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Making Biodiversity Matter: Lessons from Climate Change Communication

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Abstract

This thesis investigates the extent to which communication strategies developed in the context of climate change can inform and enhance biodiversity-related messaging—a domain that remains significantly underrepresented in public discourse. While climate communication has evolved into a robust and methodologically diverse field, supported by established narrative conventions and substantial media visibility, biodiversity communication continues to face conceptual, emotional, and strategic challenges that hinder meaningful public engagement. Employing a qualitative case study approach, this study analyzes the sustainability communication of two prominent plant-based milk brands, Oatly and Alpro, focusing on how they construct and disseminate climate-related narratives across various media formats.

The analysis is guided by a theory-driven coding framework and a structured coding matrix derived from established parameters of effective and ineffective sustainability communication. This combined approach enables a systematic assessment of how corporate actors engage audiences, structure their messaging, and align communicative outputs with overarching environmental objectives. The findings show that both case studies provide valuable insights into strategic message design, particularly regarding emotional appeal, narrative coherence, and multichannel integration. At the same time, the analysis reveals notable shortcomings, including limited participatory engagement, credibility risks, and an almost complete omission of biodiversity-related content. Chapter 5 addresses the central research question by evaluating the extent to which climate communication strategies can be transferred to the biodiversity context. The results suggest that while several communicative techniques are indeed adaptable, effective biodiversity communication requires context-specific adjustments. These include the development of tailored framings, enhanced symbolic resonance, and the integration of participatory mechanisms that reflect the relational and place-based dimensions of biodiversity. The study thus contributes to the broader field of environmental communication by offering both conceptual clarification and empirically grounded recommendations. In doing so, it supports the advancement of biodiversity discourse and highlights the communicative responsibilities of corporate and institutional actors in shaping ecologically literate publics.

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List of Abbreviations

AMA	Ask Me Anything
B Corp	Benefit Corporation
BD	Biodiversity
CC	Climate Change
CO_2e	Carbon Dioxide Equivalent
CSR	Corporate Social Responsibility
EU	European Union
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IPCC	Intergovernmental Panel on Climate Change
KPI	Key Performance Indicator
NGO	Non-Governmental Organization
SDGs	Sustainable Development Goals
WHO	World Health Organization

1 Introduction

The twin crises of climate change and biodiversity loss represent two of the most pressing global challenges of our time, exerting profound threats on ecosystems, economies, and human societies (cf. Pörtner et al., 2023, p. 4). While these crises are intrinsically linked, they receive disproportionate attention in public discourse (cf. Shin et al., 2022, p. 2846f). Climate change has been extensively communicated through well-established narrative frameworks and quantifiable indicators such as carbon emissions and extreme weather events, making it a dominant topic in environmental communication (cf. Schäfer & O'Neill, 2017, p. 4f). In contrast, the loss of biodiversity caused by human actions remains underrepresented in public discourse, highlighting the urgent need for greater awareness and sustainable conservation efforts (cf. Geschke et al., 2023, p. 1). Yet, it has equally severe consequences, affecting ecosystem resilience, food security, human health, and economic stability (cf. IPBES, 2019, p. 7).

The way environmental crises are framed and communicated significantly influences public perception, engagement, and policy action. Climate crisis communication has evolved into a sophisticated discipline, leveraging scientific evidence, emotional appeal, and action-oriented messaging to mobilize both public and political action (cf. Pörtner et al., 2023, p. 1). However, despite these efforts, climate communication has encountered numerous hurdles, including the politicization of climate science, information overload, ineffective framing strategies, and public disengagement due to perceived inaction or alarm fatigue.
Various communication strategies, including storytelling, visual representation, and framing techniques, have been employed to translate complex climate science into accessible and actionable narratives, but they have not always been successful in fostering sustained engagement or policy change. In contrast, biodiversity communication struggles even more to create the same sense of urgency and emotional connection, making it more challenging to inspire policy change or behavioral shifts (cf. Legagneux et al., 2018, p. 1f). The discrepancy between climate change and biodiversity loss in public discourse raises important questions about how communication strategies developed for climate change can be adapted to enhance the visibility and urgency of biodiversity-related issues. Key elements in this endeavor include emotional framing, scientific storytelling, and visual communication, all of which are essential in fostering a sense of urgency and collective responsibility (cf. Badullovich et al., 2020, p. 1).

Sustainability communication plays a critical role in raising awareness, influencing public behavior, and shaping policy decisions (cf. de Lange, 2022, p. 1f). Effective sustainability communication bridges the gap between scientific complexity and public understanding, facilitating informed decision-making. Given the significance of corporate engagement in sustainability discourse, the plant-based milk sector provides a compelling case study for examining corporate sustainability messaging. Companies within this industry actively promote environmental narratives as part of their branding and consumer engagement strategies. Among them, two brands—Oatly and Alpro—exemplify distinct approaches to climate crisis communication.

By examining how these companies communicate climate-related issues, this research explores the potential transferability of their strategies to biodiversity discourse. Despite increasing awareness of biodiversity loss, public engagement with the issue remains limited compared to climate change. The challenges of effectively communicating biodiversity loss necessitate an analysis of existing sustainability communication strategies and their adaptability to biodiversity discourse. To address this research gap, the central research question guiding this thesis is:
What can climate change communication teach us about supercharging biodiversity messaging?

To address these questions, the thesis is structured as follows: Chapter 2 establishes the theoretical foundation by examining sustainability communication in depth, including its conceptual underpinnings, the specific communication challenges posed by climate change and biodiversity loss, and the identification of key parameters for both effective and ineffective messaging. Chapter 3 outlines the research methodology, detailing the research design, the rationale behind the case study selection of Oatly and Alpro, the data collection and evaluation methods—particularly qualitative content analysis—and the methodological challenges and limitations associated with studying corporate communication strategies. Chapter 4 presents an in-depth analysis of climate crisis communication in the plant-based milk sector, focusing on the strategies employed by Oatly and Alpro and providing a comparative evaluation of their respective approaches. Chapter 5 addresses the central research question by exploring how the climate communication strategies identified in the previous chapter can be meaningfully adapted to biodiversity communication. It analyzes which elements are transferable, which require modification, and what challenges may arise in this process, ultimately assessing how effective climate communication practices can

inform and improve biodiversity messaging. Chapter 6 situates the findings within broader academic and practical contexts by interpreting key insights, discussing theoretical and practical implications, and reflecting on the study's limitations and opportunities for future research. Finally, Chapter 7 concludes the thesis by summarizing the main findings and presenting strategic recommendations for improving sustainability communication with a focus on enhancing biodiversity discourse.

Ultimately, this thesis contributes to the broader field of environmental communication by providing a comparative analysis of corporate sustainability narratives. While climate crisis communication has been extensively studied, biodiversity communication remains an underexplored domain (cf. de Lange, 2022, p. 3). By analyzing how leading brands in the plant-based milk sector craft and disseminate their environmental messaging, this research bridges the gap between theory and practice, offering actionable recommendations to enhance biodiversity discourse. The findings will provide a more comprehensive understanding of how sustainability communication can foster public engagement, drive policy action, and encourage collective responsibility for both climate and biodiversity conservation. Understanding how communication strategies can be effectively adapted to different environmental crises, while learning from past mistakes, is crucial for advancing public awareness and fostering meaningful change in sustainability discourse.

2 Theoretical Background

2.1 Foundations of Sustainability Communication

Sustainability communication is a crucial instrument in addressing global environmental challenges such as climate change and biodiversity loss (cf. Golob et al., 2022, p. 42). It serves as a bridge between scientific knowledge and public engagement, aiming to raise awareness, influence behavior, and foster collective action toward sustainable development (cf. de Lange, 2022, p. 1f). To be effective, sustainability communication must balance multiple factors, including message framing, audience targeting, and the integration of scientific credibility with emotional appeal (cf. Allen, 2016, p. 16f; Martel-Morin & Lachapelle, 2022, p. 3f). Given its role in shaping public discourse and influencing policymaking, it has evolved into a structured discipline aligned with global frameworks such as the United Nations Sustainable Development Goals (SDGs).

A fundamental starting point for understanding sustainability communication is an examination of the core ecological concepts that underpin it. Nature in its broadest sense, encompasses all living organisms, such as plants, animals, and microorganisms and non-living elements of the environment, including water, soil, air and geological formations that exist independently of human intervention (cf. Kopnina, 2020, p. 1f; Ghosh, 2024, p. 23). The preservation of nature is fundamental to maintaining biodiversity and ecosystem stability, which are critical for the long-term survival of all species (cf. Vasiliev, 2022, p. 1). Closely connected is the concept of ecosystems, which refer to the dynamic interactions between the living organisms and their non-living surroundings. These systems are interconnected through nutrient cycles and energy flows, providing essential services like air and water purification, food production, and climate regulation. Maintaining ecosystem integrity is vital, as it underpins the fundamental conditions for life (cf. Rao 2018, p. 186). While these ecological foundations highlight the importance of conservation, the broader concept of sustainability integrates ecological, social, and economic dimensions, which are deeply interconnected (cf. Dickel & Kronewald 2023, p. 245). Central to sustainability is the principle of intergenerational equity: ensuring that current resource use does not compromise the needs of future generations (cf. Sen 2013, p. 8). Communication plays a pivotal role in translating these abstract principles into concrete actions. Strategic sustainability communication engages diverse stakeholders, from policymakers to consumers, and promotes sustainable behaviors and participation in conservation initiatives (cf. Golob et al., 2022, p. 46f).

Building on these foundations, sustainability communication can be seen as an interdisciplinary process of sharing and interpreting information about environmental challenges and possible solutions. It applies principles like the precautionary principle and systemic interconnectivity to foster understanding, societal action, and engagement (cf. Hoppe & Wolling 2017, pp. 339–341.) As an integral component of sustainability science, it examines how environmental messages are framed and disseminated, raising public awareness of societal challenges and influencing behavior (cf. Fischer, 2019, p. 51).

However, awareness alone does not suffice. Many people remain unaware of the urgency of environmental challenges, which makes it essential to design communication strategies that not only inform but also empower action (cf. Nerlich et al., 2010, p. 6f). A recent survey conducted in Germany in 2023 by Statista Consumer Insights (based on 1,016 participants aged 16 and older) underlines this issue. While 42% of respondents see individual responsibility as key to addressing environmental issues, about a third view companies as the main actors. Meanwhile, nearly a quarter remain skeptical of the term “sustainability,” suspecting it’s merely a marketing tool. Alarmingly, 14% even deny human influence on climate change (cf. Statista, 2023).

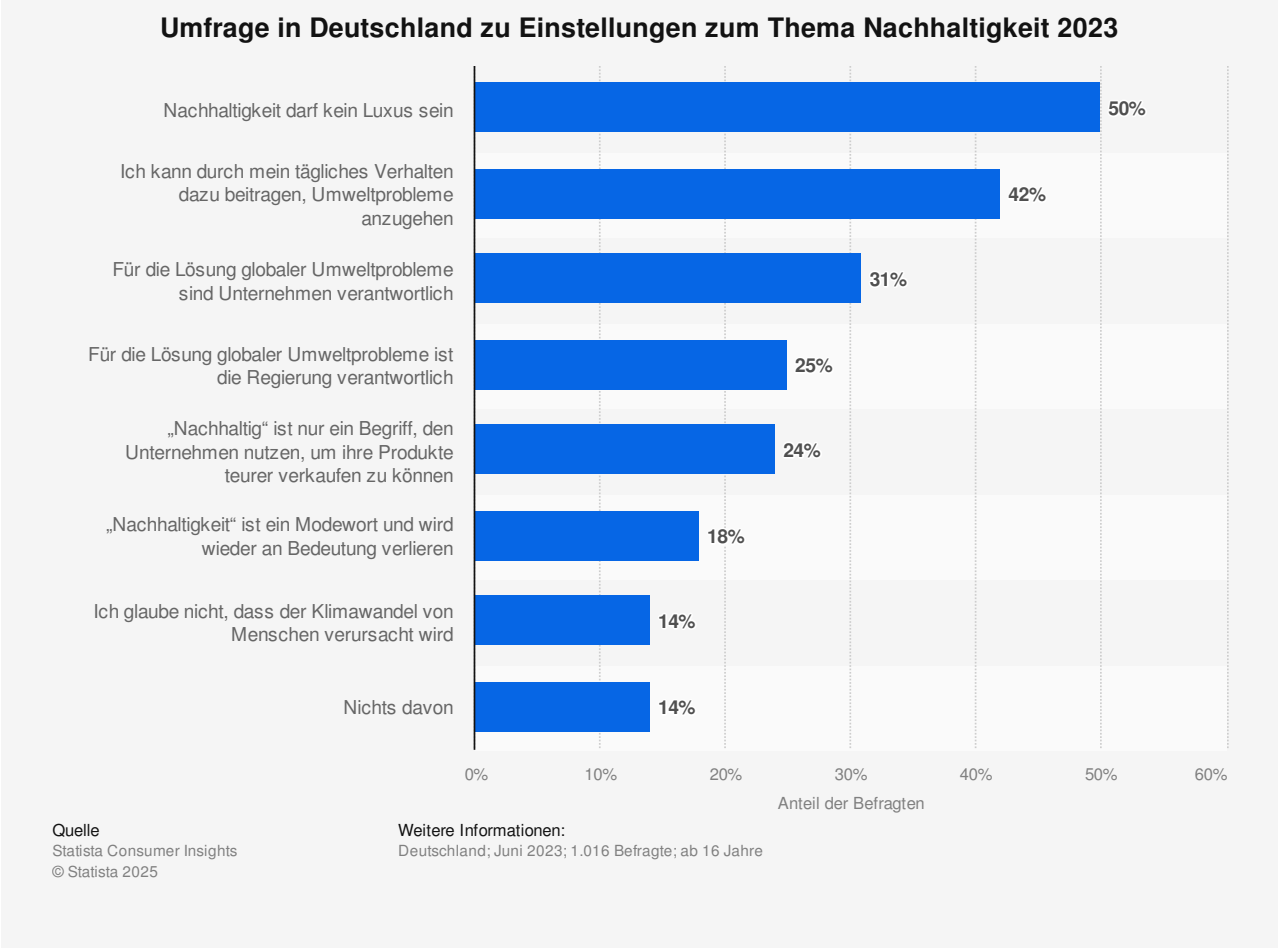

Figure A: Survey in Germany on attitudes towards sustainability in 2023

Source: Adapted from Statista, 2023

Such perceptions highlight the ongoing need for clear, trustworthy communication to strengthen public understanding and urgency. By fostering a sense of collective responsibility, effective communication strengthens community bonds and encourages collaboration across various societal sectors (cf. Fasae, 2023, p. 75f). A well-structured sustainability communication strategy typically has three overarching objectives: informing, motivating, and mobilizing audiences. Informing the public about ecological, social, and economic sustainability challenges is the first step in fostering a well-informed society (cf. Ghanem & Elgammal, 2017, p. 793f). Beyond awareness, motivation is necessary to encourage behavioral change and promote responsible consumption patterns (cf. Hensman & Samarasinghe, 2019, p. 98). Mobilization extends beyond individuals to include institutions and governments, advocating for policy changes and fostering participatory platforms for sustainability discussions (cf. Esguerra & van der Hel, 2020, p. 132).

These goals align closely with the United Nations Agenda 2030 and the SDGs. Sustainability communication serves as a mechanism for advancing SDG objectives (cf. Biermann et al., 2017, p. 26), particularly those related to climate action (SDG 13), biodiversity conservation (SDG 15), and responsible consumption (SDG 12). Additionally, by fostering cross-sector partnerships (SDG 17), sustainability communication strengthens cooperation between governments, businesses, and civil society organizations. Furthermore, education and public awareness (SDG 4) are enhanced through strategic communication efforts, ensuring that sustainability knowledge supports informed decision-making and societal transformation.



Figure B: Extract of relevant Sustainable Development Goals
Source: Adapted from United Nations., n.d.-a; n.d.-b

In the corporate sector, sustainability communication has become an essential part of branding and marketing strategies (cf. Prihatiningrum et al., 2024, p. 2271). Industries such as plant-based food production, renewable energy, and ethical fashion utilize sustainability narratives to appeal to environmentally conscious consumers (cf. Perez-Cueto, 2020, p. 139). The strategic communication of sustainability holds substantial potential, not only for

enhancing brand image, but also for fostering innovation, gaining competitive advantage, and creating long-term stakeholder value. Research shows that sustainability messaging can significantly shape brand perception, particularly when firms align these messages with authentic environmental and social practices (cf. Bharadwaj et al., 2022, p. 42f). Moreover, sustainability-oriented branding strategies can drive superior business performance when embedded as part of a company's corporate culture (cf. Gupta & Kumar, 2013, p. 311f).

Younger consumers are shown to respond positively to sustainable brand messaging, especially when it connects with personal values or perceived benefits, though companies must carefully design such communication to be perceived as credible and not as "greenwashing" (cf. Zajontz et al., 2016, p. 657). Digital platforms further amplify the potential of sustainability narratives by enabling direct engagement and real-time feedback from consumers, which can deepen trust and reinforce brand legitimacy (cf. Braga et al., 2024, p. 301).

Despite its potential, sustainability communication faces significant challenges. One major difficulty lies in the complexity of sustainability issues themselves, which often makes them hard to communicate in clear and accessible ways (cf. Cox & Depoe, 2023, p. 15f). Moreover, the long-term nature of sustainability goals can reduce the perceived sense of urgency, making it difficult to capture and maintain public attention (cf. Moser, 2007, p. 4). In addition, differing perspectives among stakeholders can lead to inconsistent or even contradictory narratives, which complicates efforts to present a unified and compelling message (cf. Braga et al., 2024, p. 300).

Public perception remains another obstacle. Sustainability often appears abstract or detached from daily life, which makes it harder for individuals to recognize its personal relevance (cf. Whitmarsh et al., 2013, p. 4). A key psychological barrier is cognitive dissonance, the mismatch between knowing and acting. Many people are aware of environmental problems but fail to adjust their behavior accordingly. This gap highlights the need for communication strategies that not only inform but also bridge the divide between awareness and action (cf. Weder et al., 2020, pp. 1–3).

The media environment further complicates sustainability communication (cf. de Witt, 2011, p. 80). While media channels have the power to amplify sustainability messages, they can also contribute to oversaturation, sensationalism, and the spread of misinformation. These dynamics often lead to confusion or disinterest among the public (cf. Jaques et al., 2019, p.

1f). The spread of fake news and misleading greenwashing tactics further undermines credibility and trust in sustainability communication (cf. Lewandowsky et al., 2012, p. 108).

Another persistent challenge is encouraging real behavioral change. Many individuals resist change, particularly when sustainable choices are perceived as inconvenient or costly (cf. Gifford, 2011, p. 294–296). Addressing these barriers requires incentives, supportive policies, and behavioral nudges that make sustainable choices more appealing (cf. Steg & Vlek, 2009, p. 313f). Moreover, global and local disparities must be considered in sustainability communication. While sustainability is a global issue, its impact varies across regions. Communication strategies must account for local cultural and economic contexts to ensure that messages are relatable and effective (cf. Kraus et al., 2020, p. 630)

Given the wide range of challenges, from the complexity of sustainability issues to media distortion and cognitive dissonance, it is essential to address these obstacles strategically rather than merely identifying them. The following chapter explores this further by examining the climate crisis as a central communication challenge.

2.2 The Climate Crisis as a Communication Challenge

The climate crisis represents one of the most urgent and complex global challenges of the 21st century (cf. Feulner, 2015, p. 5). It affects not only ecological systems but also economic stability, public health, geopolitical dynamics, and social equity (cf. Loucks, 2021, p. 20–22). The breadth of its consequences makes it a truly cross-cutting issue, yet despite overwhelming scientific consensus regarding its anthropogenic origins and cascading impacts, effectively communicating the scale, urgency, and complexity of climate change remains an ongoing and evolving task (cf. Das, 2020, p. 933). Climate communication must therefore be understood as more than a question of knowledge dissemination, it is a multidimensional field shaped by the interplay of structural, cognitive, emotional, and sociocultural dynamics (cf. Moser, 2010, p. 36). Positioned at the intersection of science communication, media studies, and public engagement research, it grapples with the challenge of making highly technical information socially meaningful and politically actionable (cf. Alinejad & Van Dijck, 2022, p. 30).

At the core of these challenges lies the abstract and scientific character of climate knowledge. Central concepts such as CO_2 concentration, radiative forcing, or emissions pathways are methodologically precise but often inaccessible or emotionally unengaging for

lay audiences. While these metrics are essential for modeling climate futures and informing policy, their communicative effectiveness is limited when they are presented without interpretive scaffolding (cf. Windhager et al., 2019, p. 1). The result is a widespread perception gap: the facts are available, but they do not necessarily resonate. This gap calls into question the assumptions of the “deficit model” of communication, which posits that a lack of knowledge is the main barrier to engagement and that increased information will lead to greater awareness or behavioral change (cf. Hart & Nisbet, 2011, p. 701f). Empirical research has shown that this model fails to account for the social and affective dimensions of how individuals receive, interpret, and act on climate information (cf. Rooney-Varga et al., 2018, p. 2).

This lack of resonance is further intensified by the spatial and temporal distance of many climate impacts. Phenomena such as polar ice melt, sea level rise, or biodiversity loss tend to unfold in distant regions or over extended timescales, often beyond the scope of immediate personal experience. As a result, climate change is frequently perceived as a distant problem, either geographically or in the future, which diminishes its salience in everyday decision-making. Psychological distance thus acts as a barrier to action, weakening emotional investment and reducing perceived urgency (cf. Scannell & Gifford, 2013, p. 61f). Moreover, even when messages succeed in capturing attention, they may provoke counterproductive emotional responses. Fear-based or catastrophic narratives can lead to disengagement, apathy, or a sense of helplessness if not accompanied by constructive pathways for action. Communicators therefore face the dual challenge of fostering concern without overwhelming their audience, a delicate balance that requires both narrative sensitivity and strategic framing (cf. Martel-Morin & Lachapelle, 2022, p. 3).

These cognitive and emotional dynamics unfold within a broader sociopolitical context that further complicates climate communication. Particularly in Western democracies, climate change has become entangled with ideological identity and partisan politics, transforming what is fundamentally a scientific issue into a cultural battleground. In such environments, attitudes toward climate policy are often shaped less by factual understanding and more by values, worldviews, and group affiliations (cf. Chinn et al., 2020, p.112f). This politicization makes communication more difficult, as scientific messages are filtered through pre-existing biases and identity markers (cf. van der Linden et al., 2017, p. 1f). Media institutions also contribute to this problem, often unintentionally, through the norm of false balance, presenting climate science and denialist viewpoints as equally valid, which can generate

confusion and erode public trust in scientific expertise (cf. Chinn et al., 2020, p. 114). The combination of ideological polarization and media framing practices thus creates a highly fragmented communicative landscape, in which even basic consensus on facts is difficult to establish.

Even in contexts where awareness of the climate crisis is relatively high, another persistent challenge remains: the gap between knowledge and action. Individuals may recognize the severity of climate change yet feel unable or unwilling to change their behavior, often due to structural barriers (e.g., lack of infrastructure or alternatives), social norms (e.g., consumption expectations), or perceived inefficacy (e.g., the belief that individual actions are meaningless in the face of global problems) (cf. Gifford, 2011, p. 290; 293). This "value-action gap" underscores the limits of rationalist models of behavior change and points to a more nuanced understanding of communication as a process that must engage emotions, identities, and perceived agency (cf. Martel-Morin & Lachapelle, 2022, p. 4). Effective climate communication must therefore not only inform but also empower, creating space for individuals and communities to see themselves as capable of contributing to collective solutions.

In response to these multi-layered challenges, the field of climate communication has undergone significant transformation over the past three decades. What began primarily as an effort to establish scientific credibility has developed into a far more complex and diversified enterprise. Key institutional milestones, such as the founding of the Intergovernmental Panel on Climate Change (IPCC) in 1988, the Rio Earth Summit in 1992, and the Kyoto Protocol in 1997, played a pivotal role in formalizing climate discourse at the global level (cf. Desai, 2022, p. 336f; Affan, 2017, p. 1f). These developments not only legitimized climate change as a policy issue but also shaped the terms through which it was communicated to the public. Over time, scientific messaging was increasingly supplemented by normative and emotional appeals, reflecting a growing awareness of the limits of purely technical communication (cf. Martel-Morin & Lachapelle, 2022, p. 2).

This evolution became particularly visible in the 2000s and 2010s, when climate discourse increasingly emphasized affective and moral dimensions. Al Gore's *An Inconvenient Truth* (2006) marked a turning point by combining scientific data with personal storytelling, thereby making the issue more relatable to broader audiences. Parallel to this, activist movements such as Fridays for Future, Extinction Rebellion, and Climate Strike mobilized emotional

registers like anger, hope, and moral urgency to reframe climate action as a matter of generational justice and ethical responsibility (cf. de Moor et al., 2020, p. 6, 7, 19, 20, 261). These movements demonstrated the communicative power of collective identity and public visibility, particularly among younger demographics. Their success illustrated that climate communication need not be confined to institutional channels but could also emerge from grassroots mobilization and networked activism.

The shift in tone and content was accompanied by major changes in media infrastructure. Traditional media outlets, TV, newspapers, and radio, continue to play a role in shaping public discourse but are often limited by commercial pressures and journalistic routines that favor conflict, novelty, and brevity. As a result, long-term structural issues like climate change often receive episodic and superficial coverage, which undermines sustained engagement (cf. Kumar, 2021, p. 6f). In contrast, digital platforms have radically altered the dynamics of climate communication. Social media allows for direct, rapid, and decentralized dissemination of messages, enabling a wide range of actors, scientists, NGOs, influencers, and everyday users to participate in shaping the narrative (cf. León et al., 2022, p. 977). Formats such as short videos, infographics, memes, and user-generated content cater to the realities of fragmented attention spans and information overload (cf. Duan et al., 2024, p. 8f). However, these platforms also come with significant drawbacks: algorithmic amplification of sensationalist content, echo chambers that reinforce existing beliefs, and the viral spread of misinformation (cf. Pearce et al., 2019, p. 616). As a result, communicative reach does not always translate into depth or accuracy.

Within this evolving media landscape, public figures and influencers have taken on a growing role in climate communication. Their broad visibility and perceived authenticity allow them to engage audiences who might otherwise ignore scientific or institutional messaging. Especially among younger users, influencers can serve as important mediators of environmental content (cf. Arnot et al., 2023, p. 3f). Yet their involvement is not without risks. When climate messaging is perceived as superficial, inconsistent, or self-serving, it can provoke skepticism and accusations of greenwashing, undermining both personal credibility and the legitimacy of the cause (cf. Fang, 2024, p. 1f; 9f). The personalization and commercialization of climate content thus raise important ethical and strategic questions about the boundaries of effective advocacy (cf. Haastrup & Marshall, 2024 p. 165f).

Despite these complexities, climate communication has achieved notable successes in recent years. Climate concerns have become more mainstream, influencing electoral politics, education systems, and corporate responsibility agendas. Public opinion surveys show growing concern across many countries, particularly among youth (cf. Trott, 2024, pp. 2–5). Strategic communication has played a role in shaping this shift, supported by an expanding body of interdisciplinary research that informs public campaigns, educational programs, and policy framing. What emerges is a picture of climate communication as a reflexive and contested process, one that continuously negotiates between scientific accuracy, emotional resonance, cultural meaning, and political context (cf. Nisbet, 2009, pp. 14–16).

These insights are especially relevant when looking beyond climate change to other environmental crises that share many of the same characteristics but have received less public attention, chief among them the biodiversity crisis. The following section adopts a comparative perspective to explore the extent to which climate communication strategies developed, tested, and refined over the past decades can be applied, adapted, or problematized in the context of biodiversity. This theoretical reflection provides the conceptual foundation for the subsequent empirical analysis, which examines sustainability communication strategies in the plant-based milk sector.

2.3 The Biodiversity Crisis: A Comparative Perspective

Like climate change, the biodiversity crisis constitutes a fundamental challenge of the Anthropocene. Biodiversity underpins the resilience of ecosystems, the stability of food systems, the availability of clean water, and even human health and cultural identity (cf. World Health Organization, 2018, p. 2). Yet despite its systemic importance, the communication surrounding biodiversity has remained fragmented, low in visibility, and largely ineffective in mobilizing public engagement or political will. In contrast to the climate discourse, which has become increasingly central to media, policy, and culture, biodiversity communication continues to struggle for attention (cf. Legagneux et al., 2018, p. 2f). This discrepancy highlights a critical issue: not only is biodiversity under threat, but the way we talk about it, how it is framed, narrated, and represented, constitutes a communication crisis.

From a scientific perspective, the urgency is undisputed. Reports by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) estimate that one million species are currently at risk of extinction, driven by land-use change, pollution, invasive species, and climate change (cf. IPBES, 2019, pp. XV, XVI, XXIX, XXX). However,

unlike climate change, where global temperature rise or CO_2 levels serve as unifying indicators, biodiversity lacks a single, universally recognized metric (cf. Mace, 2020 p. 414). This absence makes it difficult to create cognitive coherence or shared benchmarks for public discourse. As a result, the biodiversity crisis resists simplification and struggles to establish a clear presence in the public imagination (cf. Spash & Aslaksen, 2015, pp. 247, 252).

This challenge is compounded by the abstract and diffuse nature of the concept itself. Biodiversity spans multiple levels, genetic, species, and ecosystem diversity, each with distinct scales, definitions, and implications. This complexity creates a communicative barrier: the term “biodiversity” often remains vague or unfamiliar to the public (cf. Legagneux et al., 2018, p. 4f). While “climate change” has become a widely recognized phrase with political, emotional, and social connotations, “biodiversity” lacks similar resonance (cf. Geschke et al., 2023, p. 2). The result is a fundamental asymmetry in public awareness: the issue exists, but the language to express and emotionally connect with it does not.

Emotional distance further undermines engagement (cf. Meinard & Quétier, 2014, p. 705). The biodiversity communication crisis is not just a matter of conceptual vagueness but also of symbolic disconnection (cf. Pettorelli et al., 2018, p. 73). Biodiversity decline is frequently framed as something happening “elsewhere” to other species, in remote ecosystems, and over long timescales (cf. Bjærke, 2019, pp. 395, 410). Unlike climate change, which increasingly manifests through visible and immediate events like floods, wildfires, or heatwaves, biodiversity degradation tends to unfold invisibly, gradually, and without clear narrative moments. This makes it harder to position as an urgent, collective crisis (cf. de Lange et al., 2022, pp. 3–5). Moreover, the media and public tend to focus on a few charismatic species—pandas, polar bears, whales—while ecologically crucial but less visually appealing organisms such as plants, fungi, or micro-fauna are largely ignored (cf. Ducarme et al., 2013, pp. 2–6). This “charisma bias” narrows the narrative range and reinforces the idea that biodiversity loss is about saving specific animals, rather than preserving systems essential to life.

Unlike the climate domain, which is anchored by recurring global events like COP conferences, IPCC reports, and visible weather extremes, biodiversity communication lacks regular institutional rituals or widely recognized milestones. Without these anchors, it becomes harder to generate momentum or sustained visibility. Media coverage remains sporadic and often tied to one-off events such as species extinction announcements or

isolated conservation campaigns (cf. Nature, 2010, p. 525; Bjærke, 2019, p. 402). As a result, biodiversity narratives struggle to build continuity, coherence, or urgency in public discourse.

Despite these challenges, important structural parallels exist between the communication of climate and biodiversity. Both rely on complex, expert-driven science. Both require long-term, cross-sectoral policy responses. And both unfold in politically contested spaces, where competing interests, values, and ideologies shape how environmental risks are perceived and prioritized (cf. Ansari et al., 2021, pp. 1–4). In both cases, communication efforts must confront abstraction, emotional fatigue, and a deep-seated disconnect between knowledge and action (cf. Meinard & Quétier, 2014, p. 705). Yet the biodiversity communication crisis appears more acute, partly because it lacks the discursive infrastructure that climate communication has gradually developed over decades (cf. Borie et al., 2021, p. 11).

This imbalance becomes especially visible when we turn to empirical data comparing scientific output, funding, and media attention across both domains. The following figures provide a quantitative illustration of how climate change and biodiversity are represented in research and public discourse, shedding light on the structural roots of the biodiversity communication gap. Figures 1 and 2 illustrate the disparity between scientific activity and media coverage related to climate change (CC) and biodiversity (BD) over the period 1991 to 2016. Figure 1 shows trends in peer-reviewed scientific publications and public research funding. While both CC and BD have seen increased scientific attention over time, climate change research accelerated more sharply after 2006. A clear positive correlation exists between research funding and scientific output for both topics. However, CC received significantly more financial support, particularly in the United States and Canada. Figure 2 highlights the pronounced imbalance in media coverage, with climate change appearing in newspapers up to eight times more frequently than biodiversity by 2016. While media attention to both issues was comparable before 2000, it diverged notably from 2003 onward. Media peaks in CC coverage were often linked to high-profile events (e.g., international climate summits), whereas similar peaks were less frequent or absent for biodiversity. These figures underscore the growing communication gap: although biodiversity research remains scientifically robust and well-funded, it receives disproportionately low attention in mainstream media compared to climate change (cf. Legagneux et al., 2018, pp. 2–5).

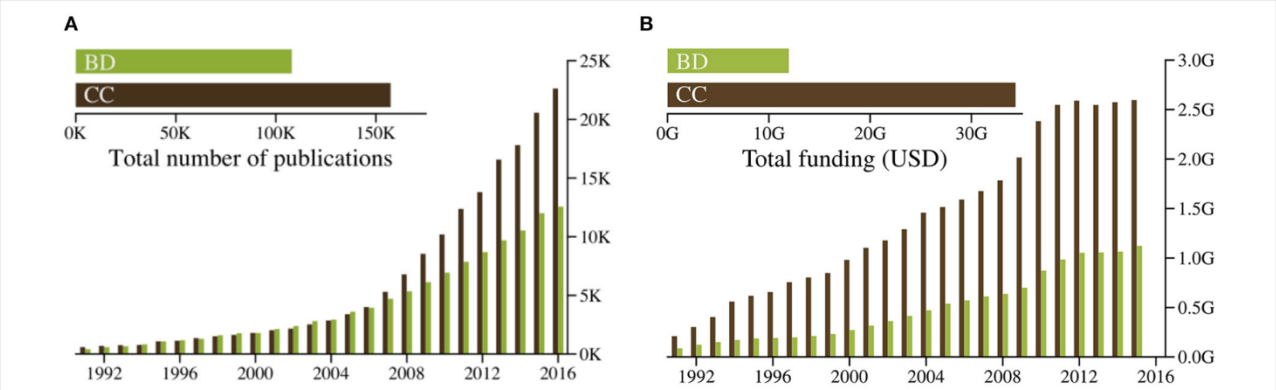

FIGURE 1 | (A) Worldwide scientific papers published in peer-reviewed literature on biodiversity (green) or climate change (brown) topics. **(B)** Public research funding in US and Canada dedicated to biodiversity (green) or climate change (brown) issues.

Figure C: Scientific publications and public research funding on climate change and biodiversity (1991-2016)
Source: Adapted from Legagneux et al., 2018, p. 3, Figure 1

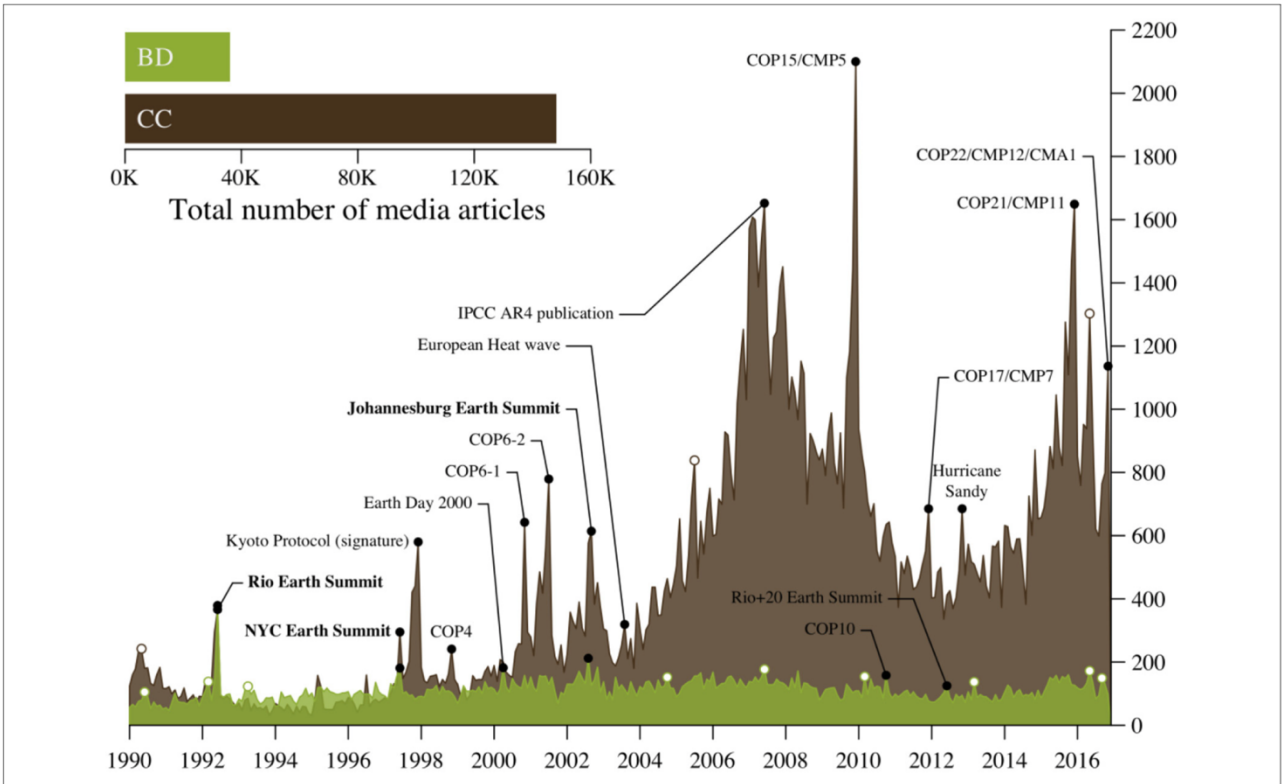

FIGURE 2 | Number of newspaper articles published per month on biodiversity (green) or climate change (brown) issues in US, Canada, and UK. Detected peaks (plain dots) and associated events are shown. Peaks without associated events (empty dots) could not be associated with *a priori* events. Events that embraced both CC and BD issues are written in bold.

Figure D: Media coverage of climate change and biodiversity in major newspapers (1991–2016)
Source: Adapted from Legagneux et al., 2018, p. 4, Figure 2

Recent findings by Geschke et al. (2023, pp. 1–5) also emphasise that biodiversity communication still lacks consistent media narratives and tools for engaging the public. In their study, they call for a more integrated dialogue between science, society and politics as well as the active involvement of science journalists and communicators to give biodiversity more public relevance. Similarly, Martell & Rodewald (2024, p. 577f) argue that the

prevailing ‘warning discourse’, which focuses on crisis and loss, should be complemented by narratives that convey hope, agency and positive visions of the future of biodiversity. These perspectives reflect the shift in climate communication, where framing strategies increasingly emphasise co-benefits, social justice and local engagement.

Building on the insights developed in this chapter, the following section shifts from theoretical analysis to empirical investigation by introducing a conceptual framework for evaluating sustainability communication. This framework identifies key parameters that distinguish effective from ineffective messaging. These dimensions serve as analytical tools for examining how environmental messages are constructed, framed, and received across different contexts. Applied to the plant-based milk sector, this framework enables a systematic assessment of corporate sustainability communication strategies.

2.4 Key Parameters of Effective and Ineffective Sustainability Communication

As sustainability communication has evolved into a well-defined interdisciplinary field, the question of what constitutes communicative success or failure has gained growing academic and practical significance. Today, the task is no longer confined to the transmission of facts; instead, it demands the creation of meaningful engagement that can raise awareness, influence perceptions, and ideally, catalyze behavioral change. Given the escalating urgency and complexity of environmental crises, effective sustainability communication must be both strategically planned and ethically grounded (cf. Bohlin et al., 2013, p. i, 8). This chapter outlines the key criteria that differentiate impactful sustainability communication from ineffective efforts, drawing upon empirical studies and theoretical advancements within the field.

To achieve effectiveness in sustainability communication, the following parameters are essential:

1. **Strategic Goal Alignment**: Effective communication initiatives begin with the formulation of specific, clearly articulated objectives, such as raising public awareness, encouraging behavioral shifts, or informing policy decisions. The structure and delivery of messages must be carefully aligned with these overarching goals (cf. Kim et al., 2020, p. 5f, 14f).
2. **Audience Segmentation**: Communication strategies must be adapted to distinct audience groups such as consumers, businesses, or policymakers (cf. Moser & Dilling, 2012, p. 166). Tailoring messages to the concerns and values of each group

enhances relevance and increases the likelihood of behavioral engagement (cf. Corner et al., 2014, p. 416).

3. **Emotional and Narrative Framing:** Messages framed around hope, solutions, and achievable action steps are more persuasive than those that rely solely on fear or urgency (cf. Nabi et al., 2018, p. 460). Emotional storytelling, particularly when supplemented by visual elements like images, infographics, or videos, increases the accessibility and emotional resonance of the communication (cf. O'Neill & Nicholson-Cole, 2009, p. 355, 358f; Morris et al., 2019, p. 19).
4. **Scientific Accuracy and Credibility:** Communicators must rely on credible, peer-reviewed research and provide transparent citations to establish trust (cf. Stocking & Holstein, 2009, p. 36; Tsakonas, 2021, p. 1). Additionally, data should be presented in a manner that is clear, concise, and easily interpretable to avoid misrepresentation (cf. Stocking & Holstein, 2009, p. 28; Lewandowsky et al., 2012, p. 110).
5. **Multichannel Approach**: A combination of communication channels, ranging from digital platforms like social media to more traditional outlets such as print or broadcast media, enhances both reach and engagement (cf. Jarreau & Porter, 2018, p. 142f). Each channel offers unique advantages in terms of targeting and visibility (cf. Veltri & Atanasova, 2017, p. 733).
6. **Authenticity and Transparency**: To maintain credibility, sustainability claims must be backed by measurable actions. Organizations that fail to substantiate their commitments risk being accused of greenwashing, thereby undermining trust (cf. Bowen & Aragon-Correa, 2014, p. 110). Ongoing transparency regarding progress, challenges, and expert involvement is crucial for maintaining legitimacy (cf. Johansson, 2024, p. 462).
7. **Participatory Elements:** Effective communication is dialogical, not monological. Mechanisms for feedback, such as consultations, surveys, or interactive platforms, enable stakeholders to engage meaningfully, fostering a sense of shared responsibility and co-creation (cf. Corner et al., 2014, p. 417).
8. **Impact Measurement**: To ensure long-term efficacy, communication initiatives should include robust evaluation frameworks. Key performance indicators (KPIs) such as reach, engagement, and behavioral outcomes provide insight into success, while comparative and longitudinal studies help refine future strategies (cf. Pidgeon & Fischhoff, 2011, p. 39; Fischhoff & Scheufele, 2013, p. 14032).

