to be more skeptical rather than acceptable. It has been found that based on the false green advertising, the bond of trust between consumers and brands has been weakened, especially since the green wave appeared, so creating a nice green brand association, building a good brand image is in need for brands to close the gap and create a win-win situation: consumers get what they demand, brands get profit and environment is safe. The past models have helped to understand the psychological aspect; now, it is time to put that knowledge into transforming the brand association in real life. Packaging design is the first visual attribute that a consumer may get in touch with a product. It plays a first impression role, so it would be essential to impacting the green association to make sure customers will not misunderstand your brand or find your brand vaguely. If brands want to shift the customer's perceptions of the product, the packaging design needs to be focused on its persuasive effect. This packaging design focus will be an innovative step for brands to get in touch with the first understanding of which direction the brand should make an effective green brand association. Therefore, it can improve the green purchasing mindsets in consumerism permanently. Sooner or later, the environment will be the social issue that everyone admits we need to care about, so forming a path for convincing consumers to go green will be necessary for further research to strengthen this path. Accordingly, this research will play as the foundation of defining the right or wrong step to getting started in the road of achieving green sales growth, enhancing green brand association, and more useful consumer insights towards eco-friendly products.

This study research has found that the packaging design elements truly affect making consumers create organic brand associations. The EU Bio logo is the essential element to have on an organic product since it is mandatory by the law. It also acts as an authority confirmation for genuine organic quality, making the interviewees trust the product the most. Besides the EU Bio logo, imagery is the most efficient element since its graphic design delivers definite messages. Simultaneously, color is the second-most efficient factor since it covers the whole package and plays a role in gaining attention from potential customers. The last element is the material since it is quite challenging for the

potential customers to identify whether the packaging is eco-friendly or sustainable just by observing or even touching. Besides, they also have to be interested in the product by other packaging factors to look at the material.

Based on the result, organic coffee brands in general or Jacobs in specific have more insightful information about convincing potential customers to have positive organic brand associations through packaging design. It is essential to acknowledge that consumers are still quite sensitive towards genuine “green” intention from brands through advertising. Hence, brands need to know on a distinguishing level how a packaging design can effectively deliver organic brand association without underdoing or overdoing it. For the product packaging to be truly stood out, organic coffee brands should pay more attention in designing the imagery on the package that visualizes customers’ expectations and creates on-point both product and organic associations. In this research, it has been shown that it needs to combine the coffee product imagery and the organic imagery for the interviewees to not misunderstand this coffee product to tea product. The shades of green color are also important to maintain Jacobs’ brand associated keyword “professional” since this new green color makes the perceived quality of Jacobs Espresso Coffee's product decreasing.

6.3 Practical Implications

As mentioned previously, the organic coffee industry is booming with the rise of demands towards organic, “green”, clean coffee products by impacting consumers' trendy healthy lifestyles and the impact of governmental regulations toward companies. This phenomenon for the past decades has raised a serious concern towards product organic production and marketing for brands, from how to perfectly follow environmental protection laws in production to how to market the product as organic effectively. Therefore, brand managers, production managers, marketing managers, and designers would likely be interested in the results. From this study, we have learned that packaging elements have various effects on consumers’ purchasing process. Brand association is one of the most crucial stages that brands need to successfully convince potential customers so that the chance of customers making purchasing decisions can rise high. Besides the media advertising approach, the packaging design is the most direct method to quickly channel the appropriate brand messages to potential customers when they are aware of the products on both physical and digital distribution channels. Consumers can

understand the product characteristics and evaluate them internally to see if those characteristics meet their expectations through the packaging design, especially towards organic brand associations. Thus, knowing how each packaging design element affects organic brand associations is crucial for the decision-making process towards packaging design for the product. It can save a lot of time and resources not to be swamped in various design combinations and options subjectively. By truly understanding potential customers' perspectives toward product packaging design, brand managers and marketing managers can make on-point efficient decisions on the design and transform the ideas into realistic packaging elements. Designers, therefore, also have a better direction to convert those opinions into reality faster, more effectively, and more creatively. In this case, the designers can improve the shade of green that covers the package to make it more professional and high quality, or add a clear-prompted core product imagery (the coffee bean to distinguish the product from the product) and create a better font format for the organic keywords (eco, eco-friendly, organic, natural) to enhance the brand's organic intention.

Furthermore, the EU Bio logo can also be highlighted by changing into a more prominent spot on the package, avoiding being blended in, and other brand recognition factors. It is best to keep the original packaging material about the material since Jacobs has already done well with their sustainable paper material, making a good impression and earning consumers' trust adequately. By successfully implementing changes regarding packaging design, the brand can reduce the risk of failure and waste resources in the wrong direction. One step ahead of the competitors helps Jacobs increasing its position in the market; thus, the brand can win customers before the competitors and make the customers stay loyal to the brand for the long term. Besides, managers and designers can also better understand the applicable degree to apply organic packaging design elements not to overdo or underdo it. Overdoing the packaging design to be more organic can turn back harm the brand's reputation due to

By understanding this research result, the company can steer directions among internal stakeholders (employees, managers, designers). It can successfully convince external stakeholders (customers, investors) to trust and invest monetary benefits into the company. Every explanation base on research-conducted data is persuasive towards potential investors. Therefore the company can have a higher chance to receive great monetary investments. Moreover, since consumers already have a linked association

between organic products and high prices due to the environmental-friendly technology on product production, product preservation, and material creation, it is more sensible to charge organic products an extra premium price.

