



CATOLICA
LISBON
BUSINESS & ECONOMICS

Everything has an end, only the sausage
has two: profit & purpose –
The Case of Rügenwalder Mühle

Carolin Andrea Schäfer

Dissertation written under the supervision of
Marta Bicho

Dissertation submitted in partial fulfilment of requirements for the MSc in
Management, at the Universidade Católica Portuguesa, 15/06/2020.

Abstract

Dissertation Title: Everything has an end, only the sausage has two: profit & purpose –
The Case of Rügenwalder Mühle

Author: Carolin Andrea Schäfer

Keywords: Hybridization • Stakeholder Configuration • Strategic Ambiguity • Market Orientation • Meat substitutes • Rügenwalder Mühle

Our society is increasingly confronted with the challenges of climate change and a growing world population. As a result, people are adapting their consumption behaviour and demand more sustainable products. A growing number of businesses respond to those changes by stimulating a transformational process to drive positive social change (Stephan et al., 2016). Companies are eager to adopt corporate social responsibility (CSR) measures to demonstrate initiative. Some even go beyond that by transforming into a mission-driven for-profit company – a form of hybridization.

Rügenwalder Mühle (RM), a Germany-based sausage producer, successfully underwent such a transformation. From 2014 onwards, it revamped its business model by expanding its assortment with plant-based products. RM considers meat substitutes beneficial for the environment as it is more resource-saving and prevents high CO₂-emissions.

The case study showcases how the hybridization was initiated due to changing stakeholder perceptions; how the company dealt with consumer tensions during the process using the communicational tool of strategic ambiguity; and how future decisions can be evaluated according to a market orientation approach.

The dissertation provides insights into hybridization success factors: First, it is important to carefully keep track of changing stakeholders and, based on that, draw the right innovative conclusions. Second, companies can manage their stakeholders during the hybridization process by embracing the diversity, rather than ignoring it. And third, an appropriate evaluation of strategies can help to gauge future decisions.

Resumo

Título da dissertação: Tudo tem uma ponta, só a salsicha tem duas: lucro e objectivo –
O caso de Rügenwalder Mühle

Autor: Carolin Andrea Schäfer

Palavras-chave: Hibridização • Configuração dos stakeholders • Ambiguidade estratégica •
Orientação para o mercado • Substitutos de carne • Rügenwalder Mühle

A nossa sociedade é cada vez mais confrontada com os desafios tais como as mudanças climáticas e com uma crescente população. Como resultado, as pessoas estão a adaptar o seu comportamento de consumo e a procurar produtos sustentáveis. Um número crescente de empresas responde a essas mudanças estimulando um processo transformacional para impulsionar mudanças sociais positivas (Stephan et al., 2016). Algumas empresas até vão além da responsabilidade social corporativa, transformando-se em empresa com fins lucrativos orientada por uma missão – uma forma de hibridização.

A Rügenwalder Mühle (RM), fabricante de linguiças com sede na Alemanha, passou por essa transformação com sucesso. A partir de 2014, reformulou o seu modelo de negócios, expandindo a sua oferta com produtos de origem vegetal. A RM considera os substitutos da carne benéficos para o meio ambiente, pois economiza mais recursos e evita altas emissões de CO₂.

O estudo de caso mostra como a hibridização foi iniciada devido a alterações nas percepções dos stakeholders; como a empresa lidou com os desafios durante o processo usando a ferramenta comunicacional de ambiguidade estratégica; e como as decisões futuras podem ser avaliadas de acordo com uma abordagem de orientação de mercado.

A dissertação fornece informações sobre os factores de sucesso da hibridização: primeiro, é importante acompanhar cuidadosamente as mudanças nos stakeholders e tirar as conclusões inovadoras. Segundo, as empresas podem gerir os seus stakeholders durante o processo de hibridização, adoptando a diversidade, em vez de ignorá-la. E terceiro, uma avaliação apropriada das estratégias pode ajudar a avaliar decisões futuras.

Acknowledgements

Who would have imagined 2020 like that? On a personal level, this tough situation made me realise even more how grateful I am for the people in my life. In particular those two people, who were my steady companions throughout the time here in Lisbon, especially during quarantine: my sister Jana and my flatmate Carolin. Our laughs and talks were my source of positive energy and kept me mentally sane. My friends, even though most of them far away, were a fundamental support as well. I thank them for lively and deep conversations and for sporty challenges which kept me fit.

On an academic level, my dissertation showed me that there is hope for change as managers increasingly understand social responsibility as vital for their business models. I would like to express sincere appreciation for my supervisor, Professor Marta Bicho, for giving me valuable impulses and feedback during the whole thesis process. I also thank my sister Jana and my friend Julius for proofreading my thesis. A big thank you also goes to all Católica colleagues and staff members, which accompanied and guided me during my master studies.

Last but not least, my deepest thankfulness goes to the ones that always supported me along my way: my family, especially my mother and grandmother. I am grateful to know that they always have my back. I became who I am and made it here with the support of these two strong women.

Table of Contents

1. Introduction.....	1
2. Literature Review.....	4
2.1 Hybrid organizations	4
2.1.1 Emergence of hybrid organizations.....	4
2.1.2 Hybrids between business and charity	5
2.2 Hybridization.....	7
2.2.1 Types of hybridization	7
2.2.2 Moving away from traditional business	8
2.2.2.1 Stakeholder configuration.....	10
2.2.2.2 Strategic ambiguity	11
2.2.2.3 Market orientation.....	13
3. Case Study	14
3.1 Does meat still meet today’s standards?.....	14
3.2 Industry overview	15
3.2.1 German meat industry	15
3.2.2 Less meat – ‘Not a trend, a new lifestyle’	18
3.2.3 Pressuring factors on the meat industry	21
3.2.4 Meat substitutes.....	25
3.2.4.1 Overview.....	25
3.2.4.2 Competitive environment.....	26
3.3 Rügenwalder Mühle going veggie.....	28
3.3.1 Family tradition at Rügenwalder Mühle	28
3.3.2 Relabelling	29
3.3.2.1 Market launch of meat substitutes	30
3.3.2.2 Feedback from stakeholders	34
3.3.2.3 Transformation means communication.....	37

3.4	Looking to the future	41
3.4.1	The future of alternative protein sources.....	41
3.4.2	The future of RM.....	44
3.5	Exhibits.....	46
4.	Teaching Notes	48
4.1	Synopsis.....	48
4.2	Learning objectives.....	48
4.3	Pedagogical overview	49
4.4	Board plan.....	49
4.5	Assignment questions and analysis	49
5.	Discussion	57
6.	Conclusion	58
7.	References.....	60

List of Figures

Figure 1. The hybrid spectrum	6
Figure 2. RM's hybridization process	8
Figure 3. Hybridization process and associated frameworks	10
Figure 4. Stakeholder configurations	10
Figure 5. RM's CMO Godo Röben	14
Figure 6. Number of slaughtered pigs in Germany	16
Figure 7. Export of pork meat from Germany	17
Figure 8. Pork meat prices in Germany	17
Figure 9. Net sales of pork meat processors in Germany	18
Figure 10. Average meat consumption per capita in Germany	19
Figure 11. Meat consumption per capita in Germany	20
Figure 12. Replica of RM's campaign by Greenpeace	22
Figure 13. Protests in Berlin	23
Figure 14. PETA campaigns 'meat mountain' and 'bloody banquet'	24
Figure 15. Sales (forecast) of meat substitutes in Germany	26
Figure 16. Leading meat-substitutes companies worldwide	27
Figure 17. RM's profits	29
Figure 18. Sustainable initiatives of RM	30
Figure 19. Market launch of four vegetarian meat substitutes	31
Figure 20. RM's gross sales	32
Figure 21. RM's sales volume	32
Figure 22. Development of RM's two segments	33
Figure 23. Reactions of farmers' representatives on Twitter	34
Figure 24. User comments below RM's Facebook posts	36
Figure 25. Campaign for vegetarian launch in 2015	38
Figure 26. RM's slogans since 2013	38
Figure 27. RM's new strategy	39
Figure 28. Forecast of global meat consumption	41
Figure 29. Efficiency of cultured meat	43
Figure 30. Efficiency comparison of insect protein and beef	43
Figure 31. Consumer research about meat substitutes	44
Figure 32. Stakeholder configuration map for RM	52

List of Tables

Table 1. Data collection sources.....	2
Table 2. Institutional logics and strategic imperatives	4
Table 3. Components of market orientation	13
Table 4. Motives for giving up/reducing meat consumption.....	20
Table 5. Comparison between vegetarians and meat-eaters.....	21
Table 6. Godo Röben’s strategy statements	45
Table 7. Selected companies/brands in the meat substitute market	46
Table 8. RM’s investments.....	47
Table 9. Board Plan	49
Table 10. Ethical concern about true purpose	54
Table 11. Ethical concern about animal welfare	55

List of Abbreviations

CAGR	Compound annual growth rate
CMO	Chief marketing officer
CSR	Corporate social responsibility
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FMCG	Fast-moving consumer goods
GHGE	Greenhouse gas emissions
NGO	Non-governmental organization
RM	Rügenwalder Mühle

1. Introduction

Nowadays, we cannot overlook the consequences of climate change anymore. The drought and resulting fires in Australia in early 2020 were direct effects of rising temperatures. However, climate change does not only affect remote areas but impacts the whole world: the first month of 2020 was the hottest January worldwide ever recorded (NOAA, 2020).

Those threatening numbers and events call for deliberate action in various sectors. The meat production sector represents a substantial mitigation potential related to climate change. Livestock supply chains produce 14.5% of all human-related greenhouse gas emissions (GHGE) worldwide (FAO, 2013). Businesses in this sector possess great potential to scale down their environmental footprint, for example by offering consumers different solutions. Some organizations deliberately decide to combine two missions, in this case, financial sustainability and social purpose. Those organizations that incorporate two conflicting institutional logics are called hybrid organizations (Battilana & Dorado, 2010).