However, despite its transformative potential, sustainability communication can be ineffective—or even counterproductive—when these foundational principles are not observed. The following section highlights common pitfalls and structural shortcomings that hinder the success of sustainability messaging:

1. **Ambiguous or Misleading Language (Greenwashing):** A frequent and damaging failure in sustainability communication is the use of vague, inflated, or unverifiable statements, often referred to as greenwashing. When organizations promote their environmental commitments without providing concrete evidence or measurable outcomes, audiences tend to perceive such messaging as manipulative or disingenuous. This undermines both credibility and stakeholder trust (cf. Torelli et al., 2019, pp. 2–4; Oppong-Tawiah & Webster, 2023, p. 1).
2. **Overuse of Technical Jargon**: Communication that relies heavily on scientific terminology may alienate non-expert audiences. If sustainability discourse fails to connect with the lived realities and emotional landscapes of everyday life, its relevance diminishes (cf. Sutton et al., 2023, p. 463).
3. **Fear-Driven Messaging**: While fear can attract initial attention, research shows that without a pathway to action, it may provoke disengagement or fatalism. A balance must be struck between urgency and empowerment to foster constructive responses (cf. O'Neill & Nicholson-Cole, 2009, p. 374f).
4. **Lack of Accountability:** Sustainability communication that promises change without reporting on progress or acknowledging limitations is often perceived as inauthentic. Transparency regarding both achievements and challenges increases message credibility. When progress updates are missing, communication appears superficial and risks long-term reputational damage (cf. Andini & Arief, 2024, p. 1898; Zampone & Guidi, 2024, p. 238).
5. **Words ≠ Actions**: Misalignment between a company's stated values and its actual practices, or even between parallel communication campaigns, can confuse or alienate audiences. For example, promoting sustainability in marketing while engaging in environmentally harmful practices elsewhere generates cognitive dissonance and diminishes credibility (cf. Koch & Denner, 2025, p. 7).
6. **Ignoring Audience Diversity**: One-size-fits-all communication strategies often fail to resonate. Messages that overlook the specific concerns, values, or cultural backgrounds of target groups risk being perceived as irrelevant or tone-deaf.

Audience segmentation and contextual awareness are essential for persuasive and inclusive communication (cf. Roser-Renouf et al., 2015, p. 366f).

7. **One-way Communication:** Another major weakness lies in the absence of participatory mechanisms. Communication that does not invite dialogue, feedback, or collaboration risks being perceived as top-down or insincere. A lack of interactivity limits opportunities for co-creation and shared responsibility (cf. Abdullah et al., 2023, p. 246).
8. **Lack of Evaluation and Learning Processes:** Finally, ineffective sustainability communication often lacks mechanisms for assessing its actual impact (cf. Fischhoff & Pidgeon, 2011, p. 39). Without clear indicators for reach, comprehension, or behavioral change, it becomes difficult to identify what works—and what doesn't. This leads to repetition of ineffective practices and missed opportunities for learning and improvement (cf. Lesic et al., 2019, p. 4; Moodaley & Telukdarie, 2023, p. 1).

The subsequent section shifts from theoretical examination to empirical analysis by investigating how companies in the plant-based milk industry address these communication challenges. Through an evaluation of real-world strategies, this thesis explores how these organizations engage their audiences, maintain authenticity, and integrate climate narratives. By identifying transferable practices and exposing communicative blind spots, the analysis aims to contribute to the development of more inclusive, credible, and effective models of sustainability communication, particularly with respect to the persistent underrepresentation of biodiversity.

3 Methodology

3.1 Research Design and Approach

This thesis follows a qualitative, exploratory case study design to investigate how climate change communication strategies can inform and enhance biodiversity messaging in corporate sustainability communication. The primary objective is to identify transferable communication elements by analyzing real-world messaging practices in the plant-based milk industry. The rationale for choosing a qualitative approach lies in the interpretive nature of communication analysis: it is not solely about measurable outcomes but about how messages are framed, constructed, and received within social and cultural contexts (cf. Arnett, 2007, pp. 30–34).

Case study research is especially well-suited for examining complex processes and relationships, as it facilitates a detailed understanding of phenomena situated within their real-life contexts (cf. Paparini et al., 2020, p. 2f). Given the evolving nature of sustainability communication and the limited research on biodiversity discourse in commercial contexts, this method provides the flexibility needed to explore nuanced differences in strategy, tone, framing, and audience engagement. To ensure conceptual consistency, this thesis applies a theory-driven deductive approach, in which all categories for analysis are derived from the theoretical framework established in Chapter 2.4. By linking empirical data to established communication principles, this thesis examines the extent to which real-world communication aligns with best-practice sustainability models.

The unit of analysis is defined at the organizational level, focusing on two companies— Oatly and Alpro. These cases were selected via purposive sampling based on the diversity of their climate communication strategies and their relevance within the plant-based milk market. This sector is particularly suitable due to its high visibility, strong environmental positioning, and increasing public interest in ethical consumption (cf. Tavmaşat et al. 2024, p. 286). The research design also embraces contextual sensitivity, acknowledging that sustainability messages are influenced by factors such as target audience, brand identity, and cultural context. Accordingly, the analysis includes a broad range of communication materials, such as social media posts, advertising content, website messaging, sustainability reports, and product packaging to ensure a comprehensive understanding of how each brand communicates its environmental values.

By combining case study methodology with qualitative content analysis, this thesis bridges the gap between theoretical insights and applied communication practices. The analysis is not limited to assessing message content but also investigates how communication strategies may shape public understanding of environmental issues, particularly the under-communicated biodiversity crisis. Ultimately, this research design is grounded in the principle of theoretical transferability, aiming not only to describe but also to draw actionable insights. While this thesis focuses on the plant-based milk sector, its findings aim to inform broader applications in biodiversity communication across industries.

3.2 Selection of Case Studies

The selection of case studies in this thesis follows a purposeful sampling strategy aimed at identifying companies that are both communicatively active and strategically relevant within the field of plant-based sustainability branding. The two companies analyzed— Oatly and Alpro—were selected based on their visibility, market influence, and distinctive communication styles. Each represents a different approach to climate communication within the plant-based milk sector, offering a diverse empirical foundation for comparative analysis.

This sector was chosen because plant-based milk products are closely tied to sustainability discourses around climate change, animal welfare, and land use. According to recent consumer research, environmental motivations are among the top reasons for purchasing plant-based milk, alongside health and ethical considerations (cf. Haas et al., 2019, pp. 2–4; 19). Furthermore, plant-based brands often present themselves as progressive actors, positioning sustainability not just as a product feature but as a core element of their brand identity (cf. Lehner & Halliday, 2014, p. 20f). This makes them highly relevant for investigating the integration or omission of biodiversity narratives in environmental communication.

The companies vary significantly in size, ownership structure, and communication tone:

- Oatly (Sweden) is known for its bold, activist-driven marketing, frequently addressing climate change, food systems, and systemic reform. Its messaging style is provocative and explicitly political, often challenging both consumer behavior and corporate norms (cf. Oatly, n.d., a; Oatly, 2025).
- Alpro (Belgium), owned by the multinational Danone, employs a more mainstream and wellness-oriented communication strategy. While environmentally engaged,

Alpro's messaging is less confrontational and more focused on individual lifestyle choices and health benefits (cf. Alpro, 2025a; Danone, 2024; B Lab Europe, 2022).

These two brands were chosen not only for their prominence but also for their communicative contrast. The sample offers variation along key dimensions such as tone, narrative structure, audience engagement, and the explicitness of environmental messaging, factors that are critical for assessing the presence or absence of climate crisis narratives and the alignment with best practices in sustainability communication (cf. San Cornelio et al., 2024, p. 15f). By analyzing companies with different strategic orientations, this thesis aims to develop a more nuanced understanding of how environmental communication is shaped by brand identity, market positioning, and perceived audience expectations. The comparative logic also allows for identifying patterns that may be specific to individual brands versus those that reflect broader industry trends.

3.3 Data Collection and Evaluation Method

To systematically examine how sustainability communication is framed and executed by Oatly and Alpro, this thesis applies a deductive qualitative content analysis based on the method developed by Philipp Mayring (2015). The method offers a transparent, rule-based approach for interpreting qualitative material and is well suited for identifying patterns, contradictions, and omissions in sustainability communication (cf. Mayring, 2014, pp. 10–15). The process is theory-guided, with all categories derived from the conceptual framework on effective and ineffective communication outlined in Chapter 2.4.

As illustrated in Figure E, the procedure unfolds in five analytical steps:

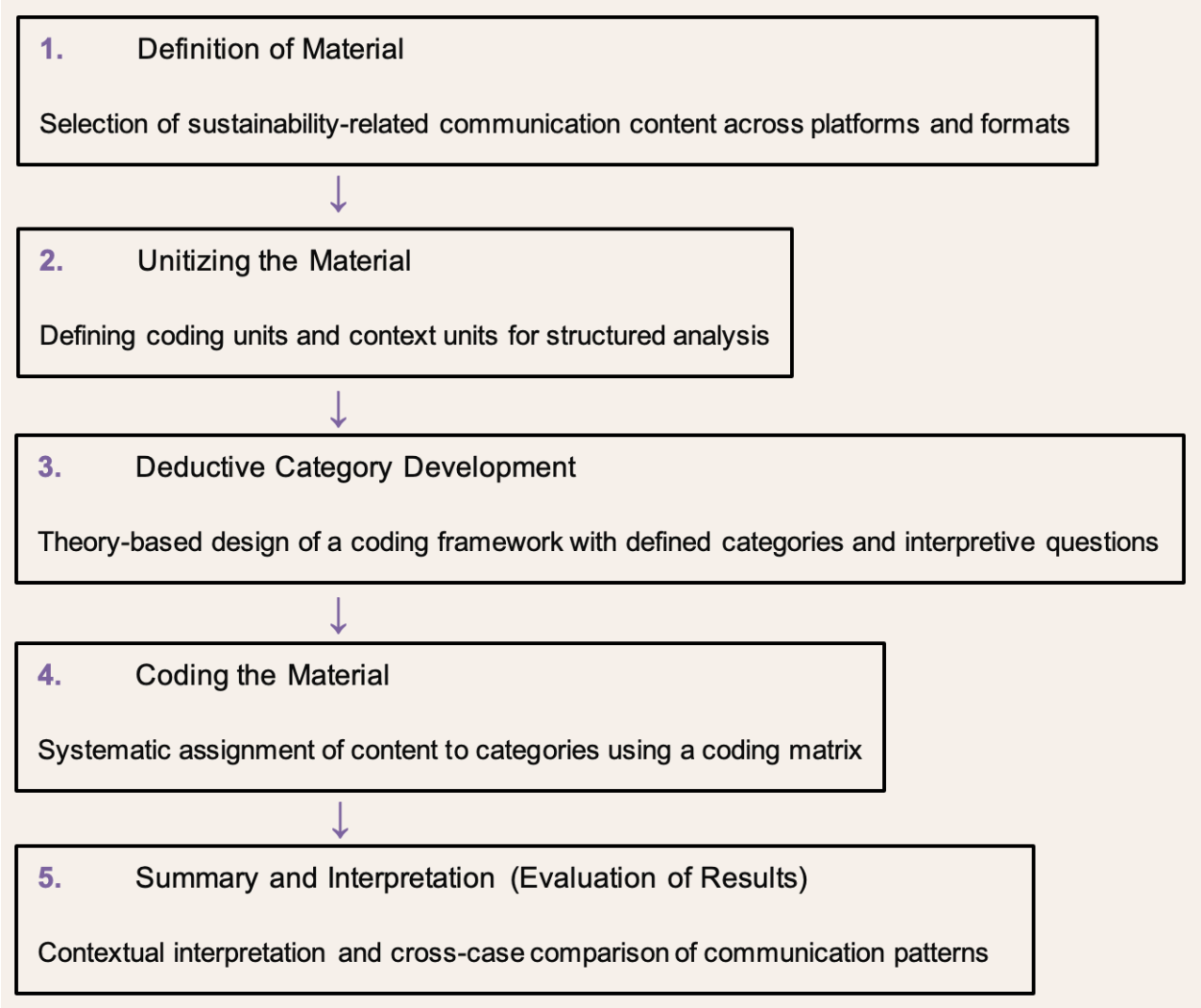

Figure E: Process model of qualitative content analysis according to Mayring (2015)
Source: Adapted from own illustration, 2025

1. Definition of the Material (Coding Material)

This thesis draws on a curated corpus of publicly accessible communication materials produced by the two selected brands—Oatly and Alpro. These materials were systematically collected and span a range of formats and platforms, reflecting the multifaceted nature of contemporary corporate communication. Specifically, the dataset includes:

- Social media posts (e.g. Instagram, YouTube, and, where applicable, TikTok and Facebook), which offer insight into short-form, high-frequency messaging tailored to dynamic and interactive digital environments.
- Official brand and campaign websites, which typically serve as centralized platforms for communicating long-term values, detailed sustainability commitments, and corporate narratives.

- Advertising content across digital, print, and video formats, which reveals how environmental messaging is integrated into broader marketing strategies and how visual and emotional appeals are crafted for wider audiences.
- Product packaging and on-pack claims, which represent a key touchpoint for consumers and often distill environmental messages into concise, brand-aligned slogans or icons at the point of purchase.
- Sustainability reports, press releases, and official statements, which provide structured and often more formalized articulations of each brand's environmental positioning, goals, and achievements.

To ensure thematic focus, only materials that explicitly reference environmental concerns like climate change were included in the analysis. Materials addressing unrelated social issues or general brand image without environmental relevance were excluded to maintain analytical consistency.

This dataset enables a multi-dimensional analysis of how sustainability is communicated through both content and form. It allows for the examination of visual, textual, and narrative strategies, and provides a basis for assessing coherence across channels, alignment with sustainability frameworks, and the extent to which climate change is made visible or remains absent. Moreover, the inclusion of diverse media formats captures differences in tone, framing, and audience targeting, revealing how brands adapt their environmental messaging to various contexts and communication objectives. By triangulating different types of materials, this thesis gains a more holistic view of each brand's communicative approach. This broad yet thematically focused corpus provides a solid foundation for exploring how corporate actors in the plant-based milk sector construct and disseminate environmental values—and how these efforts contribute to, or fall short of, effective sustainability communication.

2. Determination of Units of Analysis (Coding Units)

To ensure both analytical precision and contextual sensitivity, this thesis distinguishes between three levels of analytical units. This multi-tiered structure allows for a nuanced examination of how individual communicative elements function within broader narrative and strategic frameworks:

- **Material units** refer to the complete communicative artifact under investigation. This may include a single Instagram post, a campaign video, a webpage, or a piece of

product packaging. These units form the primary basis for analysis and represent self-contained examples of how environmental messaging is presented to the public.

- **Coding units** are the specific segments within each material unit that are subject to close analysis. These may include visual elements such as images or layout choices, textual components such as headlines, slogans, or claims, and audio-visual features such as voiceovers or background music. By isolating these fragments, this thesis can identify the rhetorical, emotional, or stylistic techniques used to construct meaning.
- **Context units** encompass the broader communicative environment in which the material and coding units are situated. This includes the overarching campaign structure, brand identity, target audience, or thematic series. Interpreting material within its context ensures that meaning is not derived from isolated fragments but understood within the logic of the broader narrative and strategic intent.

This layered approach allows the analysis to move between micro-level textual features and macro-level brand discourses. It prevents reductionist readings and supports an interpretation that reflects the complexity of corporate sustainability communication. Moreover, the distinction between units ensures transparency and replicability in the coding process while accounting for the interdependence of content, form, and context.

3. Deductive Category Development

The analytical framework for this thesis is constructed deductively, drawing directly from the theoretical parameters outlined in Chapter 2.4. These parameters are organized into two overarching domains that differentiate between effective and ineffective sustainability communication. This structure provides the conceptual foundation for evaluating the selected communication materials.

A. Effective Sustainability Communication

This domain includes practices identified in the literature as contributing to meaningful, credible, and audience-responsive sustainability messaging.

The following criteria are used:

- Alignment with broader strategic sustainability goals
- Audience segmentation and message tailoring
- Use of emotional appeal and narrative storytelling

- Scientific accuracy and credibility of claims
- Cross-platform communication strategies
- Authenticity and transparency in messaging
- Inclusive and participatory communication formats
- Ongoing evaluation and adaptation based on feedback

B. Ineffective Sustainability Communication

This second domain captures common pitfalls and barriers that reduce communicative impact or lead to distrust and disengagement.

Indicators include:

- Use of vague, exaggerated, or misleading claims (greenwashing)
- Overreliance on technical jargon or inaccessible language
- Alarmist or fear-based framing without constructive action
- Absence of accountability or progress tracking mechanisms
- Discrepancy between stated values and actual practices
- Lack of attention to audience diversity and context
- One-way, hierarchical communication without engagement
- No mechanisms for evaluation, reflection, or learning

Each parameter within these domains is operationalized through specific coding criteria and guiding interpretive questions (see Appendix, Table A 1: Coding Framework). For instance: “Is the message tied to a clear communication goal or objective?” or “Is the audience invited to participate or respond?”. This framework ensures consistency across cases while allowing for critical analysis of both content and communicative intent.

4. Coding of the Material

All content is analyzed using a structured coding guide that maps each material unit against the predefined analytical criteria. To ensure consistency and comparability, a coding matrix is employed to record and organize findings in a systematic format:

	Case	Overall Campaign	Material (Source + Type)	Coding Unit	Category (Effective)	Coding Criteria	Category (Ineffective)	Coding Criteria	Interpretive Comment
1	Name of the brand (e.g. Oatly, Alpro)	Campaign theme for rough thematic categorisation, for subsequent analysis of individual materials	Description of the content format and platform (e.g. Instagram post, website page, packaging)	Quoted or paraphrased content element (e.g. text, slogan, image, etc.)	Theoretical category from the deductive framework (e.g. Framing and Narrative Design, Participatory Engagement)	Specific indicator that assigns the content to a category (e.g. type of framing, message function, emotional tone)	Theoretical category from the deductive framework (e.g. Misleading Language, Fear-Driven Messaging)	Specific indicator that assigns the content to a category (e.g. type of framing, message function, emotional tone)	Analytical comment on how the message aligns (or fails to align) with effective sustainability communication

Table 1: Coding Matrix Template
Source: Adapted from own illustration, 2025

This matrix enables a side-by-side evaluation of the two case companies, allowing for the identification of recurring communication patterns, consistent brand strategies, as well as divergences or contradictions, both within individual cases and across the sample. By standardizing the analytical process, the matrix supports transparency and facilitates comparative insights into how effectively each brand communicates its sustainability values.

5. Summary and Interpretation (Evaluation Method)

The evaluation of the coded material follows the principles of structuring qualitative content analysis, as outlined by Mayring (2015). Rather than relying on frequency counts or constructing rigid category profiles, this thesis adopts a theory-informed, interpretative approach that enables a comparative reading of the cases. The analysis is structured according to the deductive category system introduced in Section 2.4, which synthesizes the key dimensions of effective and ineffective sustainability communication.

Interpretation proceeds on a case-by-case basis, with each company—Oatly and Alpro—analyzed in relation to core analytical dimensions such as alignment with strategic goals, narrative structure, emotional tone, scientific credibility, and audience engagement. These dimensions provide a consistent framework for identifying communicative patterns, strategic coherence, and notable gaps or contradictions both within individual cases and across the comparative sample. The emphasis lies not on the quantitative distribution of codes, but on the contextual depth and interpretive significance of communication choices. Special attention is given to the extent to which each case adheres to, diverges from, or reconfigures established best practices in sustainability messaging. While the analysis centers on corporate communication surrounding the climate crisis, particular attention is given to whether biodiversity is referenced, included, or omitted, thereby revealing narrative blind spots and assessing the potential for integrative sustainability messaging.

This method of evaluation is especially well-aligned with the overall research objective: to derive actionable and conceptual insights from climate communication that can be applied to the underdeveloped field of biodiversity communication. By preserving the narrative complexity and contextual specificity of each case, the method supports a nuanced, multi-layered comparison that avoids reductionist tendencies and reflects the interpretive character of communication itself. The findings from this analysis directly inform the transfer discussion presented in Chapter 5.

3.4 Methodological Challenges and Limitations

While the methodology outlined in this chapter is designed to ensure rigor, transparency, and theoretical alignment, several limitations must be acknowledged. These methodological constraints affect the generalizability, objectivity, and interpretative depth of the research findings. One primary limitation concerns the scope of the sample. The analysis focuses on two selected brands—Oatly and Alpro. Although these cases were purposefully chosen for their differing communication styles and relevance to the plant-based sector, the limited number of cases restricts the ability to generalize findings across the broader food industry or corporate sustainability communication. Therefore, conclusions must be interpreted as illustrative rather than representative.

A second limitation arises from language and geographic bias. All materials examined are from Western companies and predominantly in English. This introduces a bias toward specific cultural norms, values, and communication practices. Non-Western or multilingual approaches to sustainability messaging are not reflected, potentially excluding diverse narrative styles and local framings that may be more effective in other regions.
This thesis also represents a temporal snapshot of communication strategies. Data were collected during a specific time frame (early 2025), meaning the results may reflect short-term campaign dynamics rather than long-term brand trajectories. Corporate messaging, especially in digital spaces, is often reactive, time-bound, and iterative, factors not fully captured in this thesis. Another challenge relates to researcher subjectivity. Despite the use of a structured coding matrix and a theory-informed framework (see Table 1 and Table A 1), the evaluation of elements such as emotional tone, credibility, or visual framing inevitably involves researcher judgment. While intersubjective transparency is supported through clearly defined coding categories and interpretive criteria, subtle biases may still shape the analysis.

Despite these limitations, the methodological design remains robust and suitable for the research objectives. The use of a deductive, theory-guided framework enhances analytical clarity, while the comparative case approach enables nuanced differentiation across corporate strategies. Nevertheless, future studies could expand the sample size, include multilingual or non-Western brands, and incorporate audience-centered research methods to provide a more comprehensive understanding of sustainability communication in diverse contexts.

4 Analysis of Climate Crisis Communication in the Plant-Based Milk Sector

4.1 Communication Strategy I: OATLY

Oatly is a Swedish food company headquartered in Malmö, founded in the early 1990s as a spin-off from scientific research conducted at Lund University. The foundational research, led by food scientist Rickard Öste, explored the enzymatic transformation of oats into a nutritious, lactose-free liquid that could serve as a milk alternative. This innovation laid the groundwork for Oatly's first commercial products and established its identity as a health-focused, science-based brand (cf. Oatly, 2023a, p. 3f). Initially marketed in Sweden as a functional food, Oatly remained relatively niche for many years. Its broader breakthrough came in the late 2010s, as growing global concerns over climate change, animal welfare, and sustainable diets brought plant-based alternatives into mainstream food culture (cf. Prakash, 2025).

Over the past decade, Oatly has repositioned itself as more than a producer of oat-based beverages. The company now presents itself as a mission-driven brand with a bold socio-ecological agenda. Its stated mission is to "make it easy for people to eat better and live healthier lives without recklessly taxing the planet's resources" (cf. Oatly, n.d.-a). At the heart of this mission is the ambition to reduce the environmental impact of the food system by accelerating the shift from animal-based to plant-based production models. Climate transparency and emission reduction have become strategic cornerstones of Oatly's corporate identity. The company has committed to cutting its overall climate footprint by 70% by 2029 (cf. Oatly, 2023a, pp. 11–14), a goal supported by concrete targets throughout its supply chain—including packaging, logistics, energy use, and sourcing—as detailed in its 2023 sustainability report (cf. Oatly, 2023a, pp. 22–26). The report also openly addresses the challenges and trade-offs involved in meeting these goals.

In parallel with its sustainability agenda, Oatly has become known for a provocative and culturally responsive communication strategy. The brand frequently uses satire, irony, pop-cultural references, and activist rhetoric to challenge prevailing narratives in the food industry. High-profile campaigns such as "Help Dad," "Dairy Deal," "Hey Food Industry," and the introduction of on-pack carbon footprint labels illustrate Oatly's distinctive approach. These initiatives blend bold visual language with emotionally charged storytelling and pointed political commentary. In doing so, they aim not only to promote plant-based diets

but also to shift public discourse on climate responsibility and transparency in the food sector. To critically assess how these strategic ambitions and communicative principles are reflected in practice, the present analysis draws on a qualitative content analysis of 15 representative campaign elements published between 2019 and 2023. The material was coded using a framework based on the parameters of effective and ineffective sustainability communication, as described in Chapter 2.4.

Findings from the coding process (see Appendix, Table A 2; A 3) underscore the consistency between the strategic goals of Oatly and its communication practices. Campaigns such as “Dairy Deal” and the use of on-pack CO_2e labelling are directly tied to the company’s long-term goals of promoting climate transparency and supply chain accountability. Messaging is carefully structured to normalize plant-based choices and challenge systemic inertia in the dairy industry. This alignment between communication and corporate mission represents a core strength of the brand, providing a strong foundation for message coherence and public credibility.

Another notable strength is Oatly’s effective audience segmentation. The brand does not treat “the public” as a monolith but addresses different audiences through tailored formats and tones. For example, the “Hey Food Industry” initiative targets industry professionals via LinkedIn and direct calls to action, while ironic, visually engaging content on TikTok or Instagram appeals to Gen Z audiences. Political messages are directed at urban, environmentally aware citizens through billboards and petitions. This multi-audience approach increases both reach and relevance, enhancing the strategic depth of Oatly’s campaigns. The use of platform-specific language, design, and emotional cues reflects a high level of communicative intentionality, contributing to message salience across demographic boundaries.

Oatly’s use of emotional and narrative framing is equally noteworthy. The brand frequently leverages satire, irony, and cultural reference to engage audiences emotionally and cognitively. Campaigns such as “Wow No Cow” or “Help Dad” exemplify Oatly’s ability to convert environmental messaging into memorable storytelling. The minimalist design and counterintuitive slogans invite reflection and generate curiosity. However, the analysis also reveals limitations to this approach. The “Help Dad” campaign, for example, was widely criticized for relying on generational stereotypes and for potentially trivializing sensitive issues like alcoholism or masculinity (cf. Vegan Food & Living, 2021; Independent, 2021).

This illustrates the thin line between ironic disruption and alienation, especially when emotional framing lacks sufficient ethical sensitivity. It also underscores the importance of testing narratives across stakeholder groups before full-scale deployment.

On the dimension of scientific accuracy and credibility, Oatly performs well in long-form formats. The 2023 Sustainability Report includes detailed performance metrics, externally verified carbon data (Scope 1–3), and transparent disclosure of setbacks such as increased energy intensity (cf. Oatly, 2023a, pp. 7–10). These elements demonstrate a strong commitment to evidence-based communication and align with best practices in sustainability reporting. However, short-form formats like packaging or social media posts often reduce complex data to simple numbers without explanatory context. This simplification, while useful for accessibility, risks producing symbolic rather than substantive transparency. It may also reinforce criticism of greenwashing if numbers are not traceably linked to open data sources. The trade-off between clarity and completeness remains a critical challenge for Oatly's communication design.

In terms of multichannel communication, Oatly demonstrates strategic sophistication. Campaigns are integrated across social media, traditional advertising, websites, product packaging, and stakeholder platforms such as LinkedIn. The "Dairy Deal" campaign, for example, involved out-of-home advertising, Instagram posts, microsites, a Reddit AMA, and on-pack messages—creating a comprehensive communicative ecosystem. Each channel reinforces key narratives and offers entry points tailored to distinct audience groups. Despite this breadth, the analysis shows that these channels are often used in a broadcast rather than dialogic manner. Participatory elements like petitions or AMAs lack structured feedback loops or sustained interaction. This absence of reciprocal engagement undermines the potential of the campaigns to foster community-building or co-creation of meaning. While the brand successfully captures attention and motivates interest, it is less effective at facilitating deeper engagement or long-term relational trust.

Authenticity and transparency are essential to Oatly's brand, and the company often foregrounds its challenges and contradictions. The CEO's preface in the Sustainability Report acknowledges that progress is uneven and that key emission targets have not yet been met (cf. Oatly, 2023a, p. 7f). This self-reflexivity is commendable and enhances credibility, particularly when compared to competitors that avoid disclosing setbacks. However, the brand has also faced significant criticism for contradictions between its activist

messaging and its corporate partnerships. Media outlets such as FAZ and Welt have pointed out tensions between Oatly's ethical branding and its investor structure, notably Blackstone's involvement in industries linked to deforestation (cf. FAZ, 2020; Welt, 2019). These issues highlight how reputational risk arises when value-based communication is not matched by holistic value governance. They also demonstrate the importance of integrating sustainability messaging within broader corporate responsibility structures, rather than treating it as a discrete communication function.

Regarding participatory elements, Oatly's campaigns often give the appearance of inclusion, such as the invitation to dairy executives to participate in a Reddit AMA, or the public petition to the German Bundestag. These formats simulate interaction and offer rhetorical openness. Yet the analysis reveals that these participatory gestures often remain one-sided. In both cases, there was no documented interaction, feedback, or uptake by the addressed stakeholders. Without visible dialogue or stakeholder response, these elements risk being interpreted as symbolic rather than substantive participation. The absence of follow-up or response mechanisms reduces the campaigns' long-term legitimacy and may erode trust over time.

Finally, impact measurement remains a key weakness in Oatly's communication strategy. Although internal metrics and KPIs are documented in sustainability reporting, there is little evidence of how communication campaigns are evaluated in terms of public engagement, behavioral change, or message effectiveness. No metrics are provided on the reach, resonance, or outcomes of specific messaging efforts. This limits the company's ability to adapt and improve its strategy over time. Without such reflection, campaigns may repeat familiar formats without necessarily deepening their transformative potential. The lack of structured learning from past communication efforts stands in contrast to Oatly's otherwise progressive image and calls for a more rigorous evaluative culture.

Taken together, the communication strategy of Oatly exhibits a strong alignment with the core parameters of effective sustainability communication, particularly in the areas of strategic goal alignment, emotional framing, scientific credibility, and multichannel presence. However, the analysis also points to recurring gaps, most notably in participatory follow-through, inclusive audience framing, and transparent impact evaluation. These weaknesses do not negate the brand's communicative strengths but suggest that its success depends heavily on rhetorical appeal rather than structural inclusivity or responsiveness.

Beyond its relevance for plant-based marketing, the Oatly case generates valuable initial insights that serve as a conceptual foundation for Chapter 5. Many of the dynamics identified—such as the tension between visibility and participation, the trade-off between simplification and scientific accuracy, or the strategic use of emotional storytelling—are not only central to climate crisis communication but also highly relevant for the communicative challenges of biodiversity loss. These findings offer a first orientation for thinking about how biodiversity can be communicated more effectively, especially in contexts where the issue remains abstract, politically underexposed, or emotionally distant.

Chapter 5 will build directly on these insights by applying them to the domain of biodiversity communication. In this next step, the comparison with Alpro will further enrich the analysis by offering a contrasting communication style and brand philosophy within the same product sector. Together, the two case studies form a complementary analytical basis for exploring how sustainability communication in the plant-based industry can evolve to better reflect the urgency and complexity of both climate change and biodiversity decline.

4.2 Communication Strategy II: ALPRO

Alpro is a Belgian brand for plant-based foods that was founded in 1980 and has been part of the Danone Group since 2017 (cf. Alpro, 2025a). The company offers a wide range of plant-based alternatives to dairy products, including drinks, yoghurt alternatives, desserts and foaming products (cf. Alpro, 2025b). Alpro positions itself as a pioneer of sustainable nutrition and utilises the power of plant-based ingredients to make a positive contribution to the planet and the health of consumers (cf. Alpro, 2020, pp. 6-9).

A central component of the brand strategy is the narrative of a ‘plant-based future’. In its vision ‘Feeding our Future with Plants’, Alpro has set itself the goal of making all packaging plant-based or recycled and 100% recyclable by 2025 (cf. Alpro, 2020, p. 14f). This voluntary commitment is not only documented in sustainability reports but also communicated in campaigns and on the packaging itself. The strategic focus is therefore not only evident at product level, but also in the communicative framework, suggesting an integrated approach to corporate responsibility. By embedding these objectives within brand storytelling, Alpro seeks to position sustainability as both an operational principle and a consumer-facing value proposition.

When examining Alpro's communication strategy, the findings derived from the Coding Matrix (see Appendix, Table A 3; A 4; A 5) clearly indicate a pronounced alignment with the brand's overarching sustainability goals. Several communication measures are based on a consistent sustainability vision. The 'Betterpacks' packaging strategy, the cooperation with WWF and the commitment to the EAT Foundation clearly link communication activities to overarching ecological goals such as climate protection and biodiversity. The use of scientific argumentation in the Alpro Foundation also shows that the brand not only asserts symbolic sustainability but also anchors it structurally. This provides a robust foundation for credibility and helps Alpro maintain coherence between corporate vision and public messaging. The strategic coherence is further reinforced by Alpro's efforts to embed these sustainability goals across its internal culture and external partnerships.

In terms of audience targeting, Alpro differentiates its communication approaches to address both expert and general audiences. On the one hand, the Alpro Foundation provides scientifically sound content for health and nutrition professionals. On the other, formats such as the 'Feed Your You' lifestyle campaign or collaborations with platforms like Kitchen Stories aim to emotionally engage broader audiences through everyday storytelling and recipe inspiration. This parallel communication demonstrates Alpro's ability to address different groups with tailored strategies. However, it also reveals a gap: cultural diversity is underrepresented in the visual language and recipe narratives. Especially considering the global nature of sustainability and biodiversity challenges, integrating diverse cultural perspectives would significantly enrich Alpro's approach and enhance relatability across regions. Inclusion of global food cultures, indigenous knowledge systems, and alternative framings of nature and sustainability could help decolonise Alpro's visual and verbal messaging and expand its resonance beyond a Eurocentric model of plant-based living.

A defining characteristic of Alpro's communication is its positive, identity-driven framing. Instead of relying on fear-based or problem-oriented narratives, Alpro highlights self-efficacy and individual impact. Campaigns such as 'Eat your way to a better planet' frame climate-friendly consumption as enjoyable and empowering. Slogans like 'Good for You, Good for the Planet' or 'Feed Your You' reinforce this approach by linking sustainable action with personal wellbeing. This framing reduces psychological barriers and strengthens emotional accessibility. However, the simplicity of these messages also has limits. Rarely are specific ecological impact mechanisms of individual products communicated in a concrete or traceable way. The emotional accessibility is high, but it comes at the cost of substantive clarity. There is an evident gap between affective appeal and epistemic depth, which

becomes more problematic in contexts that demand greater systemic explanation—such as biodiversity loss.

This issue is particularly evident in packaging communication. While Alpro has committed to making all packaging recyclable and plant-based by 2025 and has reported on its progress (cf. Alpro, 2020, pp. 6–9), everyday messages on product packaging often remain vague. Phrases like ‘plant-based power’ or ‘better for the planet’ are appealing but lack precise references or verifiable data. Although environmental improvements such as the switch to paper straws or reductions in CO2 emissions are documented in reports (cf. Alpro, 2020, pp. 18–29), they are not consistently integrated into consumer-facing messaging. This gap between strategic commitment and everyday communication represents a missed opportunity for transparency. It also risks undermining trust among more critical or environmentally informed consumer segments. Including scannable QR codes, accessible life cycle data, or storytelling around raw material sourcing could enhance the packaging as a tool for education and not just branding.

The scientific foundation of the brand is primarily conveyed through the Alpro Foundation, which offers studies, infographics, and educational materials on plant-based nutrition and its impact on health and the environment (cf. Alpro Foundation, 2025c). This positions Alpro as a credible player in the field of sustainable food systems. However, the accessibility of this material is limited. Much of the content is formulated in technical language and targets a specialised audience. Complex concepts such as ‘planetary boundaries’ or ‘contextual water risks’ are not explained in lay terms, which poses a barrier to broader public engagement. This highlights a tension between scientific robustness and communicative accessibility that Alpro has yet to resolve. Bridging this gap could include translating key concepts into visual or narrative formats and embedding explanatory tools within everyday brand interactions.

Alpro’s communication is embedded in a comprehensive multichannel strategy. This includes TV advertisements, social media platforms (Instagram, TikTok, YouTube), website content, in-person events, and print formats. The media diversity allows the brand to address various communication contexts and consumer touchpoints. Notably, campaigns such as ‘Go Big on Plants’ illustrate how Alpro combines offline sampling initiatives with digital content and recipes to enhance reach and relevance. However, despite this breadth, most communication remains one-directional. Interactive dialogue formats and structured feedback mechanisms are largely absent. Incorporating participatory elements more

systematically could strengthen trust and support a collaborative model of sustainability communication, particularly when building shared narratives around biodiversity and local impact. Options such as crowd-sourced campaign themes, recipe co-creation, or open innovation platforms could bridge the gap between brand and public and embed a culture of mutual learning.

Alpro's authenticity is reflected in its consistent brand tone and the long-term pursuit of its sustainability goals. Voluntary commitments such as B Corp certification and the publication of a detailed sustainability report (cf. Alpro, 2020) support transparency and signal a willingness to be held accountable. Yet, these documents are rarely featured prominently in everyday brand communication. The concrete sustainable added value of individual products often remains implicit or vague. This creates a tension between the strategic depth of Alpro's sustainability efforts and the communicative simplifications made in day-to-day outreach. Making the scientific content and corporate progress more visible to the public could improve brand trust and close the perception gap. Strategic integration of report findings into seasonal marketing, influencer collaborations, or video explainers could increase both visibility and educational value.

In terms of participation, Alpro's portfolio shows clear limitations. While there are occasional interactive campaigns, such as Instagram live sessions or consumer competitions, these are usually one-off and lack long-term structure. There is no evidence of co-creation formats, user-generated content initiatives, or participatory product development. For biodiversity-related communication, in particular, the absence of participatory elements weakens the ability to integrate local knowledge, lived experience, and regional perspectives into the sustainability narrative. Dialogic structures are crucial for building relevance, legitimacy, and resonance in the context of ecological transformation. Furthermore, integrating indigenous perspectives or local environmental initiatives could provide authentic, grounded entry points for public participation and increase the pluralism of narratives represented in Alpro's brand universe.

A further area for development is the evaluation of communication impact. Although Alpro's sustainability report includes environmental performance indicators such as CO2 savings and packaging innovations, it does not systematically assess the effects of its communication efforts. There are no publicly available evaluations of how messaging influences consumer behavior, awareness, or attitudes. This means that a key feature of effective sustainability communication, the feedback loop between communication

objectives, actions, and measurable effects, remains unaddressed. Without evaluation, it is difficult to identify which narratives resonate, which channels perform best, or where misconceptions persist. Introducing post-campaign surveys, engagement analytics, or focus groups could help measure success more accurately and refine messaging iteratively.

Mapping Alpro's strategy against the eight criteria for ineffective sustainability communication (see Chapter 2.4) confirms these weaknesses. Particularly noteworthy are shortcomings in Participatory Elements (criterion 7), Lack of Evaluation and Learning Processes (criterion 8), Ignoring Audience Diversity (criterion 6), and Ambiguous or Misleading Language (criterion 1). On the other hand, Alpro shows no significant signs of greenwashing, inconsistency, or fear-based communication, which speaks to the brand's integrity and consistency. This suggests that while the foundational strategy is credible, the communicative execution can be further refined. Structural reforms in communication practice could amplify Alpro's influence and reposition the brand as a facilitator of societal transformation, not just as a food manufacturer.

In summary, Alpro presents a structured and in many respects professional communication portfolio that blends emotional appeal, strategic coherence, and a scientific foundation. The brand succeeds in framing sustainability as part of a desirable lifestyle without compromising its ethical credibility. At the same time, there remains considerable untapped potential in fostering diversity, enabling dialogue, and building robust systems for evaluating impact. These elements are particularly critical when tackling complex and under-communicated ecological challenges such as biodiversity loss. Going forward, combining Alpro's strong brand identity with a more inclusive, participatory, and learning-oriented communication strategy could significantly enhance the brand's contribution to public environmental engagement. Such a shift would not only improve communication outcomes but also reflect a more democratic and system-aware approach to sustainability.

The following chapter will compare Alpro's communication strategy with that of Oatly. This comparative analysis will examine commonalities and differences in their approaches, identify transferable best practices, and highlight areas where biodiversity communication could be strengthened by drawing on insights from both cases. By contrasting two leading plant-based brands, this chapter aims to distil not only exemplary methods but also structural blind spots that must be addressed to develop a more effective and adaptive model for environmental communication in the Anthropocene. In doing so, it responds to the broader research aim of this thesis: to explore how successful elements of climate communication

can be used to address the communication gap surrounding biodiversity, which remains one of the most pressing yet underrepresented issues of our time.

4.3 Comparative Evaluation of Strategies

This chapter provides a comparative analysis of Oatly and Alpro's climate communication strategies based on the coding results and the effective and ineffective parameters outlined in Section 2.4. Rather than simply highlighting strengths, the aim is to critically assess how both brands frame sustainability, where they succeed, where limitations persist, and how their approaches differ. This sets the foundation for drawing conclusions in Chapter 5 about the relevance and adaptability of such strategies for biodiversity communication.

Both Oatly and Alpro position themselves as advocates of sustainable food systems, yet their communication styles, strategic alignments, and audience engagements differ considerably. While Oatly uses provocation, satire, and activist framing to challenge norms, Alpro follows a more structured and evidence-based approach grounded in educational materials and corporate sustainability goals. These differences are not merely stylistic but reveal distinct assumptions about how communication generates impact and mobilizes public engagement.

1. Strategic Goal Alignment

Oatly integrates its messaging with broader climate goals through a highly confrontational tone, linking corporate accountability and consumer behavior. Its campaigns ("Show Us Your Numbers", "Help-Dad.com") are framed as interventions in a broken food system, seeking to provoke a shift in both public perception and industry standards. This aligns with a theory of change grounded in pressure, visibility, and cultural disruption. Alpro, in contrast, embeds its climate messaging in structured corporate objectives (e.g., its 2025 pledge for recyclable packaging and B Corp status). These are consistently reflected across multiple formats, from foundation content to recipe platforms, suggesting a more incremental, goal-oriented logic focused on long-term credibility and operational reform.

The key distinction lies in execution: Oatly promotes rapid system-level transformation through external provocation, whereas Alpro builds incremental trust through internal goal setting and alignment. Both are effective yet suited to different audiences. In terms of strategic clarity, Alpro's goals are more traceable and institutionalized. However, Oatly's call-to-action framing has more disruptive potential—particularly valuable in emerging or neglected issue areas like biodiversity, where visibility and urgency are currently lacking.

2. Audience Segmentation

Alpro's audience strategy is structurally dual: the Alpro Foundation targets experts and educators with research, while recipe-based campaigns address mainstream consumers. This duality allows the brand to bridge scientific credibility and everyday relevance. Oatly, on the other hand, takes a unified approach geared towards critical, digitally active younger consumers, using informal language, memes, and satire to create cultural affinity.

Effectively, both achieve resonance with their intended audiences, but limitations exist. Alpro often underrepresents youth culture or subcultures, which may lead to reduced visibility among younger demographics. Oatly, meanwhile, neglects professional stakeholders and relies on a relatively homogenous consumer profile rooted in Western urban activism. Importantly, neither brand adequately reflects global or socio-cultural diversity—raising concerns about inclusivity, especially when shifting the focus to biodiversity, which requires engagement across more diverse geographies and perspectives.

3. Emotional and Narrative Framing

Narrative strategy is perhaps the most pronounced divergence between the two brands. Oatly's narratives are bold, humorous, and emotionally provocative, turning abstract climate metrics into cultural critique and identity politics. Alpro frames sustainability through lifestyle and well-being, avoiding conflict-based or system-critical language. Campaigns like "Feed Your You" offer gentle empowerment, while "Climate Change Your Mind" relies on education and optimism.

From a communication theory perspective, Oatly maximizes emotional salience and memorability but risks alienation, particularly among more conservative or older audiences. Alpro prioritizes approachability and trust, though at the cost of urgency and activation. These emotional framings reflect differing interpretations of what motivates behavior—identity confrontation (Oatly) versus identity affirmation (Alpro). For biodiversity communication, which often suffers from abstraction and emotional distance, both modes offer valuable lessons: engagement must be emotionally resonant but not polarizing.

4. Scientific Accuracy and Credibility

Alpro's credibility stems from its structured, evidence-based outputs—particularly the Alpro Foundation and its transparent reporting. The brand consistently publishes environmental performance metrics, sustainability goals, and third-party certifications. Oatly offers factual elements like carbon labeling and references to LCAs, but rarely provides detailed source

references and often uses irreverent language. This choice boosts accessibility but can diminish perceived trustworthiness among expert or institutional stakeholders.

Thus, while Oatly may be seen as more engaging, it risks being perceived as superficial or unreliable. Alpro, by contrast, may appear too formal or distant, particularly for non-expert audiences. For biodiversity communication, this comparison highlights the need to balance scientific depth with narrative accessibility. Engaging storytelling must be grounded in accurate and transparent data to build both trust and understanding.