Finally, the brand also needs to consider the attractiveness of the organic product packaging design. It is essential to keep strong brand recognition and easily convince consumers to purchase them. Creating an attractive association towards an organic product can also increase non-bio users' chance to be mesmerized and try the product at least once, referring to the 'What is beautiful is good' effect by Dion et al. (1972). It is absurd to assure consumers to have organic brand associations successfully but cause harm in perceived quality aspects toward an organic product, making the product less appealing and reducing the chance to be purchased.

6.4 Limitations and further research

Although this study provides valuable information regarding effective implementation packaging design for brands to have organic associations for researchers and practitioners, there are still some limitations that need to be considered in further research.

First, in the sample used in this study, women are overrepresented due to various reasons such as the free time to conduct an online interview, the challenge of approaching interviewees directly in COVID lockdown time. This imbalanced gender ratio can accidentally create bias selections and answers. In further research, it is better to conduct interviewees with an even number of men and women or design a neutral-gender interview instead. Furthermore, this research conducted a qualitative interview and only has been tested on a limited amount of millennials and zoomers living in Germany; therefore, further researches can replicate the concept of this research in different countries or approach with a quantitative survey.

Second, this research particularly focuses on organic coffee products, so it cannot represent other industries to efficiently implement the same advised packaging design elements to every other product. Furthermore, it is a very specific product, the Jacobs Espresso Coffee, so some conclusions in this study might only be applicable for this specific product. There is also a great amount of research about organic food and beverage products. Thus, referring to other research and cross-compare the results could be necessary to comprehend this topic fully.

Third, this research refers to the three main elements regarding packaging design: Color, Imagery, and Material; and each of the elements is quite complicated to be deeply researched. For example, though this study proves that green color creates positive organic brand associations, the shade of green used in the stimulus design is somehow makes the product perceived quality decrease. Hence, while that shade of green successfully creates organic associations, it also causes harmful consequences to the product in a different aspect, so it should be implemented with care about the shade selection. For the imagery, the aesthetic aspect is essential since it can be very distinctive among different individuals. People can have different feelings and associations toward designed imagery, so it is advised to identify target customers' preferences in detail to design a more accurate stimulus option in further research. For the material, the recycling technology and the monetary spendings on using sustainable material must be considered. In further research, researchers can focus only on the material and make it more easily visible for consumers to acknowledge that it is sustainable. Conclusively, by changing each aspect to some degree, further research can produce distinct outcomes even in the same product category or even in organic coffee products, particularly, open more potential directions for both executioners and researchers.

Fourth, this research uses a well-known brand – Jacobs, so the interviewees' responses maybe somehow being affected by bias that existed in their minds toward the brand. However, brand equity is likely to affect the evaluation of environment-friendly elements. If the brand equity is strong enough, the organic associations do not affect its perceived quality. Surprisingly, organic associations can strongly improve the product's quality perception, as Larceneux, Benoît-Moreau, and Renaudin (2012) reported. Hence, further research can approach this aspect of finding a deeper understanding of brand equity and brand organic associations through packaging design to see its effectiveness.

Fifth, since the “green” category prompts different keywords such as clean, healthy, and environmental-friendly, further research can separately examine each of the specific associations above. Accordingly, customers can approach an organic coffee product based on different reasons: some can choose coffee based on the organic or original flavor. Some can choose because they want to protect the environment, and some of them can choose the organic coffee product because of non-chemical use in the product for health benefits. Therefore, further research can study in-depth for each aspect, such as “How brands can implement effective packaging design for an organic coffee product for

coffee-flavored base consumers.” Evidently, in this research, the stimulus may not use green color since it will not show the strength level of the coffee or create positive associations toward the flavor.

This study's dependent variables are related to consumers' perceptions and evaluations by answering open questions and giving subjective opinions. Besides, this research only stops creating organic brand associations so that further research can analyze customer behaviors, purchasing decision making, and willingness to pay. More factors need to be considered, especially the price, since organic products are associated with higher prices with extra charges for environmental protection purposes.

Finally, this study differentiated between packaging design and packaging style and specifically focused on the latter's influence on packaging and product organic associations' perceptions. Future studies should stress the package design's influence on the product lifespan, especially for food products. Indeed, while organic or paper-based packages positively influence perceptions of packaging and product environment-friendliness, they might not provide optimal protection for the product, which would, in turn, increase the risk of wastage. Future experiments could adopt more global approaches and test the influence of the product package's protective qualities (for example - how it increases the lifespan of the product) on the evaluation of the environment-friendliness of the package. Combining consumer research on determinants of acceptance of organic packaging and research on packaging sustainability at a technological level will help designers and engineers to develop truly environment-friendly and accepted products.