This dissertation focuses on the hybridization of a sausage manufacturer in Germany - a company within the high-emission industry in one of Europe's largest meat producing countries. Rügenwalder Mühle (RM) is a traditional family business from Northern Germany, which was an exclusively meat processing company until 2014. In December of that same year, however, the company underwent a striking, yet seemingly paradoxical strategic shift. It decided to expand its product portfolio with meat substitutes. But not only the product offer changed. It could be observed how the company incorporated purpose into the **profit-driven business model** and became a **mission-driven hybrid organisation**. The company's vision now resembles that of a hybrid organization with two, (possibly) conflicting logics:

*“For us, nutrition also means responsibility. In view of climate change and the rapidly growing world population, humanity urgently needs answers to the question of how to feed everyone in the future. That's why we work daily on delicious solutions that do **not only meet the needs of our customers but are also good for our planet**. This is why we are increasingly focusing on meat-free alternatives because they are more climate-friendly and can be produced in a more resource-saving way.”*

– Rügenwalder Mühle (2020d)

In order to assess this transformation process in more detail, this case study tackles three teaching questions:

1. How did RM's perception of its stakeholders change before and after the initial phase of transformation?
2. What (un)ethical role did strategic ambiguity play when communicating with diverse consumers during the transformation?
3. Is the company and its strategy well equipped for the future?

The analysis and implications of the case are of managerial relevance, as (future) managers will be able to steer a transformation more successfully. They will learn to sense market opportunities in a timely manner, manage differing stakeholder demands, and make appropriate future decisions. This is of high importance as there is a "broader movement gaining momentum in contemporary market economies, one [that is] demanding a more ethical and socially inclusive capitalism" (Dacin et al., 2011, p. 1204).

For the design of the case study, secondary sources were used for qualitative and quantitative data collection (Table 1).

Table 1. Data collection sources

Type of secondary online sources	Objectives
Rügenwalder Mühle <ul style="list-style-type: none"> • Website • Financial statements • Social media channels 	General understanding of the company's perspective, its financial situation, and communication with stakeholders.
Official reports/statistics <ul style="list-style-type: none"> • Government • Other institutions 	Collecting data published by public bodies and institutions.
German media <ul style="list-style-type: none"> • Daily newspapers • Industry-specific newspapers 	Capturing data from the German media landscape and its reflection on the company's transformation.
Associations <ul style="list-style-type: none"> • NGO's (concerned with the environment, animal welfare, nutrition) • Meat lobby 	Gathering information from associations with different (biased) views.

The following chapter of this dissertation locates the firm's hybridization process in the past and current theoretical debate on the matter. Conceptual frameworks in the domains of strategy, organizational communication, and marketing are presented, which help students to approach the real-life problem presented in the case study. To showcase a hybridization process, the case study in chapter three will support students in gaining an overview of a specific industry and in gathering information on a firm's concrete strategy. The teaching note presented in chapter four will guide teachers to successfully integrate the case study as a basis for discussion in the classroom. The discussion part will connect theory with practice and will reflect on the validity and reliability of findings in the case study. Finally, conclusions, limitations, and areas for future research are outlined.

2. Literature Review

2.1 Hybrid organizations

2.1.1 Emergence of hybrid organizations

The emergence of research on so-called ‘hybrid organizations’ can be traced back to the last three decades (Battilana & Lee, 2014). The field of study has no clear definition: several interpretations buzz around in research areas such as organizational behaviour, social entrepreneurship, and corporate responsibility & ethics.

According to recent academics, for example Battilana and Lee (2014), hybrid organizations are defined as a **combination of (multiple) organizational forms** of the public, private and non-profit sectors, promoting the blurring of organizational boundaries. Each of these sectors prioritise typical strategic imperatives, such as public benefit, income maximization, and philanthropy respectively (Davies & Doherty, 2019), as depicted in Table 2. In a hybrid construct however, those **values** from different categories **coexist** (Doherty et al., 2014).

Table 2. Institutional logics and strategic imperatives

Institutional logic	Public	Private	Non-profit
Strategic imperatives	Public benefit, policy implementation, serving constituents, accountability	Revenue/income maximization, profit, value creation	Philanthropy, mission, public service, solidarity, selflessness

Source: adapted from Jay (2013)

An even more narrow definition sees hybrids as “organizations that combine institutional logics in unprecedented ways” (Battilana & Dorado, 2010, p. 1419), highlighting the experimental factor of incorporating different institutional logics within one organization. Oftentimes, these differing institutional logics represent **conflicting demands**. A hybrid organization allows for a duality of goals, e.g. social and financial performance objectives, and encounters “potentially divergent stakeholder interests” (Ebrahim et al., 2014, p. 82).

The following chapter explains the different types of hybrid organizations.

2.1.2 Hybrids between business and charity

Examples of hybrid organizations are manifold. Hybrids do not necessarily combine financial and social goals (Pache & Santos, 2013). The example of a private business school shows how the institution finds itself in a conflict between cost efficiency and delivering high-quality education to its students.

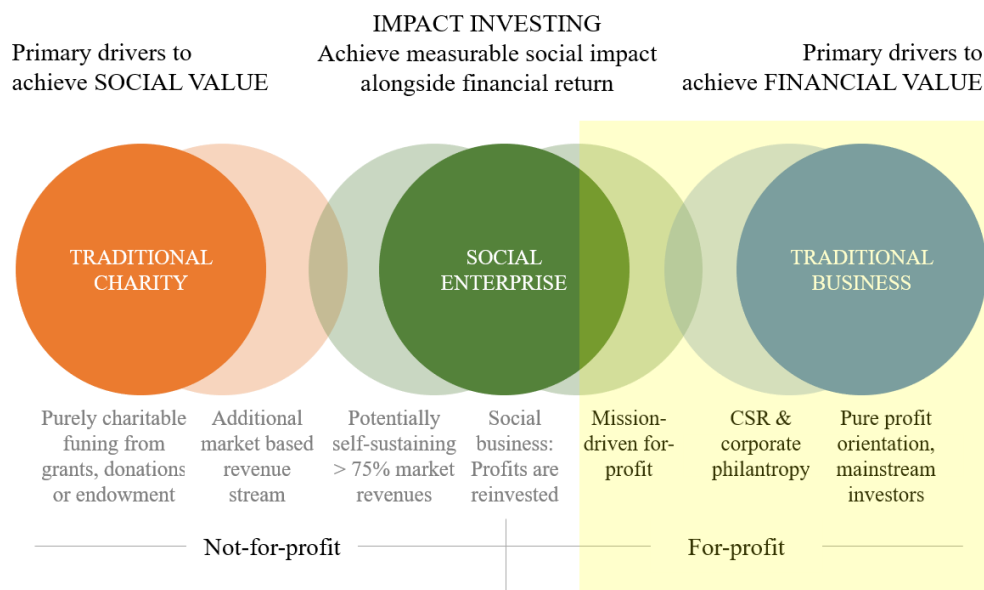
The understanding of many scholars in the field of management (Ebrahim et al., 2014; Haigh, 2015) is that at the heart of hybrid organizations lies the commitment to drive positive social and/or environmental change. Take the example of a micro-finance company that combines a development logic, to offer small loans to the poor, and a banking logic, to be financially stable and fulfil fiduciary commitments (Battilana & Dorado, 2010).

It becomes evident, that the literature offers a spectrum of interpretations of the term ‘hybrid organization’. The broadest definition regards any organization incorporating two (or more) conflicting, institutional logics as hybrid constructs. A more narrow understanding by Battilana and Lee (2014) is that the ideal hybrid organization is a social enterprise. For the purpose of this thesis I am following the second definition, which locates a hybrid organization on the business charity spectrum (Ryder & Vogeley, 2018), combining profit and purpose, however, with different prioritisation (Figure 1).

Social enterprises are located at the intersection of the two traditional organizational forms within spectrum, simultaneously and equally striving for social purpose alongside financial sustainability (Doherty et al., 2014; Haigh et al., 2015). They are held accountable for both their social mission and making profits (Ebrahim et al., 2014), which are reinvested. In contrast to a commercial company, it takes into account and tries to positively affect value spill-over for society (Santos et al., 2015). Considering the other extreme, social enterprises differ from charities in being financially independent of donors by generating their own revenues.

The continuum also shows other configurations, with more tendency towards the charity or business side. It depends on whether the respective organization is calibrated to rather emphasise social or financial value.

Figure 1. The hybrid spectrum



Source: adapted from Ryder and Vogeley (2018)

The growing number of publications especially in the field of social enterprises (Doherty et al., 2014) and social entrepreneurship (Santos, 2012) reflects high interest by scholars. For several decades, an increasing number of charities has been searching for additional market-based revenue streams (Dees, 1998); also this phenomenon has been studied by academics (Bingham & Walters, 2013; Evans et al., 2005).

The shift towards more social impact (area highlighted in light yellow in Figure 1) became more popular among businesses due to globalization, climate change, ethical scandals, and consequently growing social and environmental awareness. It has also gained scholarly attention (Lee & Carroll, 2011) since the 1960s (Wang et al., 2016).

Nowadays, corporate social responsibility (CSR) is an inevitable topic for companies. CSR practice is defined as “businesses bearing a responsibility to society and a broader set of stakeholders beyond its shareholders” (Wang et al., 2016, p. 534). Responsible business behaviour means performing sustainable measures, which create value for the company as well as society.

On the downside, some companies communicate positively about their environmental performance, whereas their actual environmental performance is poor; this phenomenon is called greenwashing (Delmas & Burbano, 2011). Companies use different techniques to mislead consumers by highlighting certain aspects of environmental behaviours, while their main business model remains unchanged and harmful to the environment.

2.2 Hybridization

The guiding theme of this thesis is to investigate how sustainable hybrid organizations are being built. Generally, different types of hybridization processes exist as the first chapter of this section explains. The subsequent second chapter focuses on frameworks to analyse such processes of hybridization.

2.2.1 Types of hybridization

According to Doherty et al. (2014), there are three types of hybridization, which differ in the formation and organization's commercial/social origin. They differentiate between *enacted*, *organic*, and *relabelled* hybrids.