5. Multichannel Approach

Both brands show high multichannel competence. Oatly employs packaging, social media, billboards, video content, microsites, and petitions, adapting messages to each platform. Alpro combines digital content, physical sampling, events, recipe formats, and long-form educational outputs. However, Oatly tends to favor viral visibility, often with high campaign turnover and shorter narrative arcs. Alpro maintains continuity through branding and thematic coherence, particularly in formats like Earth Day campaigns and its long-standing sustainability commitments.

Each strategy offers distinct advantages: Oatly thrives on spontaneous engagement and platform-native storytelling; Alpro excels at stable, structured rollouts that reinforce long-term messaging. For biodiversity, which requires both awareness-building and long-term behavioral change, multichannel strategies should ideally combine the reach of Oatly with the educational depth of Alpro.

6. Authenticity and Transparency

Oatly's authenticity lies in its radical honesty and anti-corporate tone, even when acknowledging its own flaws or contradictions. The brand explicitly addresses challenges in supply chain management and investor controversies. Alpro communicates credibility through consistency and institutional transparency, such as lifecycle assessments, packaging metrics, and third-party labels. Yet, both brands at times rely on vague or generic claims ("good for the planet") lacking contextual clarity.

This reveals an important lesson: authenticity is not only about voice or tone but about verifiable and context-sensitive messaging. Especially for biodiversity, where concepts are less widely understood than climate change, clear definitions, local relevance, and measurable indicators are key to building trust.

7. Participatory Elements

Both brands demonstrate significant weaknesses in participation. Alpro offers limited interactive experiences—mostly episodic giveaways, social media engagement, or live-streamed events. Oatly initiates public calls for action (e.g., petitioning dairy regulation), but does not provide spaces for sustained consumer co-creation or structured response mechanisms.

From a systems perspective, this reflects a largely top-down communication model. Especially for biodiversity, where local knowledge, community monitoring, and shared stewardship are vital, participatory formats are essential. Neither brand offers a replicable framework for enabling dialogic or collaborative engagement with audiences.

8. Impact Measurement

A further shared limitation is the absence of transparent communication impact tracking. While Alpro reports on operational sustainability performance (e.g., CO_2 savings, packaging innovation), it does not evaluate the reach, retention, or behavioral impact of its communication efforts. Oatly, despite its bold and widespread campaigns, also lacks feedback loops or public reflections on message effectiveness.

This deficit undermines iterative learning and reduces the strategic value of even the most creative messaging. Future biodiversity campaigns must incorporate indicators, KPIs, or storytelling evaluation methods to close this gap and support long-term knowledge transfer and behavior change.

When mapped against the ineffective communication parameters defined in Section 2.4, the comparative analysis of Oatly and Alpro highlights four key shortcomings:

1. **Ambiguous or Misleading Language (Parameter 1):** Both brands frequently use generalized slogans such as "better for the planet," which lack measurable backing or context, reducing message specificity and risking misinterpretation.
2. **Ignoring Audience Diversity (Parameter 6):** There is limited inclusion of culturally diverse, regionally specific, or marginalized perspectives in both brands' campaigns. This narrows the appeal and relevance of their messages, particularly in global or intersectional contexts.
3. **One-Way Communication (Parameter 7):** Despite utilizing various channels, both brands rely heavily on dissemination rather than genuine engagement. Opportunities for user participation, feedback, or co-creation are scarce.

4. **Lack of Evaluation and Learning Processes (Parameter 8):** Neither brand publicly tracks or reports on communication outcomes, such as behavioral change, message resonance, or long-term engagement. This absence limits adaptability and continuous improvement.

These shortcomings are not marginal. They reveal structural blind spots in otherwise well-developed communication strategies and highlight the need for a more holistic and responsive model, especially when transferring lessons to biodiversity communication. Addressing these parameters is not just about avoiding failure, but about unlocking transformative potential.

The following table summarises the key communication features of Oatly and Alpro:

Parameter	**Oatly**	**Alpro**
Strategic Goal Alignment	Campaign-driven, system critique	Corporate-aligned, structured sustainability
Audience Segmentation	Youth-focused, subcultural	Split: experts and general consumers
Emotional and Narrative Framing	Provocative, humorous	Positive, lifestyle-based
Scientific Accuracy and Credibility	Moderate, simplified	High, source-based
Multichannel Approach	Viral, agile	Stable, format-integrated
Authenticity and Transparency	Bold, informal	Measured, certifiable
Participatory Elements	Episodic, reactive	Minimal, one-directional
Impact Measurement	Absent	Operational, not communicative

In total, Oatly and Alpro represent two poles of contemporary sustainability communication. One inspires through disruption, the other educates through consistency. Both have demonstrable strengths and systemic blind spots. Importantly, they illustrate that even leading brands struggle with inclusivity, participatory design, and impact verification.

For biodiversity communication, arguably a more complex, less tangible, and more culturally embedded topic, these insights provide essential grounding. The next chapter will distill concrete recommendations from these findings, identifying how communication must evolve to support ecological literacy, community action, and systemic change.

5 Adapting Climate Crisis Communication Strategies to Biodiversity Crisis Communication

5.1 Lessons Learned from Climate Crisis Communication

This chapter addresses the central research question of this thesis: *What can climate change communication teach us about supercharging biodiversity messaging?* Drawing on the findings from the comparative analysis of Oatly and Alpro, this section synthesizes both effective and ineffective elements of their strategies to formulate communicative insights that can inform biodiversity-focused sustainability messaging. By doing so, this chapter connects the operational realities of contemporary climate communication with the growing urgency and communicative challenges of biodiversity loss. The analysis follows the eight parameters of effective and ineffective sustainability communication outlined in section 2.4, using them as a framework for critical reflection and strategic guidance.

Both Alpro and Oatly successfully link their communication strategies to clear **sustainability goals**. Alpro consistently aligns its external messaging with internal environmental targets—particularly through its 2025 pledge for recyclable packaging, carbon reduction, and transparency as a B Corp-certified company. Oatly, on the other hand, focuses on systemic change, linking product-level communication to structural critiques of the dairy industry and climate policy. While different in tone and approach, both cases show that communication is most impactful when embedded in broader organizational transformation. For biodiversity communication, this implies that strategic alignment must extend beyond climate metrics like CO_2 to encompass biodiversity indicators such as ecosystem health, habitat protection, and species resilience. Effective biodiversity communication would therefore require a broader articulation of how specific actions or products relate to ecological outcomes, moving beyond symbolic gestures to demonstrate tangible contributions to planetary systems. Moreover, this alignment must reflect both short-term visibility and long-term ecological integrity, connecting daily consumer behavior with systemic environmental goals. Strategies that explicitly link individual behavior to biodiversity-friendly systems change could play a key role in elevating ecological literacy.

In terms of **audience segmentation**, Alpro demonstrates a dual strategy: its Foundation materials address nutrition and environmental experts, while lifestyle campaigns like “Feed Your You” target general consumers. Oatly’s segmentation is more attitudinal and generational, aimed at skeptical, media-savvy youth through irreverent and disruptive tones.

Both approaches have merit but also exhibit blind spots. Alpro tends to underrepresent youth and activist cultures, while Oatly neglects professional stakeholders and relies on a relatively homogeneous consumer profile. For biodiversity communication to be more inclusive and effective, segmentation would need to move beyond tone or demographics and instead consider a wider spectrum of social roles, knowledge levels, and emotional orientations. This might include attention to context-specific literacy, geographic realities, and stakeholder proximity to ecosystems. As biodiversity concerns are often locally grounded, future campaigns would benefit from localized segmentation strategies that acknowledge the differing cultural, geographic, and ecological contexts in which biodiversity loss is experienced. In addition, communicators would need to account for emotional accessibility, particularly when addressing abstract or long-term concepts such as extinction, species richness, or ecosystem thresholds.

Emotional and narrative framing further differentiates the two brands. Oatly employs emotional storytelling through satire and provocation, transforming consumption into a form of activism. Campaigns like “Help-Dad.com” frame dietary choices as generational conflict, using humor and metaphor to emphasize urgency. In contrast, Alpro’s tone is gentler and more affirmative. Campaigns like “Eat Your Way to a Better Planet” promote identity-affirming behaviors and lifestyle alignment, using optimism and relatability. Both avoid fear-driven messaging, in line with findings that positive emotions and self-efficacy are key to engagement. Yet this positivity can dilute systemic urgency, particularly in Alpro’s case, where framing often emphasizes wellness over ecological impact. For biodiversity communication, emotional resonance would have to be balanced with awareness of complexity. Narrative formats that evoke respect, responsibility, and connection to natural systems, without falling into either alarmism or romanticism, could help foster a more grounded sense of shared ecological agency. At the same time, stories that foreground lived experience, local stewardship, and cultural relationships to nature can be powerful tools to frame biodiversity not just as a global crisis, but as a deeply personal and collective concern. Affective depth, when combined with a sense of proximity, can help transform abstract ecological degradation into socially and emotionally relevant narratives.

Regarding **scientific accuracy and credibility**, Alpro excels through its structured outputs, such as its Foundation publications and data-backed sustainability reports. However, these often include technical jargon and lack accessibility for general audiences. Oatly simplifies scientific messages but sometimes sacrifices nuance or fails to cite sources. Biodiversity

messaging would need to carefully balance scientific grounding with audience comprehension. Rather than oversimplifying or overwhelming, effective communication could aim to translate ecological data and frameworks into intuitive, context-sensitive narratives that support broader ecological understanding without distortion. In this respect, visual communication, metaphors drawn from everyday life, and knowledge systems outside the dominant scientific paradigm, such as Indigenous ecological perspectives, may offer ways to communicate biodiversity loss without alienating audiences unfamiliar with environmental discourse. This becomes particularly relevant when attempting to communicate biodiversity metrics that are difficult to visualize or quantify, such as genetic diversity, trophic complexity, or soil microbiota health.

Multichannel communication is a strength for both brands. Oatly utilizes print, digital, packaging, and social platforms in dynamic, campaign-based formats. Alpro offers consistent messaging across channels, especially through recipe storytelling, educational microsites, and annual campaigns like Earth Day. However, both fall short in enabling dialogue or feedback-rich ecosystems. Their channels are largely unidirectional, geared more towards dissemination than co-creation or collective insight generation. Biodiversity communication would benefit from formats that enable multidirectional exchange, creating communicative environments where public knowledge, localized experience, and ecological values can be reflected and negotiated. Such an approach could foster deeper learning and trust, especially in contexts where ecological degradation is felt firsthand but rarely acknowledged in broader public discourse. Moreover, multichannel strategies would ideally promote coherence across platforms, reducing the fragmentation of biodiversity narratives and ensuring that audiences encounter consistent and compelling messaging regardless of medium.

Authenticity and transparency are communicated differently by each brand. Oatly builds authenticity through radical honesty and an anti-corporate tone, whereas Alpro relies on formal metrics such as B Corp certification and product-specific environmental indicators. Yet both occasionally use vague or generic claims, such as “plant-based power”, without contextual depth. Biodiversity communication would require that authenticity be both demonstrable and situated. Rather than relying solely on brand consistency or numerical proof, effective communication could integrate diverse forms of legitimacy, emphasizing honesty about limits and trade-offs alongside visible ecological commitments. By grounding messaging in specific, verifiable actions and acknowledging uncertainty or complexity,

communicators can build trust across diverse stakeholder groups and create space for constructive engagement. Crucially, this would also involve acknowledging the multi-layered nature of biodiversity issues, from the visible (e.g. pollinator loss) to the systemic (e.g. loss of ecological connectivity), in a transparent and dialogical way.

Participatory communication remains underdeveloped in both case studies. While Oatly occasionally invites public action through petitions or events, and Alpro hosts sporadic live Q&As or contests, neither brand embeds participation into a sustained structure. Audiences are not treated as collaborators. Biodiversity, by contrast, is inherently place-based and polyphonic. It demands local stewardship, shared ownership, and knowledge exchange. Effective biodiversity communication would therefore require communicative models that support inclusive participation, giving space to diverse perspectives, experiential knowledge, and collective meaning-making. The aim would not simply be to inform but to cultivate shared understanding and responsibility. This may include the need for new dialogical formats that integrate diverse epistemologies and modes of expression—not only scientific, but also cultural, poetic, and embodied forms of ecological knowledge.

Finally, both Alpro and Oatly lack robust systems for **impact measurement**. While Alpro publishes operational sustainability metrics, it does not assess communication effects such as changes in awareness, behavior, or knowledge. Oatly likewise omits post-campaign reflection or strategic learning indicators. Without evaluation, communication remains static, and opportunities for learning and refinement are lost. Biodiversity communication would benefit from approaches that integrate both quantitative and qualitative feedback mechanisms, ensuring that insights into public response and communicative effectiveness inform ongoing strategies. Such mechanisms could include audience surveys, reflexive learning frameworks, and long-term monitoring of knowledge or behavior shifts within relevant communities. Evaluation structures that reflect not just reach but relevance, resonance, and relational impact would be essential.

The strategies analysed in the previous section can be translated into six overarching lessons that can serve as cross-sectional impulses for action for effective biodiversity communication:

1. **Integrate ecological complexity without oversimplifying:** Like climate, biodiversity must be emotionally framed, but with even more attention to ecological interdependence and place-based relevance.

2. **Center marginalized voices:** Neither Oatly nor Alpro effectively represent Indigenous, rural, or non-Western perspectives. Biodiversity messaging should start with those most affected, and most knowledgeable.
3. **Design for dialogue, not monologue:** One-way campaigns risk reinforcing passivity. Biodiversity messaging should model ecological principles, diversity, feedback, interdependence.
4. **Align communication with structural change:** Supercharging biodiversity messaging means going beyond calls to “consume better”, toward enabling systems thinking, policy engagement, and collective action.
5. **Balance storytelling with accountability:** Narratives inspire, but without transparent metrics and follow-up, they erode trust. Future biodiversity campaigns must report not just what they say, but what they shift.
6. **Treat communication as conservation:** Communication is not peripheral to biodiversity work; it is biodiversity work. Messaging shapes worldviews, public pressure, and policy. To be effective, it must embody the values it promotes: humility, interconnectedness, resilience.

This chapter has shown that climate communication strategies, while more mature and visible, still exhibit notable gaps in participation, evaluation, diversity, and relational framing. These shortcomings offer valuable negative lessons for biodiversity communication. At the same time, elements such as clear goal alignment, narrative framing, and multichannel design offer transferable strengths. Biodiversity communication stands to benefit from a careful synthesis of these insights—learning not only from what has worked, but from what remains unresolved. This includes navigating tensions between simplicity and complexity, action and reflection, representation and reach. The next chapter will build on these insights to propose concrete ways of rethinking biodiversity crisis communication, addressing potential implementation barriers, and articulating a roadmap for communicative transformation in the service of ecological integrity.

5.2 Rethinking Biodiversity Crisis Communication

While climate communication has matured into a diverse and strategic field of environmental messaging, biodiversity communication remains comparatively underdeveloped. Drawing on the analytical insights of the previous chapters, particularly the comparative analysis of Oatly and Alpro, this section outlines a conceptual shift in how biodiversity crisis communication can be reimagined, enhanced, and embedded into public discourse and

institutional strategy. Rather than simply mimicking climate strategies, this rethinking must account for the distinct characteristics of biodiversity loss, its localized impacts, cultural significance, and diffuse causes, while building on tested communicative parameters and avoiding their known pitfalls.

1. Integrating Ecological Complexity into Messaging

Unlike climate change, which is often communicated via aggregated global metrics like CO_2 concentration or temperature rise, biodiversity loss resists simple quantification. It unfolds through myriad interactions like species extinction, habitat degradation, ecosystem imbalance that vary across scales, regions, and social contexts. Thus, one of the most pressing challenges in biodiversity communication lies in maintaining ecological complexity without overwhelming audiences. Effective biodiversity messaging must convey not just the number of species lost, but why this matters, ecologically, socially, culturally.

A campaign might, for instance, shift focus from presenting abstract extinction data to narrating the ripple effects of losing a single pollinator species. The decline of wild bees, for example, is not only an issue for entomologists, it has direct consequences for the reproduction of flowering plants, crop yields, bird populations, and entire food webs. Visual storytelling that maps these interconnections like a digital animation showing how fewer bees lead to reduced fruit production, impacting diets and agricultural economies can help communicate complexity without abstraction. Moreover, complexity can be made accessible by drawing analogies to human systems. Just as the breakdown of a single organ affects the whole body, the disappearance of keystone species destabilizes entire ecosystems. Such metaphors anchor ecological interdependence in familiar frames, enhancing comprehension while fostering emotional resonance. When these messages are reinforced across platforms, through exhibitions, school materials, short films, and social media, they begin to shift not only awareness but collective ecological imagination.

2. Centering Marginalized and Place-Based Knowledge

As emphasized in earlier chapters, a defining weakness of current sustainability communication is its reliance on Western, urban, and often corporatized narratives. Biodiversity communication, if it is to be ethically grounded and practically effective, must be radically more inclusive in whose knowledge it centers and whose voices it amplifies. Communities with longstanding, place-based relationships to ecosystems, such as

indigenous peoples, small-scale farmers, and artisanal fisherfolk, often hold nuanced ecological knowledge that is both scientific and relational.

Rather than relegating these communities to subjects of communication, a reoriented approach treats them as co-authors. A biodiversity campaign co-developed with an Indigenous community in the Amazon, for example, might foreground the practice of rotating cultivation not as “primitive” but as a regenerative system that maintains forest cover and species richness. Through video storytelling, audio-narrated forest walks, or bilingual info posters, this knowledge can be shared not only within the community but across broader audiences, challenging dominant perceptions of who is an “expert” and what counts as conservation. Furthermore, when marginalized perspectives are structurally embedded in communication infrastructures, not just invited for testimonials, they challenge extractive paradigms and open the way to new narrative ethics. This relational framing makes biodiversity loss not just a question of ecology, but of justice, identity, and sovereignty. The aim is not to romanticize traditional practices but to recognize and restore the communicative sovereignty of those most entangled with the living world.

3. Framing Communication as Dialogue, Not Transmission

The analysis of Oatly and Alpro revealed that even highly visible brands often rely on one-way communication. They speak at their audiences, not with them. This pattern limits the potential of sustainability messaging to generate shared understanding or behavioral change. Biodiversity communication must depart from this logic by cultivating formats that enable reciprocal exchange.

This shift begins with recognizing that people do not only consume biodiversity messages, but they also generate them. In an urban setting, for example, biodiversity communication could take the form of a collaborative mapping project where residents photograph and geotag local plant and insect species, contributing to a neighborhood biodiversity atlas. Such a project not only educates but builds ecological literacy through participation. The process itself becomes a form of communication: people notice, name, and narrate the non-human life around them. Another example might involve schools partnering with local conservation groups to monitor amphibian populations, linking students’ observations to regional conservation databases. This dialogic structure produces layered benefits: scientific data, local engagement, youth empowerment, and a redefinition of biodiversity communication as a civic practice. Importantly, dialogue also includes listening, to dissent, critique, and

alternative ways of knowing. This openness distinguishes participatory communication from tokenistic involvement and aligns it with ecological principles of diversity, feedback, and interdependence.

4. Linking Communication to Systemic Change

As climate communication has increasingly moved from personal carbon footprints to systemic critiques of fossil capitalism, biodiversity communication must undergo a parallel evolution. While encouraging biodiversity-friendly behaviors like planting wildflowers, avoiding pesticide use, reducing meat consumption is valuable, such actions must be connected to broader structures of production, policy, and power.

Take, for instance, the global avocado trade. A biodiversity campaign could investigate how rising demand in Europe and North America fuels deforestation and water scarcity in high-production zones like Mexico and Chile. Instead of placing responsibility solely on individual consumers, the campaign could visualize the full supply chain, illustrate the power asymmetries involved, and suggest collective responses, such as supporting certification schemes, lobbying for trade policy reform, or demanding corporate accountability. Here, communication functions as both mirror and mobilizer: revealing complexity while pointing toward action. Another example could be a collaborative documentary series in coastal communities exploring how marine biodiversity decline is tied to industrial fishing, nutrient runoff, and inadequate marine policy. By foregrounding local experiences while connecting them to systemic drivers, communication makes the invisible visible and helps publics locate themselves within the politics of biodiversity. This is crucial for turning emotion into action—ensuring that care is channeled into consequence.

5. Balancing Inspiration with Accountability

Emotional storytelling is often framed as a strategic entry point to public engagement, and rightly so. Stories evoke empathy, curiosity, and memory. However, without mechanisms of accountability, stories risk becoming performative or hollow. This tension was evident in the case of Alpro, where inspirational messages were not always matched by measurable follow-up.

In biodiversity communication, inspiration must be grounded in transparency. A campaign about species reintroduction, for example, should not only show charismatic animals being released but also track habitat conditions, community reactions, and longer-term viability.

This could be done through annual reports written in accessible language, video updates from field staff, or infographics showing progress and setbacks. Showing the real work of conservation, including failed attempts builds trust and conveys that biodiversity is not a branding opportunity but a long-term responsibility. Another approach might involve a city launching a biodiversity strategy with public commitments and timelines, such as converting a set percentage of green space to native vegetation or increasing habitat corridors. Communication here would not just celebrate the launch but regularly report on progress, barriers, and next steps. In this way, messaging becomes an accountability mechanism, transforming words into scaffolding for action.

6. Treating Communication as a Tool of Restoration

Finally, the most transformative shift in biodiversity communication is recognizing it not as a supplement to conservation, but as conservation. The stories we tell about nature shape what we see, value, and fight for. If wetlands are framed as wastelands, they will be drained. If forests are called resources, they will be harvested. But if these places are understood as living commons, kin, or teachers, the possibility for care expands.

This reframing begins at the level of language, imagery, and metaphor. Communication can either replicate extractive relationships or cultivate reciprocal ones. A national park campaign, for instance, could describe visitors not as “tourists” but as “temporary caretakers,” emphasizing responsibilities rather than privileges. A biodiversity education program might teach not only species identification but storytelling, inviting students to imagine how a river sees the city or how soil narrates time. In addition, investing in the communicative capacity of biodiversity actors, such as park rangers, educators, farmers, artists, creates networks of narrative resilience. Just as ecosystems rely on diverse species to adapt and regenerate, biodiversity messaging benefits from multiple voices, formats, and languages. This narrative infrastructure may include regional storytelling labs, biodiversity media fellowships, or open-source archives of ecological imagery. Each of these elements affirms that communication is not peripheral to biodiversity, it is the cultural condition through which biodiversity is made visible, valuable, and vital.

To rethink biodiversity crisis communication means embracing complexity, fostering inclusion, and establishing systems of accountability. It calls for a shift away from unidirectional messaging toward co-created, context-specific, and values-based narratives. Communication is no longer just a tool for raising awareness, it becomes the space in which

relationships to the more-than-human world are shaped, challenged, and renewed. This reorientation demands institutional change, creative courage, and sustained investment in communicative infrastructures. As climate communication has shown, stories that are embodied, credible, and collectively owned do not merely reflect the world, they have the power to transform it.

5.3 Potential Challenges and Mitigation Strategies

While the structural challenges of biodiversity communication were outlined in Chapter 2.3 and rethinking strategies proposed in Chapter 5.2, this section turns to the pragmatic barriers that hinder the actual implementation of those approaches across policy, media and community settings. Biodiversity loss is context-specific and often subtle, making it difficult to standardize, sustain or scale communication efforts. The following sections identify key obstacles and propose mitigation strategies that can support the effective translation of communicative insights into long-term systemic impact.

1. Invisibility of Biodiversity Loss

Unlike dramatic climate-related events such as floods or wildfires, biodiversity degradation often unfolds gradually and silently. Species extinction, habitat fragmentation or ecological imbalance typically lack immediate visual or emotional impact. This invisibility makes it difficult to generate urgency or public concern. To counteract this, communication must emphasize place-based, sensory-rich storytelling through immersive photography, community-based monitoring, interactive exhibitions or dynamic visualizations that map ecological change over time. By turning abstract ecological losses into emotionally relatable stories, these approaches help make biodiversity visible, tangible and personally meaningful.

2. Cognitive Complexity

Biodiversity involves multiple layers such as genes, species and ecosystems that are often conceptually dense for general audiences. This complexity can lead to confusion, cognitive overload or disengagement. Layered communication strategies that introduce core ideas through simple analogies and gradually deepen engagement can support accessibility without sacrificing depth. Infographics, explainer videos and visual metaphors such as food webs or the idea of biodiversity as a living fabric can aid intuitive understanding. Relating biodiversity to daily life through food, water or cultural identity helps audiences connect ecological complexity to familiar experiences and values.

3. Political Sensitivity

Biodiversity loss intersects with contentious economic sectors such as agriculture, mining or urban development. Framing that appears accusatory or abstract may trigger defensiveness, especially when perceived as threatening livelihoods or local identities. Effective communication should instead highlight co-benefits such as food security, water access or community resilience while fostering trust through transparent dialogue and inclusive framing. Storytelling that focuses on shared values and long-term wellbeing can help depolarize the issue and create space for conversation. Building coalitions around common ecological futures rather than placing blame makes biodiversity more actionable and less divisive.

4. Limited Access and Inclusion

Many communities most affected by biodiversity loss lack access to dominant communication infrastructures. Strategies must therefore adapt formats to the communication realities of these groups using local languages, oral storytelling, radio or community networks and invest in partnerships with grassroots actors. Structural inclusion means involving marginalized voices from the beginning not only for validation but in co-creating content. Translating biodiversity messages into culturally resonant formats through song, ritual or narrative traditions can dramatically increase their relevance and reach. Inclusion here is not an ethical bonus but a communicative necessity.

5. Fragmented Institutional Responsibility

Biodiversity communication is often fragmented across institutions with differing goals such as ministries, NGOs, research bodies and international organizations, leading to inconsistent messaging and reduced visibility. Strategic coherence requires stronger inter-institutional coordination and clearly defined communication mandates. National biodiversity strategies should include integrated communication components supported by adequate funding and long-term accountability mechanisms. Dedicated staff roles, cross-sector task forces and centralized knowledge platforms can help elevate biodiversity messaging from the margins to the center of environmental governance.

6. Low Perceived Self-Efficacy

Biodiversity loss is often seen as too vast and complex for individuals to meaningfully influence. This sense of powerlessness undermines motivation to act. Communication strategies should therefore spotlight achievable localized actions and real-life examples of

success such as urban gardening, rewilding efforts or community-led habitat protection. Narratives that feature relatable individuals making a difference foster a sense of collective empowerment. Calls to action should be credible, specific and embedded in supportive social contexts. When individuals understand how their efforts connect to larger systems of change, perceived efficacy increases and with it, engagement.

7. Short-Term Attention Cycles

The slow cumulative nature of biodiversity loss clashes with the fast-paced logic of media, politics and funding cycles. This mismatch makes it difficult to sustain attention and commitment. Effective communication must be designed for long-term engagement. Strategies might include recurring storytelling moments, thematic anchors or intergenerational framing that connects past, present and future. Rituals, anniversaries or seasonal campaigns can help maintain narrative continuity. On the institutional side, investments in memory infrastructure such as archiving knowledge, preserving partnerships and ensuring continuity across leadership changes are essential for building resilience in communication ecosystems.

8. Emotional Fatigue

In a world saturated with crisis narratives, constant messaging around environmental loss can lead to emotional numbness or despair. Communication must therefore support emotional processing not just by offering optimism but by creating space for grief, reflection and hope. Stories of species recovery, cultural revitalization and ecological healing can foster resilience and deepen emotional engagement. Rather than avoiding difficult emotions, communication should guide audiences in navigating them. This might involve digital forums, community events or storytelling platforms that allow for shared emotional experience. Balancing urgency with inspiration and critique with care enables audiences to remain emotionally connected without being overwhelmed.

In total biodiversity communication does not take place in a vacuum. It is shaped by structural, political, emotional, and institutional dynamics. The challenges outlined are not barriers but strategic entry points. When embedded in long-term, participatory, and adaptive frameworks, biodiversity communication can drive cultural and policy change. For biodiversity to gain public relevance, it must be communicated in ways that are visible, emotionally resonant, and systemically grounded. The final chapter will outline the broader

implications of this work and envision a future in which biodiversity is not only protected but also collectively imagined and enacted.

6 Discussion

6.1 Interpretation of Key Findings

This chapter provides a critical interpretation of the findings from the comparative analysis of climate crisis communication strategies, with the aim of generating overarching insights relevant for biodiversity messaging. Rather than revisiting the details of individual case studies, the discussion here reflects on what the communication strategies reveal about the broader dynamics, tensions, and potentials of sustainability communication in times of ecological crisis. Structured along the eight parameters of effective and ineffective communication defined in Section 2.4, this interpretation emphasizes conceptual synthesis and transferable understanding that may inform future communication models in biodiversity discourse.

A key insight to emerge from the comparative analysis is the communicative power of strategic goal alignment. Communication that is meaningfully anchored in long-term sustainability goals tends to generate stronger legitimacy, coherence, and resonance with its intended audiences. However, alignment is not merely about having stated targets, it is about making those targets narratively visible, emotionally accessible, and contextually grounded. This means that messaging must do more than gesture at distant sustainability objectives; it must actively translate those objectives into stories that illustrate what is at stake, how progress is measured, and why these efforts matter. In the context of biodiversity communication, this suggests the need for narratives that clearly articulate ecological purpose, connect brand or institutional behavior to planetary systems, and offer audiences a sense of structural orientation. Importantly, this also implies that sustainability claims must move beyond symbolic branding and instead become embedded in systemic thinking, institutional accountability, and material commitments. This communicative alignment fosters not only trust but also continuity, making biodiversity more than a campaign, it becomes a sustained value framework.

The findings also underscore a persistent tension between specificity and abstraction in sustainability narratives. Many contemporary messages rely on broad, generalized claims such as “plant-based is better” or “good for the planet” that are rhetorically powerful yet often devoid of verifiable detail. While such statements are easily digestible and widely appealing, they tend to obscure the complexities behind them. As a result, they offer little explanatory value and risk being perceived as greenwashing. In biodiversity communication, where

ecological value is deeply place-specific and often contingent on cultural and historical context, the danger of overgeneralization becomes particularly acute. The interpretive takeaway here is that communicators must develop a language that is simultaneously precise and inclusive, capable of expressing ecological specificity without alienating non-expert audiences. This also means avoiding empty metaphors or overly moralized vocabulary that cannot be linked to concrete ecological outcomes. Instead, biodiversity messaging should anchor its claims in observable patterns, grounded stories, and tangible indicators of impact.

Another major theme to emerge is the limited scope and granularity of audience segmentation. While many messages are tailored to consumer preferences or psychographic profiles, they often fail to account for the broader cultural, geographic, or epistemic diversity of their audiences. This results in communication strategies that are implicitly Western-centric, urban-oriented, and demographically narrow. For biodiversity, whose protection and regeneration are often mediated by local practices, Indigenous knowledge systems, and community-based stewardship, this oversight is particularly problematic. Communication that does not reflect the plurality of its audiences cannot adequately reflect the plurality of the ecosystems it seeks to protect. The key insight here is that communicative strategies must embrace intersectional segmentation, accounting for variations in geography, identity, worldview, and emotional proximity to ecological issues. Doing so not only enhances reach and relevance but also addresses the ethical imperative of recognizing and respecting the political and historical dimensions of biodiversity loss. Future strategies should therefore be informed by stakeholder mapping and participatory design processes that surface these differences from the outset.

The role of emotion and storytelling emerges as both a strength and a liability within the evaluated communication strategies. On one hand, emotionally engaging narratives can humanize sustainability, foster empathy, and make abstract concepts more tangible. They help audiences see the stakes of ecological degradation through the lens of personal experience. On the other hand, such narratives can oversimplify systemic issues or reinforce individualistic framings that obscure collective and institutional responsibilities. In the realm of climate communication, this often manifests as a focus on lifestyle adjustments without a corresponding critique of structural forces. For biodiversity, such framing risks reducing ecological collapse to consumer choice or sentimental appeals. The interpretive insight here is that effective communication must link emotional engagement to structural awareness,

using narrative not only to inspire but to contextualize and enable collective agency. Biodiversity messaging must resist anthropocentric framings that portray nature as a passive backdrop for human action. Instead, it should highlight nature as an active, relational system in which humans are embedded. This narrative shift opens space for mutual responsibility, interdependence, and systems thinking.

Scientific credibility and accessibility also present a key interpretive tension. Communication that emphasizes data, methodological rigor, and technical expertise may bolster trust among expert audiences but can simultaneously alienate or confuse general publics. Conversely, simplifying or aestheticizing science may increase reach but at the cost of nuance and credibility. This reflects the broader dilemma of translating complex environmental knowledge into accessible yet accurate forms of public discourse. Biodiversity, with its multidimensional interdependencies and often invisible processes, is especially vulnerable to communicative reductionism. Thus, communicators must find ways to combine multiple knowledge forms such as scientific, local, experiential and express them through hybrid formats that retain legitimacy while fostering emotional and cognitive engagement. Integrating storytelling, visual metaphors, and lived experience can help democratize ecological discourse, but these elements must be grounded in verifiable knowledge to avoid misrepresentation.

A significant limitation observed across most sustainability communication strategies is the absence of participatory design and dialogic infrastructure. Audiences are often treated as passive recipients rather than as active participants or co-creators of meaning. Feedback loops, community storytelling, and co-creative content development are rare. This is a critical shortcoming, especially in the context of biodiversity, where protection and stewardship are inherently participatory and situated. Communication that aims to support biodiversity must be dialogic, creating spaces in which diverse actors can contribute knowledge, share experience, and negotiate meaning. This participatory imperative is not just about ethics or representation; it is a functional requirement for effective sustainability communication. Communication becomes conservation when it operates as a social process that builds relational trust, distributes agency, and cultivates shared responsibility. Participatory strategies must also be designed with attention to power dynamics, ensuring that inclusion is not merely symbolic but substantively empowering.

Closely related to the issue of participation is the persistent lack of meaningful impact measurement. While operational sustainability metrics such as emissions reduction or recyclable packaging rates are increasingly common, few communication strategies assess their own effectiveness in shifting public perception, behavior, or engagement. Without systematic feedback mechanisms, communicative strategies remain static and unresponsive to real-world outcomes. This is particularly problematic for biodiversity messaging, which seeks to transform attitudes and practices that are often culturally embedded and locally contingent. Measuring impact must go beyond digital analytics or superficial metrics of reach. It requires understanding how communication alters relationships to place, nature, and community, whether it inspires action, deepens understanding, fosters dialogue, or reshapes collective priorities. This kind of impact assessment is both a strategic and epistemological task, requiring new methodologies that are attuned to the qualitative and situated nature of ecological change.

These findings also surface several recurring pitfalls that map onto the ineffective parameters outlined in Section 2.4: the overuse of technical jargon, the deployment of ambiguous slogans or generic phrases, the absence of feedback mechanisms, and the underrepresentation of marginalized voices. These issues do more than reduce communicative effectiveness; they actively reproduce structural exclusions and epistemic blind spots. Sustainability communication that fails to address these issues risks perpetuating the very dynamics it seeks to challenge. Therefore, recognizing and correcting these patterns is not just a matter of improving strategy; it is a matter of ethical and ecological accountability.

In synthesizing these observations, several key dilemmas become visible: the trade-off between emotional resonance and structural complexity, the gap between message reach and audience participation, and the tension between clarity and credibility. These are not contradictions to be resolved but tensions to be navigated. They suggest that biodiversity communication cannot rely on linear, one-size-fits-all models. Rather, it requires plural, adaptive, and reflexive approaches that mirror the complexity of the ecological systems it aims to support. This mirrors ecological resilience itself, a system’s capacity to adapt, reorganize, and evolve in the face of disturbance.

Ultimately, the key interpretive insight is that climate crisis communication has developed important tools such as multichannel messaging, emotional framing, and brand-aligned

storytelling, but these alone are insufficient for the biodiversity context. Biodiversity communication must be not only strategic and engaging but also inclusive, participatory, and epistemically diverse. It must function as a living system, capable of evolving alongside the ecosystems and communities it seeks to protect. This requires sustained investment in communicative infrastructure, a willingness to embrace complexity, and a commitment to listening as much as speaking.

These interpretive conclusions form the basis for the next chapter, 6.2, which outlines the theoretical and practical contributions of this thesis within the broader field of sustainability communication.

6.2 Theoretical and Practical Contributions

This chapter outlines the theoretical and practical contributions of the present thesis, situated at the intersection of sustainability communication, climate discourse, and biodiversity crisis awareness. Building on the comparative analysis and interpretive synthesis of communication strategies, this section reflects on how the findings enrich academic understanding and inform communicative practice. The structure follows two strands: contributions to theory and implications for applied sustainability communication.

From a theoretical perspective, this thesis advances the field of sustainability communication in several ways. First and foremost, it empirically validates the analytical framework developed in Chapter 2.4, consisting of eight effective and eight ineffective parameters of sustainability communication. While previous research often focused on isolated variables, such as message framing or emotional appeal, this thesis demonstrates the usefulness of a multidimensional framework that accounts for goal alignment, scientific credibility, audience segmentation, and participatory design simultaneously. By applying this framework to real-world corporate campaigns, the research not only affirms its analytical robustness but also establishes its heuristic value for critical evaluation and strategic development.

Second, the findings challenge the implicit dominance of climate discourse in sustainability theory by exposing the communicative asymmetry between climate and biodiversity. Climate messaging, particularly in corporate contexts, has matured into a recognizable genre with its own tropes, tactics, and engagement models. In contrast, biodiversity remains communicatively underdeveloped, often reduced to symbolic references or secondary benefits. This asymmetry has theoretical implications. It suggests that current models of

environmental communication are insufficiently equipped to handle issues of ecological interdependence, species loss, or non-human agency. This thesis thus calls for an expanded theory of sustainability communication, one that can represent relational complexity, community-based knowledge systems, and ethical considerations beyond anthropocentric frameworks.

Third, the thesis contributes to the growing body of literature that critiques the individualization of environmental responsibility. The case studies reveal how even progressive messaging often defaults to lifestyle framings and consumer choices. This observation resonates with critiques of ecological modernization, which tend to depoliticize environmental issues by reframing them as technical or behavioral challenges solvable by individual action or market mechanisms (cf. Hajer, 1995, pp. 162–165), and aligns with Luke's (1999, pp. 137–139) analysis of neoliberal environmentalism, where governance through consumer responsibility masks underlying power relations and structural inertia. Theoretically, this supports calls for a paradigm shift in sustainability discourse, from behavioral nudges toward structural transformation narratives. This thesis illustrates that communication should not only inform or inspire but also situate audiences within wider systems of production, governance, and ecological feedback.

Practically, the research generates actionable insights for communication professionals, brands, NGOs, and public institutions engaged in biodiversity advocacy. One of the clearest contributions lies in the identification of communicative gaps, most notably the lack of participatory formats, impact evaluation, and inclusive segmentation. These are not merely technical oversights but structural deficits that limit the transformative potential of biodiversity messaging. Campaigns that fail to include feedback loops or local perspectives risk reinforcing the very disconnection they seek to overcome. Practitioners are thus advised to design communication as a dialogic process, not a unidirectional transmission.

Moreover, this thesis emphasizes the importance of narrative positioning. While emotional storytelling is an established best practice, the findings show that not all emotional framings are equal. Narratives grounded in hope, awe, or personal empowerment may generate short-term engagement, but they can also obscure the urgency or structural dimensions of ecological collapse. In contrast, narratives that integrate complexity, responsibility, and relational ethics are better suited to long-term behavior change and policy support. Practically, this implies that biodiversity communication should evolve beyond metaphorical

celebration of nature and toward stories that reveal human-nature entanglement, vulnerability, and stewardship.

Another contribution lies in the recommendation to extend communication metrics beyond quantitative indicators such as reach or impressions. The absence of qualitative evaluation mechanisms in both case studies underscore a critical weakness in current practice. Communication that does not assess its own impact cannot learn, adapt, or justify its value. Practitioners should therefore embed evaluation into campaign design from the outset, using tools such as participatory observation, longitudinal tracking, or narrative feedback loops. These approaches would not only improve campaign effectiveness but also support institutional accountability and stakeholder engagement.

Finally, the research highlights the need for greater diversity in sustainability communication. Both Oatly and Alpro rely primarily on Western scientific paradigms, consumer marketing logics, and corporate voice. Yet biodiversity crises are experienced and understood through multiple lenses, including local, rural, and experiential knowledge systems. Practical application of this insight would mean developing communication partnerships with communities, recognizing multiple forms of expertise, and co-creating content that reflects ecological realities across cultural and geographic contexts. Such pluralistic approaches would enhance legitimacy, foster trust, and increase communicative relevance.

Taken together, these contributions reinforce the central argument of this thesis: that communication is not a peripheral function of environmental work, but a constitutive force in how environmental problems are understood, valued, and acted upon. By identifying both strengths and blind spots in climate communication and projecting these insights onto the biodiversity crisis, this thesis offers a roadmap for communicative renewal. It bridges the gap between theory and practice, providing both a diagnostic tool and a strategic orientation for those working to foster ecological awareness and systemic resilience through communication.

While these contributions are substantive, they are not without limitations. The following chapter (6.3) reflects on key methodological, theoretical, and empirical constraints of this thesis and outlines how these boundaries open new avenues for future research. By acknowledging what was beyond the scope of this thesis, it becomes possible to identify critical gaps and opportunities for further investigation.

6.3 Limitations and Directions for Future Research

Despite the substantial contributions of this thesis to the field of sustainability communication, particularly in the emerging domain of biodiversity messaging, several limitations must be acknowledged. These limitations concern methodological constraints, the theoretical scope of this thesis, and the generalizability of its findings. At the same time, they open valuable avenues for future research and offer opportunities to deepen, diversify, and refine the insights developed throughout this work.

One clear limitation lies in the narrow sample size. This thesis focused on two case studies: Oatly and Alpro. These brands were purposefully selected for their contrasting communication styles and prominent positions within the plant-based milk sector. However, their characteristics are not fully representative of the broader landscape of sustainability communication. Both companies are embedded in Western, high-income contexts, and their messaging is directed primarily at European and North American consumers. As a result, the findings may not translate directly to other sectors, regions, or cultural contexts. Future research should expand the comparative framework by including a broader array of companies and initiatives, particularly those operating in the Global South or drawing on non-Western perspectives on sustainability and biodiversity.

A second limitation concerns the temporal scope of the analysis. This research focused on communication materials and campaigns produced within a defined period, specifically between 2020 and 2024. While this approach provided a focused snapshot of contemporary communication strategies, it did not allow for the observation of how narratives evolve over time. Sustainability communication is a dynamic process that responds to shifting political conditions, ecological developments, and market pressures. A longitudinal study would offer deeper insight into how brand messages adapt, how audience responses change, and whether lessons from past campaigns are effectively integrated into future strategies. It would also allow researchers to explore the influence of external events, such as environmental disasters, regulatory reforms, or global social movements, on corporate narratives.

From a methodological perspective, this thesis employed a qualitative content analysis using a set of predefined parameters for effective and ineffective communication. While this framework offered clarity and comparability, it also imposed certain constraints on interpretation. The deductive approach may have limited the emergence of unexpected themes or communication patterns not captured by the original model. Although the

parameters were theoretically grounded and empirically tested, alternative insights may have surfaced through inductive or mixed methods approaches. Future research could incorporate ethnographic methods, audience reception studies, or semiotic analysis to generate more layered and context-sensitive understandings of sustainability messaging. Such approaches would also be more attuned to how messages are interpreted, contested, or reappropriated by different publics.

Another important limitation lies in the exclusive focus on the supply side of communication. This thesis examined what companies say and how they say it, but did not investigate how these messages are received or whether they influence public attitudes, behaviors, or policy. As a result, the real-world impact of the communication strategies remains unclear. This gap points to a broader need for audience-centered research. Studies that evaluate reception are essential for understanding whether certain narratives resonate with demographic or cultural groups, and why. Future research should explore the effectiveness of communication not only in design and intent, but also in its ability to foster awareness, provoke reflection, and generate action. Methods such as surveys, focus groups, or experimental interventions could be used to examine which formats or framings lead to measurable change.

Closely related to this is the absence of tested models for evaluating communication impact. While this thesis critiques the lack of assessment in current practice, it does not itself offer a comprehensive framework for evaluating the effectiveness of biodiversity communication. Developing such a framework remains a priority. It would need to combine quantitative and qualitative indicators, incorporate feedback from stakeholders, and account for the long timeframes and diffuse causal pathways typical of environmental communication. In the context of biodiversity, where communication outcomes are difficult to isolate from broader ecological and political dynamics, innovative evaluation methods are especially needed. These might include participatory monitoring, narrative tracking, or ecosystem-specific engagement metrics.