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APPENDIX I: INTERVIEW QUESTIONS GUIDE DESIGN

I. Part 1: Interviewee portrait (*Getting to know the interviewees to determine the true target customer*)

1. Could you please tell me your name?
 2. Which year were you born?
 3. Which nationality are you?
 4. Which one is your Gender?
 - Male
 - Female
 - Other
 5. What is your occupation?
 6. How much is your monthly income?
 - Under €450
 - From €450 to under €1000
 - From €1000 to under €2000
 - More than €2000
-

II. Part 2: (Organic) coffee-drinking behavior and selection (*Getting to know the interviewee's (organic) coffee-drinking behavior and selection their appropriate brand/product*)

1. Do you drink coffee? Yes No
2. Is the coffee brand/product you are drinking organic? Yes No
3. How often do you drink coffee in 1 day?
 - Once a day
 - Twice a day
 - More than twice a day
 - Inconsistent, some days I drink, some days I do not.
4. What factor from the coffee brand makes you choose to buy it?
5. Why do you decide to be loyal to this product/brand?

6. What makes you decide to choose another brand of coffee? Why?
 7. When you choose Coffee, which product element are you looking for?
-

III. Part 3: The “Green” knowledge (*What do the interviewees know about "green" or bioproduct*)

1. What does “Green” product mean to you? Choose one or more appropriate keywords:
 - Clean
 - Organic
 - Environmental-friendly
 - Other (please be specific)
 2. Why do you choose to use/purchase “green” products? Choose one or more appropriate benefits:
 - Nutritious/Healthy
 - Environmental protection
 - Lifestyle trend
 3. How can you trust that the product is truly bio/ “green”? Please be specific
 4. What benefits do you think you will get if you use “green” products?
 5. What is your perception of “green” advertising?
 6. How can coffee products be organic?
 7. What element of the product makes you think a product is genuinely organic?
-

IV. Part 4: Brand/Product perception (*Interviewee will see the Jacobs logo*)



1. Do you know this brand? Yes No
2. What keywords do you associate with the brand Jacobs? Please list at least three keywords.
3. If you have experienced any coffee product from this brand - Jacobs, can you tell me about your experience/impression? (If not, you can skip this question)

4. When you choose Coffee, which product element are you looking for?
5. Have you ever seen this brand in the shelters? Do you easily recognize it?

V. Part 5: Test 2 packaging designs (Here shows the two different versions of packaging design for the same Jacobs Professional Espresso Bio - (1) is the original version, (2) is the upgraded version)

➤ **Option 1 (Original version):**



1. Choose on the scale of 1 – Disagree, 2 – Not sure, and 3 – Agree for these following affirmations

	1	2	3
This design makes me believe that it is a Coffee product .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This design makes me believe that it is an Organic or "Green" product.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This design makes me believe that it will be beneficial for my health .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This design makes me believe that it is safe and guaranteed .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This design makes me believe that it has high quality .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

This design makes me believe that it has a **higher price**. | | |

2. Do you believe **Option 1** is an organic product?

3. Which packaging design element(s) makes you believe **Option 1** is an organic product? Choose one or more following options

Color Material Imagery EU Bio logo

4. Which packaging design element(s) catch your attention immediately about **Option 1**? Choose one or more following options

Color Material Imagery EU Bio logo

➤ **Option 2 (the stimulus version):**



1. Choose on the scale of 1 – Disagree, 2 – Not sure, and 3 – Agree for these following affirmations

	1	2	3
This design makes me believe that it is a Coffee product .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This design makes me believe that it is an Organic or "Green" product.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

This design makes me believe that it will be beneficial for my health .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This design makes me believe that it is safe and guaranteed .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This design makes me believe that it has high quality .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This design makes me believe that it has a higher price .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Do you believe **Option 2** is an organic product?
3. Which packaging design element(s) makes you believe **Option 2** is an organic product? Choose one or more following options
 Color Material Imagery EU Bio logo
4. Which packaging design element(s) catch your attention immediately about **Option 2**? Choose one or more following options
 Color Material Imagery EU Bio logo

VI. Part 6: Conclusion

1. Do you think **Option 1** or **Option 2** is better for Marketing the product as the Bio one?
 Option 1 Option 2
2. Do you think using any Bio-pointing features will make the brand more devalued because this is probably a tactic to get attention and sales?
3. What do you think that we can improve to communicate clearly with you that we are bio?

APPENDIX II: SIMPLE RESULT TABLE

Model: Outcome = f(Color, Imagery, Material)
Algorithm: Quine-McCluskey
--- PARSIMONIOUS SOLUTION ---
frequency cutoff: 1
consistency cutoff: 1
raw unique
coverage coverage consistency

Imagery 0.5 0.166667 1
Material 0.5 0.166667 0.857143
solution coverage: 0.666667
solution consistency: 0.888889
Cases with greater than 0.5 membership in term Imagery: 2 (1,1), 9 (1,1), 12 (1,1)
Cases with greater than 0.5 membership in term Material: 1 (1,1), 2 (1,1), 12 (1,1)