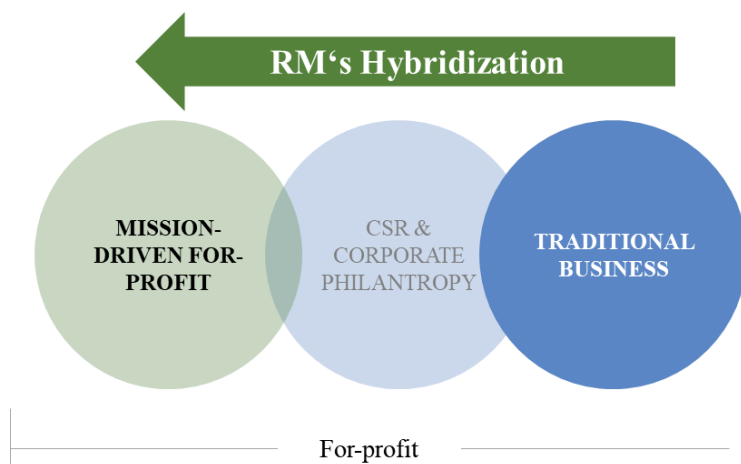
Enacted hybrids are founded as hybrid organizations from inception on. Tracey et al. (2011) coined the term 'bridging institutional entrepreneurship' – an entrepreneurial process creating a new hybrid organisation. Especially social entrepreneurship activity has boomed during the last decades (Austin et al., 2006) and recently caught the eye of researchers as well.

The commercialization of non-profit organizations is called an *organic* hybridization process. Enterprising non-profits (Dees, 1998) has emerged as financial resources might be (come) scarce for charities.

Considering for-profit organizations, there are several ways of *relabelling* towards becoming a hybrid organization: they range from an external legitimacy quest to a substantial change of the internal core. With the first pattern, organizations may change their legal structure to "go beyond their current scope of CSR initiatives" (Haigh et al., 2015, p. 59) or use third-party certifications, such as the B-Corporation label, as a tool for change (Stubbs, 2017). The second pattern – also referred to as the 'Trojan horse' (Pache & Santos, 2013, p. 973) – follows the concept of strategically incorporating elements from the social logic until legitimacy is gained. The concept of 'hybrid organizing' by Battilana and Lee (2014) combines both internal changes (core activities, workforce composition, organizational design, and culture) and external adjustments (stakeholder relationships) within the hybridization process.

In this particular case study, I examine a specific **hybridization process along the business-charity spectrum: the relabelling from a traditional profit-driven business to a mission-driven for-profit organization**, going beyond the scope of CSR (Figure 2).

Figure 2. RM's hybridization process



Source: own composition based on from Ryder and Vogeley (2018)

2.2.2 Moving away from traditional business

First, it is crucial to understand why businesses are going down the path of hybridization. The emergence of responsible behaviour is driven by changing business environments that frame companies' decisions. Currently, the pandemic Coronavirus poses a worldwide threat to humanity's health and the economy. Deteriorating global poverty and climate change (Doherty et al., 2014) are further recent events that considerably change the equation for companies. Shifts in societal, technological, regulatory, or technological domains occur increasingly frequent (Barreto, 2010), which results in "firms find[ing] it harder to achieve long-term competitive advantage" (Barreto, 2010, p. 257). Businesses are not only affected by changing environments, but also by people involved. In the 1980s, the notion of the persons to whom a company is committed changed. This change was epitomised in the shift from a shareholder perspective towards the stakeholder approach (Freeman, 2010). In the past, it was considered that the sole purpose of a companies is to earn profit (M. Friedman, 2007). At first glance, businesses find themselves in strategic conflicts of interest, as short-term financial gains required by shareholders seem to outweigh costly sustainable/social principles in the long haul. Criticism of the theory came from Freeman (2010), who advocated a stakeholder approach and social responsibility of a firm. Stakeholders are defined as "any group or individual who is affected by or can affect the achievement of an organization's objectives" (Freeman & McVea, 2001, p. 192). This means, a company's responsibility is not only to make money to serve stockholders' financial demands but is also committed to everyone who is affected by the organization's actions. Supporting this theory, recent research results showed that adopting

sustainable practices is positively associated with financial performance, such as return on capital and market valuation (Ioannou & Serafeim, 2019).

Having examined the literature, the concept of *stakeholder configuration* by A. Friedman and Miles (2002) is apt to reflect how stakeholder perceptions may change over time due to external events and changing interests and ideas held by parties.

Second, while changing the business model, hybrid organizations face social-business tensions. Tensions afflict hybrids in different ways. Hybrid tensions and how organizations cope with these have been studied by multiple researchers (Austin et al., 2006; Battilana & Dorado, 2010; Davies & Doherty, 2019; Pache & Santos, 2013; W. K. Smith et al., 2013), mainly for organizations working in the field between business and charity. W. K. Smith et al. (2013) found a way to systemise tensions in four different categories: *Performing, organizing, learning* and *belonging tensions*. The case study will mainly show the latter. *Belonging tensions* emerge from divergent identities among subgroups, and between subgroups and the organization. Oftentimes, not all stakeholders are fully aligned with the organization's goals and subgroups with different beliefs exist. It is a company's task to manage relationships with stakeholders to avoid tensions (Ramus & Vaccaro, 2017).

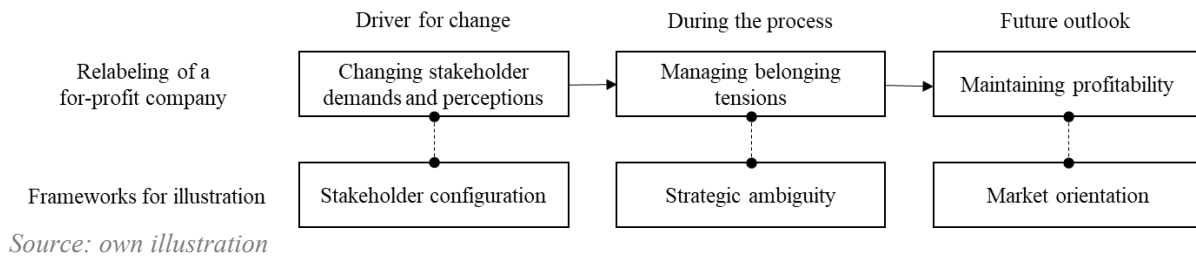
The literature offers a tool for organizational communication which helps to address multiple situational requirements and conflicting goals. This concept is called *strategic ambiguity* by Eisenberg (1984).

Third, a transforming company, same as any other, has to envision the future and make strategic decisions. A market-oriented approach can assist companies to gain competitive advantage, as it is the most effective and efficient method (Narver & Slater, 1990). Being market-oriented means that "firms place the needs of their market at the forefront of organizational concerns" (Siguaw & Diamantopoulos, 1995, p. 77). As mentioned before, businesses face changing customer needs. It is therefore important to have customers in the focus when making decisions. Furthermore, competition is relevant, as rivals can push into the market or improve technology and thereby change the dynamics.

The concept of *market orientation* seems appropriate to gauge future decisions of a company. The rating of a firm's market orientation is discussed in the corresponding chapter, as several attempts were made to measure it in the past.

The following sections present the previously mentioned frameworks. Figure 3 gives an overview of how the concepts are related to the hybridization process.

Figure 3. Hybridization process and associated frameworks



2.2.2.1 Stakeholder configuration

A. Friedman and Miles (2002) developed a model which categorises different stakeholder groups and allows for an analysis of how stakeholder-organization relations can change over time.

Four stakeholder configurations can be distinguished by two characteristics: the compatibility “in terms of sets of ideas and material interests associated with social structures” (A. Friedman & Miles, 2002, pp. 5–6) and the type of relationship (Figure 4). For each configuration, we can find the associated contractual forms and strategic actions to be expected by the stakeholders.

Figure 4. Stakeholder configurations

	Necessary A	Contingent B
Compatible	<i>Explicit/implicit recognized</i> Defensive	<i>Implicit unrecognized</i> Opportunistic
	D	C
Incompatible	<i>Explicit/implicit recognized</i> Compromise	<i>No contract</i> Elimination
Legend		
In bold	Stakeholder group	
<i>In italics</i>	<i>contractual forms</i>	
In regular	strategic actions expected by stakeholders	

Source: adapted from A. Friedman and Miles (2002)

[A] Necessary compatible stakeholders are those who have an either explicitly or implicitly recognised contract with the organization. They are interested in maintaining the relationship. Examples are shareholders, top management, and partners.

[B] Contingent compatible stakeholders and the organization have no direct relationship. Interests largely overlap, however rather coexist meaning that these stakeholders could be potential contractors. The general public and companies connected through common trade associations/initiatives are representatives of this group.

[C] This group of contingent incompatible stakeholders represents the opposite to [A] because interests are not aligned and there is no (social) contract. They do not need each other to exist. As long as the stakeholders of this category remain immaterial to the organization and are relatively underrepresented in the public, the business may “choose to ignore them (or fight them using illegal or unethical tactics) with little consequence” (A. Friedman & Miles, 2002, p. 9). To this group belong some NGOs as well as aggrieved members of the public.

[D] Stakeholders belonging to the necessary incompatible category have divergent interests but are recognised by the organization. The company is “encouraged to answer the claims and criticisms of stakeholders” (A. Friedman & Miles, 2002, p. 10) because bad publicity could threaten the organization’s wellbeing. Trade unions, low-level employees, the government and their agencies, customers, lenders, suppliers, and other creditors are part of this large group.

The two scholars define four cases in which managers’ perceptions of stakeholders can change:

- “(a) institutional support changes;*
- (b) contingent factors emerge;*
- (c) sets of ideas held by stakeholders and/or organizations change;*
- (d) material interests of either side change.”*

– A. Friedman and Miles (2002, p. 11)

2.2.2.2 Strategic ambiguity

The concept of *strategic ambiguity* was developed by the communication scholar Eisenberg (1984). Strategic ambiguity means being intentionally vague in communication to take advantage of people interpreting the message in different ways. Broken down into the two components of the concept, *ambiguity* is the opposite of being clear.

“In trying to be clear, individuals take into account the possible interpretive contexts which may be brought to bear on the message by the receiver and attempt to narrow the possible interpretations.”