This thesis is also limited by its theoretical orientation. Operating within a critical-constructivist paradigm, it prioritizes discourse, framing, and the co-construction of meaning in environmental communication. While this lens is well-suited for analyzing language, narratives, and power, it may underrepresent the influence of material conditions, institutional logics, and economic incentives. Future research could integrate political economy perspectives to explore how financial pressures, regulatory regimes, or corporate

structures shape sustainability communication from within. These factors may reveal why certain narratives are favored, which trade-offs are silenced, or how messaging is constrained by internal and external organizational dynamics.

In addition, this thesis has only briefly addressed the role of emerging technologies in shaping environmental communication. The growing influence of artificial intelligence, immersive media, and decentralized platforms may transform how environmental messages are produced, distributed, and trusted. Tools such as virtual reality could make biodiversity loss more tangible, while blockchain-based certification might enhance claims of transparency. At the same time, these technologies carry risks of exclusion, surveillance, or greenwashing. Future research should investigate how technological shifts interact with communicative norms, ethics, and power. Understanding both the affordances and the dangers of new media will be crucial as digital environments continue to evolve.

In sum, while this thesis provides a strong foundation for rethinking biodiversity communication through insights derived from climate discourse, its conclusions remain necessarily partial. The findings are grounded in specific cases, informed by a particular theoretical lens, and limited in temporal and geographic scope. A more expansive empirical base, a broader methodological repertoire, and the inclusion of audience perspectives will be essential to advance this field further. These directions are not merely academic—they are essential for developing a communicative ecosystem capable of meeting the scale and urgency of the biodiversity crisis. Acknowledging these limitations strengthens the credibility of this thesis and provides a clear agenda for future inquiry. The final chapter will now turn to a synthesis of key findings and present strategic recommendations for sustainability communication moving forward.

7 Conclusion and Outlook

7.1 Summary of Key Findings

This final chapter offers a synthesis of this thesis and set out to explore what lessons climate crisis communication can offer for biodiversity communication, using a comparative case study of two prominent plant-based milk brands, Oatly and Alpro. Rather than summarizing prior chapters, the focus here is on distilling what the analysis reveals about the communicative conditions necessary for meaningful engagement with biodiversity issues. Drawing from both the empirical findings and theoretical reflections, this chapter outlines practical directions for communication professionals, institutions, and researchers working to align public discourse with ecological realities.

First, the analysis confirmed that communication becomes most effective when it aligns clearly with long-term sustainability goals. Both Oatly and Alpro demonstrate a degree of strategic alignment between their messaging and their broader environmental objectives. Oatly consistently positions itself as a catalyst for systemic change, challenging conventional dairy consumption and framing its brand identity around environmental disruption. Alpro, in contrast, pursues a more moderate path, embedding its climate goals in its brand promise and corporate strategy, particularly through B Corp certification and its 2025 sustainability pledge. This goal-oriented consistency lends credibility to their communication and allows messages to transcend individual campaigns. For biodiversity communication, the lesson is that coherence across touchpoints—linking language, visuals, and calls to action to clear ecological outcomes—is essential. Fragmented or performative messaging risks undermining the legitimacy and impact of sustainability claims.

Second, this thesis found that audience segmentation plays a crucial role in the accessibility and relevance of communication strategies. Alpro adopts a dual strategy, reaching scientific and professional audiences through its Alpro Foundation while engaging mainstream consumers through lifestyle-oriented campaigns. Oatly, on the other hand, targets value-driven, socially conscious consumers through disruptive humor, irony, and cultural references. Both brands demonstrate awareness of audience sensibilities, but both also exhibit blind spots, particularly in terms of cross-cultural inclusion and socio-economic diversity. The research reveals that current segmentation models remain largely Western-centric and consumer-focused. For biodiversity messaging, which must engage communities that live in direct relationship with ecosystems, such narrow targeting is

insufficient. An inclusive communication strategy should reflect different worldviews, literacy levels, and ecological realities. This insight suggests the need for more localized and participatory segmentation approaches that recognize and validate diverse ecological relationships.

Third, emotional and narrative framing emerged as a decisive factor in the resonance of sustainability campaigns. Oatly's use of satire, provocation, and metaphor helps reframe environmental issues in memorable, culturally embedded ways. Campaigns like "Help-Dad.com" and "Show Us Your Numbers" invite critical reflection while maintaining an engaging, sometimes playful tone. Alpro, in contrast, uses positive storytelling to associate plant-based eating with personal health, empowerment, and lifestyle harmony. Its tone is more accessible but risks becoming overly polished and apolitical. Importantly, both brands avoid fear-driven messaging, aligning with research that warns against paralyzing audiences through alarmism. The findings indicate that biodiversity communication can benefit from both styles, using emotionally rich narratives to build identification and urgency, but without sacrificing clarity or substance. What matters is not just emotional appeal, but whether those emotions connect audiences to the systemic causes and consequences of biodiversity loss.

Fourth, the parameter of scientific credibility and accessibility revealed a tension between accuracy and comprehensibility. Alpro's use of structured, research-based outputs such as its Foundation's publications shows a strong commitment to evidence, but often in a format inaccessible to the public. Oatly simplifies complex data into visually digestible slogans, enhancing reach but risking oversimplification. This trade-off exemplifies a broader challenge in sustainability communication: translating complexity without diluting meaning. The findings suggest that biodiversity communication should invest in methods that blend credibility with engagement, including visual storytelling, analogies, participatory education formats, and cross-disciplinary knowledge translation. Effective communication does not merely transmit facts; it enables understanding.

Fifth, both brands demonstrate a consistent multichannel presence, using packaging, websites, social media, events, and publications to reach their audiences. Oatly excels in creating highly integrated campaigns where each platform reinforces the message. Alpro leverages recipe content, influencer cooperation, and thematic days such as Earth Day or Veganuary to diversify engagement. However, both remain largely unidirectional in their

communication, broadcasting messages rather than cultivating dialogue. This lack of participatory structures was identified as a key shortcoming. The research highlights that biodiversity communication must move beyond messaging toward co-creation. Communication should not only inform but invite feedback, incorporate local knowledge, and build lasting engagement through tools such as citizen science, interactive storytelling, and collaborative content production.

Sixth, authenticity and transparency are partially achieved by both brands but not without contradictions. Oatly's self-critical and radically honest tone builds a relatable identity, while Alpro's emphasis on certifications and sustainability reporting conveys institutional trustworthiness. Still, both brands sometimes use generic claims like "good for the planet" that lack quantifiable grounding. The findings suggest that effective communication must articulate specific environmental impacts and demonstrate ethical integrity. In biodiversity contexts, where greenwashing can severely damage trust, authenticity must go beyond branding to embrace relational accountability. This includes acknowledging uncertainty, being honest about limitations, and showing commitment to continuous learning.

Seventh, the absence of robust impact measurement frameworks was a major limitation in both case studies and a crucial finding of this thesis. While Alpro and Oatly report on operational sustainability metrics such as packaging or CO_2 savings, neither evaluates the communicative impact of their campaigns in terms of awareness, attitude shifts, or behavioral change. This gap prevents iterative improvement and obscures the real-world influence of sustainability messaging. This thesis therefore identifies the need for communication strategies to incorporate both quantitative and qualitative impact assessments, using surveys, feedback loops, and longitudinal tracking to understand what works, for whom, and why.

Finally, the thesis identified significant shortcomings in terms of participation and audience co-ownership. Neither brand fully integrates participatory models of communication. Alpro's social media Q&As and influencer campaigns, while engaging, remain brand directed. Oatly's calls for action such as petitions invite reaction but not sustained dialogue. The research reinforces that biodiversity communication must be relational and participatory by design. Involving communities in content creation, framing decisions, and distribution not only increases legitimacy but reflects the very ecological principles it seeks to defend—diversity, interconnectedness, and reciprocity.

Together, the findings of this thesis answer the central research question by showing that effective biodiversity communication must be systemically aligned, emotionally resonant, scientifically grounded, inclusive, participatory, and accountable. At the same time, the analysis reveals what must be avoided: oversimplification, performative engagement, exclusionary targeting, and the absence of meaningful impact evaluation. These communicative shortcomings, visible even in mature climate communication strategies, offer critical lessons for biodiversity advocacy, which can now approach its own messaging challenges with greater awareness and conceptual clarity. This thesis contributes a comprehensive framework for evaluating and designing sustainability communication. By integrating empirical insights with theoretical reflection, it emphasizes that communication is not a peripheral activity but a core component of environmental governance. If biodiversity loss is to be addressed at the scale and urgency it requires, communicative strategies must evolve beyond awareness-raising to actively shape ecological relationships, public imagination, and collective agency. The task is not simply to communicate more, but to communicate more effectively, more inclusively, and more ethically. The next section (7.2) builds on these insights to offer concrete recommendations for communication professionals, institutions, and researchers working to position biodiversity at the heart of sustainability strategy.

7.2 Strategic Recommendations for Sustainability Communication

This chapter presents strategic recommendations for practitioners, organizations, and policymakers working in biodiversity and sustainability communication. Based on the analytical framework and the findings from Chapters 5 and 6, it reframes key insights into actionable guidance. Structured around the eight parameters of effective communication, it offers a concise roadmap for developing communication strategies that are ecologically grounded, inclusive, and accountable.

1. Connect Communication to Tangible Ecological Goals

Sustainability communication is most credible and impactful when it directly supports real-world environmental outcomes. In biodiversity contexts, this means clearly demonstrating how messages, campaigns, or product innovations contribute to ecological objectives. These objectives can include habitat protection, ecosystem restoration, or the conservation of species diversity. Rather than relying on abstract slogans, communicators should reference specific and measurable targets. These might be drawn from local conservation

initiatives, national biodiversity strategies, or global policy frameworks. Messages gain legitimacy when they are transparent about their ecological purpose and embedded in practical implementation pathways.

2. Rethink Audience Segmentation

Conventional segmentation often focuses on consumer demographics or generalized behavioral profiles. In biodiversity communication, such approaches are too narrow. Effective strategies should recognize the diversity of lived relationships with nature, particularly among Indigenous communities, rural populations, and youth groups who experience biodiversity loss most directly. Segmentation must account for different cultural contexts, knowledge systems, and emotional relationships to ecosystems. This involves more than adjusting tone or visuals. Communication efforts should be co-designed with local actors, shaped by dialogue rather than assumptions, and reflect the everyday realities of those most affected by ecological degradation.

3. Combine Emotion with Systemic Insight

Emotionally resonant storytelling has proven essential for engagement. However, emotional narratives must be paired with clarity about the broader systems that drive biodiversity loss. Feelings such as awe, care, and urgency can be powerful motivators, but they should not obscure structural causes such as industrial agriculture, land degradation, or economic inequality. Campaigns are most effective when they present emotions alongside explanations and offer pathways for collective response. The goal is to move beyond individual action and personal responsibility to emphasize systemic transformation and shared ecological accountability.

4. Simplify Without Distorting

Biodiversity is often complex and difficult to explain without specialized knowledge. While simplification helps make content more accessible, it can also risk losing essential nuance. Communicators need to strike a balance between clarity and scientific accuracy. This means translating key concepts into formats that are intuitive and engaging, such as visual storytelling, analogies, or short-format videos. Collaborations between communication professionals and scientists can help ensure that content remains accurate while also being relevant to diverse audiences. The objective is not to dilute information but to convey it in ways that invite curiosity and build understanding.

5. Use Channels to Build Connection

A multichannel approach should not focus solely on expanding reach. Instead, each communication channel should be used to foster connection, encourage interaction, and deepen public engagement. Rather than simply broadcasting messages across platforms, communicators should consider how each format—whether social media, packaging, podcasts, live events, or community exhibits—can support relational engagement. This may include hosting community storytelling projects, developing participatory online tools, or offering opportunities for audiences to contribute observations, reflections, or local knowledge. Effective channel strategies move communication from exposure to exchange.

6. Make Authenticity Visible

Authenticity in communication cannot be claimed without evidence. It must be demonstrated through consistent action, transparent reporting, and a willingness to acknowledge complexity. Brands and institutions should ensure their messages are not only aligned with their sustainability goals but also honest about trade-offs, uncertainties, and areas where progress is ongoing. Sharing learning processes and setbacks can humanize communication and build trust with stakeholders. In biodiversity contexts, where credibility is often fragile, authenticity must be rooted in real relationships and reinforced by ethical responsibility, not polished storytelling alone.

7. Prioritize Participation

Participation needs to be built into the core of communication design, not treated as an optional feature. This includes working with communities from the beginning, creating feedback opportunities that shape content, and building spaces for co-creation. Participatory biodiversity communication may take many forms, from collaborative documentaries and citizen science platforms to youth-led media projects and intergenerational storytelling. The purpose is to recognize that communication is not just about distributing knowledge, but about creating shared narratives. True participation empowers others to speak, shape, and challenge the stories being told.

8. Measure What Matters

Effective communication strategies require meaningful evaluation. It is not enough to measure reach or impressions. Communicators must ask what kind of change they hope to support and how that change can be tracked. This involves defining impact indicators in advance and designing methods to assess shifts in awareness, understanding, attitudes,

and behavior. Surveys, interviews, participatory assessments, or observational methods can offer richer insights into what works and what does not. Evaluation also strengthens transparency, allows for strategic learning, and builds the foundation for long-term credibility.

In combination, these eight recommendations underscore that sustainability communication holds a central position in the collective response to biodiversity loss. It is not a secondary concern or merely a tool for raising awareness, but a foundational practice that shapes how societies perceive, prioritize, and engage with ecological realities. Meeting the complexity and urgency of the biodiversity crisis requires a fundamental shift in how communication is conceptualized and implemented. Instead of relying on one-way messaging or symbolic appeals, future strategies must embrace inclusive and dialogic practices that support co-creation and reflect the interdependent systems they aim to protect. This thesis has shown that communication, when grounded in ecological thinking and social equity, becomes a form of stewardship. The challenge ahead is to develop communicative approaches that inform while also connecting, empowering, and transforming. Only then can communication help build the cultural and political foundations for living responsibly within a shared and fragile biosphere.

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Table A 1: Coding Framework

	Category	Coding Criteria	Interpretive Questions
1	**Strategic Goal Alignment**	Message is clearly aligned with specific objectives such as awareness, behavior change, or policy influence (cf. Kim et al., 2020, p. 5f, 14f).	Is the message tied to a clear communication goal or objective?
2	**Audience Segmentation**	Message is tailored to the values, concerns, and context of specific target audiences (cf. Moser & Dilling, 2011, p. 166; Corner et al., 2014, p. 416).	Is the message specifically crafted for a particular audience group?
3	**Emotional and Narrative Framing**	Narrative emphasizes hope, solutions, and actionability; use of emotional storytelling and visual elements (cf. Nabi et al., 2018, p. 460; O'Neill & Nicholson-Cole, 2009, p. 355, 358f; Morris et al., 2019, p. 19).	Does the narrative evoke emotions or suggest concrete actions?
4	**Scientific Accuracy and Trustworthiness**	Message is based on peer-reviewed sources; information is transparent, accurate, and accessible (cf. Stocking & Holstein, 2009, p. 28, 36; Tsakonas, 2021, p. 1; Lewandowsky et al., 2012, p. 110).	Are claims supported by data or scientific references?
5	**Multichannel Strategy**	Message is distributed via multiple platforms, each strategically used for reach and engagement (cf. Jarreau & Porter, 2018, p. 142f; Veltri & Atanasova, 2017, p. 733).	Is the message adapted across various platforms for different user experiences?
6	**Authenticity and Transparency**	Sustainability claims are substantiated by measurable actions and communicated transparently (cf. Bowen & Aragon-Correa, 2014, p. 110; Johansson, 2024, p. 462).	Are the environmental claims backed by verifiable actions or data?
7	**Participatory Engagement**	Communication includes interactive elements and fosters dialogue and stakeholder involvement (cf. Corner et al., 2014, p. 417).	Is the audience invited to participate or respond?
8	**Impact Measurement**	Communication includes evaluation metrics and reflects learning from previous outcomes (cf. Pidgeon & Fischhoff, 2011, p. 39; Fischhoff & Scheufele, 2013, p. 14032).	Does the message include impact evidence or learning processes?
	Category	**Coding Criteria**	
1	**Ambiguous or Misleading Language (Greenwashing)**	Use of vague, inflated, or unverifiable claims lacking supporting evidence (cf. Torelli et al., 2019, pp. 2-4; Oppong-Tawiah & Webster, 2023, p. 1).	Does the message make generic claims without specifics or proof?
2	**Overuse of Technical Jargon**	Use of inaccessible technical or academic language that excludes non-experts (cf. Sutton et al., 2023, p. 463).	Is the language overly complex or difficult to understand for lay audiences?
3	**Fear-Driven Messaging**	Messaging relies on fear or urgency without offering actionable pathways (cf. O'Neill & Nicholson-Cole, 2009, p. 374f).	Does the content use fear without empowering responses or solutions?
4	**Lack of Accountability**	Absence of updates, reporting, or acknowledgment of limitations in meeting sustainability goals (cf. Andini & Arief, 2024, p. 1898; Zampone & Guidi, 2024, p. 238).	Is there transparency around progress or challenges in implementation?
5	**Inconsistencies Between Message and Practice**	Discrepancy between stated sustainability values and actual business conduct (cf. Koch & Denner, 2025, p. 7).	Do the brand's actions contradict its public sustainability messaging?
6	**Ignoring Audience Diversity**	One-size-fits-all communication that neglects cultural, social, or demographic differences (cf. Roser-Renouf et al., 2015, p. 366f).	Is the message inclusive of diverse social and cultural groups?
7	**One-way Communication**	Lack of interactivity, feedback opportunities, or participatory mechanisms (cf. Abdullah et al., 2023, p. 246).	Is the communication channel open to dialogue and input?
8	**Lack of Evaluation or Learning Process**	Absence of outcome assessment or adaptation based on communication effectiveness (cf. Fischhoff & Pidgeon, 2011, p. 39; Lesic et al., 2019, p. 4; Moodaley & Telukdarie, 2023, p. 1).	Does the organization measure success or improve based on past efforts?

Source: Own Illustration, 2025

Table A 2: Coding Matrix Part I – OATLY

	Case	Overall Campaign	Material (Source + Type)	Coding Unit	Category (Effective)	Coding Criteria	Category (Ineffective)	Coding Criteria	Interpretive Comment
1	OATLY	**Ad Campaign "Hey food industry, show us your numbers"**	**a)** Out-of-Home (OOH) – Print Billboard Ad; CLP + SM (e.g.YouTube Campaign Videos (cf. Vegconomist, 2024; Reddit user, 2019; Oatly, 2020a)	• Slogan: 'Show us your numbers' (Text) • Layout: bold all-caps typography, most black text, minimalist • Setting: Public placement in urban spaces	Strategic Goal Alignment; Emotional and Narrative Framing; Authenticity and Transparency; Scientific Accuracy and Credibility; Multichannel Approach; Participatory Elements	• Clear and unified climate message presented consistently across OOH, digital, and social media channels. • Minimalist visual design and bold typography enhance message clarity and brand recognition. • Emotional appeal created through ironic tone and unexpected offers (e.g., free ad space to competitors). • Climate impact data is accompanied by explanation of methodology and third-party verification, increasing scientific credibility (cf. Oatly, n.d.-b).	Lack of Accountability	No follow-up mechanism or evaluative framework is provided to assess the campaign's impact or adapt strategy if targeted stakeholders (e.g., dairy competitors) do not engage.	The multi-platform campaign strongly aligns with Oatly's mission to promote climate transparency and calls out competitors to disclose their carbon footprint. It uses emotional appeal, bold design, and participatory framing to raise public awareness and pressure the dairy industry. However, the absence of measurable stakeholder response, follow-up actions, and concrete feedback mechanisms limits the campaign's credibility and reduces its transformative potential, resulting in a disconnect between intention and impact.
			b) • Out-of-Home (OOH) "Dairy Deal" – Print Billboard Ad / Climate Footprint Challenge + Microsite (Dairy Deal Landing Page) + Social Media Content (e.g. Instagram) + LinkedIn announcement for the Reddit AMA (cf. Oatly, n.d.-c; Oatly, 2023b; Oatly, 2023c; Oatly, 2023d)	• Billboard layout, product image with climate footprint number, illustrated milk carton with question mark, high-contrast design (Visual) • Headline: "We bought this billboard to tell you…" and "We're donating this side to the dairy industry…"; on-pack CO_2 label, call-to-action for dairy industry participation (Text) • QR code linking to campaign landing page, print and social media formats, campaign microsite with additional details (Contextual) • LinkedInPost caption with direct address to LinkedIn audience; open invitation to dairy executives; mention of climate footprint labels and packaging transparency (Text) • Use of platform (LinkedIn) to generate attention and potential interaction; indirect prompt for engagement from competitors and the public (Interactive)	Strategic Goal Alignment; Audience Segmentation; Multichannel Approach; Authenticity and Transparency; Participatory Elements	• Messaging is explicitly aligned with Oatly's mission to enhance climate transparency and push for systemic change in the food sector (cf. Oatly, n.d.-c; Oatly, n.d.-d). • Communication addresses both consumers and industry stakeholders, tailoring content for B2C and B2B audiences. • Campaign is implemented across multiple touchpoints including OOH ads, packaging, social media, microsites, and LinkedIn. • Public disclosure of product-level CO_2e data increases credibility and invites competitive benchmarking. • Reddit AMA and LinkedIn outreach aim to foster stakeholder dialogue and participatory engagement. • Free ad space offered to competitors reflects commitment to transparency and cross-sector accountability.	Words ≠ Actions; Ignoring Audience Diversity; One-way Communication; Lack of Evaluation and Learning Processes	• Despite bold public invitations to competitors, no actual response occurred, creating a gap between messaging and measurable impact. • The confrontational tone risks alienating nuanced stakeholder groups such as small-scale farmers or moderate consumers. • No interaction, response mechanisms, or feedback loops were documented; participatory framing remains symbolic. • No evidence of campaign impact assessment or adaptation based on outcomes (e.g., non-response from dairy sector).	
	OATLY		**c)** Out-of-Home (OOH) – Print Billboard Ad "Bundestag Petition" + Social Media Content (e.g. Facebook / Instagram Post) + YouTube Campaign Video (cf. Oatly, n.d.-e; Oatly, 2023e; Oatly, 2019a; Oatly, 2019b)	• Use of strong, iconic symbols (e.g. raised fist with pen), bold colors (blue, black, white), public placement in urban spaces (Visuals) • Direct CTA like "Sign the petition," combined with minimal, impactful language (Text) • Calm narration and plain animations (Audio/Video)	Strategic Goal Alignment; Audience Segmentation; Multichannel Approach; Participatory Elements; Emotional and Narrative Framing	• Message clearly aligns with Oatly's strategic goal of promoting climate transparency through policy advocacy (e.g., CO_2e labeling petiton) (cf. Oatly, n.d.-d). • Targets sustainability-minded consumers and policymakers via civic framing and public petitioning. • Deploys a multichannel mix of OOH media, social platforms, and a dedicated microsite to maximize reach. • Explicit call-to-action ("sign the petition") invites participatory engagement beyond awareness. • Employs symbolic visuals, ironic copy, and a justice-oriented tone to create emotional impact and mobilize audiences.	One-way Communication; Ambiguous or Misleading Language; Lack of Accountability; Words ≠ Actions	• One-way Communication: The petition format lacks participatory features such as public dialogue, deliberation, or transparent follow-up. • Campaign criticized for presenting activist rhetoric without ensuring genuine political impact or institutional change (cf. Welt, 2019). • Oatly's ethical messaging is perceived as inconsistent with its investor profile, notably the involvement of Blackstone – a firm associated with deforestation and political lobbying, undermining the credibility of its sustainability claims (cf. FAZ, 2020). • Absence of a clear mechanism to measure the petition's success or enact meaningful change weakens the campaign's legitimacy.	
	OATLY		**d)** Product packaging – On-pack Environmental Claim (cf. Koch & Ulver, 2022; Oatly, n.d.-e)	• Label: 'Climate footprint' value (Text) • CO_2-Icon (Visual)	Strategic Goal Alignment; Scientific Accuracy and Credibility; Authenticity and Transparency; Audience Segmentation	• Product packaging communicates climate impact (CO_2e/kg) at the point of sale, supporting Oatly's mission of transparency and informed consumer choice (cf. Oatly, n.d.-d). • Displays verifiable, product-specific carbon data to ensure scientific accuracy and build trust. • Publicly challenges competitors on-pack, reinforcing brand authenticity and transparency. • Bold messaging targets both environmentally conscious consumers and industry stakeholders simultaneously.	Ambiguous or Misleading Language; One-way Communication; Words ≠ Actions	• Simplified CO_2e figures are presented without explanatory context or accessible links to methodology, increasing the risk of misinterpretation. • Packaging design limits critical transparency; absence of visible traceability from claim to data source undermines credibility (cf. Koch & Ulver, 2022). • Packaging format is inherently non-interactive and offers no mechanism for consumer feedback or clarification. • If claims on-pack are not backed by consistent sourcing or investment practices, messaging may appear symbolic rather than substantial.	
2	OATLY	**Ad Campaign "It's like milk, but made for humans"**	**a)** Out-of-Home (OOH) Advertising – Print Billboard Ad; Displays; Posters (cf. Marketing Magazine, 2022; VEGAN.AT, 2021; The Drum, 2018; The Stable, 2022)	• Slogan: "It's like milk…" (Text) • Typographic layout, high contrast (Visual) • Setting: Public placement in urban spaces	Emotional and Narrative Framing; Strategic Goal Alignment; Multichannel Approach	• The use of a provocative slogan (e.g. "It's like milk, but made for humans") disrupts conventional consumption norms and challenges the dairy narrative, fostering attention and emotional engagement. • The message aligns closely with Oatly's core mission to promote plant-based alternatives and question dominant food system practices. • Consistent deployment of the slogan across formats (print ads, packaging, digital media) reinforces narrative coherence and increases brand recall.	Ambiguous or Misleading Language	Slogan simplifies complex product claims, potentially polarizing or confusing audiences who lack context on dairy industry debates or climate implications.	This provocative and visually recognizable slogan effectively reinforces Oatly's brand identity and challenges conventional dairy norms. Its emotional and ethical framing appeals to consumer values and contributes to brand memorability. However, the slogan's ambiguity and confrontational tone risk alienating less informed audiences and lack accompanying informational depth or transparency, making the messaging susceptible to misinterpretation or greenwashing critiques.
	OATLY		**b)** Product packaging – On-pack Environmental Claim (cf. RightMetric, 2021)	• Label: 'Made for humans' (Text) • Visual climate seal (Icon)	Scientific Accuracy and Credibility; Emotional and Narrative Framing; Authenticity and Transparency	• Claims are visually supported by eco-labels and icons that reference environmental impact, reinforcing trust and making abstract data more accessible. • Language emphasizes ethical consumption and inclusivity, framing climate-friendly choices as socially responsible and identity-affirming. • By placing sustainability messaging directly on packaging, Oatly communicates openly at the point of purchase, strengthening perceived integrity.			
3	OATLY	**Ad Campaign "Normalize It | EU School Milk Scheme"**	**a)** Social Media (e.g. YouTube); European TV – Brand Video (cf. Oatly, 2022a)	Voiceover narration (Audio) Children in classroom scenes (Visual) Endscreen with petition text (Text)	Emotional and Narrative Framing; Audience Segmentation; Strategic Goal Alignment; Authenticity and Transparency	• The narrative uses a familiar, relatable setting (school) to emotionally anchor the message and highlight the need for systemic change in institutional food programs. • The campaign targets both students and decision-makers in educational contexts, using tone and visuals suited to younger audiences while embedding policy critique. • The message aligns with Oatly's broader objective of challenging dairy subsidies and promoting plant-based alternatives in public systems. • Tone is direct and clear, avoiding technical jargon while still advocating for concrete institutional shifts.	Ambiguous or Misleading Language; Ignoring Audience Diversity; One-way Communication	• Simplifies a complex public subsidy program without offering sufficient factual context, risking misunderstanding and credibility loss. • Uses a satirical, activist tone that may not align with the values or communication preferences of educators or institutional stakeholders across different European regions. • Message is broadcast without interactive elements or participatory mechanisms, offering no structured opportunity for engagement from relevant audience groups. (e.g. parents, teachers, students).	This campaign creatively critiques institutional dairy subsidies using satire and youth-oriented messaging, aligning with Oatly's climate advocacy goals. It succeeds in localizing a policy issue and appealing to emotion, but the lack of clear informational context, two-way engagement, and structured participation from stakeholders reduces its accessibility and inclusiveness—especially across cultural or generational lines.
			b) Website – Petition (cf. Oatly, n.d.-f)	Header: 'Normalize Oatly' (Text) CTA Button: 'Sign the petition' (Interactive)	Participatory Elements; Authenticity and Transparency	Tone is direct and clear, avoiding technical jargon while still advocating for concrete institutional shifts.	Lack of Evaluation and Learning Processes	Absence of measurable impact indicators, feedback loops, or adaptive learning mechanisms undermines the campaign's strategic credibility and limits potential for improvement.	
4	OATLY	**Ad Campaign – "Help Dad" Campaign**	**a)** Website – Campaign microsite **b)** Social Media (YouTube, Instagram); TV Spots **c)** Print, Press (cf. Oatly, n.d.-g; Oatly, 2021; Ad Age, 2021b; D&AD, 2021)	**a)** Illustrated scene with teenager confronting dad (Visual), headline: 'Help-Dad.com' (Text) **b)** Dialogue excerpt: e.g. Teen vs. Dad (Scrip), product shown in kitchen (Visual) **c)** Newspaper layout (Visual), Slogan headline (Text)	Strategic Goal Alignment; Audience Segmentation; Emotional and Narrative Framing; Multichannel Approach	• Messaging supports behavioral change by linking dairy reduction to climate action. • Tailored message appeals to younger climate-conscious consumers and provokes reflection among older ones. • Uses humorous, relatable storytelling to build empathy and memorability. Cross-platform strategy maximizes reach and message reinforcement.	Ignoring Audience Diversity; Fear-Driven Messaging; Lack of Accountability; Ambiguous or Misleading Language; Words ≠ Actions	• Relies on generational stereotypes and irony, leading to perceptions of ageism and exclusion. • Employs shame-based communication rather than encouraging inclusive or solution-oriented dialogue. • Official ban by the ASA due to sexist and ageist content highlights failures in ethical oversight and audience sensitivity. • Use of humor and satire risks trivializing serious issues (e.g. alcoholism), potentially reducing credibility and ethical coherence. • Emotional dissonance between campaign tone and brand values weakens authenticity and introduces reputational risk. (cf. The Independent, 2021; Metro, 2021; Vegan Food & Living, 2021; We R SM, 2021)	Cross-platform storytelling successfully reaches youth audiences but relies on stereotypes and humor that compromise inclusivity and credibility; banned ads further reduce campaign legitimacy.
5	OATLY	**Ad Campaign "Wow No Cow"**	**a)** YouTube – Brand Video **b)** Swedish primetime TV (2014); Super Bowl LV (55) USA (2021) – Brand Video (cf. Oatly, 2017; Superbowl Commercials, 2022)	**a)** CEO singing in oat field (Visual) Lyrics: 'Wow No Cow' (Audio) Brand tagline (Text overlay) **b)** + reformatted for US TV (Visual) Super Bowl framing (Contextual)	Emotional and Narrative Framing; Multichannel Approach	• Music-video parody leverages humor and absurdity to create emotional impact, enhance brand distinctiveness, and increase message retention through entertainment value. • Strategic adaptation and reuse of the video for a high-profile Super Bowl slot demonstrates cross-cultural tailoring and multichannel planning aimed at mass visibility and viral spread.	Ambiguous or Misleading Language; Ignoring Audience Diversity; One-way Communication; Lack of Accountability; Words ≠ Actions	• The symbolic performance lacks contextual explanation or data, making the climate message vague and open to misinterpretation. • The abstract, irony-driven style did not resonate with broader or more traditional audiences and was perceived as tone-deaf or confusing. • No call to action, interactive element, or follow-up information was provided; communication remains purely broadcast-based. • The ad was banned in Sweden for being polarizing and lacking clarity about the company's policies (cf. Ad Age, 2021a). • Despite global attention, the campaign failed to link creative expression with substantive information, highlighting that visibility alone doesn't equal impact (cf. Ad Age, 2021a).	Highly visible and culturally tailored, yet vague and lacking call-to-action; creative distinctiveness is not matched by informative substance or audience clarity.

Source: Own Illustration, 2025

Table A 3: Coding Matrix Part II – OATLY

6	OATLY		Instagram – Social Media Post "Transparency Challenge" (cf. Oatly, 2019c)	Slide design: CO_2 bar chart (Visual) Caption with challenge phrasing (Text)	Scientific Accuracy and Credibility; Emotional and Narrative Framing	• Post visualizes the brand's transparency commitment by embedding numeric climate data (e.g. CO_2e values) in an aesthetically engaging and easily understandable format, enhancing accessibility and credibility. • The post uses visual storytelling and brand-consistent design to make abstract data more relatable and emotionally engaging, appealing to eco-conscious consumer values.	Ambiguous or Misleading Language (Greenwashing); Ignoring Audience Diversity; One-way Communication	• Use of visualized carbon data without disclosing underlying methodology or assumptions can create false impressions of precision and comparability. • Sarcastic or culturally specific tone may appeal to niche groups while distancing broader or more traditional audiences. • Lack of interactive features or feedback mechanisms reduces potential for two-way engagement and participatory discourse.	Visual data sharing supports accessibility and branding, but omits methodological context and participatory features, limiting depth and inclusivity.
7	OATLY		Instagram – Social Media Post "Live Your Life Unchanged" (cf. Oatly, 2018)	Image: peaceful daily scene (Visual) Slogan: "Live your life unchanged" (Text)	Emotional and Narrative Framing	• Use of irony and contrast to disrupt consumption norms and spark emotional response. • Minimalist visual style (cow costume, urban landscape) underscores alienation and evokes reflection. • Provocative narrative framing designed to criticize climate inaction by simulating its consequences. • Short-form caption uses satire and negative framing ("live your life unchanged") to indirectly call for behavioral change.	Ambiguous or Misleading Language; Fear-Driven Messaging; Ignoring Audience Diversity	• By promoting the message "live unchanged," the communication may signal complacency and contradict the urgency typically required in climate discourse. • Satirical references to future climate impacts are not coupled with actionable steps, which may foster fatalism or emotional disengagement. • Use of sarcasm and reverse logic without clear cultural calibration or audience testing risks misinterpretation and reduced inclusivity.	Narrative technique critiques climate inaction but lacks clear solutions, risking emotional disengagement or misinterpretation due to irony and reverse logic.
8	OATLY		Instagram – Social Media Posts "CSR communication" **a)** Lessons Learned **b)** Our Impact on the Planet **c)** Our Plans for the Future (cf. Oatly, 2021a; Oatly, 2021b; Oatly, 2021c)	**a)** Infographic layout: emission impact (Visual) Caption: "What we learned at COP" (Text) **b)** Visual: emissions graphic (Visual) Text: commitment message (Text) **c)** Graphic: CO_2 reductions from oat use (Visual) Message: progress chart (Text)	Strategic Goal Alignment; Scientific Accuracy and Credibility; Authenticity and Transparency; Multichannel Approach	• Posts are clearly linked to overarching sustainability goals and reporting themes, reinforcing brand mission and strategic focus. • References to third-party audits and data-supported updates enhance trustworthiness and reduce perceptions of greenwashing. • Open discussion of challenges and use of an honest, reflective tone strengthen brand credibility. • Converts long-form reporting into accessible, platform-specific formats (e.g., carousel, story, feed), thus targeting diverse audience groups effectively.	Overuse of Technical Jargon; One-way Communication	• Uses mid-level climate or scientific terminology without complementary visuals, simplifications, or definitions, which limits accessibility for non-expert audiences. • Posts are purely informative and lack interactive features (e.g., calls to action, surveys, Q&As), reducing opportunities for dialogue or feedback.	Report-derived content builds brand trust and transparency but is overly technical and lacks interaction opportunities, reducing dialogic engagement.
9	OATLY		TikTok – Short-form climate message "Exploring Object Oriented Ontology and Environmental Awareness" (cf. Oatly, 2024)	On-screen text: 'Object Oriented Ontology' (Text) Cut scenes and music (Visual + Audio)	Emotional and Narrative Framing; Audience Segmentation	Uses platform-specific humor and fast-paced visual storytelling to engage Gen Z, aligning message tone and content style with generational expectations and digital media habits.	Overuse of Technical Jargon	Relies on abstract philosophical concepts and niche academic frameworks that may alienate or confuse general audiences unfamiliar with specialized discourse.	Platform-specific humor targets Gen Z effectively, but niche academic references and lack of clarity undermine broad audience comprehension.
10	OATLY		Co-branding in sports sponsorship – Partnership with VfL Wolfsburg (cf. VfL Wolfsburg, 2022)	TikTok – Short-form climate messag+E16e "Exploring Object Oriented Ontology and Environmental Awareness"	Strategic Goal Alignment; Audience Segmentation; Multichannel Approach; Authenticity and Transparency	• Message supports sustainability goals through strategic partnerships that enable behavioral change in real-life contexts. • Campaign targets specific lifestyle groups through context-relevant touchpoints (sports, event culture). • Strategic use of multiple platforms including offline spaces for awareness and engagement. • Sustainability action is implemented in practice and transparently communicated in public-facing channels.			Authentic behavioral integration in real-world contexts demonstrates strong strategic alignment and audience targeting, though long-term impact is not clearly measured.
11	OATLY		Public Relations (PR) – UN Climate Change Conference COP27 + Social Media Post (cf. Oatly, 2023f; Oatly, 2022b)	Image: COP27 venue (Visual) Quote from Oatly rep (Text overlay)	Strategic Goal Alignment; Scientific Accuracy and Credibility; Authenticity and Transparency; Multichannel Approach; Emotional and Narrative Framing	• Promotes climate-conscious behavior through real-life implementation (e.g., milk substitution in sports contexts) aligned with corporate sustainability goals. • Targets specific lifestyle groups (e.g., sports fans) through tailored, contextually embedded messaging. • Combines digital communication with physical brand presence at events, increasing reach and engagement. • Communicates concrete actions taken (e.g., replacing dairy milk at events), reinforcing message credibility and real-world commitment.	Lack of Evaluation and Learning Process	Although the article is entitled 'What we learnt...', reflections remain general; no structured assessment or measurable learning process included.	Demonstrates presence and alignment with global policy discourse, but lacks structured outcome reporting or audience reflection mechanisms.
12	OATLY		CSR Measure – Future Agriculture Renovation Movement (F.A.R.M.) + Social Media Content afterwards (cf. Oatly, n.d.-h; Oatly, n.d.-i; Vegconomist, 2023a; Oatly, 2023g)	Farmer photos (Visual) Infographic: emission goals (Visual) Story caption (Text)	Strategic Goal Alignment; Audience Segmentation; Emotional and Narrative Framing; Scientific Accuracy and Credibility; Multichannel Approach; Authenticity and Transparency; Participatory Elements	• Message is goal-driven, climate-focused, and explicitly linked to long-term decarbonization strategy. • Targets both supply-side actors (e.g., farmers) and consumers through differentiated messaging. • Uses human-centered storytelling and a cooperative tone to foster engagement. • Includes verifiable carbon targets, fact-based messaging, and references to sustainable practices. • Delivered across diverse platforms (website, video, articles), combining narrative, visual, and informational formats. • Communicates process orientation, openly addressing limitations and progress. • Contains explicit calls for collaboration and feedback from farming and food system stakeholders.	Lack of Evaluation and Learning Process	Missing concrete metrics, timelines, or evaluative reflections weakens transparency and hinders understanding of actual progress or strategic learning.	Narrative coherence and multi-platform engagement support climate messaging, but absence of concrete metrics or feedback hinders credibility and adaptive learning.
13	OATLY		Webseite - Initiative "How to Turn Leftover Oat Waste into Renewable Electricity" (cf. Oatly, n.d.-j)	Flowchart: waste-to-energy system (Visual) Headline: "Turning oats into energy" (Text)	Strategic Goal Alignment; Scientific Accuracy and Credibility; Authenticity & Transparency; Multichannel Approach	• Directly contributes to Oatly's emission-reduction and climate strategy by transforming waste into renewable energy (Oatly, n.d.). • Explains a specific biogas process, reinforcing operational transparency and factual integrity. • Grounded in real production improvements, signaling genuine environmental action. • Frames waste management as an innovative, positive climate solution, shifting the focus from problem to progress.	Lack of Evaluation and Learning Processes	The initiative lacks measurable indicators or outcome data (e.g., energy generated, CO_2 saved), which limits the ability to assess impact, learning, or long-term effectiveness.	Authentic action improves environmental impact framing, but without indicators or data transparency, learning outcomes and scale remain unclear.
14	OATLY		Website – Sustainability Landing Page (cf. Oatly, n.d.-d; Oatly, n.d.-k)	• Main navigation structure: collapsible sections on climate, emissions, and transport (UX design) • Layout: bold headlines, icon-based sections, monochrome color scheme (Visual) • Scroll-based animations, hyperlinks to detailed subpages (e.g. Sustainability Report) (Interactive)	Strategic Goal Alignment; Scientific Accuracy and Credibility; Authenticity and Transparency; Impact Measurement; Multichannel Approach	• Defines measurable sustainability goals (e.g., carbon reduction) that align with the company's climate mission. • Discloses both achievements and challenges, including areas for improvement. • Reports on progress through visual and data-driven formats (e.g., infographics, year-over-year trends). • Combines long-form reports with social media, online platforms, and on-pack messaging to maximize visibility and accessibility. In some cases, there is also a direct link to the sustainability report by simply clicking on it.			No significant weaknesses in relation to the typical parameters of ineffective sustainability communication are recognisable here. Strong alignment, visual structure, and accessible KPIs enhance strategic communication, though the dense textual presentation may limit lay accessibility.
15	OATLY		Sustainability Report 2023 (cf. Oatly, 2023a)	Titles, data visualizations, key performance indicators (KPIs), progress charts, CEO statement, LCA tables, Scope 1–3 emissions data, campaign mentions	Strategic Goal Alignment; Scientific Accuracy and Credibility; Authenticity and Transparency; Impact Measurement; Audience Segmentation; Multichannel Approach	• Report operationalizes Oatly's climate goal of reducing emissions by 70% by 2029 through clear targets in logistics, sourcing, packaging, and production (cf. Oatly, 2023a, pp. 11–14). • Uses externally verified data and recognized methods (e.g. Scope 1–3 emissions, LCAs by Blonk Consultants, audit by EY) to ensure credibility (cf. Oatly, 2023a, pp. 13-15, 39–40). • Discloses setbacks and challenges (e.g., rising energy intensity); CEO foreword communicates openly and self-critically (cf. Oatly, 2023a, pp. 7–8, 24–25). • Incorporates quantifiable KPIs (e.g., CO_2e/liter) and longitudinal comparisons to ensure performance traceability (cf. Oatly, 2023a, pp. 9; 13f). • Tailors messages for multiple stakeholder groups (consumers, NGOs, investors, staff) through varied formats such as infographics and strategic framing. • Report is accessible via PDF, website, social media, and email newsletters; connected to related initiatives like COP27 or the "Dairy Deal" campaign.	One-way Communication; Lack of Evaluation and Learning Processes	• The report follows a top-down communication logic with no mechanisms for stakeholder dialogue, feedback, or co-creation in goal setting or evaluation processes (pp. 2–4, 52–53). • While quantitative KPIs are tracked, the report does not evaluate the effectiveness of its communication strategies or integrate external audience feedback, limiting its potential for adaptive learning and impact assessment.	Comprehensive and transparent climate reporting using verified metrics; however, it lacks mechanisms for stakeholder co-creation and feedback integration.

Source: Own Illustration, 2025

OATLY – **1** – Ad Campaign “Hey food industry, show us your numbers”
1a)



Figure A 1: Show us your numbers – Excerpt Print Billboard
Source: Adapted from Vegconomist, 2024



Figure A 2: Show us your numbers – Excerpt CLP
Source: Adapted from Reddit user, 2019



Oatly - Hey Food Industry

Nicht gelistet

Oatly
18.300 Abonnenten

Abonnieren

13 | Teilen | Speichern

3184 Aufrufe vor 4 Jahren

Diesem Video wurde keine Beschreibung hinzugefügt.

...mehr

Möglichkeiten für Familien

Angebote speziell für Kinder und Familien entde... Weitere Informationen

Figure A 3: Show us your numbers – Excerpt YouTube
Source: Adapted from Oatly, 2020a

1b)



Figure A 4: Dairy Deal – Excerpt Print Billboard
Source: Adapted from Oatly, n.d.-c

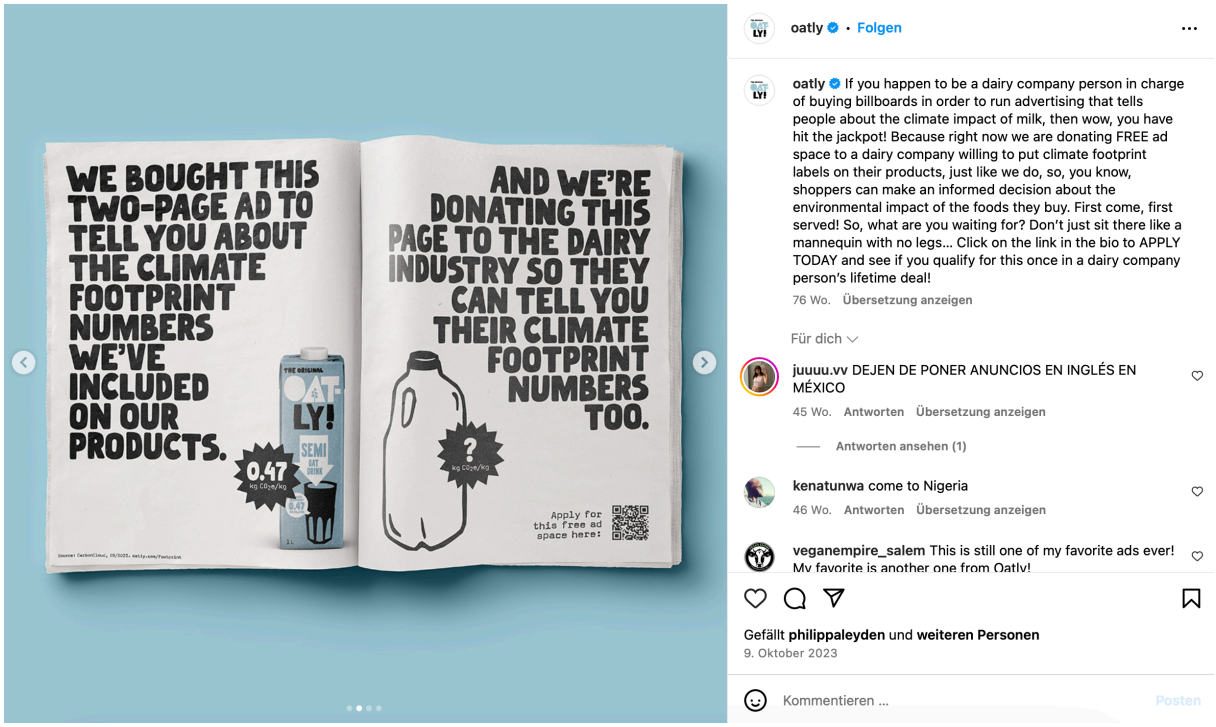


Figure A 5: Dairy Deal – Excerpt Instagram Post I
Source: Adapted from Oatly, 2023b

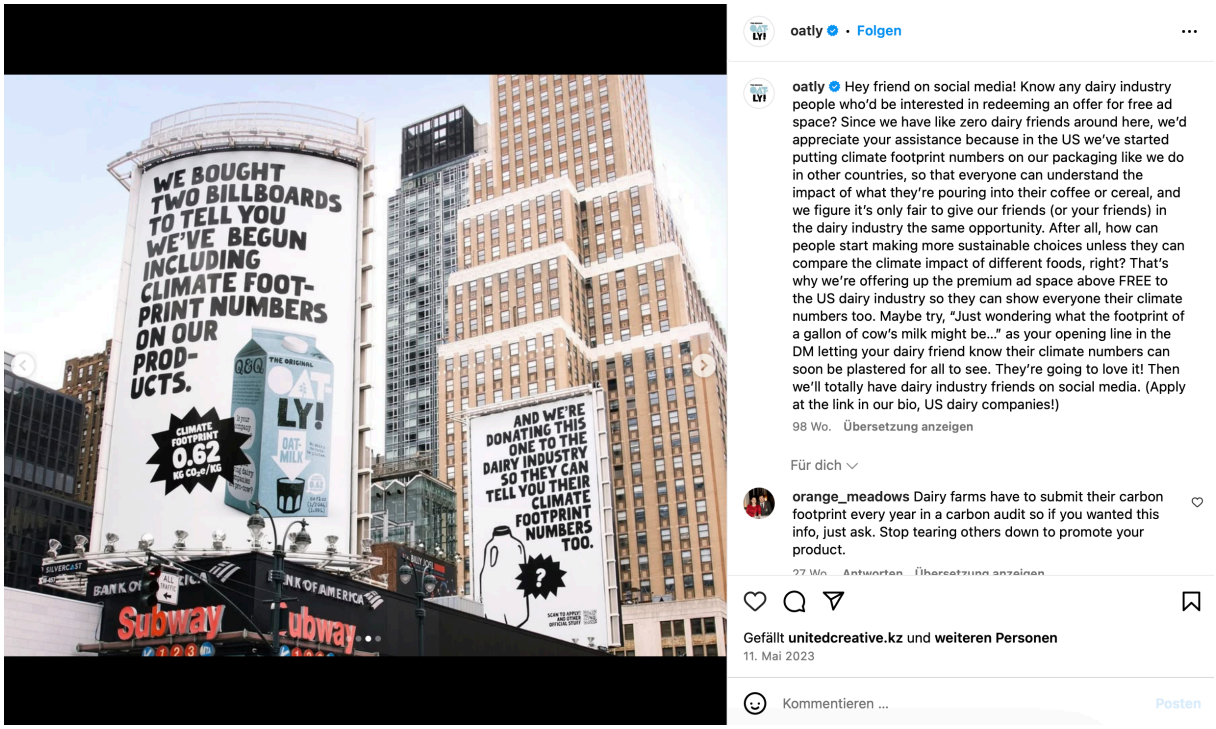


Figure A 6: Dairy Deal – Excerpt Instagram Post II
Source: Adapted from Oatly, 2023c

Oatly
280.637 Follower:innen
1 Jahr

Hi people of Linkedin, we are hosting a Reddit AMA on climate footprint labels and are calling out for a Big Dairy exec to co-host. Is that you? Do you know any? We put our numbers on our packaging...why don't they? Join us on 19/10 from 2pm GMT / 3pm CET. Hope a dairy exec shows up!



Figure A 7: Dairy Deal – Excerpt LinkedIn Post Reddit AMA
Source: Adapted from Oatly, 2023d

1c)



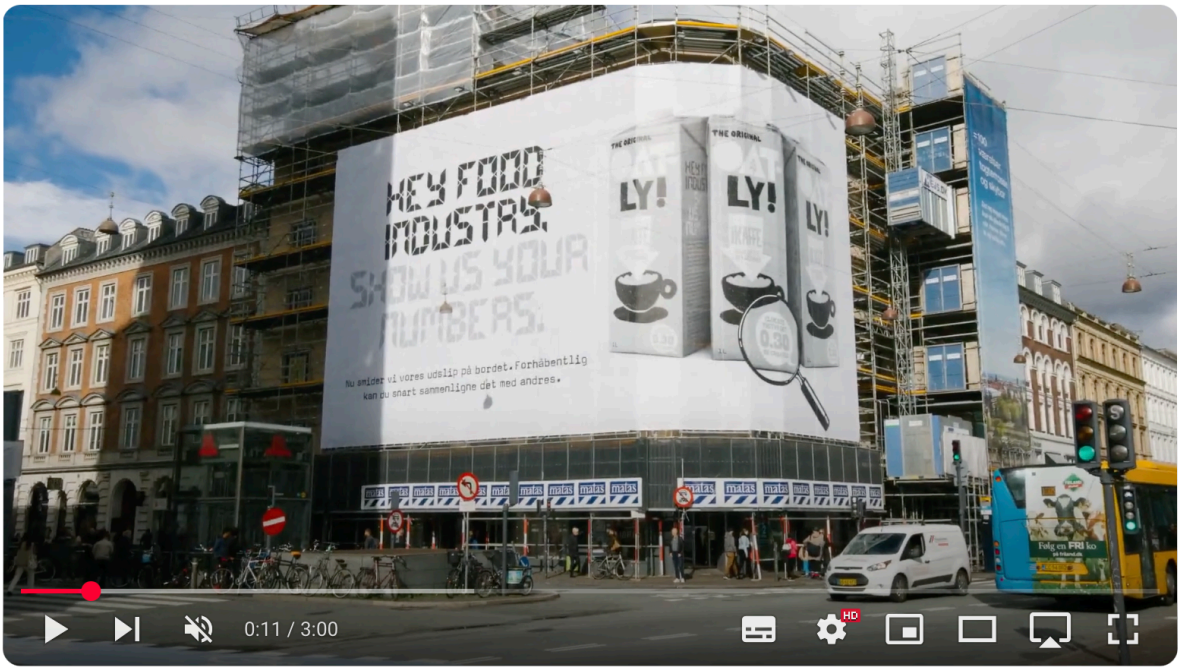
Figure A 8: Bundestag Petition – Excerpt Print Billboard I
Source: Adapted from Oatly, n.d.-e



Figure A 9: Bundestag Petition – Excerpt Print Billboard Ad II
Source: Adapted from Oatly, n.d.-e



Figure A 10: Bundestag Petition – Excerpt Print Billboard III
Source: Adapted from Oatly, n.d.-e



Bundestag Petition | Oatly

Nicht gelistet

Oatly
18.300 Abonnenten

Abonnieren

1 | Teilen | Clip | ...

416 Aufrufe vor 2 Jahren

Find out more about Oatly here:
https://www.oatly.com ...mehr

Figure A 11: Bundestag Petition – Excerpt YouTube I
Source: Adapted from Oatly, 2023e

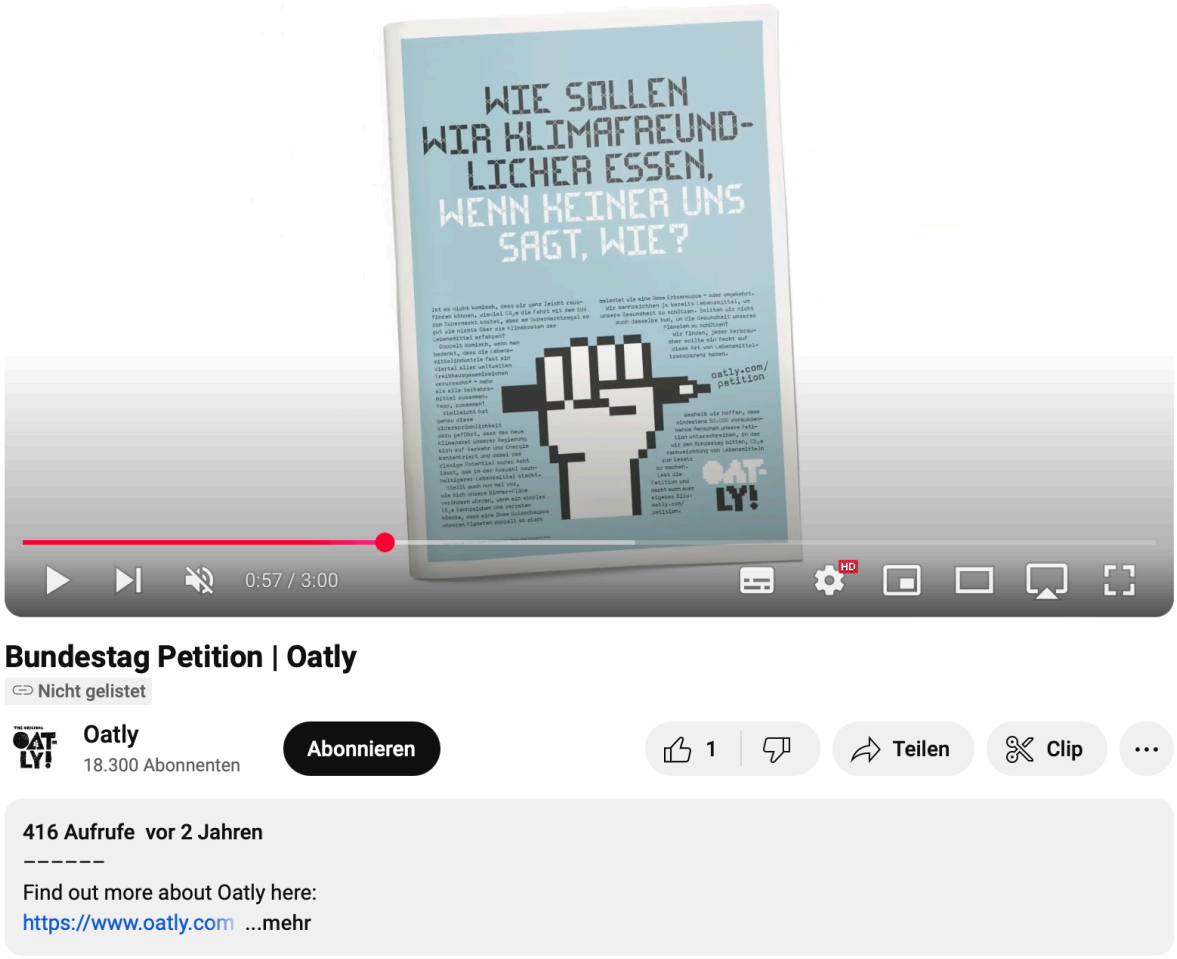


Figure A 12: Bundestag Petition – Excerpt YouTube II
Source: Adapted from Oatly, 2023e



Figure A 13: Bundestag Petition – Excerpt Facebook
Source: Adapted from Oatly, 2019a

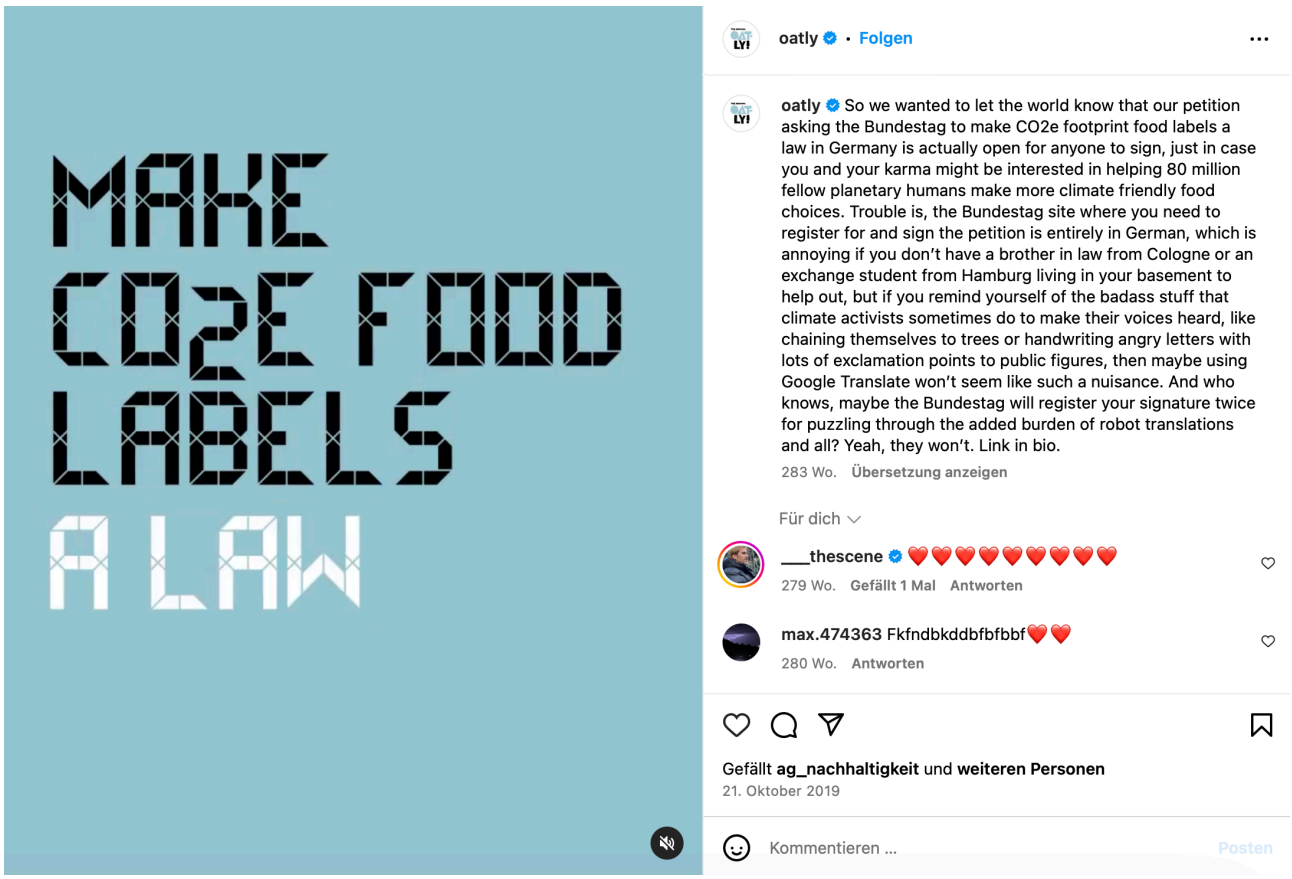


Figure A 14: Bundestag Petition – Excerpt Instagram
Source: Adapted from Oatly, 2019b

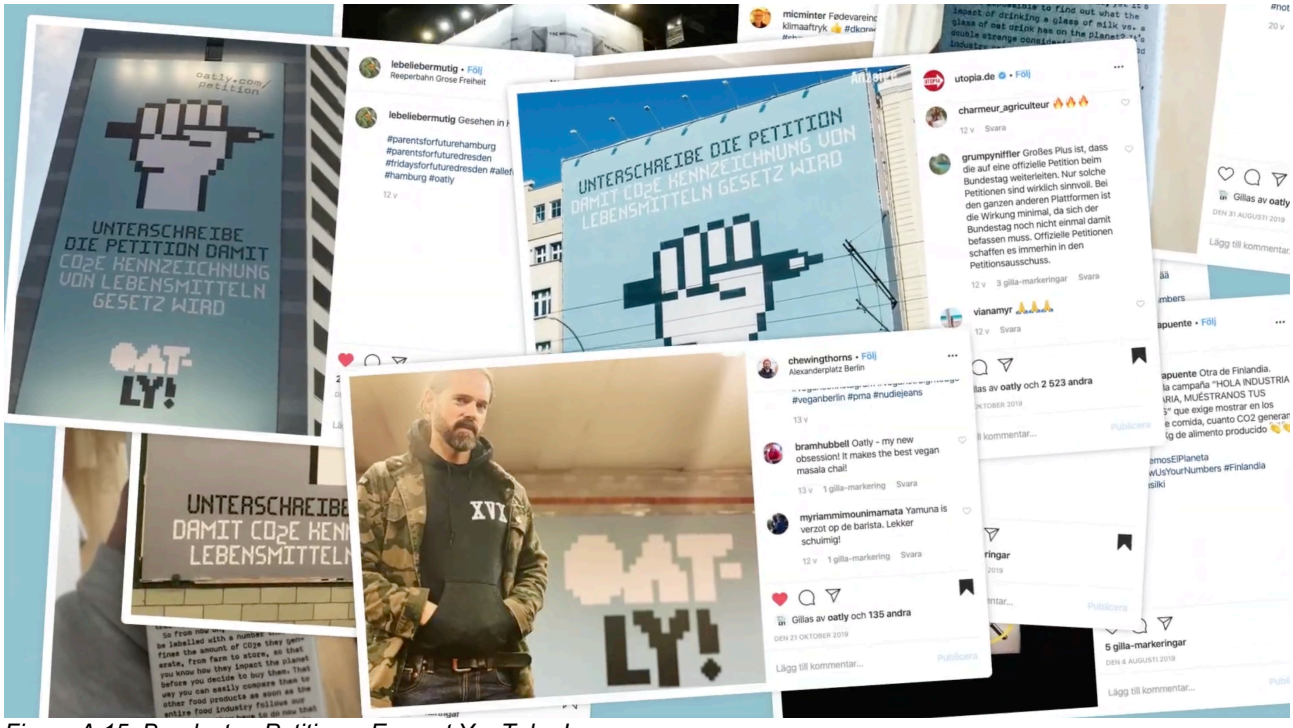


Figure A 15: Bundestag Petition – Excerpt YouTube I
Source: Adapted from Oatly, 2023e



Figure A 16: Bundestag Petition – Excerpt YouTube II
Source: Adapted from Oatly, 2023e

1d)



Figure A 17: Show us your numbers – Excerpt Product Packaging I
Source: Adapted from Koch & Ulver (2022, p. 255, Figure 1)



Figure A 18: Show us your numbers – Excerpt Product Packaging II
Source: Adapted from Oatly, n.d.-e

2 – Ad Campaign “It’s like milk, but made for humans”
2a)



Figure A 19: It’s like milk, but made for humans – Excerpt Poster
Source: Adapted from Marketing Magazine, 2022



Figure A 20: It's like milk, but made for humans – Excerpt Print Billboard I
Source: Adapted from VEGAN.AT, 2021



Figure A 21: It's like milk, but made for humans – Excerpt Banner
Source: Adapted from VEGAN.AT, 2021

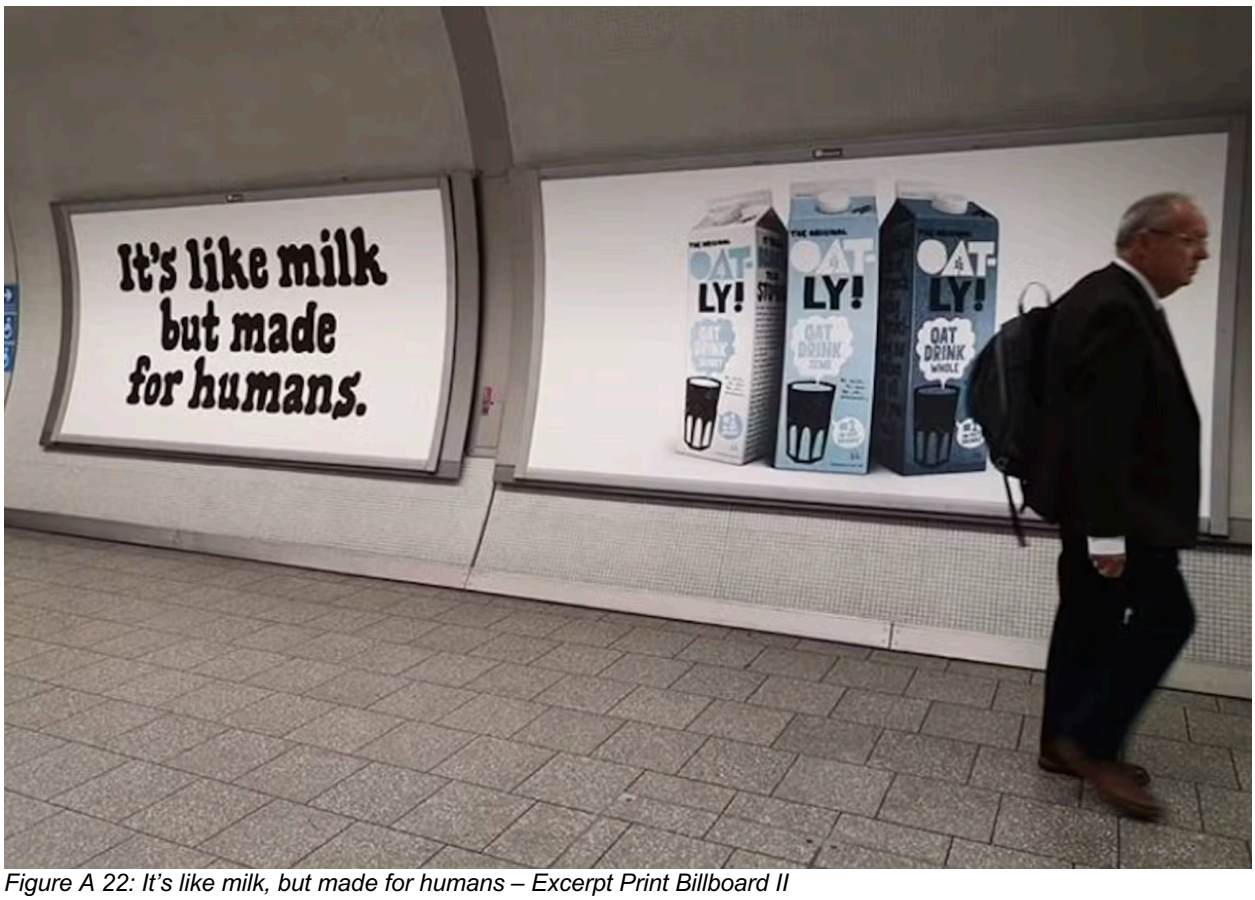


Figure A 22: It's like milk, but made for humans – Excerpt Print Billboard II
Source: Adapted from The Drum, 2018



Figure A 23: It's like milk, but made for humans – Excerpt Display
Source: Adapted from The Stable, 2022



Figure A 24: It's like milk, but made for humans – Excerpt CLP
Source: Adapted from The Stable, 2022

2b)



Figure A 25: It's like milk, but made for humans – Excerpt Product Packaging
Source: Adapted from RightMetric, 2021

3 – Ad Campaign “Normalize It | EU School Milk Scheme”

3a)



Normalize It | EU School Milk Scheme | Oatly

Oatly
18.300 Abonnenten
Abonnieren
318
Teilen
Speichern

31.571 Aufrufe vor 2 Jahren #schoolmilk
Every year 160 million liters of subsidized cow’s milk is served in schools all over Europe within the EU school scheme, building a preference for dairy products while children’s eating habits are being established.
...mehr

Figure A 26: Normalize It - Excerpt YouTube
Source: Adapted from Oatly, 2022a

3b)

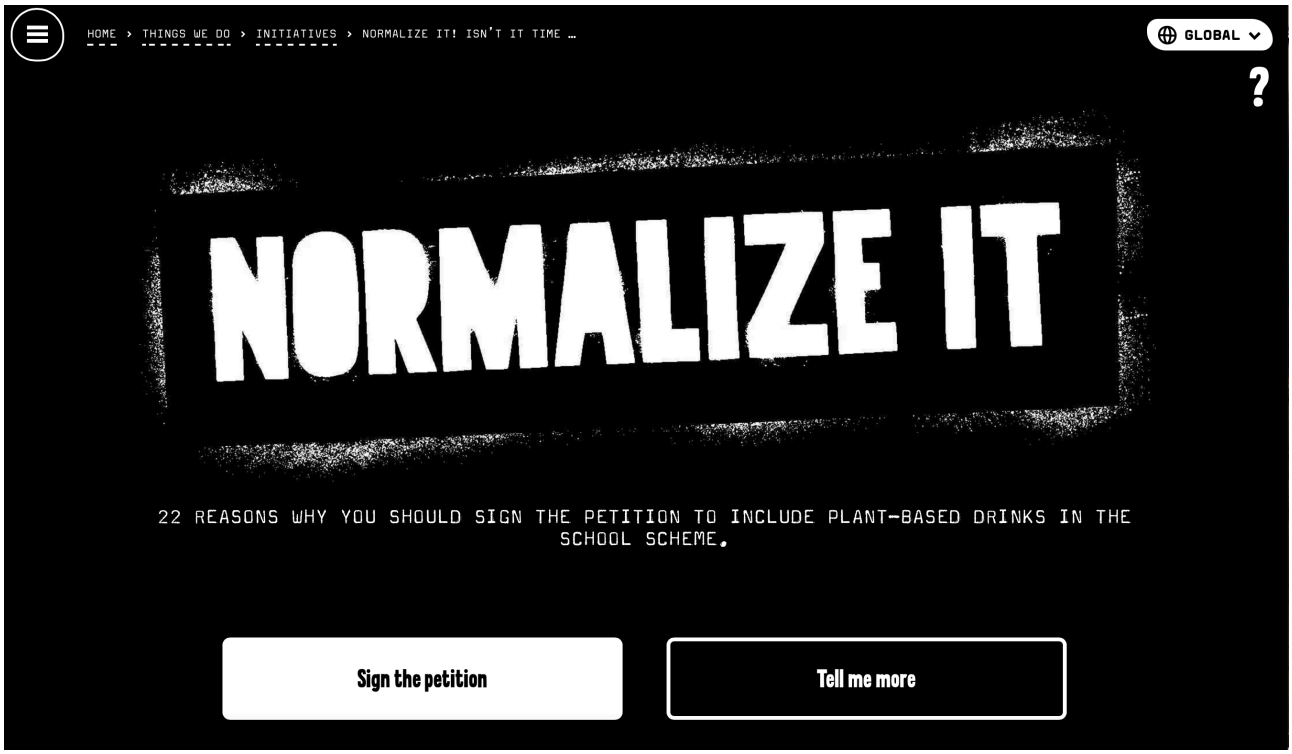


Figure A 27: Normalize It – Excerpt Petition Website
Source: Adapted from Oatly, n.d.-f

4 – Ad Campaign – “Help Dad” Campaign
4a)

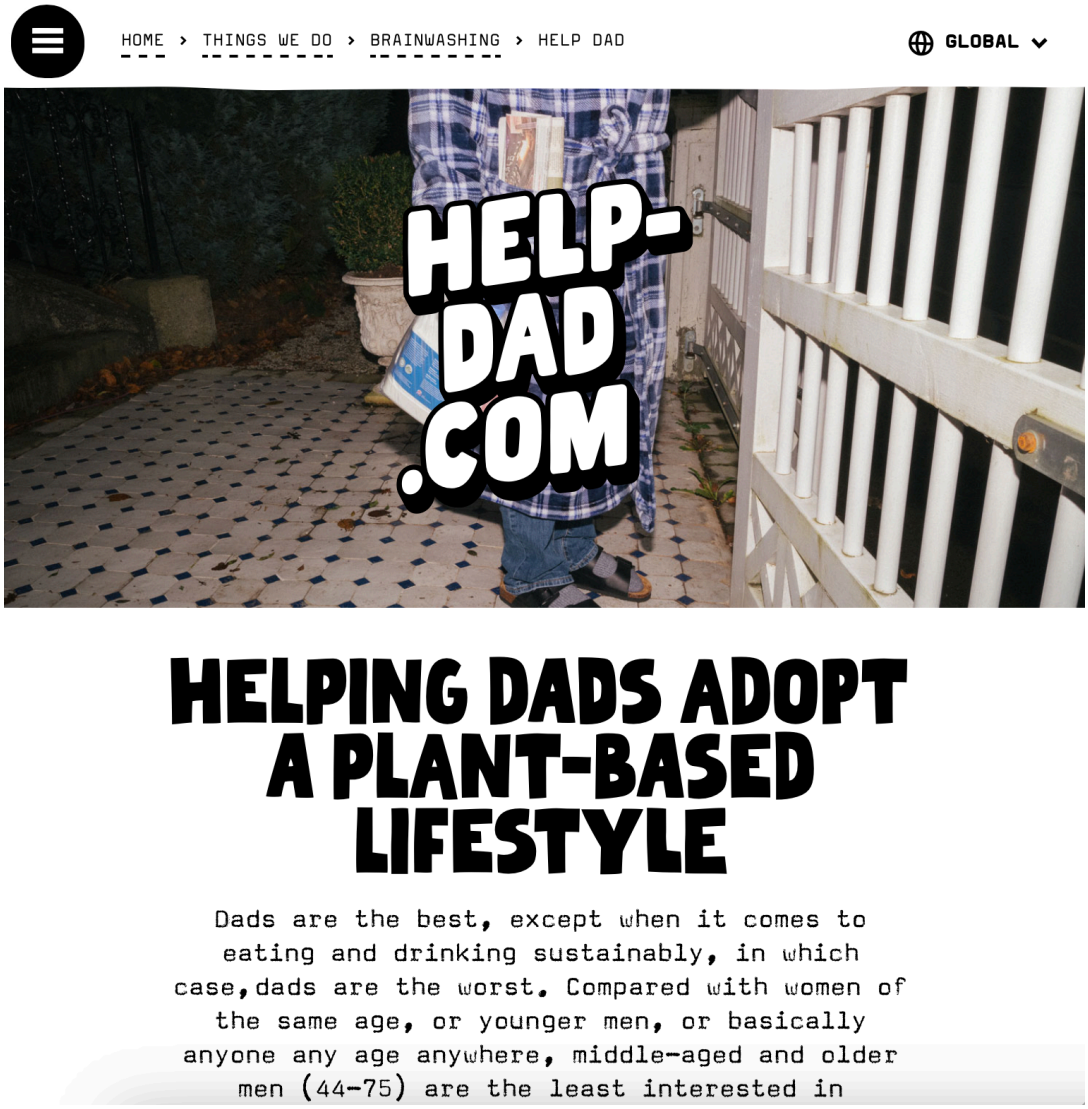


Figure A 28: Help Dad – Excerpt Website
Source: Adapted from Oatly, n.d.-g

4b)



What have we here? (English version) | Help Dad | Oatly

Oatly
18.300 Abonnenten
Abonnieren
411
Teilen
Speichern

51.070 Aufrufe vor 4 Jahren
An important message about dads and milk and oats and teenagers, or something like that.
...mehr

Figure A 29: Help Dad – Excerpt YouTube Brand Video I
Source: Adapted from Oatly, 2021



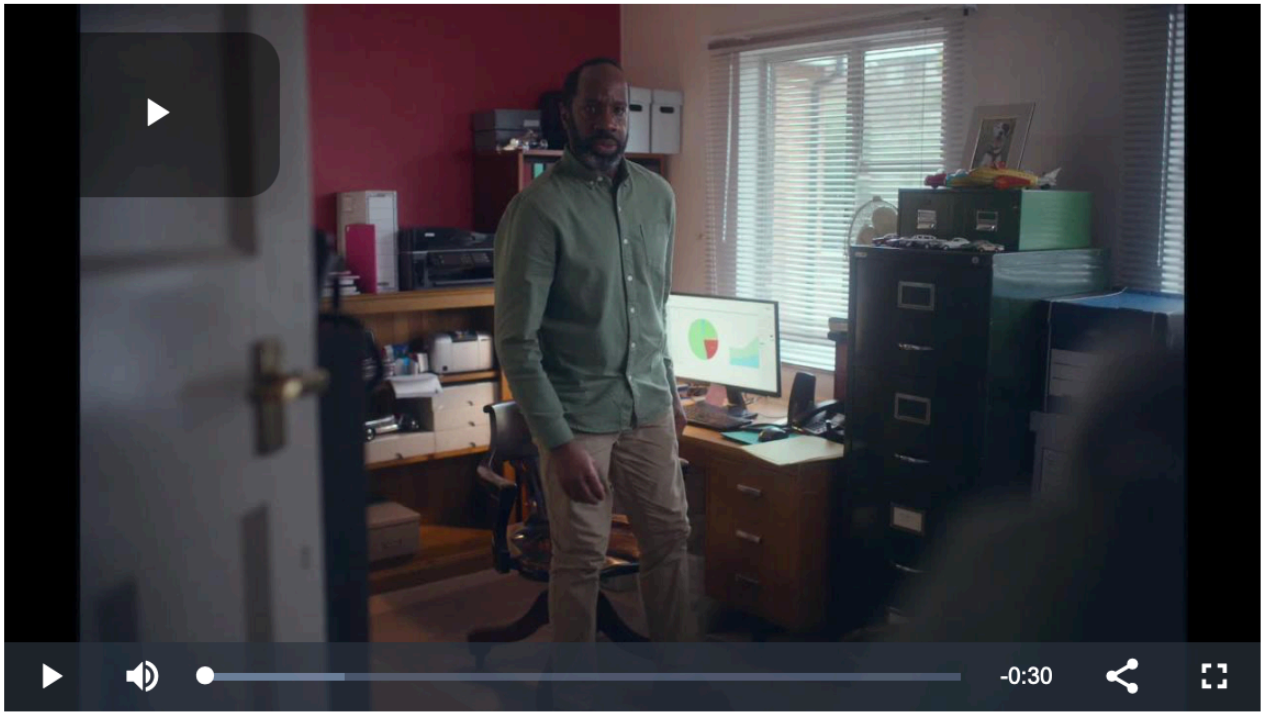


Figure A 30: Help Dad – Excerpt Brand Video II, III
Source: Adapted from Ad Age, 2021b

4c)



Figure A 31: Help Dad – Excerpt Print
Source: Adapted from D&AD, 2021

5 – Ad Campaign “Wow No Cow”

5a)

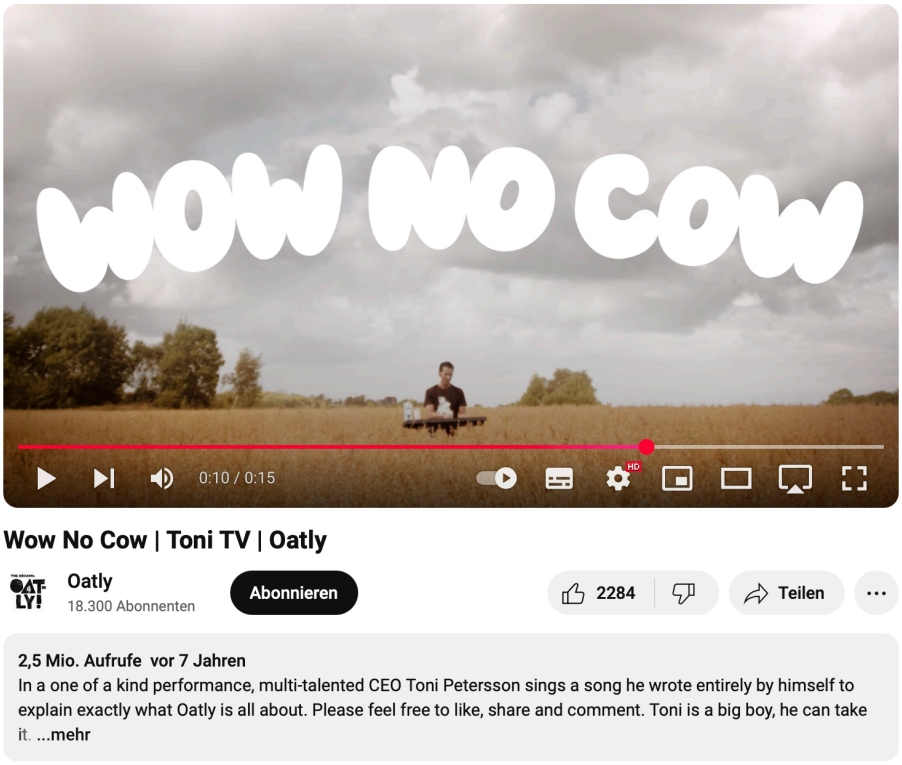


Figure A 32: Wow No Cow – Excerpt YouTube
Source: Adapted from Oatly, 2017

5b)

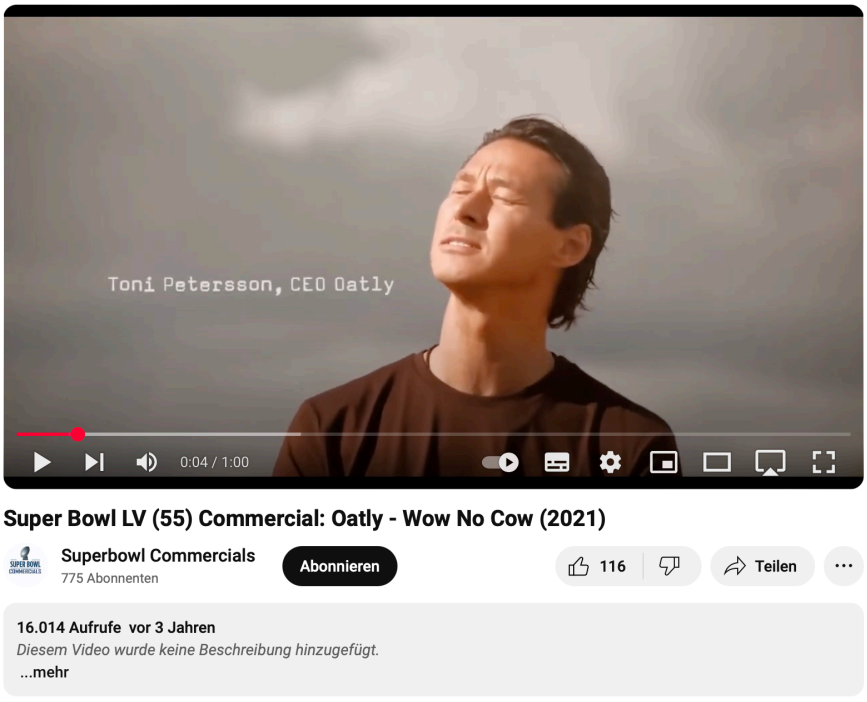


Figure A 33: Wow No Cow – Excerpt Super Bowl
Source: Adapted from Superbowl Commercials, 2022

6)

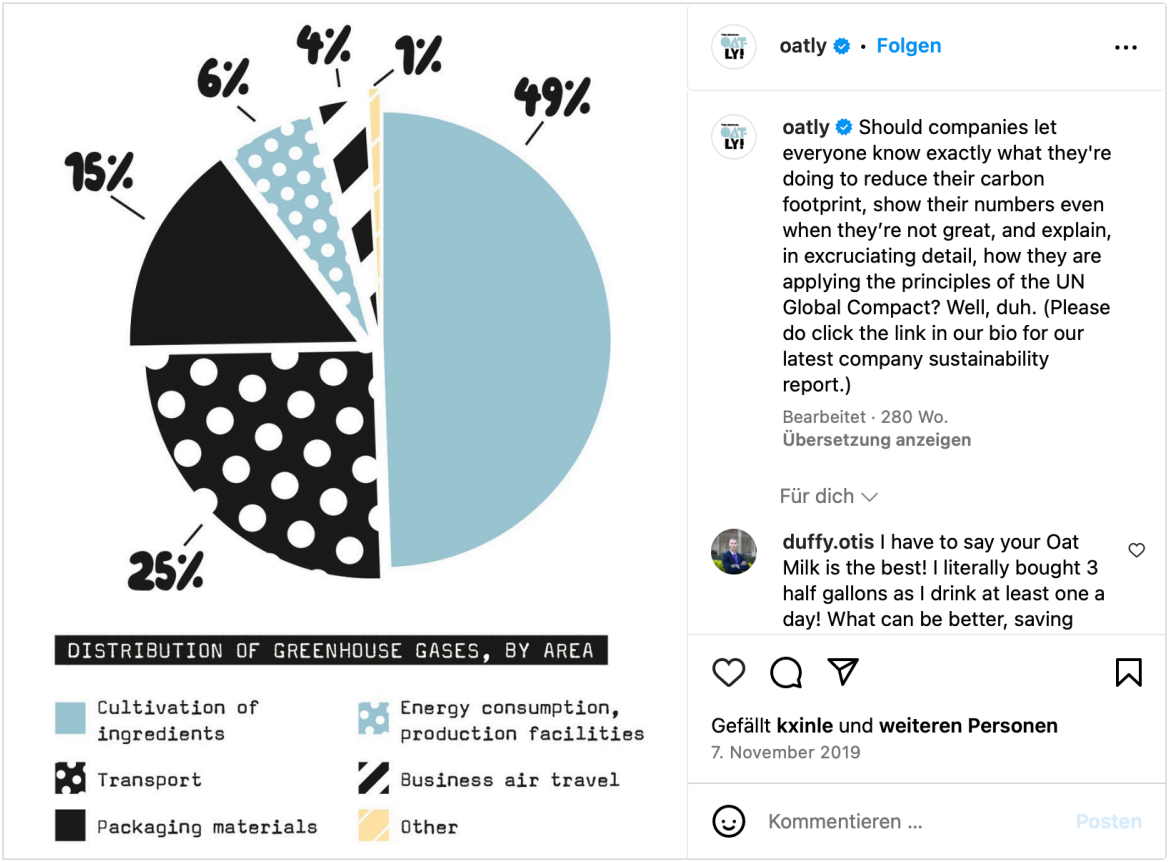


Figure A 34: Distribution of greenhouse areas – Excerpt Instagram
Source: Adapted from Oatly, 2019c