– Eisenberg (1984, p. 231)

However, people in organizations do not always aim to promote the correspondence between the intent of their message and interpretation by the receiver. The aim is rather to make receivers to come to their own conclusions. When ambiguity is used on purpose to accomplish the organization’s goals, Eisenberg (1984) speaks of *strategic* ambiguity. The advantages are that it promotes unified diversity, facilitates change in organizations, and allows for deniability by preserving privileged positions (Eisenberg, 1984). Eisenberg (1984, p. 231) claimed that strategic ambiguity could be expressed in different ways, for example “through detailed, literal language as well as through imprecise, figurative language”.

One specific type of strategic ambiguity is of interest in this study: accommodative-wide rhetoric (Jarzabkowski et al., 2010). It describes how strategic ambiguity is articulated in a broad and abstract way to accommodate a wide range of interests. Broad communication can be of advantage because it is not antithetical to the interests of a diverse audience and non-confrontational (Jarzabkowski et al., 2010).

Multiple case studies researched the application, for example in the tobacco industry (Ulmer & Sellnow, 1997), the fast-food business (Ulmer & Sellnow, 2000), or the alcoholic beverage industry (S. W. Smith et al., 2006). In crises, businesses typically stress interpretations in which they are regarded as most favourable (Ulmer & Sellnow, 1997). The abovementioned negatively connotated examples of industries show that strategic ambiguity is prone to misuse. Therefore, ethical implications need to be taken into account when applying strategic ambiguity. To clarify:

“1. Strategic ambiguity is ethical when it contributes to the complete understanding of an issue by posing alternative views that are based on complete and unbiased data that aims to inform.

2. Strategic ambiguity is unethical if it poses alternative interpretations using biased and/or incomplete information that aims to deceive.”

– Ulmer and Sellnow (1997, p. 217)

In other words, the use is unethical if it covers up wrongdoing, hides essential information, limits receiver’s ability to make an informed decision or clouds people’s understanding of a situation.

2.2.2.3 Market orientation

Several research papers attempted to identify how to measure *market orientation* as a composition of several factors. Important to mention here are the works by Narver and Slater (1990), Deng and Dart (1994), and Sigauw and Diamantopoulos (1995). Narver and Slater (1990) were the first to empirically test market orientation factors and found three components. Those are *customer orientation*, *competitor orientation*, and *interfunctional coordination*. Deng and Dart (1994) added another fourth factor, namely *profit-emphasis*. The component *interfunctional coordination* was not confirmed by Sigauw and Diamantopoulos (1995); according to their research, a third reliable factor, besides *customer* and *competitor orientation*, was *long-term profitability*.

For the teaching case, I will use the two most reliable components, which were evident in all three articles: *customer orientation* and *competitor orientation* (Table 3).

Table 3. Components of market orientation

Behavioural component	Explanation
Customer orientation	<p><i>“the sufficient understanding of one’s target buyers to be able to create superior value”</i></p> <p><i>“a seller [needs to] understand who its potential customers are at present as well as who they may be in the future, what they want now as well as what they may want in the future [...]”</i></p>
Competitor orientation	<p><i>“a seller understands the short-term strengths and weaknesses and long-term capabilities and strategies of both the key current and the key potential competitors”</i></p> <p><i>“the analysis [...] must include the entire set of technologies capable of satisfying the current and expected needs of the seller’s target buyers”</i></p>

Source: adapted from Narver and Slater (1990, pp. 21–22)

Concluding this chapter, three conceptual models were presented to analyse a hybridization process. The following chapters will merge the presented theory with a practical example.

3. Case Study

3.1 Does meat still meet today's standards?

Godo Röben, chief marketing manager (CMO) of RM, would negate that question without hesitation (Figure 5). Despite being one of Germany's top 10 pork meat processing companies (afz, 2019), the company launched the first four meat substitutes on the German market in 2014. Godo Röben was the driving force, who initiated this transition for RM.

Figure 5. RM's CMO Godo Röben



Source: Handelsblatt (2019b)

The launch created a firestorm both within the company and the industry more widely and triggered a total overhaul of the company's strategy. The new slogan was "We love meat and sausage. That is why we make it from plants now." (Rügenwalder Mühle, 2020f). In the beginning, the initiative was ridiculed by industry representatives. But by 2018, about half of RM's assortment consisted of meat alternatives, contributing around a quarter to overall sales (top agrar, 2019). As of 2019, the company was already considered market leader in the meat substitute segment in Germany (Das Erste, 2019).

However, the journey was not an easy one. For some years, Godo Röben feared to go on vacation because his plan to go veggie had been torpedoed several times (SPIEGEL, 2015). It took some effort to convince butchers, salespeople, and management that slaughtered animals would not be the future. Godo Röben, however, posed the right questions at the right time:

Will a meat-only business still be profitable in the future? – No.

Within Germany, sales of meat products had been declining steadily (by ~2%) for years (SPIEGEL, 2015). Godo Röben was convinced that their business model solely revolving around meat would not make them fit for the future. In 100 years, mankind would not need to kill animals for consumption anymore (Rügenwalder Mühle, 2018).

Is being a meat producer still considerate in these times? – No.

“With emissions estimated at [...] 14.5 percent of human-induced GHG emissions, the livestock sector plays an important role in climate change” (Gerber et al., 2013, xii). According to Godo Röben, climate protection had long been neglected by the meat and sausage industry. Also, business success based on killing animals would become ethically unacceptable in the future. He claimed that “it was high time we started eating 50% fewer animals” (Focus, 2019).

Is a low-meat diet a negligible trend? – No.

In 1983, only 0.6% of the German population were vegetarians, whereas in 2015, about 56% deliberately reduced their meat consumption (ProVeg, 2016). In hindsight, moving towards plant-based protein would be just “a blink of an eye in history” (Handelsblatt, 2019b), Godo Röben declared in an interview.

It is not surprising that Godo Röben was called the ‘Mick Jagger of the sausage industry’ due to his rebellious spirit (Zukunftsinstitut, 2017). RM was brave in levelling the path towards a meat-free business model. However, international competition like Beyond Meat was becoming the new rock star of the scene (Handelsblatt, 2020). Was RM’s success story due to its transformation to be continued?

3.2 Industry overview

3.2.1 German meat industry

For many years, Germany has ranked among the top in the pork meat industry in the European Union (EU) (AMI, 2012, 2019). The industry worth €44.3 billion was subdivided into slaughter business and meat processing, accounting for 40% and 60% of total sales, respectively (Destatis, 2019).

As for the **slaughter business**, the German market was an oligopoly: the four-firm concentration ratio was at medium level; 58,5% in 2009 and 63,9% in 2017. The Herfindahl-Hirschman Index¹ rose significantly by 24% from 1,065 in 2009 to 1,322 in 2017, demonstrating a market consolidation.

The number of slaughtered pigs had exploded from the 1990s until the early 2010s (Figure 6). The peak of ~ 60 million animals was reached in 2011. Then, from 2012 until 2019 slaughters decreased to ~ 55 million pigs (Statista, 2020b). Despite that, overall sales showed a positive trend from €17 billion in 2008 to €22 billion in 2019, marking a compound annual growth rate (CAGR) of 2% (Statista, 2020c).

Figure 6. Number of slaughtered pigs in Germany

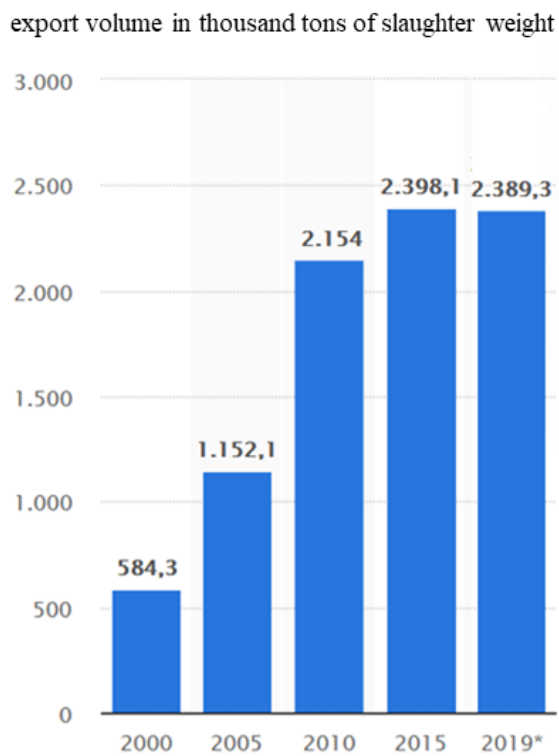


Source: top agrar (2012)

The explanation for the boom in slaughters and sales could be found in the growing export business of pork meat to EU countries and China (Figure 7). In 2016, the self-sufficiency rate of pork meat in Germany amounted to 121%, whereas export brought in €6.2 billion (BLE, 2020).

¹ The index indicates the sum of the squared market shares of the top 10 slaughterhouses in Germany. It can range from close to zero to 10,000.

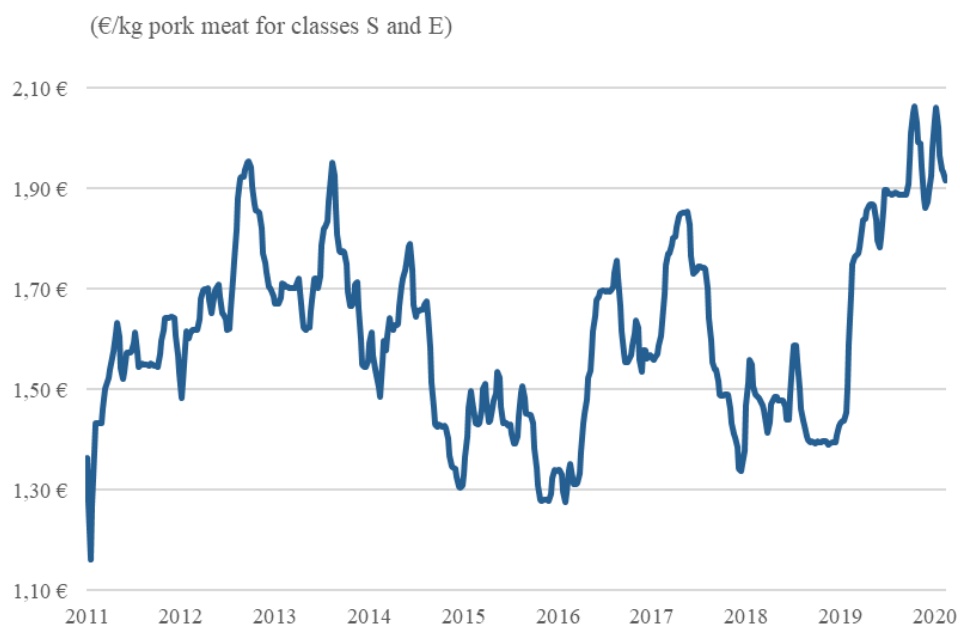
Figure 7. Export of pork meat from Germany



Source: adapted from Statista (2020a)

Concerning the **meat processors'** line of business, raw material prices for pig meat (€/kg) varied largely in the 2010s (Figure 8).