7)



Figure A 35: Live Your Life Unchanged – Excerpt Instagram
Source: Adapted from Oatly, 2018

8 – CSR Posts

8a)



Figure A 36: Lessons learned – Excerpt Instagram
Source: Adapted from Oatly, 2021a

8b)



Figure A 37: Our impact on the planet – Excerpt Instagram
Source: Adapted from Oatly, 2021b

8c)



Figure A 38: Our plans for the future – Excerpt Instagram
Source: Adapted from Oatly, 2021c

9)



Figure A 39: Exploring Object Oriented Ontology and Environmental Awareness – Excerpt TikTok
Source: Adapted from Oatly, 2024

10)



Figure A 40: Vfl Wolfsburg – Excerpt Website
Source: Adapted from VfL Wolfsburg, 2022

11)



Figure A 41: Cop27 – Excerpt Website
Source: Adapted from Oatly, 2023f

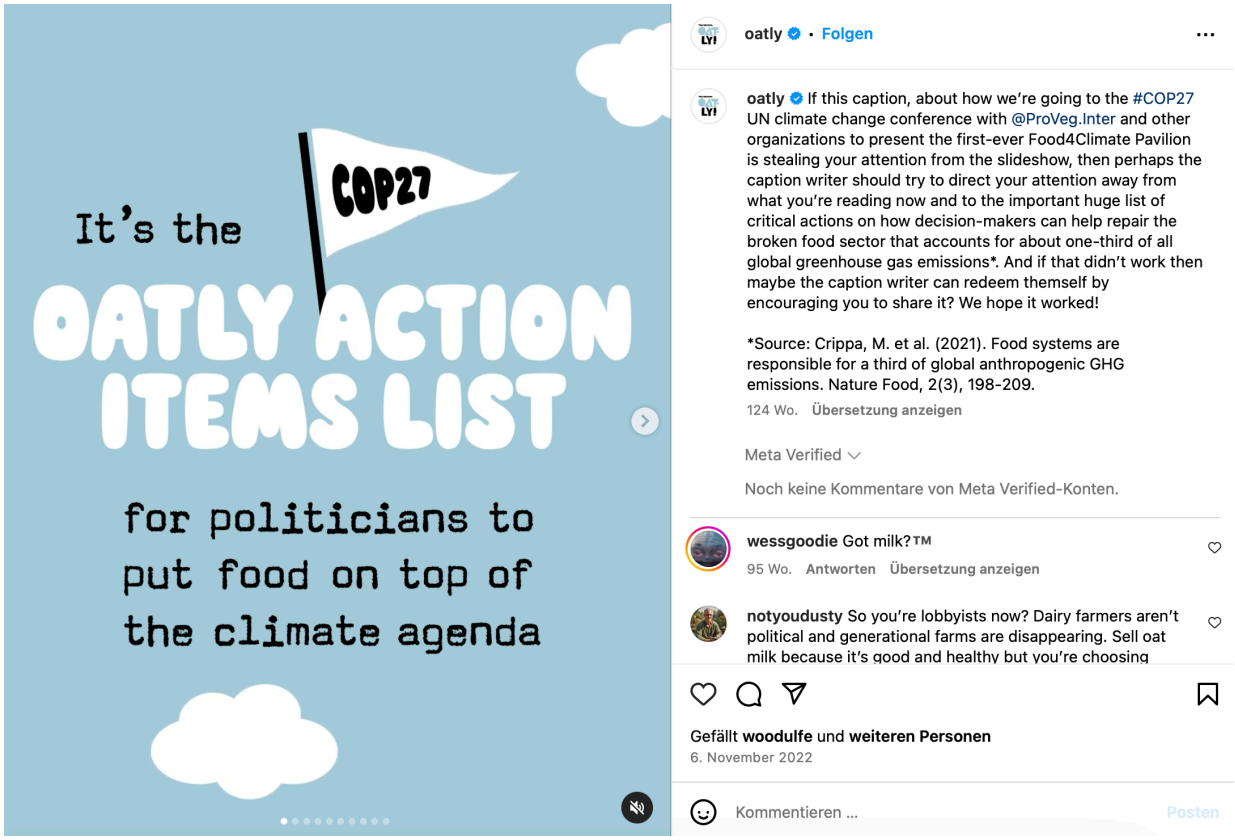


Figure A 42: Cop27 – Excerpt Instagram
Source: Adapted from Oatly, 2022b

12)



Figure A 43: The F.A.R.M. – Excerpt Website
Source: Adapted from Oatly, n.d.-h; Oatly, n.d.-i; Vegconomist, 2023a

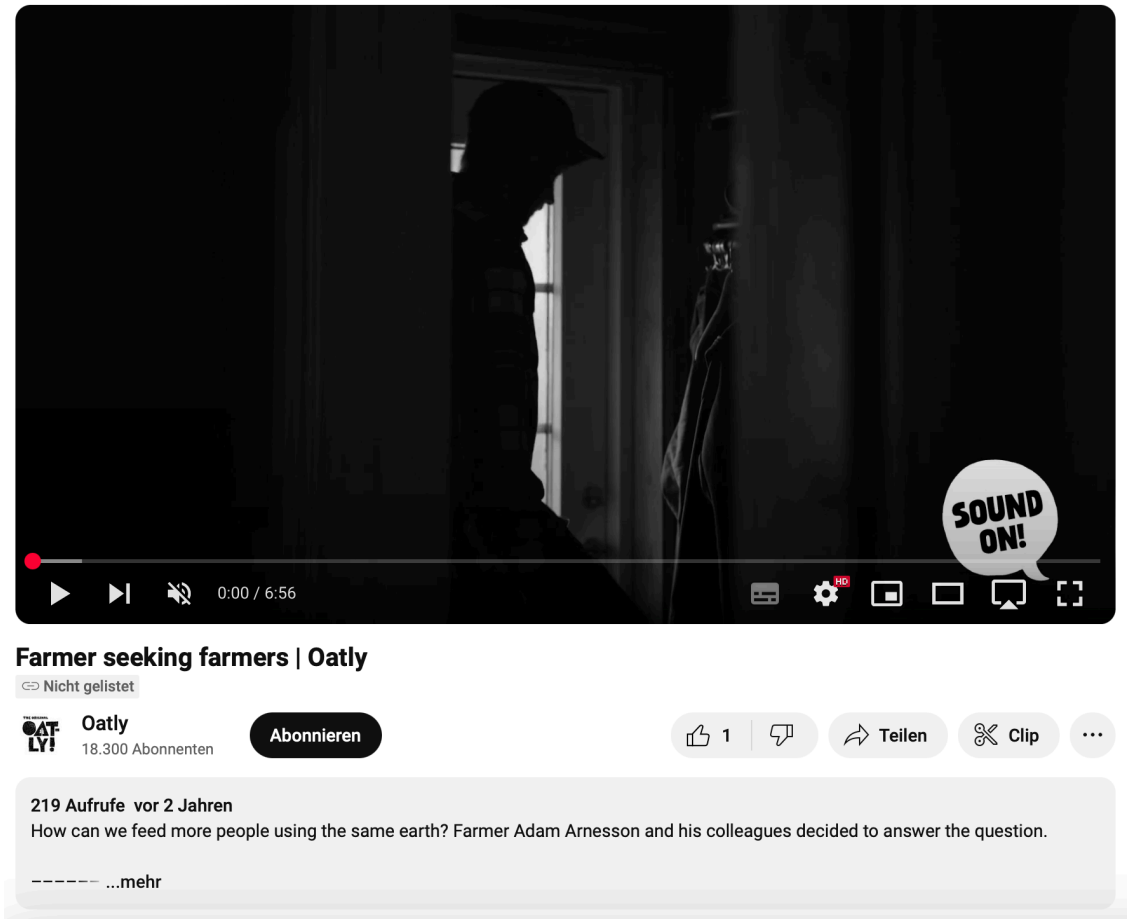


Figure A 44: The F.A.R.M. – Excerpt YouTube
Source: Adapted from Oatly, 2023g

13)

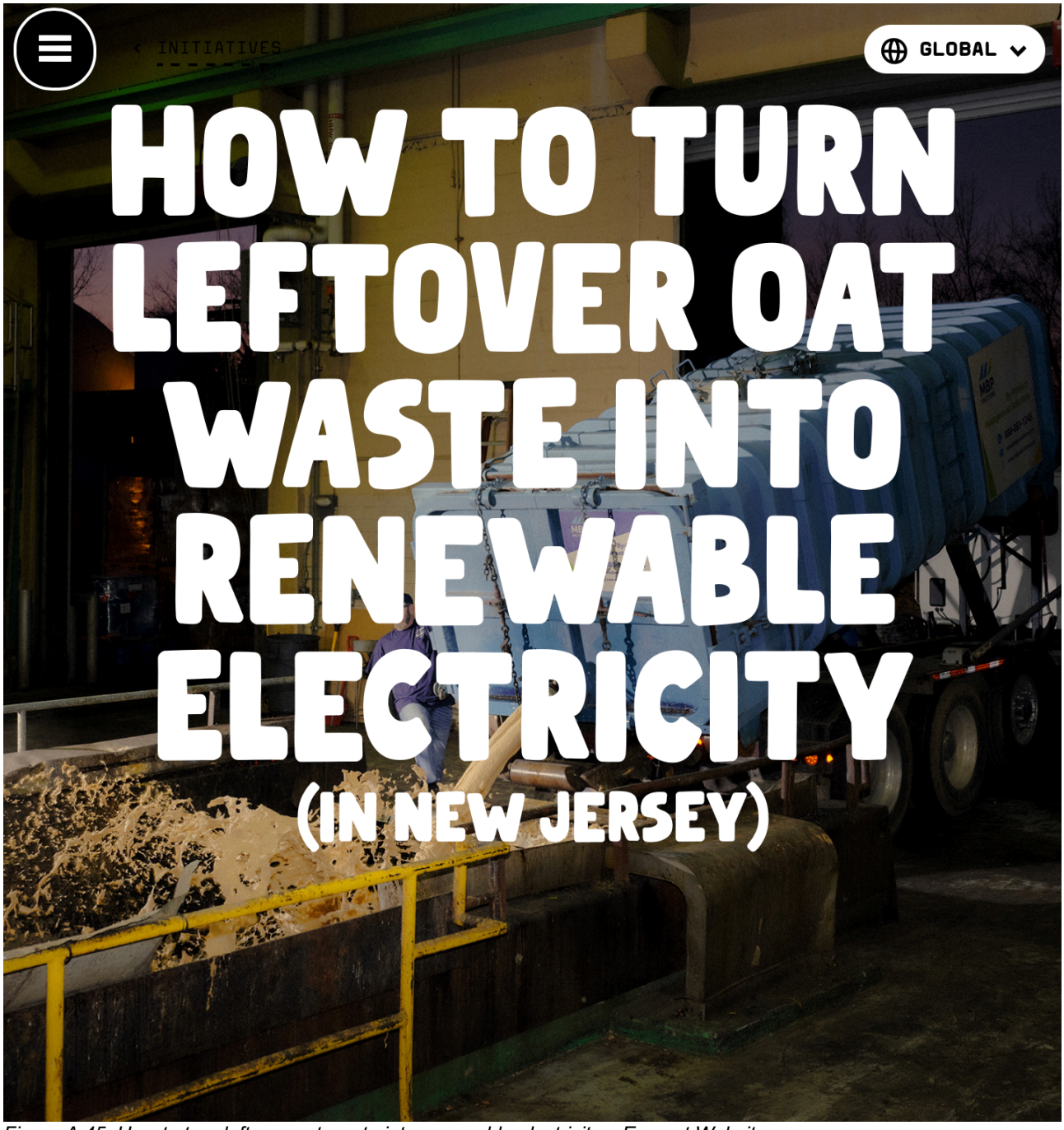


Figure A 45: How to turn leftover oat waste into renewable electricity – Excerpt Website
Source: Adapted from Oatly, n.d.-j

14)

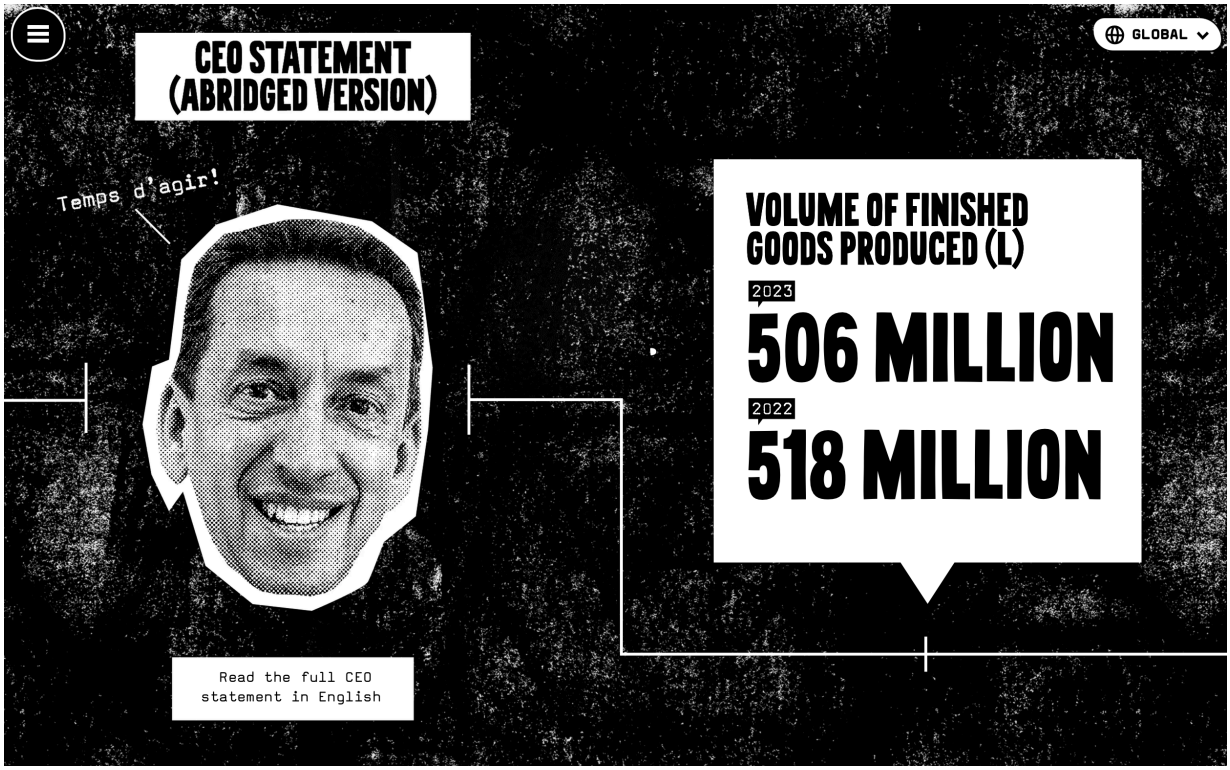


Figure A 46: Excerpt Sustainability Landing Page
Source: Adapted from Oatly, n.d.-d; Oatly, n.d.-k

15)



Figure A 47: Excerpt Oatly Sustainability Report 2023
Source: Adapted from Oatly, 2023a

Table A 4: Coding Matrix Part I – ALPRO

	Case	Overall Campaign	Material (Source + Type)	Coding Unit	Category (Effective)	Coding Criteria	Category (Ineffective)	Coding Criteria	Interpretive Comment
1	ALPRO	**Ad Campaign "Climate Change Your Mind" x EAT Foundation**	**a)** Website – Information Materials **b)** Website – Branded recipe collection **c)** Social Media Content (e.g Influencer Cooperation x Swedish chef Dante Zia, Instagram, LinkedIn) **d)** Award & campaign PR (cf. Alpro Foundation, 2025a; Alpro, 2025c; Alpro, 2025d; Danone, 2021; dantezia, 2022; EAT Foundation, 2022; Quadriga Media Berlin, 2022; Danone, 2023a; Danone, 2022)	**a)** Scientific explanations of different topics (Text) • Clean, minimal layout with green/white tone, infographic-style icons (Visual) **b)** Titles like "Plant-based meals for the planet", recipe steps, sustainability cues within ingredient descriptions (Text) • High-quality food photography, natural lighting, earthy tones, ingredient call-outs (Visual) **c)** • Captions linking plant-based choices to climate goals, influencer quotes, use of #ClimateChangeYourMind hashtag (Text) • Chef and food-focused content, portrait shots; branded elements (logo, product) subtly placed (Visual) • Personal voice from influencer accounts (e.g. Dante Zia) (Contextual) **d)** • Award category (e.g. "Purpose-Driven Communications"), thanks to partners (EAT Foundation), campaign description (Text) • Campaign key visual, event logo (Digital Communication Awards), LinkedIn banner (Visual)	Strategic Goal Alignment; Audience Segmentation; Emotional and Narrative Framing; Scientific Accuracy and Credibility; Multichannel Approach; Authenticity and Transparency; Participatory Elements; Impact Measurement	• Clear alignment with climate-related dietary change as behavioral goal; part of purpose-driven NGO cooperation (EAT Foundation) (cf. Alpro Foundation, 2025a; EAT, n.d.). • Addresses environmentally aware audiences via targeted influencer content (e.g. Dante Zia); uses accessible, food-centered communication. • Message framing via "One bite at a time" – encourages small but meaningful action; influencer storytelling offers personal entry points. • Claims backed by peer-reviewed research from Alpro Foundation; content hosted on educational, non-commercial platform. • Distributed across website, social media (Instagram, LinkedIn), and press; uses static and dynamic formats (text, video, recipes). • Collaboration with EAT Foundation signals transparent and value-aligned communication; data and methodology are traceable. • Recipe content and influencer interaction encourage behavioral engagement.	Overuse of Technical Jargon; Ignoring Audience Diversity	• Some terms used in educational materials are complex and not explained in simple language, which may limit accessibility for a general audience. • Content largely reflects a Western, urban lifestyle context and presents limited variation in cultural, ethnic, or dietary perspectives. Visual materials, recipe examples, and influencer representation do not reflect the broader diversity of audiences affected by climate change or targeted by plant-based dietary shifts, which may limit identification and social inclusivity.	Campaign is grounded in scientific credibility and strengthened through collaboration with reputable partners, effectively positioning Alpro as a committed voice in climate communication. However, the absence of participatory elements and transparent impact evaluation limits its depth. Additionally, the use of technical language may create barriers for broader, non-specialist audiences, reducing overall accessibility.
2	ALPRO	**Inititative "Plan(e)t Positive"**	**a)** Campaign – "Eat your way to a better planet" x VMLY&R - TV spots (e.g. 'Glug Glug Yum', Social Media, Radio, Experiential and in-store activations, OOH (cf. WPP, n.d.; Alpro, 2021a)	• Slogan "Eat your way to a better planet"; playful tone, short punchlines on food and climate; product tagged as "plant-based = planet-friendly" (Text) • Humorous scenes (e.g. man in sweaters vs. switching to oat drink); bold colors, fast cuts; product integrated into everyday settings; campaign logo + CTA (Visual) • Multi-platform (TV, YouTube, Instagram, OOH); part of the "Plan(e)t Positive" brand platform; framed as fun and accessible climate action (Contextual) • Light, quirky music; calm male voiceover; ambient sounds for comic effect (e.g. "glug glug") (Audio)	Strategic Goal Alignment; Audience Segmentation; Emotional and Narrative Framing; Multichannel Approach; Authenticity and Transparency	• Clear call to climate-friendly consumption via plant-based swap. • Uses humor, satire and pop-cultural cues to reach a mainstream, younger audience unfamiliar with typical NGO language. • Comedic storytelling (e.g. man in sweaters to avoid heating) makes abstract climate action tangible and relatable. • Distributed via TV, YouTube, social media, OOH, and digital ads; tailored formats across platforms. • Messaging focuses on "small swaps" and realism over perfection; avoids overpromising impact.	One-way Communication; Lack of Evaluation and Learning Processes	• Audiences are not actively invited to respond or co-create; no participatory mechanism or feedback loop. • No indication of outcome measurement or reporting on campaign effectiveness (no tracking visible in materials).	The Plan(e)t Positive initiative blends lifestyle-oriented branding with environmental advocacy, using humor, visual storytelling, and accessible language to promote plant-based choices as part of climate action. The campaign skillfully aligns consumer identity with planetary wellbeing, particularly through uplifting narratives and emotionally resonant visuals in its hero films and social media. While this multi-pronged approach strengthens brand relatability and positions Alpro as an environmentally conscious actor, it remains largely non-interactive. Key sustainability claims are framed aspirationally but not substantiated with measurable performance data. Moreover, the 2025 pledge outlines clear ambitions, yet lacks real-time progress updates or participatory engagement formats, which limits transparency and public accountability.
	ALPRO		**b)** Campaign – "Earth Day" (365-day campaign) Digital, e.g. hero film **+** Social Media Content (e.g. Instagram **+** Print, Press (cf. Ads of Brands, 2022; Alpro, 2022a; Alpro, 2022b)	• Slogans like "Let's Earth Day every day" and "Change a little, enjoy a lot"; messaging links daily habits to long-term climate impact (Text) • Hero film with symbolic visuals (e.g. Earth-shaped food, plant-rich meals); bright, clean design; consistent brand color palette (Visual) • Launched around Earth Day but framed as year-round mindset; campaign extended across social, print, and web; part of Plan(e)t Positive narrative (Contextual) • Upbeat background music; soft voiceover with calm and hopeful tone (Audio)	Strategic Goal Alignment; Audience Segmentation; Emotional and Narrative Framing; Multichannel Approach; Authenticity and Transparency	• Links climate protection to daily behavior and consumption; message: "Earth Day every day" frames long-term commitment. • Designed for social media audiences; visual-first approach appeals to younger, lifestyle-oriented users. • Uses optimistic, empowering language and aesthetic visuals to make climate action appealing and routine. • Executed across Instagram, PR, website; adapted for visual storytelling and static formats. • Avoids exaggeration; acknowledges that small actions matter and large changes take time.	Lack of Accountability; One-way Communication; Lack of Evaluation and Learning Processes	• No reference to specific climate impact metrics, brand performance, or progress data. • Posts do not invite direct interaction (e.g. no polls, comments); campaign is inspirational but passive. • No visible follow-up mechanism or evaluation of behavioral outcomes from campaign.	
	ALPRO		**c)** "Our Pledge 2025 – Feeding our Future with Plants" (cf. Alpro, 2025e)	• Commitments to reduce emissions, improve packaging, and promote plant-based health; key phrases include "Feeding our future with plants" and "Better for people and planet" (Text) • Minimalist layout, icon-based sections (e.g. CO_2, water, biodiversity); bold headers, white space, Alpro branding (Visual)	Strategic Goal Alignment; Scientific Accuracy and Credibility; Multichannel Approach; Authenticity and Transparency; Impact Measurement	• The pledge outlines measurable climate and health goals aligned with global sustainability agendas. • Includes references to climate action frameworks, emissions targets, and sourcing standards. • Positioned on the corporate website; referenced across brand campaigns like Plan(e)t Positive. • Transparent articulation of goals and company responsibility; communicates long-term ambition. • Defines environmental targets (e.g. CO_2, packaging, water use); states ambitions with 2025 deadlines.	Lack of Evaluation and Learning Processes	• Progress reporting structure not clearly defined; no indication of third-party audit or tracking updates.	
3	ALPRO	**Ad Campaign "Go Big on Plants"**	**a)** Pop-Up Tour (Planthouse Experience) **b)** Public Sampling-Campaign **c)** "Plant Power Day" **+** Social Media Content (cf. Field Marketing, 2019; We Are Purity, 2019; SpaceandPeople, n.d.; Food & Living, 2018)	**a)** • Educational panels, slogans like "Go big on plants", product names + benefits (e.g. "Plant-based, planet-loved") (Text) • Immersive setup with greenery, large Alpro branding, hands-on product displays, colorful plant-themed visuals (Visual) • Temporary urban installations (e.g. London, Manchester); framed as interactive learning & sampling experience (Contextual) • Visitors could touch, taste, explore; QR codes linking to product info and sustainability claims (Interactive) **b)** • Short slogans on sampling booths (e.g. "Taste the plant power"); product facts on leaflets or displays (Text) • Mobile branded carts or booths; minimalist layout with packaging and product images (Visual) • High-traffic urban areas (e.g. train stations); aimed at mainstream exposure and trial (Contextual) • Direct tasting experience; opportunity to ask brand reps questions (Interactive) **c)** • Slogans like "Celebrate Plant Power" and "One small bite for you, one big win for the planet"; messaging focuses on personal food choices and collective impact (Text) • Bright, cheerful visuals of plant-based meals; branded social templates; use of greens, natural tones, product shots (Visual)	Strategic Goal Alignment; Audience Segmentation; Emotional and Narrative Framing; Multichannel Approach; Authenticity and Transparency; Participatory Elements	• Aims to normalize plant-based diets through experiential contact and direct trial (sampling, education). • Designed for urban passers-by, families, and curious eaters; mainstream location strategy (stations, shopping areas). • Uses everyday "plant power" storytelling via food experiences; human-centered, playful framing (e.g. Plant Power Day rituals). • Combines live events, physical samples, social media activation, and co-branded influencer content (BOSH!). • Real-life tasting and face-to-face brand presence create trust; products experienced directly, not abstractly. • Visitors engage via tasting, exploration (Planthouse), social sharing, and content creation around Plant Power Day.	Lack of Accountability; Lack of Evaluation and Learning Processes	• No climate metrics or sustainability claims linked to campaign impact; benefits implied but not quantified. • No reporting or follow-up mentioned on how behavioral impact or reach was measured.	This campaign combines experiential marketing, public sampling, and themed activations to make plant-based eating feel tangible, social, and fun. By bringing the brand into public spaces and framing everyday food choices as part of a positive movement, Alpro effectively lowers entry barriers and supports behavioral change in an accessible, non-didactic way. The integration of Plant Power Day adds symbolic value and reinforces consistency across channels. However, the initiative emphasizes visibility and engagement over substance. It lacks supporting environmental data, measurable outcomes, or reflective evaluation processes. As a result, its potential to deepen understanding of sustainability impacts or foster long-term change remains underdeveloped.
4	ALPRO	**Ad Campaign „Feed Your You" x Scott Grummett (photographer)**	**a)** Website – Landing Page, Recipes **b)** OOH – Print Billboard Ad **c)** Social Media Content (e.g. Instagram) (cf. Alpro, 2025f; Vegconomist, 2023b; Vegconomist, 2023c; Grummett, 2023; Alpro, 2024a; Alpro, 2024b)	**a)** • Slogan "Feed Your You" and recipe descriptions connected to moods, routines, or personal traits (Text) • Portrait and food photography with strong color contrasts, minimalistic layout, and segmented recipe cards (Visual) **b)** • Short taglines connected to campaign theme (e.g. identity, mood); includes "Feed Your You" tagline (Text) • Large-format imagery of diverse individuals, paired with bold colors and clean typography (Visual) • Setting: Public placement in urban spaces (Contextual) **c)** • Captions use expressive language linked to individuality and daily lifestyle themes; branded hashtags included (Text) • Adaptations of campaign visuals; short video formats (Reels), behind-the-scenes footage, food imagery (Visual) • Appears across multiple platforms (Instagram, YouTube); aligns with recipe drops and seasonal moments (Contextual)	Strategic Goal Alignment; Audience Segmentation; Emotional and Narrative Framing; Multichannel Approach; Authenticity and Transparency	• Promotes plant-based identity through personalization rather than strict climate framing; emotional route toward sustainable eating. • Speaks to diverse lifestyle types (e.g. "bold", "balanced", "kind"); visually reflects millennial and Gen Z aesthetic. • Uses expressive visuals, empowering slogans, and identity-based storytelling ("Feed Your Bold You") to build emotional resonance. • Distributed across YouTube, Instagram, OOH, print, and landing page; adapted assets for each platform. • Real photography (Scott Grummett), user-centric focus (no moralization); aligns with broader brand values of inclusivity and positivity.	Lack of Accountability; One-way Communication; Lack of Evaluation and Learning Processes	• No climate data, sustainability metrics, or product impact information; focus lies on brand identity, not ecological effect. • No participatory features beyond content consumption; campaign is aesthetic and message-driven, not co-creative. • No insight into whether campaign outcomes (e.g. brand lift, behavior change) are measured or reported.	The Feed Your You campaign successfully positions plant-based eating as a personal, expressive lifestyle choice. Through identity-driven storytelling, stylized photography, and inclusive visual language, it appeals to individual empowerment and self-definition. This approach strengthens emotional resonance and cultural relevance, particularly among younger audiences. However, the campaign remains rooted in personal branding rather than ecological responsibility. It lacks explicit references to environmental impact and does not include any mechanisms for accountability or measurable sustainability outcomes. As such, its communicative power lies in inspiration rather than transformation.

Source: Own Illustration, 2025

Table A 5: Coding Matrix Part II – ALPRO

5	ALPRO	**Creator-Campaign: Alpro x Kitchen Stories**	**a)** Website / App – Recipes + Social Media Content **b)** Competitions (cf. Kitchen Stories, n.d.-a; Kitchen Stories, n.d.-b; Kitchen Stories, n.d.-c; Kitchen Stories, 2024a; Kitchen Stories, 2024b; Kitchen Stories, 2024c; Kitchen Stories, 2023)	**a)** • Recipe titles and descriptions referencing seasonal occasions (e.g. Easter brunch); messaging includes subtle plant-based framing (Text) • Step-by-step cooking visuals, food close-ups, lifestyle photography; Kitchen Stories and Alpro co-branding visible (Visual) • Published on Kitchen Stories platforms (app, website); branded collaboration content integrated into editorial structure (Contexual) **b)** • Promotional captions announcing giveaways (e.g. Barista kit, breakfast set) (Text) • Product bundles, breakfast scenes, branded packaging and utensils; use of campaign color schemes (Visual) • Participation via comments, story replies, form entries or hashtag use (Interactive)	Strategic Goal Alignment; Audience Segmentation; Emotional and Narrative Framing; Multichannel Approach; Participatory Elements	• Encourages plant-based habits through practical, accessible food inspiration; fits with Alpro's dietary transformation goals. • Targets recipe-seeking, cooking-savvy users on lifestyle platforms; content appeals to everyday cooks and foodies. • Uses mood-based food narratives (e.g. Easter breakfast), visual warmth, and festive framing to increase identification. • Content spread across app, TikTok, Facebook, LinkedIn, and web; video, UGC, and print elements included. • Includes giveaways and user interaction (e.g. comment-based entry); encourages viewer response and participation.	Lack of Accountability; Ignoring Audience Diversity; Lack of Evaluation and Learning Processes	• No connection to environmental metrics, sustainability facts, or claims related to CO_2, packaging, etc. • Visuals and recipe choices reflect limited cultural variation; no translation into multiple dietary frameworks or accessibility needs. • No reference to impact tracking or long-term outcome evaluation of user engagement or behavior change.	The collaboration with Kitchen Stories offers an approachable, lifestyle-oriented entry point into plant-based eating through visually engaging recipe content and influencer-driven formats. It blends branded storytelling with practical cooking guidance and supports audience engagement via social media activation and interactive giveaways. This combination effectively promotes everyday usability and emotional appeal. However, the campaign's cultural framing remains narrow, focusing primarily on Western festive and breakfast rituals. Sustainability is referenced only indirectly through ingredient choice, without explicit environmental framing or measurable claims. While behaviorally inviting, the campaign lacks depth in ecological communication and diversity in representation.
6	ALPRO		Cooperation with "Too Good To Go" - Website – Article, Study + Social Media Content (e.g. LinkedIn) (cf. Alpro, 2021b; Danone & Too Good To Go, 2021; Danone, 2023b)	• Phrases such as "Waste Warrior Brand" and "Together against food waste"; statements on environmental impact of food waste and collaborative solutions (Text) • Infographics (e.g. food waste statistics), co-branded banners, product images with campaign labels; LinkedIn visuals with sustainability messaging (Visual)	Strategic Goal Alignment; Scientific Accuracy and Credibility; Multichannel Approach; Authenticity and Transparency	• Frames food waste reduction as part of Alpro's broader sustainability goals; aligns with planetary health logic (cf. Alpro Foundation, 2025b; Driscoll, 2019, p. 7). • Communicates via research collaboration with Too Good To Go; supports claim with jointly published study. • Disseminated via blog, PDF study, and LinkedIn; designed for professional and sustainability-savvy audiences. • Framed as part of a system-level challenge; avoids self-congratulation by highlighting partnerships and collective responsibility.	Overuse of Technical Jargon; One-way Communication; Lack of Evaluation and Learning Processes	• Use of abstract metrics and sectoral terms in the PDF study may limit accessibility for general audiences. • Communication is static and top-down; no interactive elements or opportunities for user engagement or co-creation. • No visible mechanism for follow-up or evaluation of Alpro's own waste performance or impact derived from the partnership.	This partnership positions Alpro as an active participant in addressing food waste as a systemic sustainability challenge. The collaboration is strengthened by its alignment with research-based messaging and external credibility through a recognized platform. It signals institutional responsibility and aligns with Alpro's broader environmental goals. However, the communication is primarily structured for corporate and professional audiences. It lacks emotionally resonant storytelling or participatory entry points for consumers.
7	ALPRO		Cooperation with WWF -> e.g. Participation in 'One Planet Thinking' --> B Corp certification + Press, Social Media Content (cf. Alpro, 2018a; Alpro, 2021c; Alpro, 2018b; Alpro, 2022c)	• Mentions of "science-based targets," "One Planet Thinking," and "together for biodiversity"; certification statements (e.g. "B Corp certified since 2018") (Text) • Logos from WWF, One Planet Thinking, and B Corp (Visual) • Framed as multi-level partnership across sustainability areas; presented via reports, blog posts, and LinkedIn; aligns brand with external environmental standards (Contextual)	Strategic Goal Alignment; Scientific Accuracy and Credibility; Multichannel Approach; Authenticity and Transparency; Impact Measurement	• Positions Alpro as part of systemic environmental transformation; aligns with planetary boundaries and biodiversity targets (Driscoll, 2019, p. 12). • Use of science-based frameworks (One Planet Thinking, SBTs); collaboration with credible NGOs (WWF, IUCN); B Corp as external audit. • Published via corporate site, press releases, and social channels; aimed at both public and institutional audiences. • Transparent explanation of goals and criteria; long-term certification (B Corp) strengthens credibility. • Framework includes environmental impact dimensions (land, water, biodiversity); B Corp score reflects ongoing metrics.	Overuse of Technical Jargon; One-way Communication	• The use of abstract terms like "science-based targets for nature" or "planetary boundaries" assumes familiarity with scientific frameworks --> Without supporting explanations or visual aids, such terminology can reduce accessibility and make the message difficult for non-expert audiences to fully understand. • Focus is on providing information; no interaction opportunities for consumers or stakeholders.	Alpro's participation in One Planet Thinking and B Corp certification reflects long-term sustainability alignment and external accountability. While strong in legitimacy, the communication is formal and non-dialogic, not optimized for public engagement.
8	ALPRO		Influencer / Social Media – Veganuary-Campaign with Alexander Kumptner (cf. Danone, 2025; alexanderkumptner, 2025)	• Captions highlighting plant-based inspiration (e.g. "Start your day the gourmet way"); emphasis on seasonal messaging linked to Veganuary (Text) • Short-form recipe videos and photos featuring Kumptner; kitchen setting, close-ups of food and Alpro products (Visual) • Story replies, comment prompts (e.g. "Would you try this?"); posts tagged with #Veganuary and campaign-specific hashtags (Interactive)	Strategic Goal Alignment; Audience Segmentation; Emotional and Narrative Framing; Multichannel Approach	• Promotes plant-based choices during Veganuary; tied to seasonal motivation and behavioral change. • Targets food-interested and flexitarian audiences via celebrity chef; lifestyle framing lowers barrier to entry. • Uses personal and culinary storytelling (Kumptner as "gourmet guide") to emotionally position plant-based breakfast. • Communicated via Instagram Reels, LinkedIn, and possibly earned media; adapted to both visual and professional platforms.	Lack of Accountability; Ignoring Audience Diversity	• No information on climate impact, sustainability benefits, or environmental framing of product use. • The visual style, tone, and cultural references are tailored to a Western-European, gourmet-oriented audience. There is limited representation of diverse cultural backgrounds, dietary contexts, or accessibility needs, which may reduce the campaign's inclusivity and broader societal relevance.	This campaign leverages celebrity influence and gourmet appeal to make plant-based eating feel aspirational and accessible. By framing dietary change around indulgent yet simple breakfast moments, it lowers the barrier for flexitarian audiences and aligns with the seasonal momentum of Veganuary. The personal tone and high-quality visuals enhance emotional engagement and brand affinity. However, the focus remains culinary and lifestyle-driven, with no direct link to environmental benefits or sustainability metrics. Additionally, the campaign reflects limited cultural and dietary diversity, narrowing its relevance to broader or global audiences. Its strength lies in inspiration rather than depth or inclusivity.
9	ALPRO		Instagram – Live Q&A about Sustainability (cf. Alpro, 2024c)	• Caption "How many did you get?" refers to quiz-style recap or sustainability fact-check; informal tone to spark reflection and engagement (Text) • Reel format shows brand rep responding to selected questions; simple setup, branded colors, short on-screen text overlays (Visual) • Public placement in urban spaces (Contextual) • Direct and live communcation, Instagram features like CTA (Interactive)	Audience Segmentation; Emotional and Narrative Framing; Authenticity and Transparency; Participatory Elements	• Targets Alpro's Instagram audience directly; designed for sustainability-interested social media users. • Uses informal, open language; fosters emotional trust through brand approachability. • Live Q&A format suggests openness and honesty; real-time responses reduce brand distance. • Comment sections, question prompts, and live interaction allow for real-time engagement and co-created conversation.	Lack of Accountability; Lack of Evaluation and Learning Processes	• Communication does not include any reference to concrete climate-related goals, impact metrics, or measurable performance benchmarks. Sustainability is mentioned in broad terms, without clear indicators of what the brand is aiming to achieve or how progress will be assessed. • No visible follow-up mechanism to assess the effectiveness of the communication or reflect on audience engagement. The campaign lacks transparency regarding lessons learned, outcome analysis, or how user feedback is used to inform future sustainability messaging.	The Live Q&A format provides a rare moment of brand accessibility, enabling real-time interaction and signaling transparency through open dialogue. It helps humanize the brand and fosters trust by addressing user questions directly in an informal, relatable setting. However, the content lacks strategic follow-up or data disclosure.
10	ALPRO		Product packaging (cf. Alpro, 2025g)	• On-pack statements like "100% plant-based," "Better for the planet," or climate footprint-related messages; minimal, informative language tied to product benefits (Text) • Sustainability seals, CO_2 icons, and clean graphic layouts; use of color codes (e.g. green tones) to signal environmental focus; consistent typography (Visual)	Strategic Goal Alignment; Audience Segmentation; Scientific Accuracy and Credibility; Multichannel Approach; Authenticity and Transparency; Impact Measurement	• Packaging directly supports Alpro's environmental goals (less plastic, improved recyclability source regeneratively); tied to brand positioning (cf. Alpro, 2020, pp. 15-21). • Design intentionally modernized for Gen Z and younger flexitarians; visual language reflects eco-conscious values (cf. Green Queen, 2023). • Includes specific packaging improvements (e.g. FSC-certified cardboard, reduced plastic); shows data-backed shifts. • Communicated via physical packaging, website, and media coverage; part of both consumer touchpoint and brand storytelling. • Claims are modest and traceable; clearly explain what's improved and what's still being developed. • Claims include percentages (e.g. plastic saved, recyclability gains); positioned within 2025 packaging targets (cf. Alpro, 2020, p. 21).	Ambiguous or Misleading Language; One-way Communication	• Phrases like "better for the planet" or "plant-based power" are used on packaging without direct explanation or linkage to concrete environmental performance; this may create an impression of impact that is not always quantified or certified. • Static communication – no direct feedback channel, QR engagement, or consumer participation formats.	This initiative highlights Alpro's packaging improvements through clear, on-pack messaging and a sustainability-focused landing page. The visuals and tone support credibility and align with brand identity. However, the communication remains vague, relying on broad claims without interactive features or concrete environmental metrics, which limits transparency and consumer trust.
11	ALPRO		Website – Alpro **a)** „Blog" Article / News / Press (e.g. Sustainability Summary) (cf. Alpro, 2025h; Alpro, 2021d)	**a)** • Titles like "Sustainability is part of our DNA" or "Betterpacks"; brand voice blends educational tone with accessibility; covers topics like packaging, CO_2 savings, ingredients (Text) • Header images showing products or ingredients; clean layout with section headers, pull quotes, and icon elements (Visual) • Published on Alpro's official website; connects product innovations to sustainability messaging (Contextual)	Strategic Goal Alignment; Scientific Accuracy and Credibility; Multichannel Approach; Authenticity and Transparency	• Articles support Alpro's broader communication on health, climate, and sustainable food systems. • Some articles reference third-party data or initiatives (e.g. Betterpacks, B Corp); claims are mostly grounded in product facts. • Content hub on official website; referenced in other Alpro campaigns and external PR. • Tone is open and informative; topics range from packaging to sourcing, suggesting internal reflection and awareness.	Ambiguous or Misleading Language; Overuse of Technical Jargon	• Articles often use soft claims ("planet-friendly," "plant-based good vibes") without clearly defined impact metrics. • The language sometimes assumes prior knowledge and may limit accessibility for broader audiences unfamiliar with environmental terminology.	Alpro's branded articles provide accessible, lifestyle-oriented content that promotes sustainability in a friendly and optimistic tone, though they often rely on broad claims and lack analytical depth. In contrast, the Alpro Foundation offers scientifically grounded resources for professionals, featuring detailed research and educational materials. While each format has its limitations, either in scientific rigor or accessibility, the combination allows Alpro to reach both lay audiences and expert stakeholders, effectively bridging informal communication and evidence-based credibility across target groups.
			b) Alpro Foundation (cf. Alpro Foundation, 2025c)	**b)** • Scientific explanations and summaries on plant-based health and environmental impact; references to peer-reviewed studies; educational tone (Text) • PDF reports with charts, icons, and tables; academic presentation style; branded with foundation and Alpro logos (Visual) • Hosted separately from the main Alpro site; targets professionals, educators, and researchers (Contextual) • Downloadable reports, links to external resources; some presentations and educational toolkits available (Interactive)	Strategic Goal Alignment; Audience Segmentation; Scientific Accuracy and Credibility; Authenticity and Transparency; Impact Measurement	• Promotes plant-based nutrition as part of a broader transformation toward sustainable and health-conscious food systems (cf. Alpro, 2020, p. 6). • Specifically addresses experts such as researchers, educators, and health professionals with tailored, in-depth content. • Provides well-referenced, research-based materials including academic studies, reports, and summaries grounded in peer-reviewed science. • Operates independently from brand marketing, using an educational tone and non-commercial positioning to enhance trust. • Demonstrates outreach success through partnerships (e.g. education programs reaching 50,000+ families) (cf. PR Newswire, 2025).	Overuse of Technical Jargon	Language and structure of the materials presume a high level of prior knowledge. Scientific terms, data presentation, and dense formatting make the content difficult to access for general audiences, effectively limiting its communicative reach to those with existing scientific literacy.	

Source: Own Illustration, 2025

Table A 6: Coding Matrix Part III – ALPRO

12	ALPRO		Website – Sustainability Landing Page (cf. Alpro, 2025i)	• Language is optimistic and brand-aligned, with sustainability terms integrated in a consumer-friendly tone (Text) • High-quality, natural photography (partly from the "Feed Your You" campaign) shows diverse people enjoying plant-based food. Combined with soft earth tones and simple infographics (Visual) • Serves as central sustainability hub on the website; links out to packaging, reports, and campaign content. Integrates corporate storytelling with educational purpose; positioned between product and purpose messaging (Contextual) • Clickable sections reveal layered information (Interactive)	Strategic Goal Alignment; Multichannel Approach; Authenticity and Transparency	• Frames sustainability as a core brand value; connects plant-based eating to long-term environmental and health goals. • Functions as a central platform that connects campaigns, reports, and packaging information in one accessible space. • Uses real photography and unembellished language to build trust and relatability.			The landing page presents Alpro's sustainability commitments in a clean, visually cohesive, and brand-aligned format. It serves as a central hub that links various campaigns, pledges, and product claims. While the tone is accessible and optimistic, the communication remains largely static and one-directional. There is no space for user interaction or feedback, and impact data is fragmented across subpages without a clearly structured narrative or outcome reporting. The use of lifestyle visuals supports identification, but without stronger interactivity or performance disclosure, the page functions more as a positioning tool than a participatory or educational resource.
13	ALPRO		Website – Sustainability Report Vision (cf. Alpro, 2022)	• Sections include headings like "Our Vision 2020," "Key KPIs," and "Feeding our future with plants"; formal tone focused on targets, progress, and accountability (Text) • Charts, CO_2 bar graphs, KPIs, Scope 1–3 emissions visuals; consistent use of Alpro branding, icons, and infographic elements (Visual)	Strategic Goal Alignment; Scientific Accuracy and Credibility; Authenticity and Transparency; Impact Measurement	• Clearly aligns with Alpro's long-term sustainability strategy, including Planetary Plate vision, 2025 goals, and science-based targets (cf. Alpro, 2020, pp. 6-11). • References global authorities (EAT-Lancet, WHO, FAO); data is supported by robust scientific models and frameworks. • Discloses both achievements and challenges; includes specific targets, baselines, and current performance status. • Provides detailed metrics (e.g. CO_2e/kg, water use/kg, packaging improvements); structured into "Planet Goals" and "Health Goals."	Overuse of Technical Jargon	• The complexity of language used in the materials (through scientific terminology, dense phrasing, or data-heavy explanations) can present a barrier to understanding. This may limit accessibility for non-specialist audiences and reduce the campaign's overall engagement and communicative reach.	The Sustainability Report functions as a strategic anchor in Alpro's communication, offering detailed metrics, clearly defined goals, and structured transparency. It reinforces the brand's accountability and long-term vision. However, the report's technical language, dense formatting, and static PDF presentation reduce its accessibility for general audiences and limit its emotional appeal. As a result, its reach remains strongest among professional or institutional stakeholders.

Source: Own Illustration, 2025

ALPRO – **1** – Ad Campaign "Climate Change Your Mind" x EAT Foundation

1a)

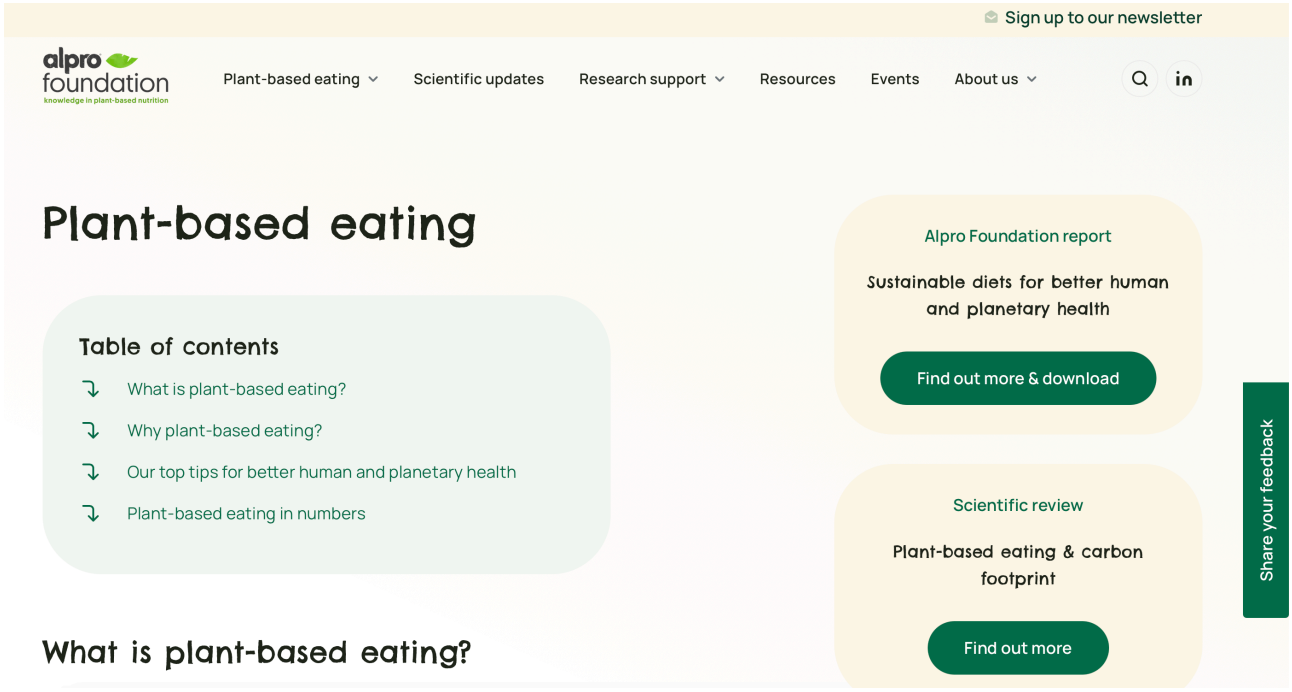


Figure A 48: Climate Change Your Mind x EAT Foundation – Excerpt Information Material
Source: Adapted from Alpro Foundation, 2025a

1b)

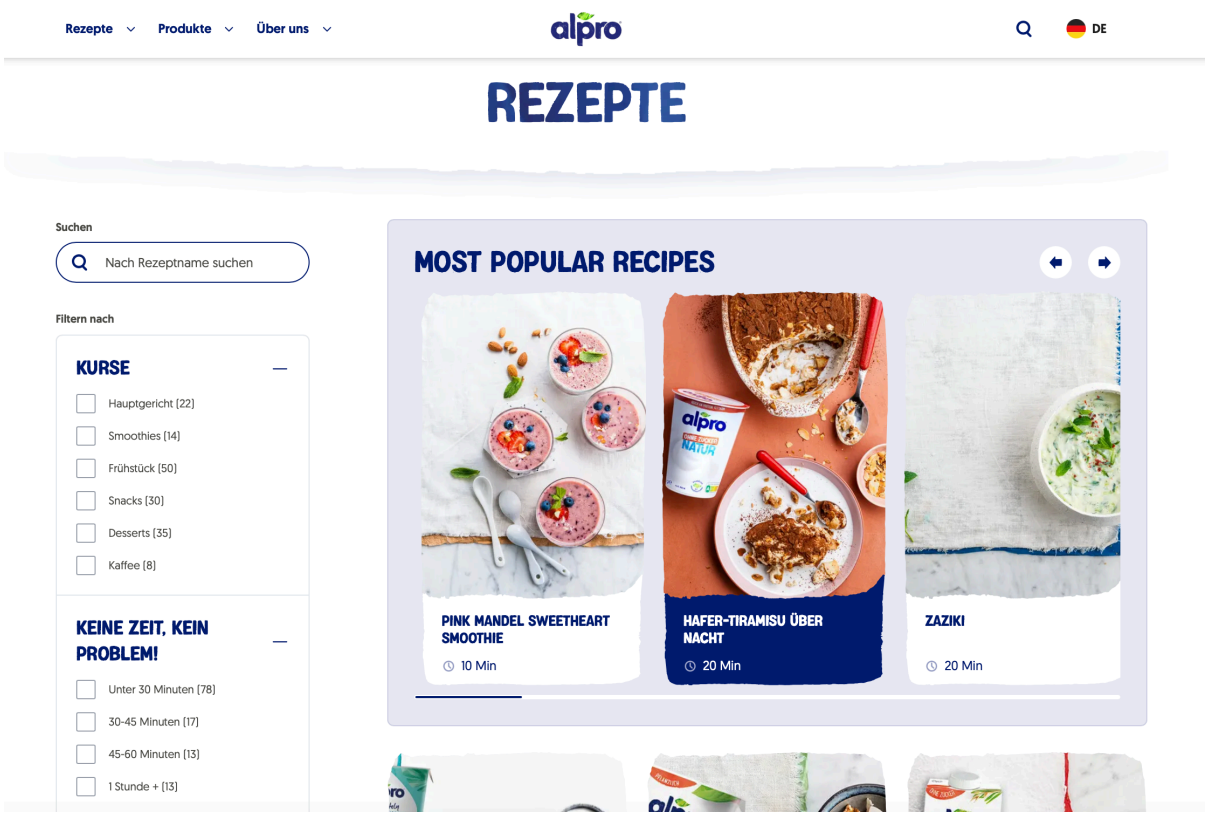


Figure A 49: Climate Change Your Mind x EAT Foundation – Excerpt recipe collection
Source: Adapted from Alpro, 2025c



Figure A 50: Climate Change Your Mind x EAT Foundation - Excerpt example recipe
Source: Adapted from Alpro, 2025d

1c)

Danone
3.395.780 Follower:innen
3 Jahre · Bearbeitet

New Year, new Swedish classics 😉! Dante Zia makes new versions of everyday Swedish favorites – as ambassador of the "Climate change your mind" initiative by Danone's plant-based brand **Alpro** and Gunhild Stordalen's **EAT** Foundation!

Spaghetti with meat sauce, chicken and sausage stroganoff continue to be the favorites of Swedish dinner tables. Now, chef Dante Zia introduces healthier and more sustainable versions of them.

All the dishes are based on the Planetary Health Diet, a scientific plate model based on the EAT-Lancet Commission's healthy and sustainable eating goals. The scientists behind the report say we need to change the way we eat to feed the entire population of the planet with healthy food within the planet's limits, and the plate model will help us do that.

It was in 2021 that EAT joined forces with Alpro to promote a healthier and more sustainable food system together. Today, food production accounts for one third of greenhouse gases and 70% of fresh water use. Something EAT and Alpro want to change with the "Climate Change your mind" initiative.

For more information on "Climate change your mind" and Dante's recipes, visit **https://lnkd.in/dtAy4xnu**. Read more about the planetary health diet HERE: **https://lnkd.in/dfN_ys22**.

#EATFoundation #Alpro #climatechangeyourmind #DanteZia #OnePlanetOneHealth



Figure A 51: Climate Change Your Mind x EAT Foundation x Dante Zia – Excerpt LinkedIn
Source: Adapted from Danone, 2021



Figure A 52: Climate Change Your Mind x EAT Foundation x Dante Zia – Excerpt Instagram I
Source: Adapted from dantezia*, 2022*

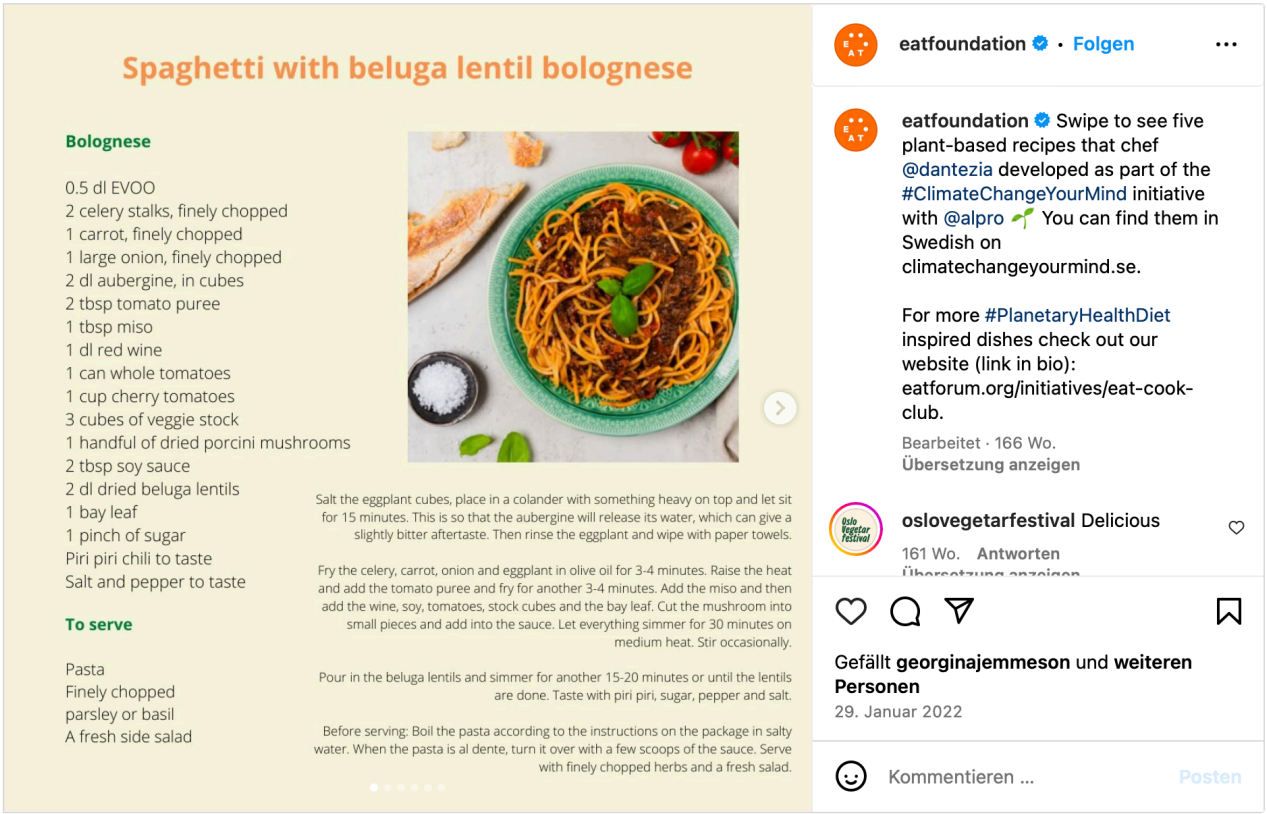


Figure A 53: Climate Change Your Mind x EAT Foundation x Dante Zia – Excerpt Instagram II
Source: Adapted from EAT Foundation, 2022

1d)

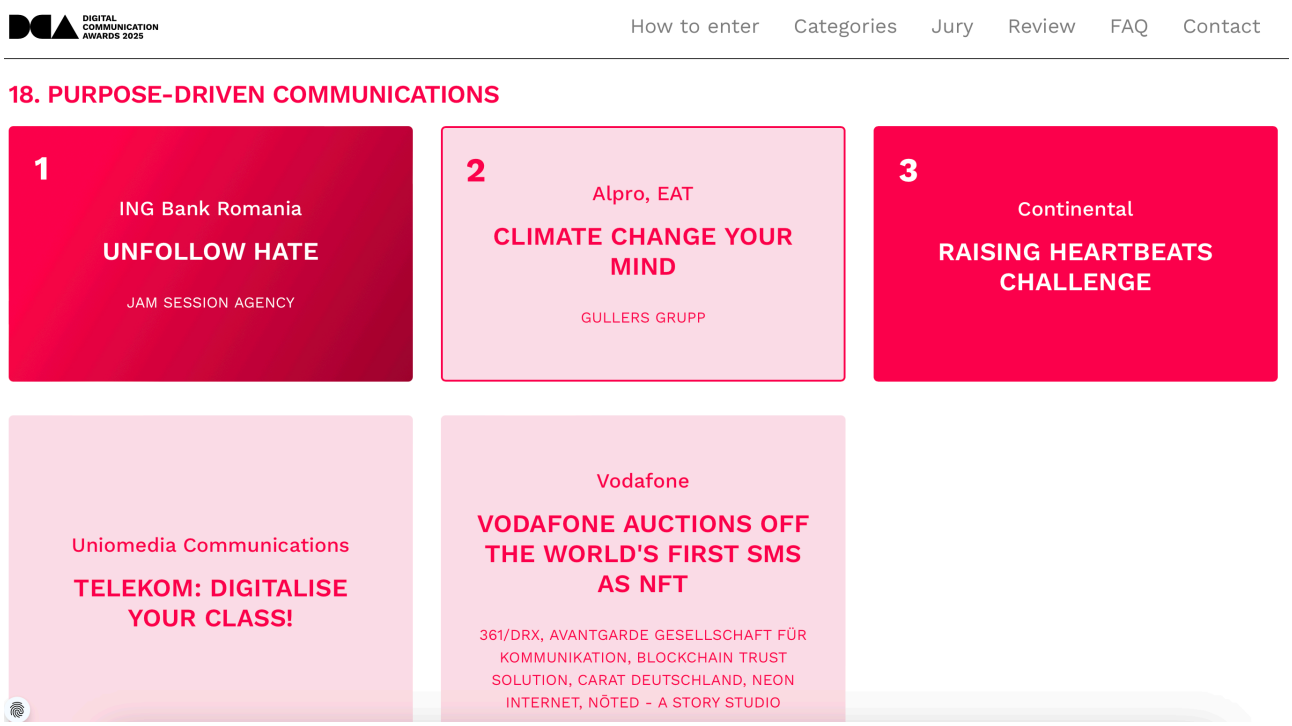


Figure A 54: Climate Change Your Mind x EAT Foundation – Excerpt Digital Communication Award 2025
Source: Adapted from Quadriga Media Berlin, 2022

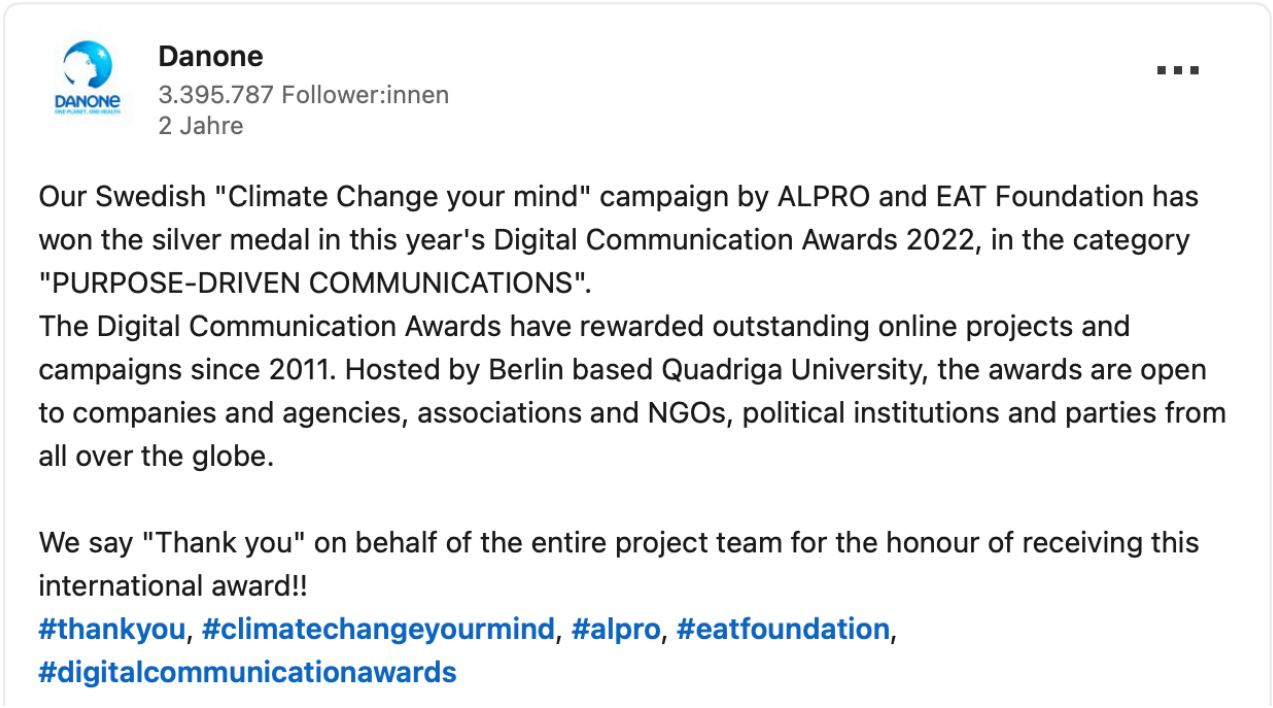


Figure A 55: Climate Change Your Mind x EAT Foundation – Excerpt LinkedIn Award I
Source: Adapted from Danone, 2023a

Danone
3.395.787 Follower:innen
2 Jahre

We are happy to share that our "Climate change your mind" campaign by **Alpro** and **EAT** won the Swedish Content awards 2022!

Together with our partners, the **EAT** Foundation, our ambassador Dante Zia and our PR agency Gullars, our **Alpro** campaign won the gold medal of this year's Swedish Content Awards - in the category of retail/trade!

Here the award winning recipes of the campaign: **https://lnkd.in/dXQurhEG**
#alpro, **#climatechangeyourmind**



177 · 4 Kommentare

Gefällt mir Kommentieren Teilen

Richard Trechman 2 Jahre

Amazing work by the team. With a great idea, passion & executed perfectly. Well done 👏

Figure A 56: Climate Change Your Mind x EAT Foundation – Excerpt LinkedIn Award II
Source: Adapted from Danone, 2022

2 – Inititative “Plan(e)t Positive"

2a)

The hero spot, Glug Glug Yum, uses humour to show that tried and tested methods to living more sustainably, such as riding a bike instead of driving or wearing multiple jumpers rather than turning on the heating, aren't the only way to make a difference.

The campaign features TV spots along with video on demand, social, radio, experiential and in-store activations and large-scale, out-of-home in high-impact areas.

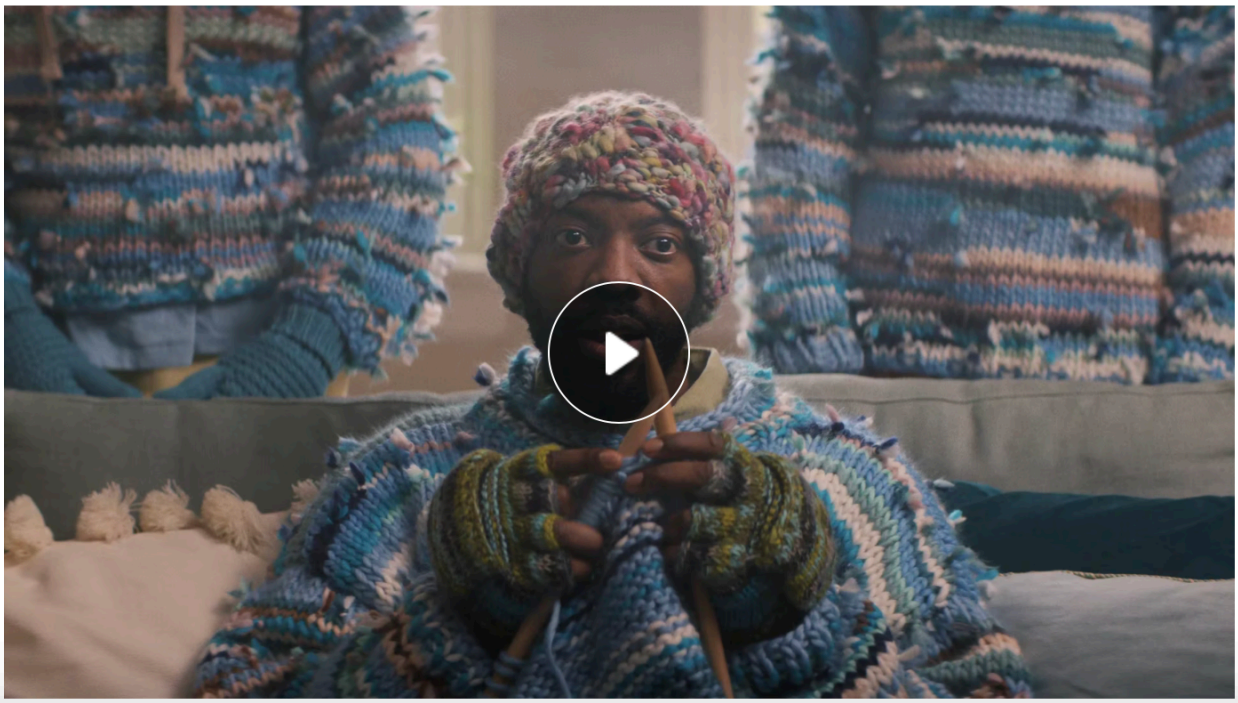


Figure A 57: Eat your way to a better planet – Excerpt "Glug Glug Yum"
Source: Adapted from WPP, n.d.

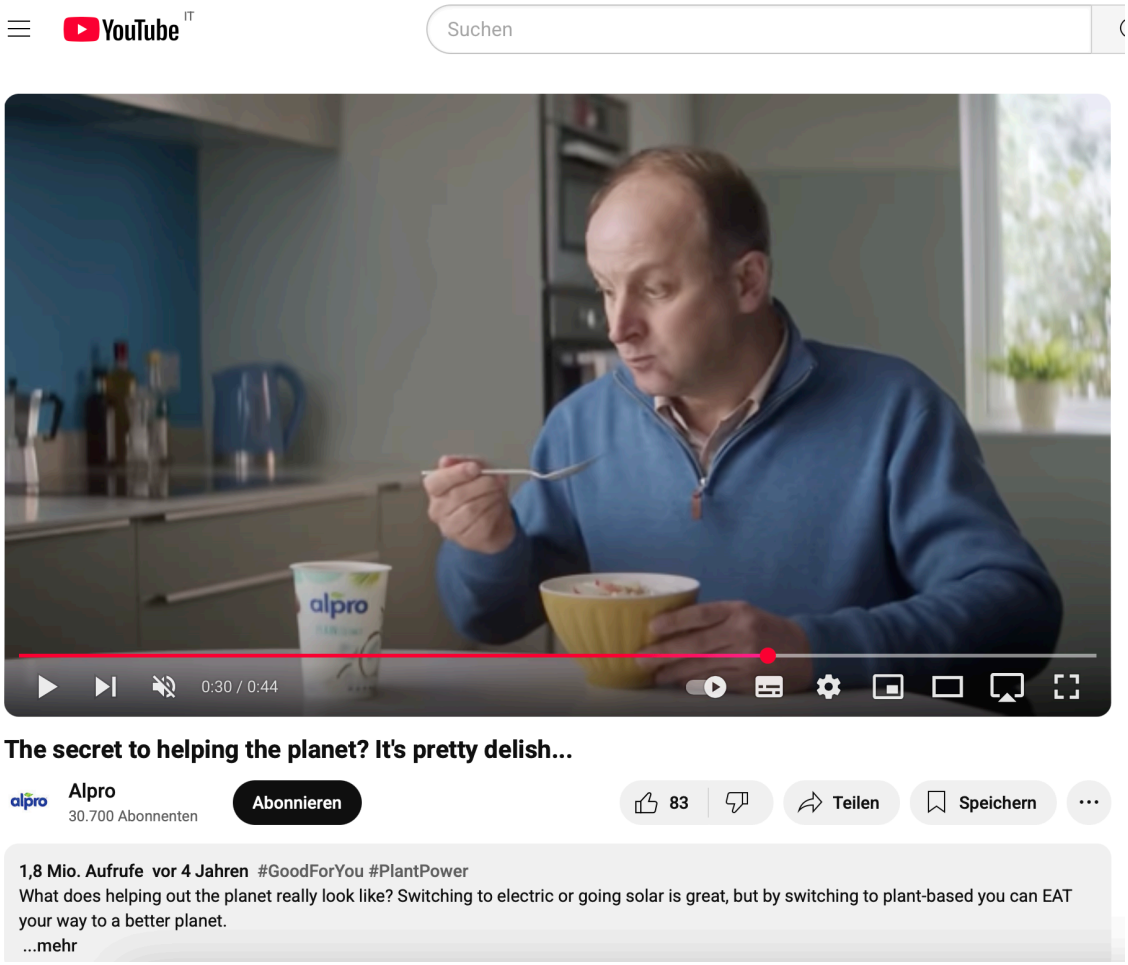


Figure A 58: Eat your way to a better planet – Excerpt YouTube
Source: Adapted from Alpro, 2021a

2b)

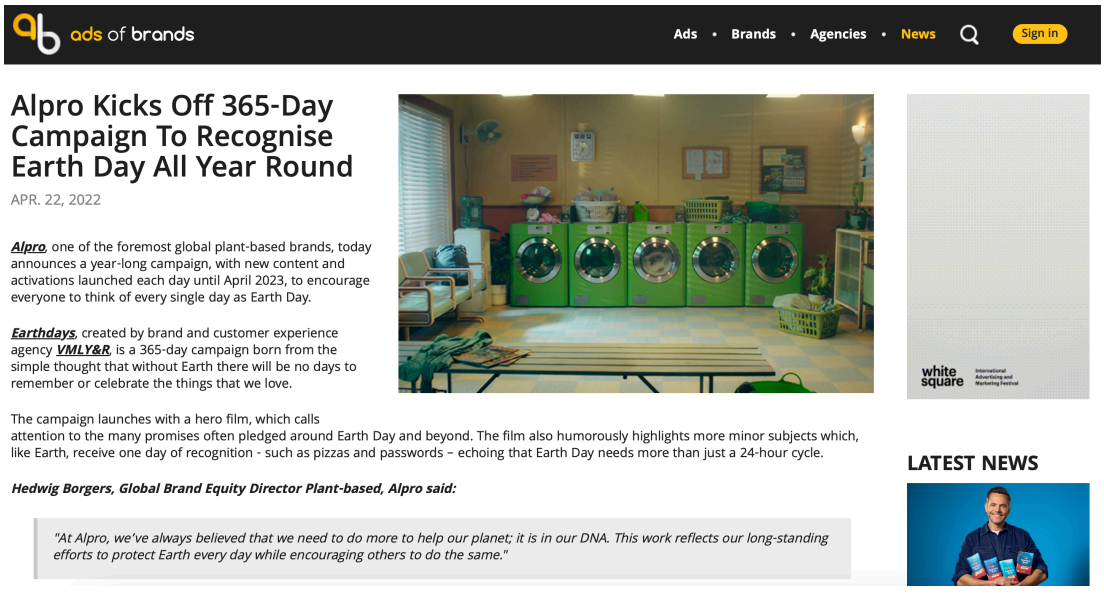


Figure A 59: Earth Day – Excerpt Press
Source: Adapted from Ads of Brands, 2022

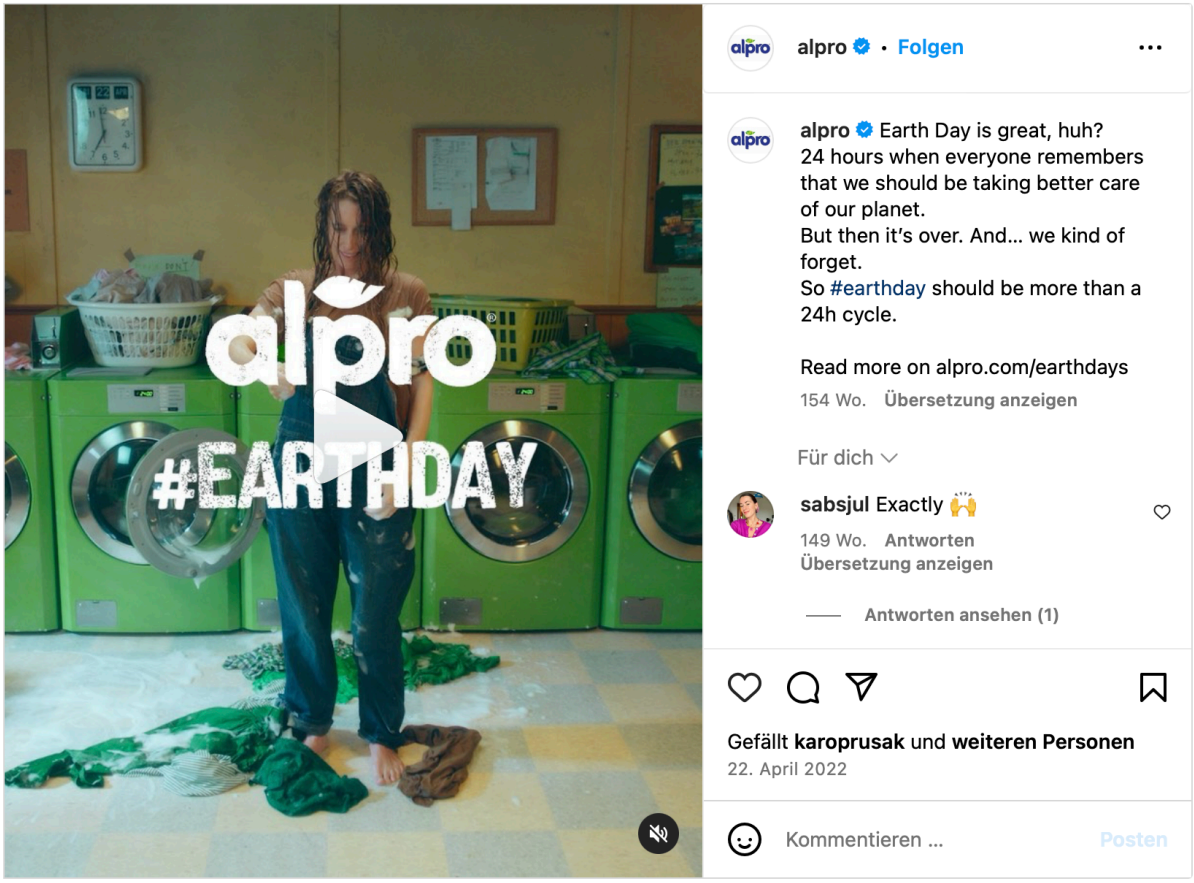


Figure A 60: Earth Day – Excerpt Instagram I
Source: Adapted from Alpro, 2022a



Figure A 61: Earth Day – Excerpt Instagram II
Source: Adapted from Alpro, 2022b

2c)

Home > News > 40 years on, Alpro remains the plant-based force driving t...

17.09.2020

40 YEARS ON, ALPRO REMAINS THE PLANT-BASED FORCE DRIVING THE FOOD REVOLUTION



Figure A 62: Earth Day – Excerpt "Our Pledge 2025"
Source: Adapted from Alpro, 2025e

3 – Ad Campaign "Go Big on Plants”

3a)



Figure A 63: Go Big on Plants – Excerpt Pop-Up Tour (Planthouse Experience) I
Source: Adapted from Field Marketing, 2019

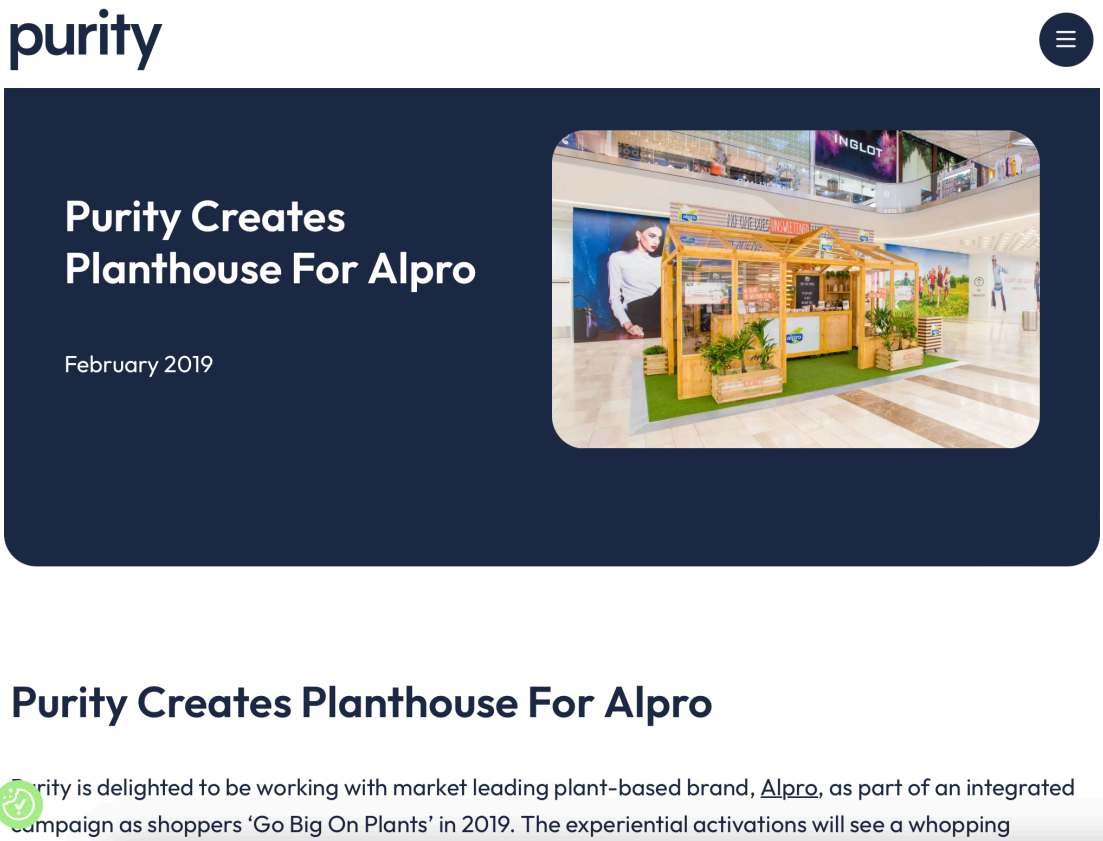


Figure A 64: Go Big on Plants – Excerpt Pop-Up Tour (Planthouse Experience) II
Source: Adapted from We Are Purity, 2019

3b)

SPACEANDPEOPLE BRANDS & AGENCIES RETAIL PROMOTIONS VENUES FREE SPACE LATEST CONTACT LOGIN

themselves. This sampling campaign enables them to experience the products first-hand with a versatile choice of products during the experiential campaign. The ‘plant-based pop-up’ transports shoppers from the city centre into a calm oasis. There they can take a seat at the DIY toppings bar for breakfast, or consumers can taste a Curry Carrot soup for lunch or dinner.

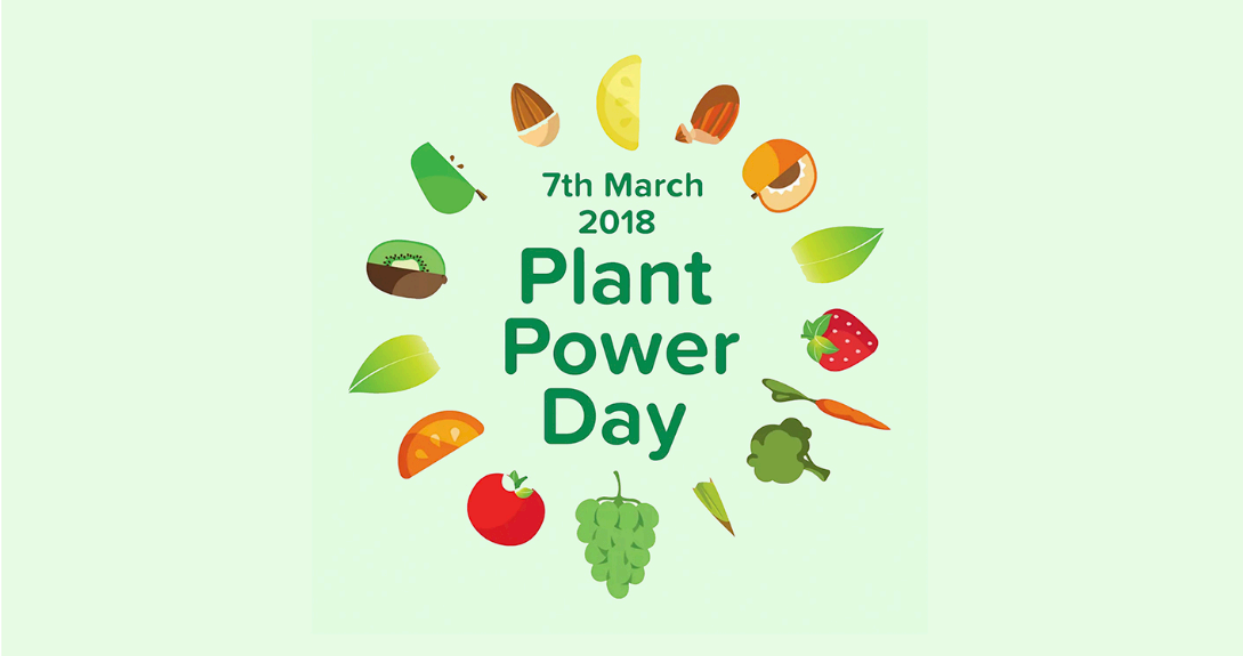


Alpro activation campaign taking place at London Victoria Station on Plant Power Day.

Figure A 65: Go Big on Plants – Excerpt Public Sampling-Campaign
Source: Adapted from SpaceandPeople, n.d.

3c)

Dairy alternative manufacturer Alpro has teamed up with vegan chefs BOSH! to celebrate the launch of its new Plant Power Day event with a vegan supper club.



Alpro is partnering with vegan chefs BOSH!, who are known for their creative and delicious plant-based recipes, for what the brand is calling the UK's first ever "planquet".

Alpro is also creating Plant Power Day in a bid to encourage people to "take plants off the side-lines and make them the headliner of any meal".

The supper club will feature "rustic" tables with herbs and plant-based foods such as oregano, thyme, almonds and hazelnuts, as well as fruit and vegetables set around beautiful seasonal foliage.