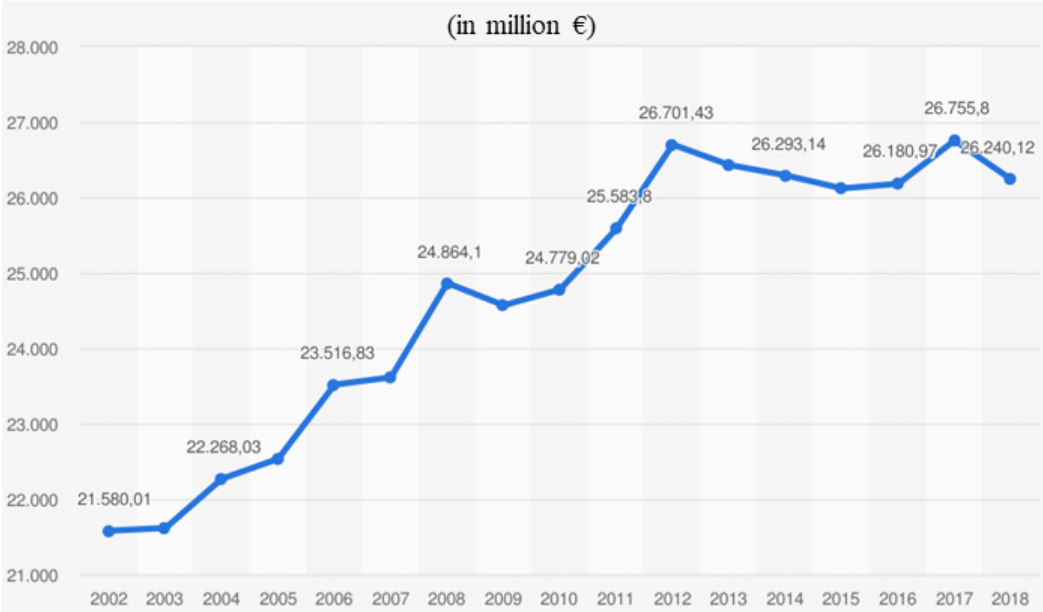
Figure 8. Pork meat prices in Germany



Source: based on BMEL (2020)

Similar to slaughterhouses, meat processors' sales had drastically risen until 2012, however since then, sales had rather stagnated (Figure 9).

Figure 9. Net sales of pork meat processors in Germany



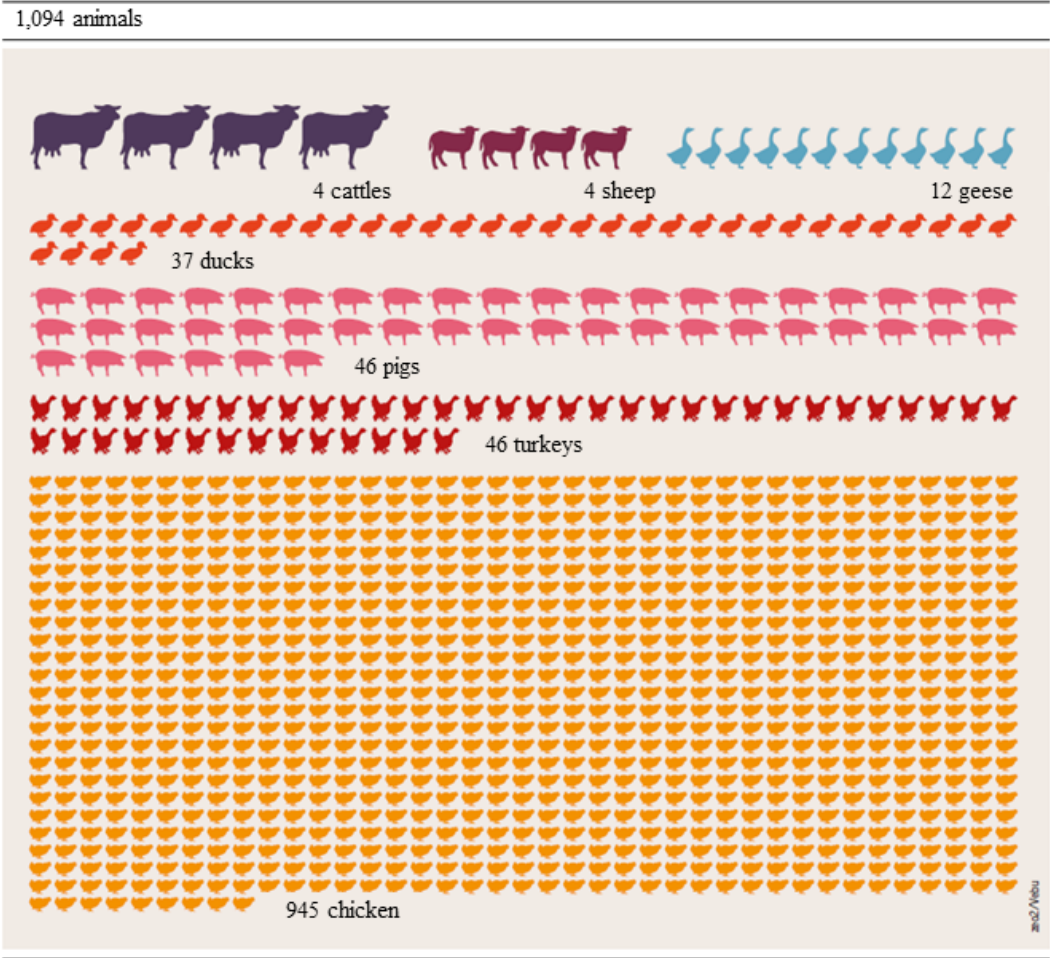
source: (Statista, 2020d)

This stagnation in the meat processors' sales, like RM, could likely be attributed to changing consumption habits of Germans.

3.2.2 Less meat – ‘Not a trend, a new lifestyle’

Meat and sausages had a long tradition in Germany and most of the typical dishes contained meat. For decades, meat was an essential part of everyone's daily nutrition. In 2014, an average German consumed 1094 animals during his or her lifetime (Figure 10).

Figure 10. Average meat consumption per capita in Germany

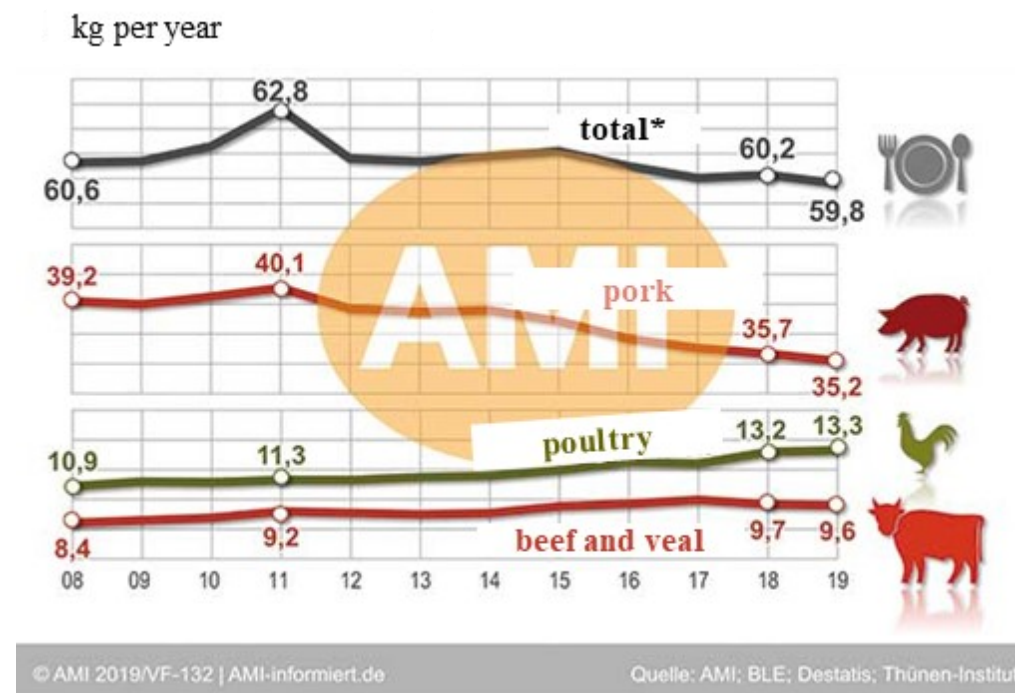


Source: Heinrich-Böll-Stiftung et al. (2014)

However, the overall German meat consumption had declined since 2011, due to a reduction of pork meat consumption (Figure 11). ProVeg Germany, an association promoting interests of vegetarians and vegans, confirmed this development (ProVeg, 2016). In 1983, only 0.6% of the population were vegetarians. At the start of the millennium, around 8% of Germans adopted a vegetarian diet whereas in 2016 this share rose to 10%, which equalled around 8 million people. A plant-based diet (vegan) was on a rise as well: in 2008, only 80,000 people were eating plant-based. This number inclined to around 1.3 million people in 2016. Another interesting number was the share of flexitarians (= people who rarely eat meat and try to reduce meat consumption), which amounted to 56%² in 2015 (around 45 million people).

² In this survey, people were considered flexitarians if they did not eat meat at least 3 days per week.

Figure 11. Meat consumption per capita in Germany



2018 preliminary; 2019 estimate; * after deducting bones, feed, industrial use, and waste
 Source: DBV (2019a)

The reasons why people decided to reduce meat consumption or ban it from their nutrition were diverse (Table 4). Also, nutritional diets embodied different attitudes and values (Table 5).

Table 4. Motives for giving up/reducing meat consumption

Rank	Flexitarian	Vegetarian	Vegan
1	conscious nutrition	animal welfare	reports on factory farming
2	animal welfare	environmental awareness	climate protection
3	health	health	health
4	lack of trust in meat quality	conscious nutrition	vegan friends
5	environmental awareness	lack of trust in meat quality	food scandals in general
6	n/a	n/a	organic eggs deception
7	n/a	n/a	rotten meat
8	n/a	n/a	reports on horsemeat
9	n/a	n/a	religious reasons

Sources: own composition based on Rügenwalder Mühle (2016b) and Kerschke-Risch (2015)

Table 5. Comparison between vegetarians and meat-eaters

Variables (self-declared)	Vegetarians (compared to meat-eaters)
income	higher
education	higher
age	younger
openness	higher
optimism about future	higher
political interest	higher
conservatism	lower
health status	better

Source: based on Pfeiler and Egloff (2018)

3.2.3 Pressuring factors on the meat industry

Already in the early 2000s, RM identified three growing problems in its assortment: **health concerns, climate change, and animal suffering** (Focus, 2019). Furthermore, **credibility loss** among consumers towards the meat industry was a concern.

Health concerns were raised by NGOs about the massive use of antibiotics and subsequent multi-resistant pathogens. This use in animal medicine led to more expensive reserve antibiotics in human medicine. Also, medical costs for the treatment of colon cancer or obesity due to excessive meat consumption rose (Greenpeace, 2013).

Loss of credibility by consumers was further manifested in several scandals. Between 2004 and 2007, the so-called ‘Gammelfleischskandal’, which translated to ‘rotten-meat scandal’, rocked the German market (Augsburger Allgemeine, 2006). During that time, thousands of tons of spoiled meat were circulating on the market (FAZ, 2006). Subsequently to the scandal, those responsible were sentenced and legislation for meat controls was tightened. Some of the expired meat had already been consumed, however, no major health risks appeared.

Another outrage took hold in 2013, when horsemeat was found in processed products, like Lasagna and Ravioli, labelled to contain only beef (Foodwatch, 2016). The mislabelled meat (supposedly) from Romania was processed in France and delivered via Luxemburg to Germany

and other European countries. “The scandal has raised questions about the complexity of the food industry's supply chains across the EU” (BBC, 2013).

Also, RM recognised the far-reaching consequences of mass livestock farming on **climate change** caused by the industry’s business model as a serious problem:

“Livestock farming leads to extreme pollution of the atmosphere with greenhouse gases. The effect of ammonia and methane is much higher than the total pollution from traffic. You can add up all airplanes, cruise ships, cars, and locomotives. This is a huge problem.”

– Christian Rauffus, former CEO of RM (EconForum, 2015)

NGOs were advocating for environmental protection. In the April 2009 magazine, RM moved into the focus of Greenpeace. A replica of RM’s campaign ‘4x ohne’ (‘4x without’) – originally to promote the omission of four additives (flavour enhancer, colouring, gluten, and lactose) – denounced the quality and transparency of RM’s products (Figure 12) (Greenpeace, 2009).

Figure 12. Replica of RM’s campaign by Greenpeace

Rügenwalder Mühle
4 x mit!

Regelmäßige Schweinefleisch

- ✓ Mit Fleisch aus Massentierhaltung
- ✓ Mit Natriumnitrit (E250)
- ✓ Mit Zucker
- ✓ Mit Gensoja im Tierfutter

Natürlichkeit liegt im Trend, also macht die Rügenwalder Mühle jetzt auch mal ein bisschen auf „pur“ und lässt vier überflüssige Zusatzstoffe weg. Aber selbstverständlich liefert ihnen Deutschlands umsatzstärkste Wurstmarke weiter echte Massenware – aus Agrarfabriken, in denen Tausende Schweine industriell gemästet werden.

4 x with!

- ✓ With meat from mass livestock farming
- ✓ With sodium nitrite
- ✓ With sugar
- ✓ With genetically modified soy in the feed

I do not mind if you care about organic quality!
I certainly do not!

„Achten Sie doch mal netwegen auf Bio-Qualität. Ich tu's nicht.“
– Jörg Pilzma –

Mehr Informationen unter www.ruegenwalder.de

Source: Greenpeace (2009)

Activists were active on the streets as well: since 2011, a yearly demonstration has been held in Berlin to promote a turnaround in agriculture, supported by numerous NGOs (e.g. Greenpeace, NABU³, BUND⁴, etc.) (Figure 13).

Figure 13. Protests in Berlin



Number of attendants estimated between 10,000-22,000 in 2011 (left) and around 27,000 in 2020 (right)
Sources: SZ (2011), BUND (2020)

Moreover, protests against **animal suffering** were a major concern. Activists were fighting for animal welfare and sustainable agriculture. In the centre of attention were bad livestock farming conditions, massive use of antibiotics, mutilation, and slaughtering techniques (PETA, 2018a). Campaigns of NGOs targeted the whole industry or accused specific players and ranged from information disclosure to more radical initiatives.

There were several German NGOs of importance, for example PETA Germany⁵ or Deutscher Tierschutzbund⁶. Campaigns by PETA were known to reflect the brutality inflicted on animals. PETA initiated two noteworthy campaigns in German cities (Figure 14) (PETA, 2019a).

³ Nature and Biodiversity Conservation Union Germany

⁴ Association for the Environment and Nature Conservation Germany

⁵ People for the Ethical Treatment of Animals

⁶ German Animal Welfare Association

Figure 14. PETA campaigns ‘meat mountain’ and ‘bloody banquet’



Cologne 2009 (left) and Cologne 2019 (right)



Regensburg 2013 (left) and Darmstadt 2019 (right)
Source: PETA (2019a)

For several years, PETA demanded a higher value-added tax on meat, fish, dairy products, and eggs, which was at 7% in 2020 (PETA, 2018b), compared to the standard tax of 19%.

Considering further regulation, animal protection was enshrined as a German national objective in the Basic Law (i.e. the Constitution) in 2003. In July 2013 (for the first time in 25 years), the animal protection act was updated and ‘improved’ (BMEL, 2018b). Animals rights activists however complained that they did not see any practical changes in livestock farming conditions due to the large influence of the “animal users’ lobby” (Deutscher Tierschutzbund, 2013).

Indeed, stakeholders of the meat industry, like BVDF⁷, VDF⁸, or ISN⁹, had exercised a strong influence on the government in the past. Compared to other states, Germany had laxer rules for farming (e.g. less m² per pig), distribution of dung, and use of antibiotics which made German meat very cheap and more competitive on international markets, especially in Asia

⁷ Federal association of the German meat industry

⁸ Association of the meat industry

⁹ Interest group of pig farmers in Germany

(Greenpeace, 2014). Furthermore, EU agricultural subsidies largely funded the business of cheap meat production (Greenpeace, 2013).

As for the future of the meat industry, the ‘African swine fever’ posed a very high threat, because no vaccine was available (2020). Since 2007, outbreaks of the disease had been reported in several countries in Africa, Asia, and (mostly Eastern) Europe (OIE, 2018). Until 2020, no cases had been identified in Germany. The virus was highly contagious and deadly for animals; however did not pose a risk for human health (BMEL, 2019). If the virus were to break out in Germany, it could induce a collapse of the whole pork meat industry because mass culling would be dictated, and exports would be largely banned as preventive measures.

Those pressuring factors on the meat industry as well as changing consumer attitudes were undeniably impacting RM. However, RM found a loophole: despite all differences in customer attitudes, 99% of Germans agreed that the most important feature of food was the (good) taste (BMEL, 2018a). This was also confirmed by the fact that only a few vegetarians (20%) refused the taste of meat on principle (Rügenwalder Mühle, 2016a). This was exactly where RM saw meat substitutes come into play.

3.2.4 Meat substitutes

3.2.4.1 Overview

Proteins are essential for human nutrition. Meat contains high amounts of this nutrient. But plant-based proteins also exist in legumes (beans, peas, soya beans, etc.), cereals/whole grains (wheat, rice, quinoa, etc.), or nuts and seeds (hemp seeds, peanuts, pumpkin seeds, etc.).

In the vegetarian/vegan cuisine, meat contained in dishes can be easily replaced by products like tofu, tempeh, or seitan, because they have similar properties (shape, texture, preparation, taste) to meat. Those products – **meat replacements** – can be used instead of meat, however, they are not imitations of meat. **Meat substitutes** on the other hand try to fully imitate all aspects of meat and typically undergo a series of mechanical or chemical operations (processed food)¹⁰.