Figure A 66: Go Big on Plants – Excerpt "Plant Power Day"
Source: Adapted from Vegan Food & Living, 2018

4 – Ad Campaign „Feed Your You“ x Scott Grummett

4a)



Figure A 67: Feed Your You – Excerpt Landing Page
Source: Adapted from Alpro, 2025f

4b)



Figure A 68: Feed Your You – Excerpt Print Billboard
Source: Adapted from Vegconomist, 2023b



Figure A 69: Feed Your You – Excerpt Launch
Source: Adapted from Vegconomist, 2023c



Figure A 70: Feed Your You x Scott Grummett – Excerpt I
Source: Adapted from Grummett, 2023

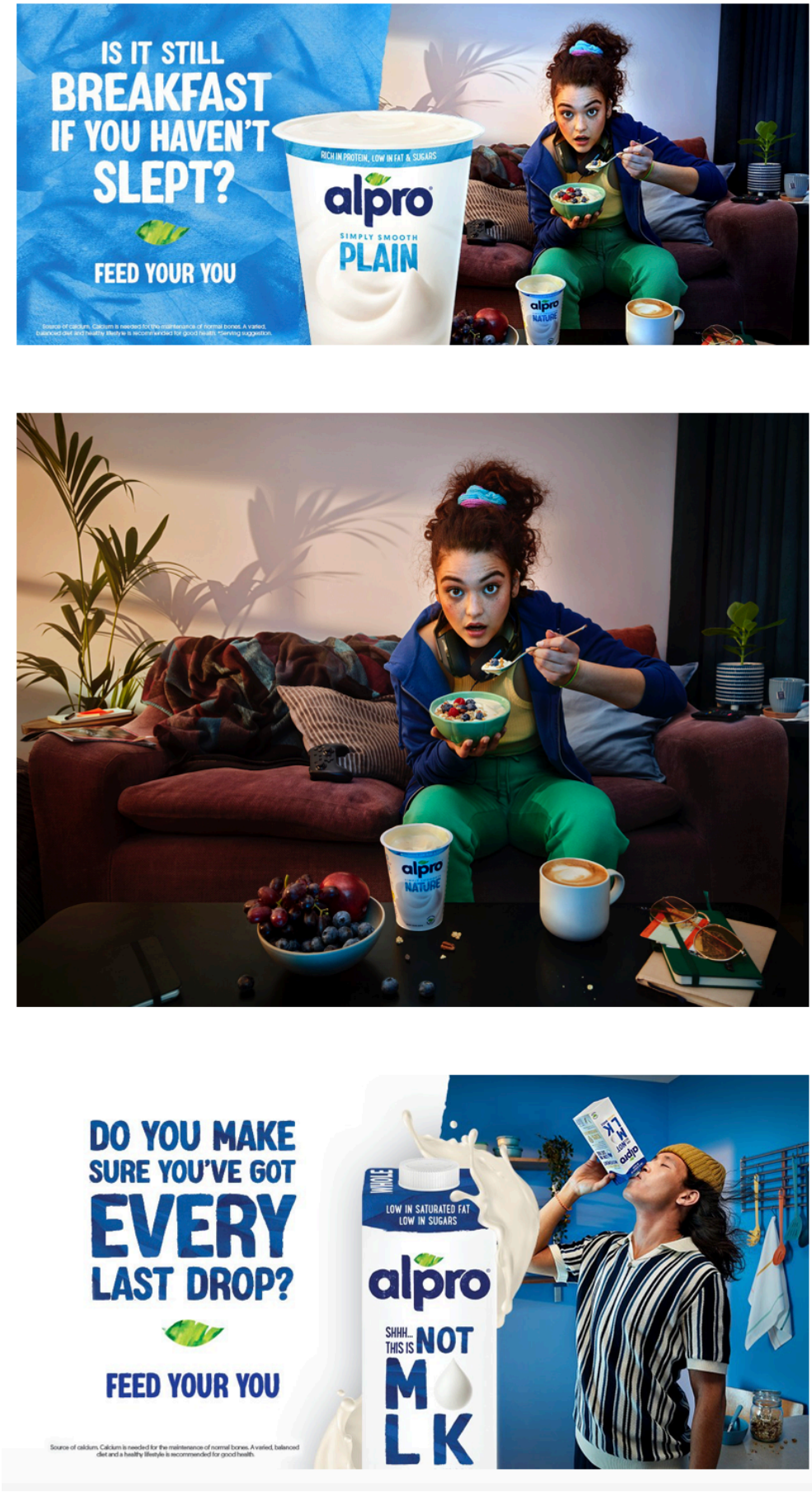


Figure A 71: Feed Your You x Scott Grummett – Excerpt II
Source: Adapted from Grummett, 2023

4c)

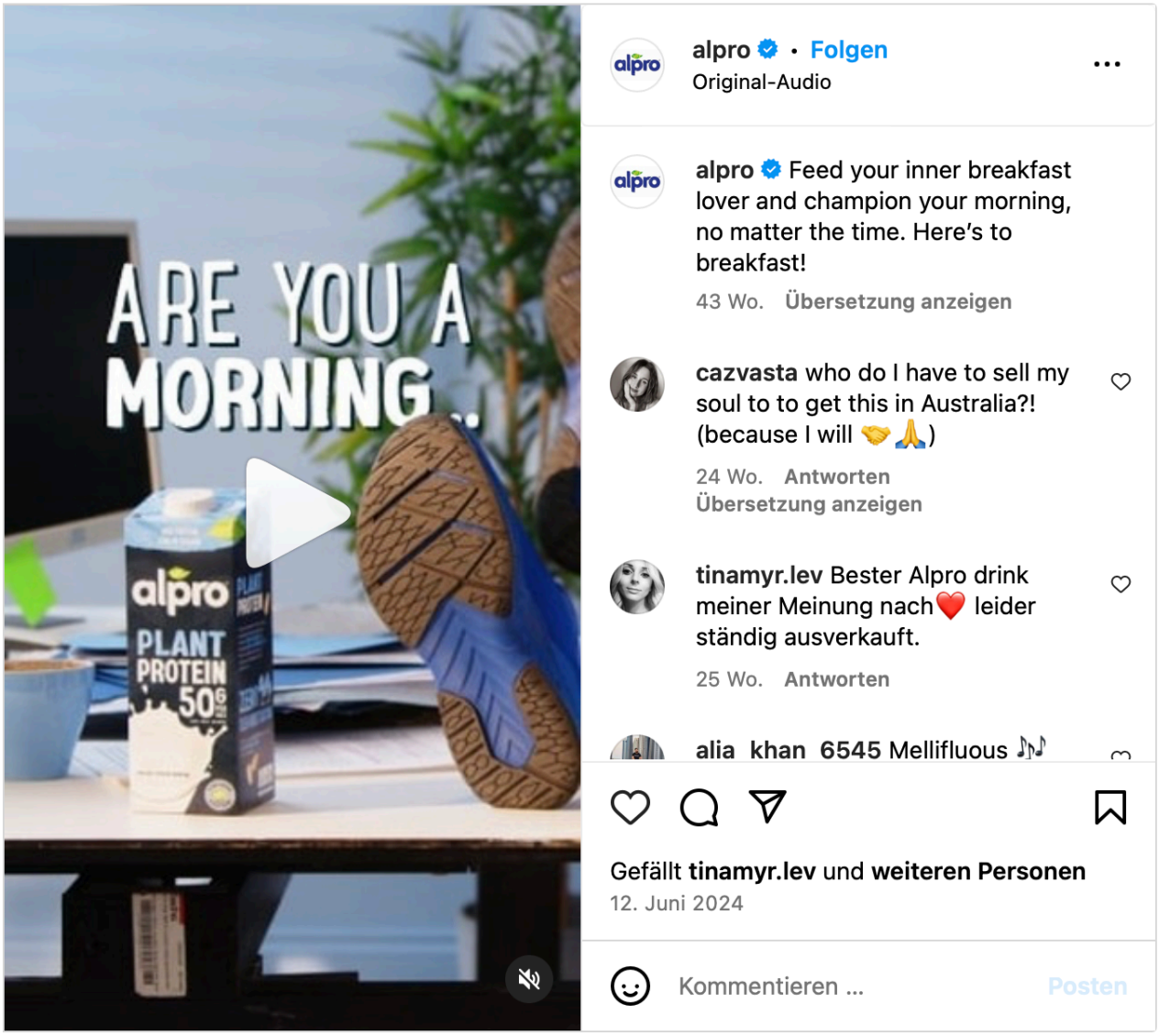


Figure A 72: Feed Your You – Excerpt Instagram I
Source: Adapted from Alpro, 2024a

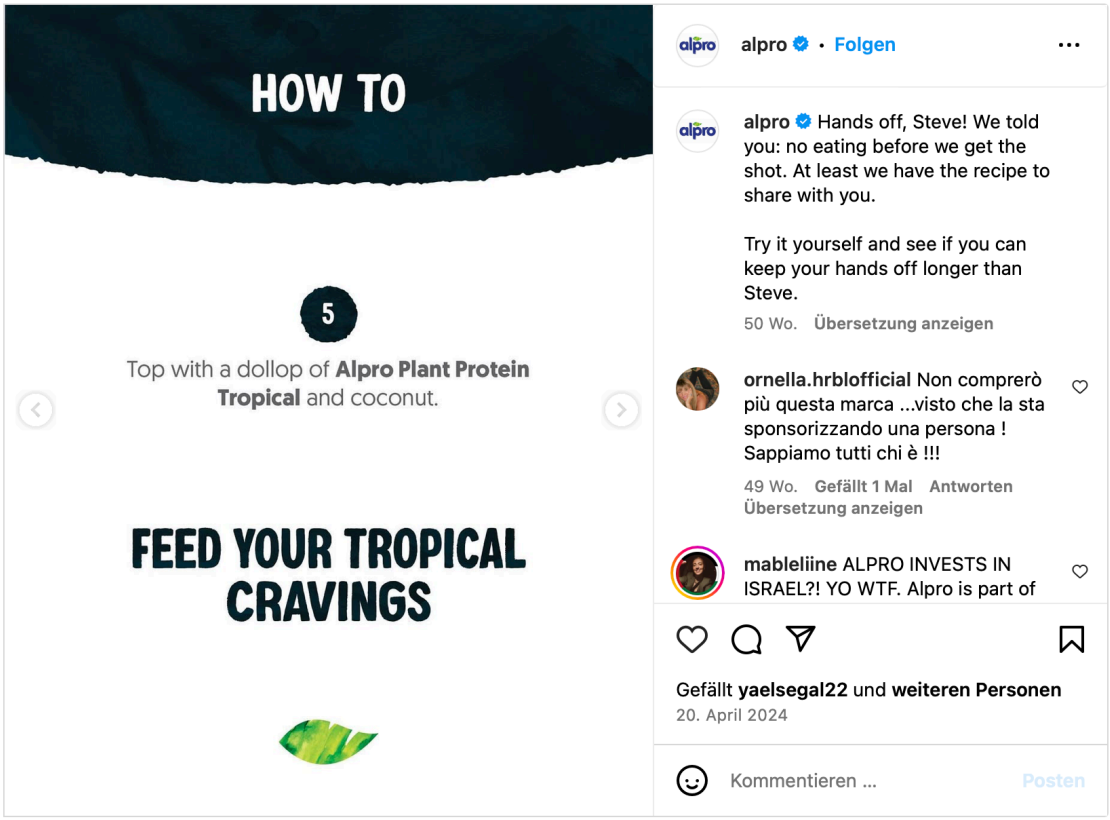


Figure A 73: Feed Your You – Excerpt Instagram II
Source: Adapted from Alpro, 2024b

5 – Creator-Campaign: Alpro x Kitchen Stories

5a)

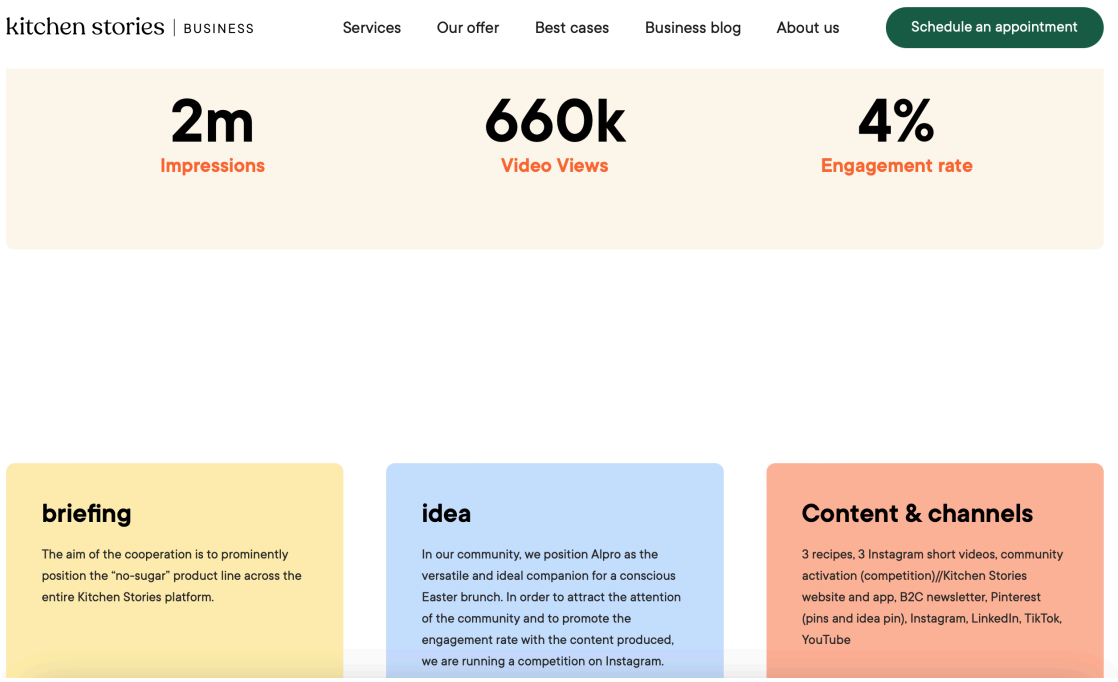


Figure A 74: Alpro x Kitchen Stories – Excerpt Landing Page
Source: Adapted from Kitchen Stories, n.d.-a

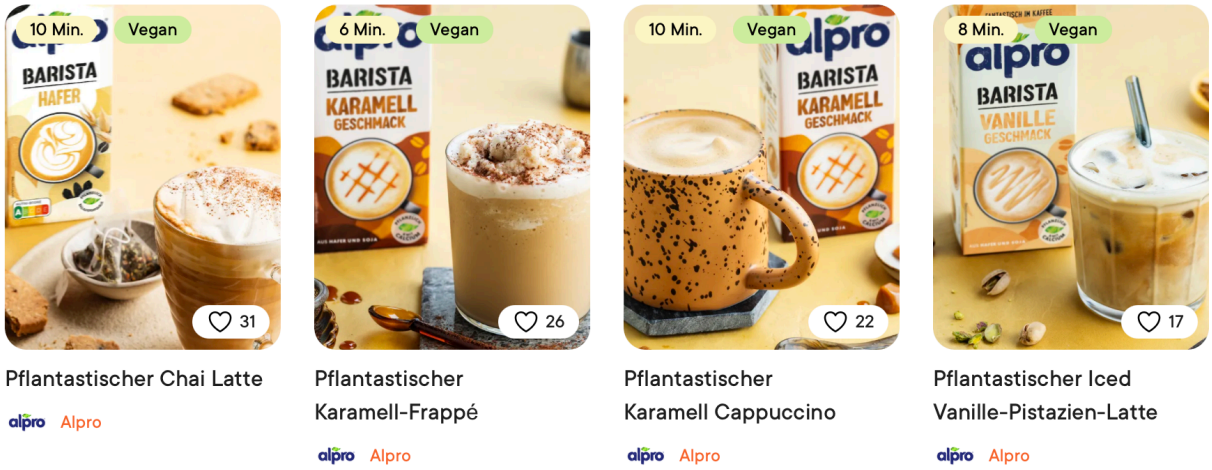


Figure A 75: Alpro x Kitchen Stories – Excerpt Recipes
Source: Adapted from Kitchen Stories, n.d.-b



Figure A 76: Alpro x Kitchen Stories – Excerpt Recipe
Source: Adapted from Kitchen Stories, n.d.-c

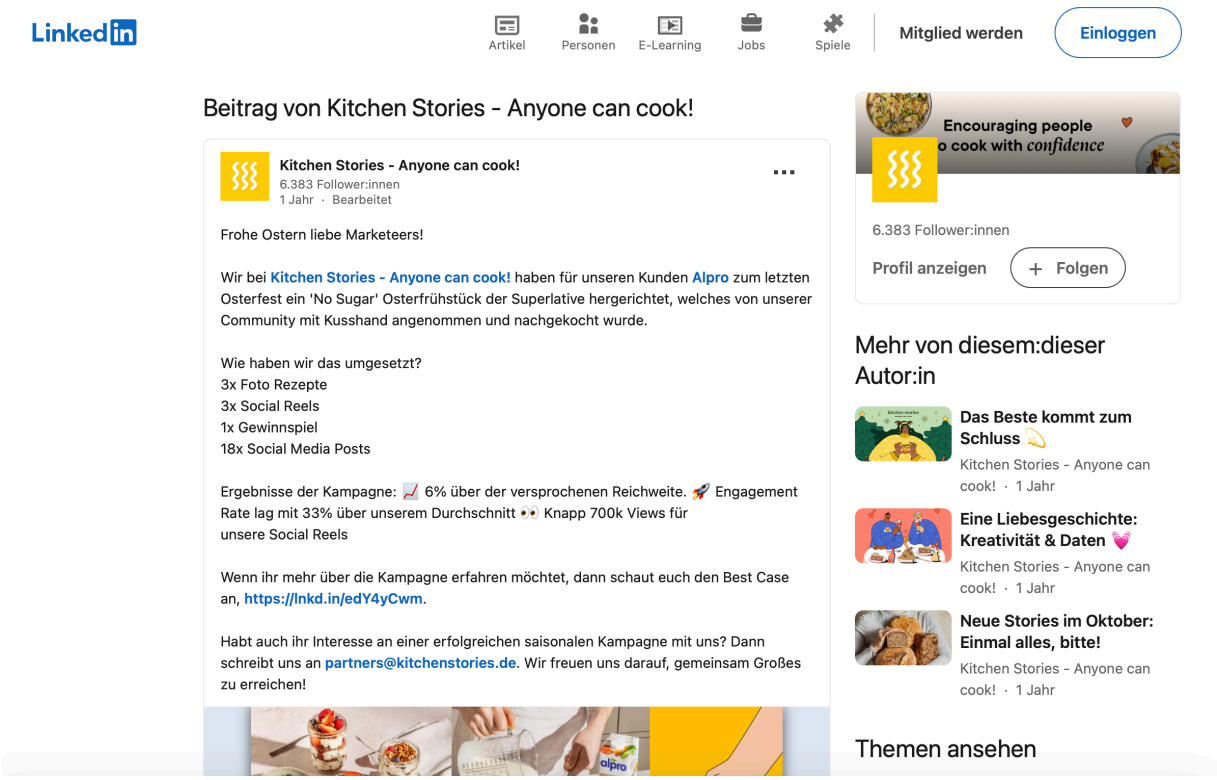


Figure A 77: Alpro x Kitchen Stories – Excerpt LinkedIn
Source: Adapted from Kitchen Stories, 2024a

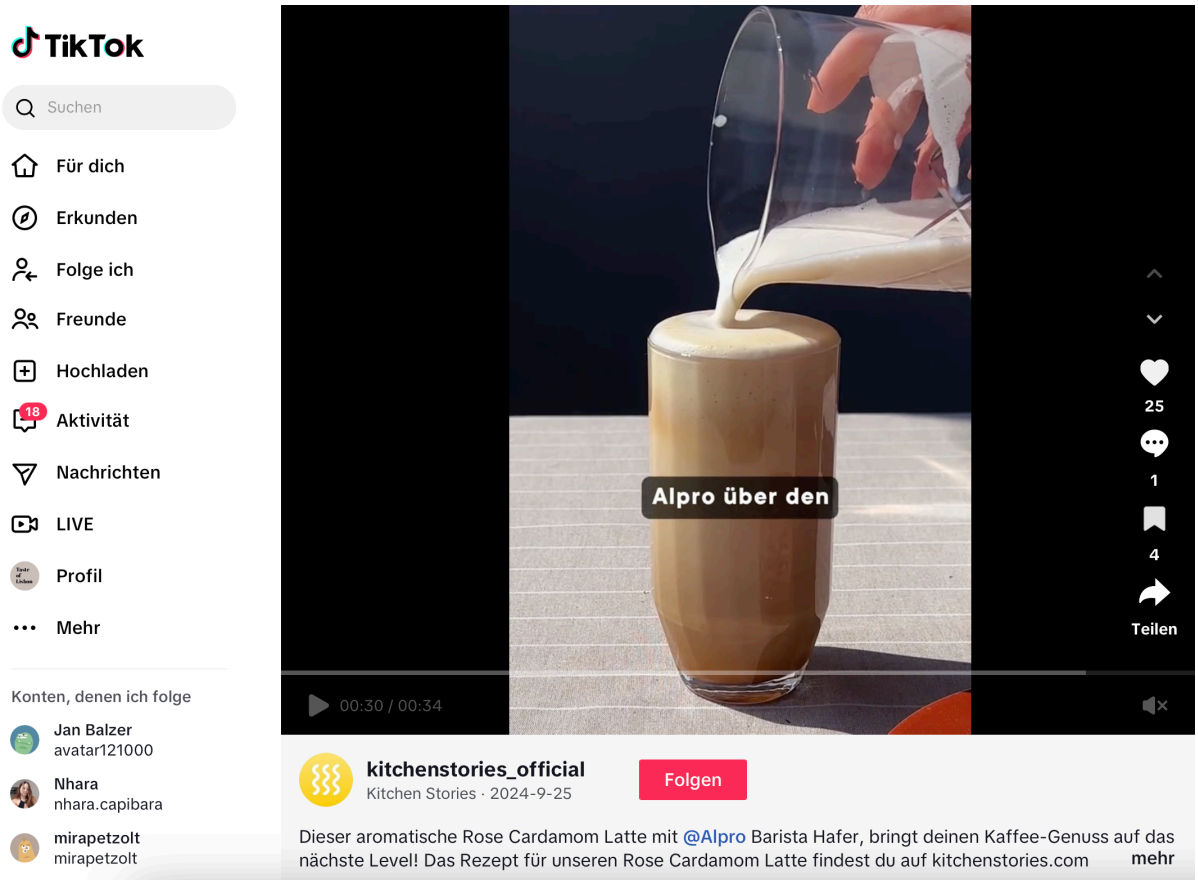


Figure A 78: Alpro x Kitchen Stories – Excerpt TikTok
Source: Adapted from Kitchen Stories, 2024b

5b)

kitchen stories

Stories > Getränke > Gewinne dein Barista-Startpaket mit Alpro



Gewinne dein Barista-Startpaket mit Alpro

Teilnahmebedingungen Kitchen Stories + Alpro Gewinnspiel

Figure A 79: Alpro x Kitchen Stories – Excerpt Competition I
Source: Adapted from Kitchen Stories, 2024c



Figure A 80: Alpro x Kitchen Stories – Excerpt Competition II
Source: Adapted from Kitchen Stories, 2023

6)

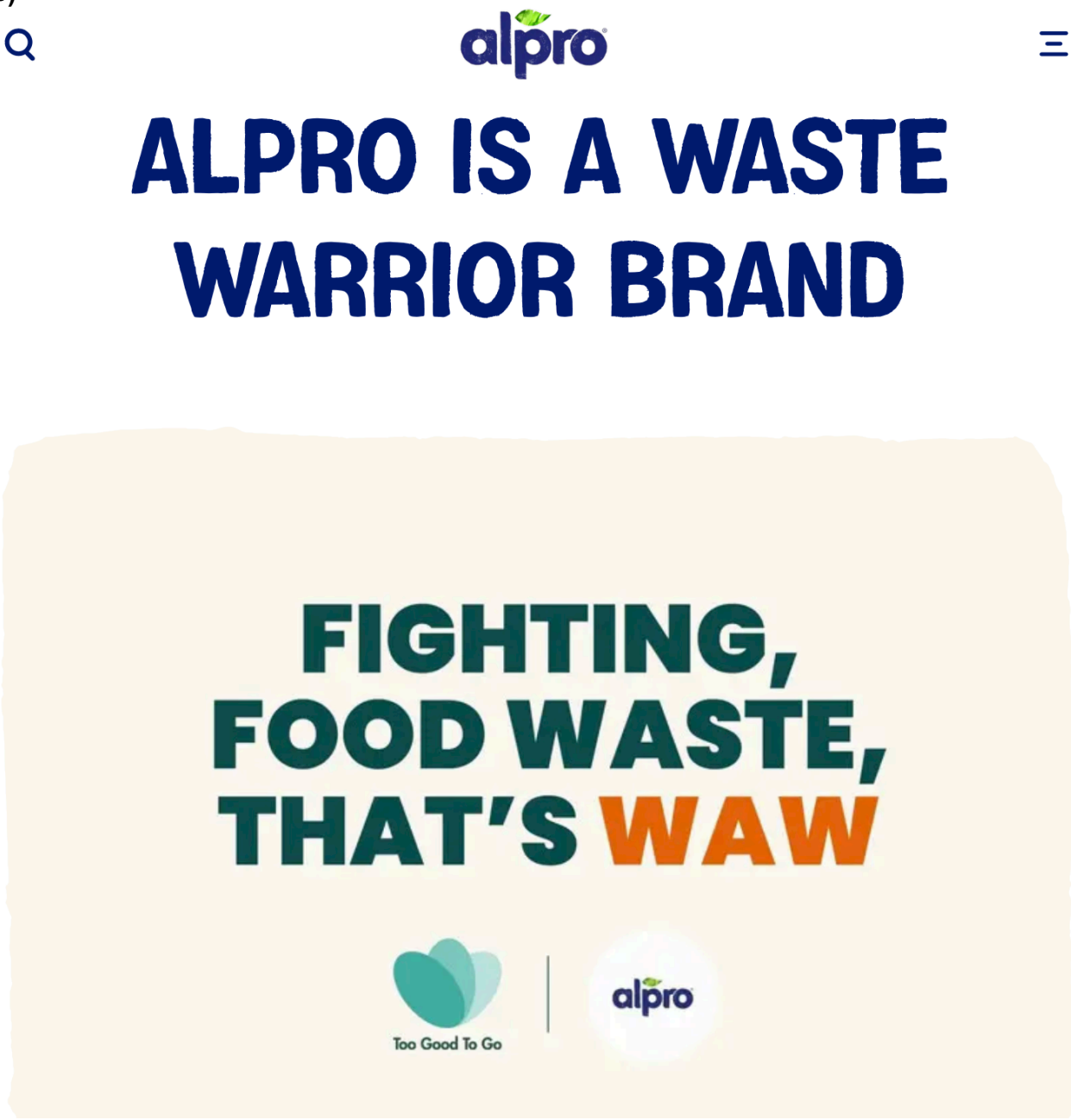


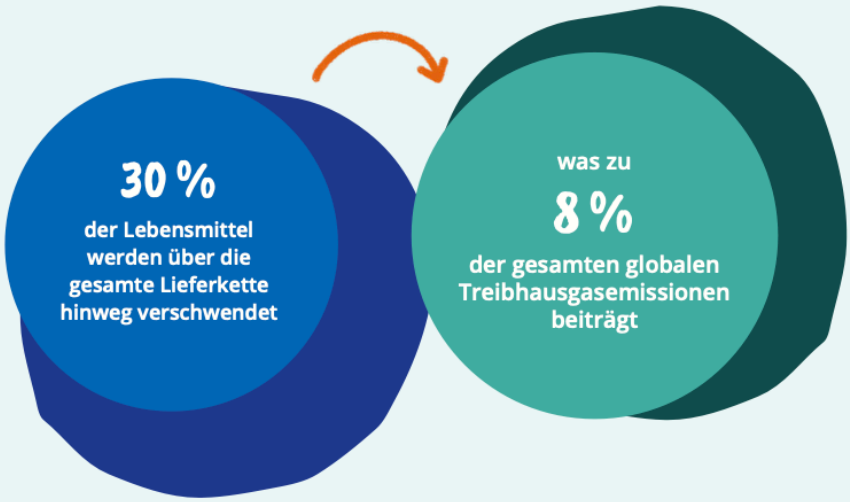
Figure A 81: Too Good To Go – Excerpt Article
Source: Adapted from Alpro, 2021b

DIE AUSGANGSLAGE

Lebensmittelverluste und -verschwendung entstehen, wenn genießbare Lebensmittel in der gesamten Wertschöpfungskette verloren gehen: auf der Ebene des landwirtschaftlichen Betriebs, während der Verarbeitung und Produktion, in den Geschäften oder am Ende der Kette in den Händen der Verbraucher*innen.

Laut der Ernährungs- und Landwirtschaftsorganisation der Vereinten Nationen (FAO) werden weltweit 30 Prozent der Lebensmittel über die gesamte Lieferkette hinweg verschwendet, was zu 8 Prozent der gesamten globalen Treibhausgasemissionen beiträgt.[1] Ganze 1,3 Milliarden Tonnen essbare Lebensmittel werden jedes Jahr unnötigerweise weggeworfen, während 135 Millionen Menschen von akutem Hunger bedroht sind.[2] Allein in Deutschland landen 18 Millionen Tonnen Lebensmittel pro Jahr un-nötigerweise in der Tonne.[3]

Was geschieht, wenn wir weniger Essen wegwerfen? Wir erhöhen die Verfügbarkeit von Nahrungsmitteln für die am meisten gefährdeten Menschen. Wir reduzieren die Treibhausgasemissionen. Wir verringern den Druck auf Land – und Wasserressourcen. Wir steigern die Produktivität und das Wirtschaftswachstum. Einfach ausgedrückt: Wir machen unseren Planeten für alle ein bisschen besser.



DIE STUDIE

Die repräsentative Food Waste Länderstudie wurde im Juni 2021 in Deutschland, Österreich und der Schweiz vom Marktforschungsinstitut INNOFACT durchgeführt und erforscht im Auftrag von Danone und Too Good To Go die Einstellung zu Lebensmittelverschwendung, das Einkaufsverhalten und den persönlichen Umgang mit abgelaufenen Lebensmitteln.

Die Probanden wurden aus dem INNOFACT Consumer Panel rekrutiert. Eine zufällige Stichprobe wurde per E-Mail eingeladen und konnte am Onlinefragebogen teilnehmen. Der Zugang zur Onlinebefragung war für jeden dieser Teilnehmer*innen nur über eine individuelle Transaktionsnummer möglich, Mehrfachteilnehmer waren somit ausgeschlossen.

In Deutschland und der Schweiz nahmen jeweils n =1.000 Befragte, in Österreich n = 1.014 Befragte per Online-Interview an der Studie teil. Die Stichprobe wurde repräsentativ bezüglich Alter, Geschlecht, Region, Bildung und beruflicher Situation erhoben und umfasst nur Personen, die mindestens mitverantwortlich sind für den Einkauf von Lebensmitteln.

[1] Quelle: FAO, 2013
[2] Quelle: UN World Food Program, April 2020
[3] Quelle: WWF, 2017

4

Figure A 82: Too Good To Go – Excerpt Study
Source: Adapted from Danone & Too Good To Go, 2021

Danone
3.396.071 Follower:innen
2 Jahre

We are happy to share the news that we, in Danone Nordics and Baltics, have now extended the range of brands carrying the "Often Good After" label 🎉👏 The label will now be seen on Alpro and specifically Alpro Turkish Style - a newly released product on the Nordic market. This makes Alpro our second brand in the region carrying the label. By using the label we hope to contribute to the fight on food waste, as it encourages people to look, smell and taste food before throwing it away.

Our goal at Danone is to reduce food waste by 50 percent in our scope of the value chain by 2025, with 2016 being our base. But we also want to have a holistic approach in combatting food waste. By collaborating with partners like Too Good To Go and introducing the "Often Good After" label on our packaging, we also want to make an impact on food waste outside of our direct scope in the value chain.

Big thanks to our collaborative partner **Too Good To Go**, who has developed the label. Together we will continue the fight on food waste 💪🌍♻

#OnePlanetOneHealth #foodwaste #TooGoodToGo #Alpro



2.283 · 25 Kommentare

Gefällt mir | Kommentieren | Teilen

Figure A 83: Too Good To Go – Excerpt LinkedIn
Source: Adapted from Danone, 2023b

7)

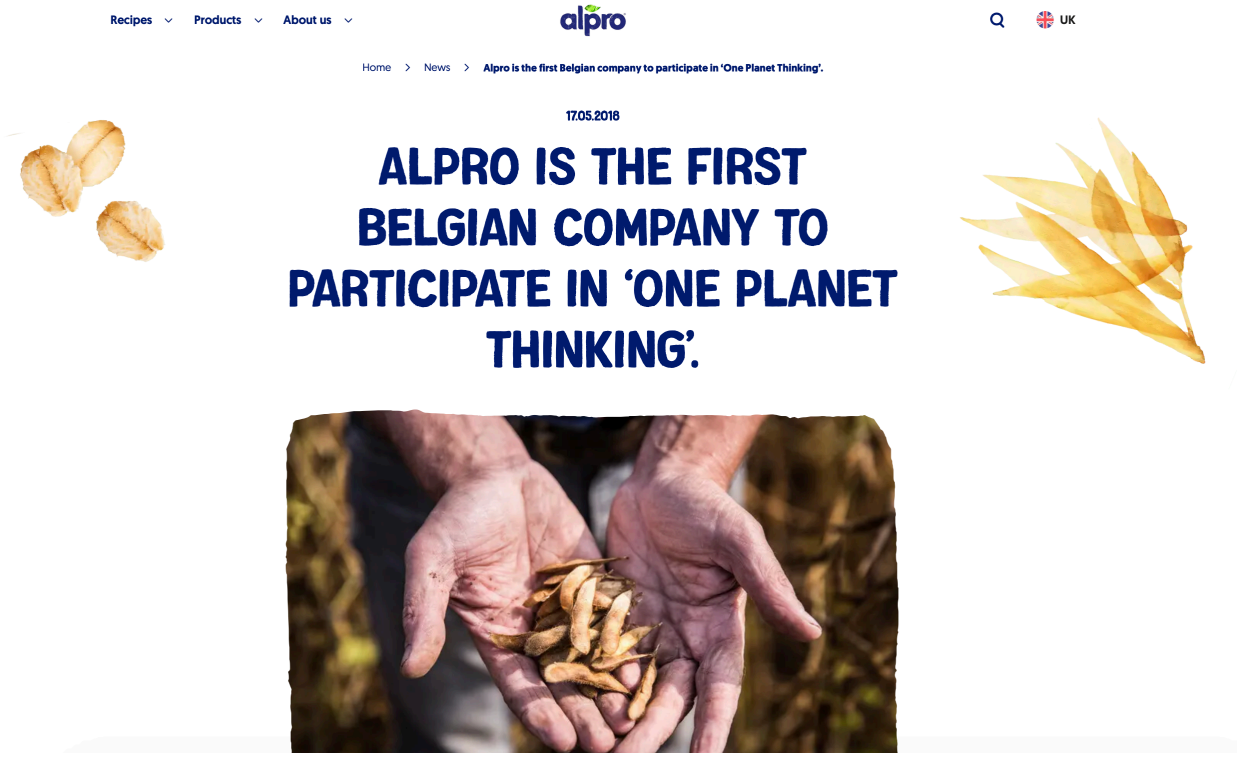


Figure A 84: Cooperation with WWF – Excerpt Article I
Source: Adapted from Alpro, 2018a



Figure A 85: Cooperation with WWF – Excerpt Article II
Source: Adapted from Alpro, 2021c



Press release

17/05/2018

Alpro is the first Belgian company to participate in 'One Planet Thinking' program and obtains the B Corp™ certification

Ghent, May 17th 2018 – Alpro is the first company in Belgium and among the first in Europe to integrate the 'One Planet Thinking' concept into its business strategy. The program, a scientific methodology developed by the World Wildlife Fund (WWF) and the International Union for Conservation of Nature (IUCN), enables businesses to define meaningful sustainability objectives. The plant-based food company was also recently awarded with the B-Corp™ certification. Awarded by the non-profit organization B Lab®, the B Corp™ certification is a trust mark: the promise that a company operates by adhering to rigorous standards of social and environmental performance, transparency and accountability.

Our earth can only replenish its resources to a limited extent, and at present human beings are taking so much from the planet that it cannot fully recover. Johan Rockström and other scientists previously developed the idea that the earth has 'planetary boundaries'. They identified nine such boundaries and concluded a few years ago that human activity had already crossed four of them. This situation threatens not only our own survival as a species but also the ecosystems of the earth we inhabit.

Figure A 86: Cooperation with WWF – Excerpt Press Release
Source: Adapted from Alpro, 2018b



Figure A 87: Cooperation with WWF – Excerpt Instagram
Source: Adapted from Alpro, 2022c

8)

DANONE
ONE PLANET. ONE HEALTH

ÜBER UNS UNSERE MARKEN NACHHALTIGKEIT & VERANTWORTUNG NEWSROOM BEWERBER KONTAKT DE | EN | FR

ALPRO UND ALEXANDER KUMPTNER STARTEN PFLANTASTISCH LECKER IN DEN VEGANUARY®

13/01/2025



Figure A 88: Veganuary with Alexander Kumptner 2025– Excerpt Press Release
Source: Adapted from Danone, 2025



Figure A 89: Veganuary 2025 with Alexander Kumptner – Excerpt Instagram
Source: Adapted from alexanderkumptner, 2025

9)

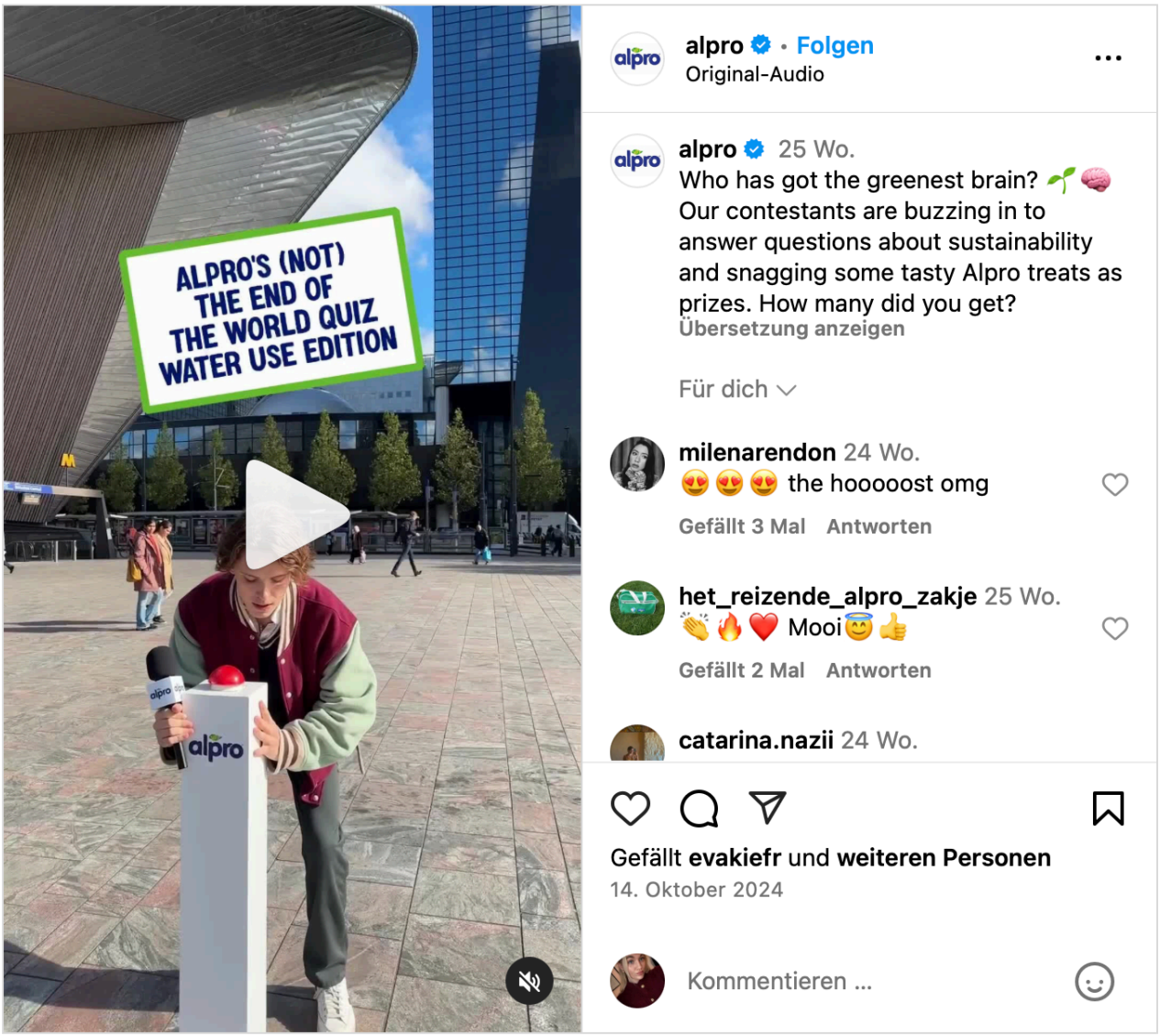


Figure A 90: Live Q&A about sustainability – Excerpt Instagram
Source: Adapted from Alpro, 2024c

10)



Figure A 91: Alpro Packaging – Excerpt Website
Source: Adapted from Alpro, 2025g

11 – Website – Alpro
11a)



Figure A 92: „Blog" Article / News / Press – Excerpt Website
Source: Adapted from Alpro, 2025h



Figure A 93: „Blog“ Article / News / Press – Excerpt Article
Source: Adapted from Alpro, 2021d

11b)

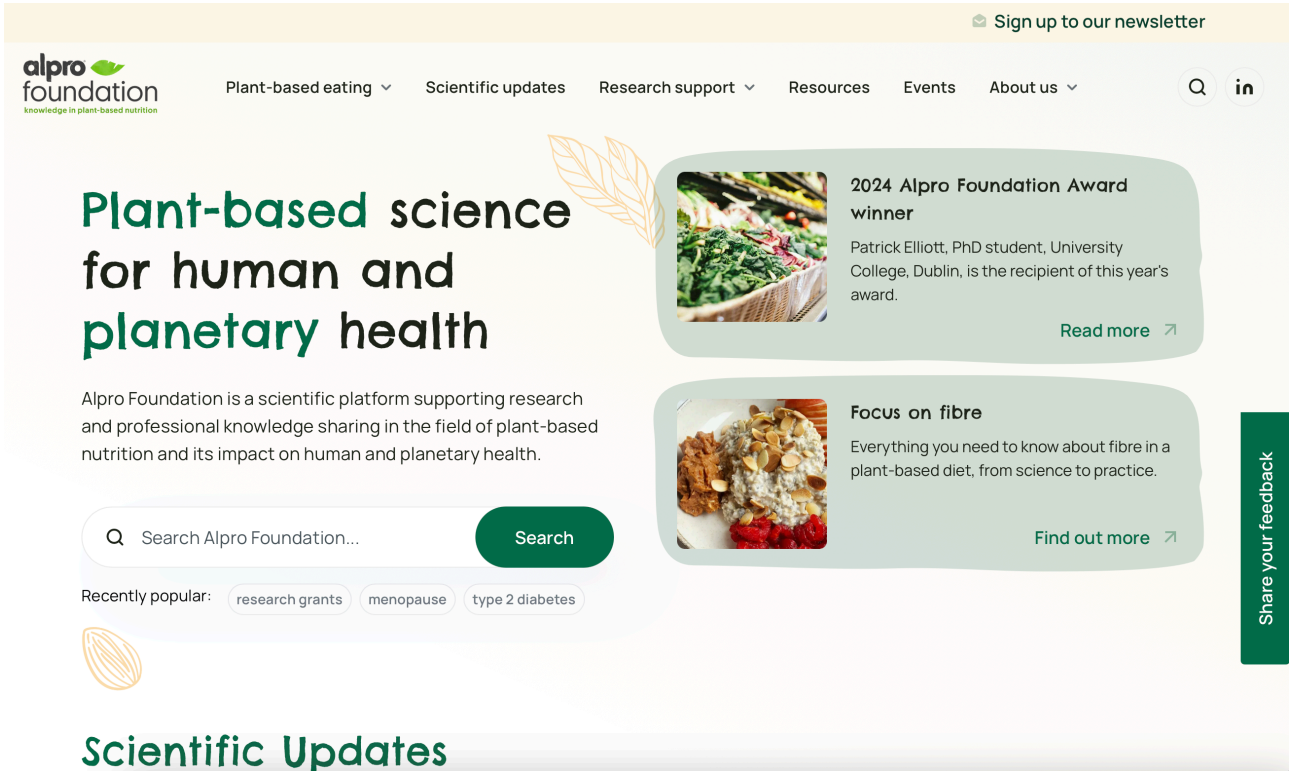


Figure A 94: Alpro Foundation – Excerpt Website
Source: Adapted from Alpro Foundation, 2025c

12)



Figure A 95: Sustainability – Excerpt Landing Page
Source: Adapted from Alpro, 2025i

13)



Figure A 96: Sustainability Report Vision 2020
Source: Adapted from Alpro, 2022

Overview of Tools Used

In preparing this thesis, I used AI-based language assistance (ChatGPT by OpenAI) exclusively for purposes such as language refinement, brainstorming, and conceptual support. All final content, arguments, and conclusions are my own responsibility.

Tool: ChatGPT
Provider: OpenAI
Accessed via: https://chat.openai.com
Purpose of use:

- Language clarification and polishing
- Brainstorming of structure and terminology
- Stylistic support for academic tone

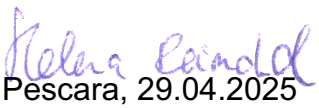
Scope of use:
The tool was not used to generate or write original content. All ideas, arguments, citations, and conclusions were developed independently by the author. ChatGPT was used only as a non-substantive assistant during the writing process.

Declaration of Academic Integrity

I certify that I have written the above thesis independently and have not used and have not used any aids other than those specified. All passages of the work that were taken literally or analogously from other sources are marked as such.

The thesis has not been submitted in the same or a similar form in any other course as an examination paper or published elsewhere.

I am aware that a false declaration may have legal consequences.



Pescara, 29.04.2025