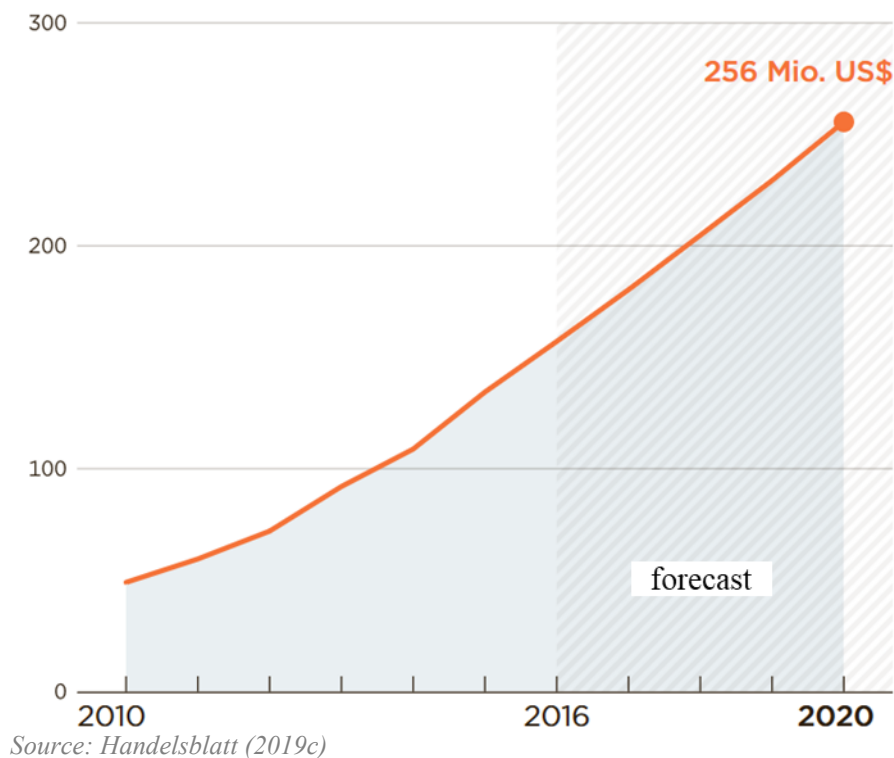
The labelling of meat substitutes was a topic largely discussed in 2017. The former Minister of Food and Agriculture, Christian Schmidt, and industry representatives demanded the ban of any

¹⁰ Those are definitions for the purpose of this case study.

meat terms, such as Currywurst or Schnitzel, because consumers would be deceived by such terms. At the end of 2018, German regulation set the rules in favour of meat substitutes. The use of general meat terms was allowed (under certain conditions), whereas specific meat terms, such as beef fillet, were banned (DHZ, 2019).

The positive development of meat substitutes was, however, not seriously affected by this. Sales and sales forecasts for meat substitutes showed high growth rates in the following years (Figure 15). Actual sales of meat substitutes reached \$200 million in 2019 (USDA, 2020), which was a little lower than forecasted.

Figure 15. Sales (forecast) of meat substitutes in Germany
in Mio. US-Dollar

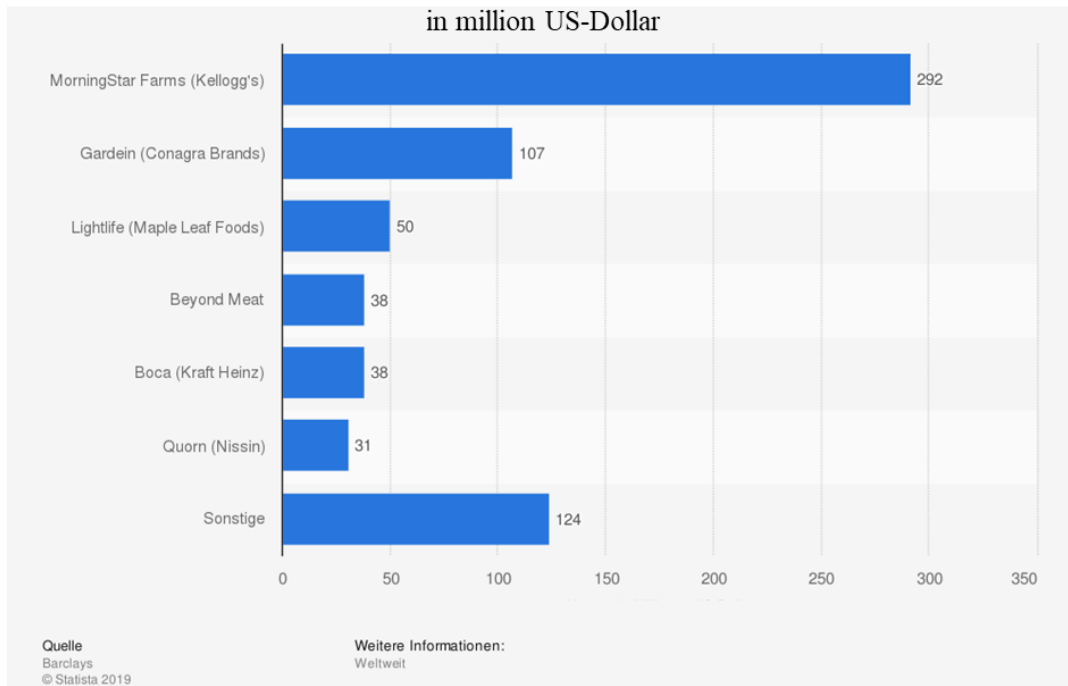


3.2.4.2 Competitive environment

Regarding international media attention, the probably most known firm was Beyond Meat from California. The company produced mainly plant-based burger patties. The IPO in 2019 created a hype on the stock market because traders evaluated it like a tech-company (Handelsblatt,

2019c). However, Beyond Meat had fierce competition from other American, Canadian, and British companies (Figure 16).¹¹

Figure 16. Leading meat-substitutes companies worldwide



Source: Statista (2019c)

As an industry expert explained in a news article in Handelsblatt (2019c), investors should be aware that large meat corporations, e.g. Tyson Foods, could transform to protein producers as well. “When a pioneer is extremely successful, many imitators - especially big players - push into a future market” (Handelsblatt, 2019c).

Indeed, Tyson Foods, US top-selling meat producer, was invested in Beyond Meat for some time (Reuters, 2019). The reason for the divesture in April 2019 was that Tyson Foods planned to develop its own line of plant-based protein products.

Large fast-moving consumer goods (FMCG) companies have reacted as well. Nestlé acknowledged that vegan products should not be dismissed as a niche (Handelsblatt, 2019c). Nestlé, the top 1 of FMCGs¹², owns Garden Gourmet in Europe and Sweet Earth in the US

¹¹ A more extensive competitor overview can be found in Table 7 in case study exhibits.

¹² FMCG company ranking from Consultancy.uk (2018) measured in sales (\$ million).

(Nestlé, 2019). Unilever, ranked 4th, divested two meat snack companies, Bifi and Peperami, in 2014 (Handelsblatt, 2014) and acquired The Vegetarian Butcher in 2018 (Unilever, 2018).

By 2020, the product range in Germany was large¹³ and an established segment in the supermarket shelves. The success was due to better technology producing more tasty products. An expert, however, noted that more and more meat substitute producers had been replaced by retailers, who created their own brands (MDR, 2019). That is why some meat producers, e.g. Tönnies owning Gutfried, decided to turn their backs on meat substitutes (Handelsblatt, 2019a).

RM, a traditional family-owned meat company, chose to explore the meat substitutes market. Within Germany, the company claimed to have generated as many sales as Beyond Meat in 2019 (Handelsblatt, 2019b).

3.3 Rügenwalder Mühle going veggie

3.3.1 Family tradition at Rügenwalder Mühle

Back in 1834, Carl Müller founded a butchery in Rügenwalde, nowadays Darłowo in Poland. The family business was passed on from generation to generation. Alwine Müller, the wife of Carl Müller's grandson, designed the corporate logo, a red windmill with sausage-shaped wings, which still represents the well-known trademark these days. In the last year of the Second World War, the Müller family had to flee their home under dramatic circumstances and found a new home in Ammerland in Lower-Saxony, Germany. The family decided to restart the business and developed it into a medium-sized company within the next decades. RM was a pure meat processing company, which purchased butchered meat from slaughterhouses and sold its products in German retail shops. By 2019, RM had Germany's strongest unaided brand awareness in the category of sausage products (Statista, 2019a).

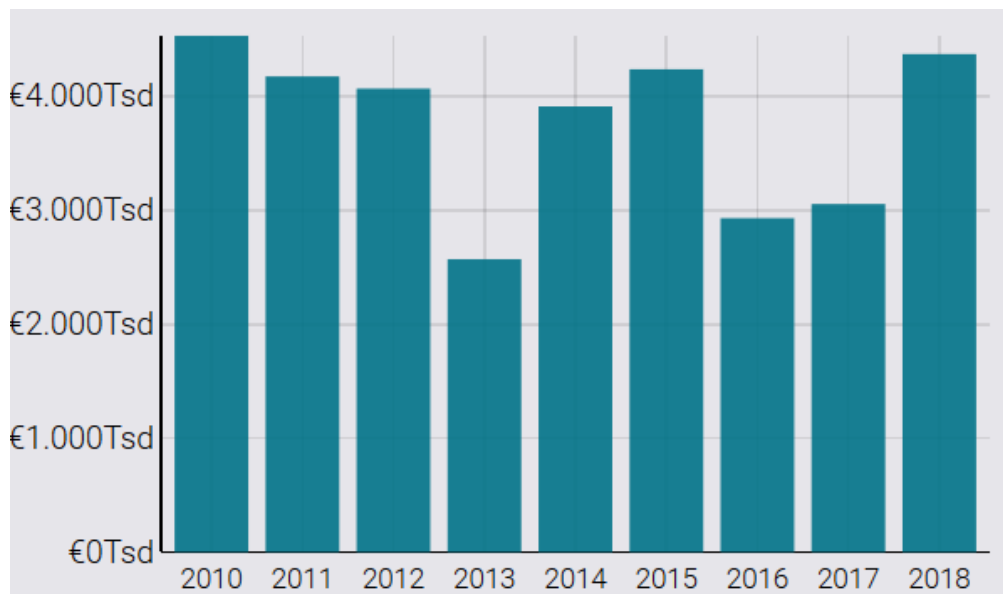
In the middle of the 1990s, Christian Rauffus took over the management in the 6th generation. He was awarded 'person of the year' in 2015 by the German EconForum for the brand's extraordinary repositioning (EconForum, 2015). After around 30 years, Christian Rauffus withdrew from management and took the lead in the newly created supervisory board. Lothar Bentlage (sales and export) and Godo Röben (marketing and R&D), formerly authorised officers, became managing directors. Michael Sanft (business manager) and Thomas

¹³ "Germany was the leading market for vegan food and drink product launch activity in 2016, with 18% of all global food and drink product launches with vegan claims occurring in Germany" MINTEL (2017).

Wittkowski (production and technology) were part of the management as well. In early 2020, leadership was transferred to Michael Hähnel (Rügenwalder Mühle, 2020b).

Since the beginning, the company had always been in family ownership. In 2018, the company's equity consisted of €22 million in capital reserves and €10 million in limited partners' capital share (North Data, 2020). Past years' profits (Figure 17) had always been fully distributed to the family-owned shareholder accounts (Bundesanzeiger, 2020).

Figure 17. RM's profits



Source: North Data (2020)

3.3.2 Relabelling

"The greater risk would have been to leave everything as it was and watch sales fall a little every year. Meat and sausages, that's a slowly but steadily shrinking market in Germany as a whole."

– Lothar Bentlage (brand eins, 2019)

Godo Röben as well was worried about the meat industry in the early 2010s. According to him, the logical conclusion for his company was to anticipate and react to an upcoming turnaround (Zukunftsinstitut, 2017). Otherwise, the company would end up like Nokia or Schlecker; two firms that ignored change (SPIEGEL, 2016).

Having climate change and changing consumer behaviour in mind, RM has been active in the fields of sustainability and social responsibility since 2012. Some examples of initiatives taken can be found in Figure 18.

Figure 18. Sustainable initiatives of RM

Sustainable initiatives	Year
Animal welfare working group	2012-2016
Member of “Donau Soja Association” The initiative “promote[s] the development of a sustainable and European protein supply” (DonauSoja, 2020). Other members are e.g. Greenpeace or WWF.	since 2015
100% green electricity	since August 2016
Efforts on sustainable/recyclable packaging	since 2017
Selected organic products	since 2017
Sustainability working group	since 2018
Launch of sustainability program	in 2018
Use of soy from European regions	since 2019

Source: Rügenwalder Mühle (2020a)

However, the biggest turning point was the introduction of vegetarian products in 2014, which would drastically change RM’s business model in the years to come.

3.3.2.1 Market launch of meat substitutes

In December 2014, RM was the first business on the German market to launch vegetarian meat substitutes (Gründerszene, 2019). Those four products were Mortadella, ham with chives, ham with bell pepper, and meatballs (Figure 19).

Figure 19. Market launch of four vegetarian meat substitutes



Source: Rügenwalder Mühle (2014)

The substitutes were made of various proteins, such as soy, peas, potatoes, wheat, and free-range eggs. The development phase was extensive:

“It took us three years of development to achieve the right taste, sliceability, bite strength, and colour. We wanted the copy of the sausage; that was clear from the beginning.”

– Godo Röben (brand eins, 2019)

But why did the market need a copy of a sausage? What justified the product’s existence? Godo Röben gave his answer: He loved to eat meat. Although he was aware of the disadvantages, he did not want to give up on the taste of meat. This was also true for many other people. The industry should therefore offer solutions for people who liked the taste but refused meat consumption. RM’s declared goal was to offer ‘alternatives instead of waivers’; it did not aim to change people’s eating habits (Rügenwalder Mühle, 2016a).

At the start, RM was planning to produce five tons per week (FAZ, 2019). A study in 2015 revealed promising repurchasing rates: 83% of flexitarians and 80% of vegetarians would buy the vegetarian ham again (Statista, 2015). Shortly after, RM began producing 100 tons weekly (FAZ, 2019). Meat processing declined yearly by around 3% and those free capacities were used to produce more vegetarian and vegan products.

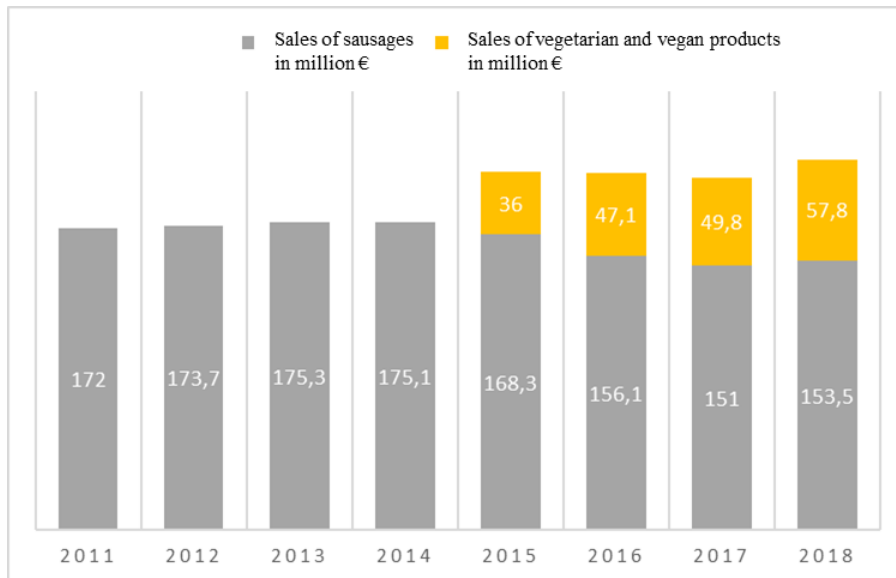
Sales of the non-meat products increased each year since the introduction (Figure 20 and Figure 21), while the product range was extended (Figure 22).

By 2019, RM was the market leader in Germany (FAZ, 2019) with a 35% share of the total €225 million meat substitute market (Handelsblatt, 2019a). The newly appointed CEO in 2020 declared:

“[RM] succeeded in expanding a basic competence - making delicious sausages - into a new social context - vegetarian nutrition.”

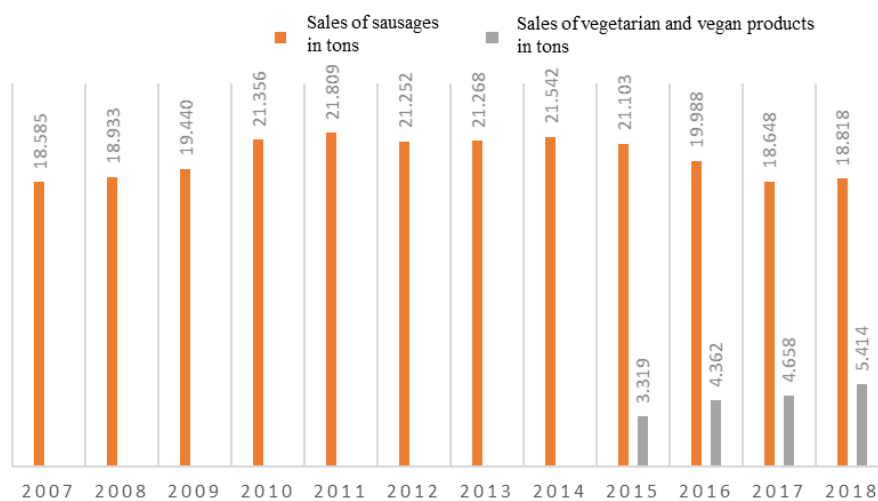
– Michael Hähnel (Rügenwalder Mühle, 2020b)

Figure 20. RM’s gross sales





Published in annual financial statements
 Source: Bundesanzeiger (2020)

Figure 21. RM’s sales volume



no numbers available for tons of vegetarian products in 2014
 Source: Bundesanzeiger (2020)

Figure 22. Development of RM's two segments

Year	Number of Products with meat					Number of Vegetarian & vegan products			
	Organic	Sausage spread	Cold cuts	Snacks & warm meals	Total	Onto the bread	Snacks & warm meals	Frozen products	Total
2014	0	12	11	7	30	0 [3]	0 [1]	0	0 [4]
2015	0	12	11	7	30	3	1	0	4
2016	0	12	7	7	26	3	8	0	11
2017	2	12	8	6	28	8	10	0	18
2018	5	12	8	6	31	11	10	0	21
2019	5	12	8	4	29	14 (3)	16 (8)	0	30
2020	4	12	8	4	28	14 (5)	18 (11)	3 (2)	35
Products									

[] = Products introduced in December 2014

() = thereof vegan

Source: Wayback Machine (2020)

To produce meat substitutes, the company invested in real estate property (new production site), manufacturing machines, and R&D (Table 8 in case study exhibits). Within 18 months, an additional 140 employees were hired (brand eins, 2019).

RM declared that meat substitutes were its contribution to climate protection (Rügenwalder Mühle, 2020c). But was the decision only for the sake of the environment or was economical thinking driver for change as well?

Most certainly, financial reasons played a significant role. First, the diversification of the product offer constituted a promising strategy to compensate the shrinking sales in the meat market. Second, organic meat was considered too costly to be an alternative for conventionally produced pork meat. Organic meat was traded at more than double the price (DBV, 2019b). In addition to that, plant-based resources were a lot cheaper than meat: the value chain for plants was shorter because the lengthy breeding of animals was not necessary (Handelsblatt, 2019c).

Also, veggie products could be sold at a similar or higher price to meat which meant higher margins.

Over time, offering meat substitutes would positively impact the company's green image, the RM hoped (Handelsblatt, 2019a). But how did stakeholders react to the change?

3.3.2.2 Feedback from stakeholders

Reactions would not be only positive. Godo Röben was aware of the tedious, polarizing battle between meat lovers and avoiders (Rügenwalder Mühle, 2016a). Now, the company embodied both ideologies in one firm and the brand's reputation was at stake:

“There were many ways to fail: A shitstorm. Credibility issues. A small scandal, for example, by contaminating veggie products with meat particles. Only one of these points would have been enough to cause massive damage to the brand name.”

– brand eins (2019)

And indeed, the company received backlashes from stakeholders. First of all, half of the employees were against the new plans. After all, vegetarians were the natural enemy of butchers (Focus, 2019). With careful explanations and encouragement, employees' acceptance eventually came; a butcher said to Godo Röben: “You are right, both of my daughters are vegetarians” (Handelsblatt, 2019b).

Also, **farmers** struggled with RM's strategic change (Figure 23).

Figure 23. Reactions of farmers' representatives on Twitter



Source: FAZ (2016)

Meat substitutes' **reputation in public** was weak at the start as well. This was mainly due to ethical concerns, taste, and quality.

RM was heavily criticised for using egg white. As of May 2020, 15 of the 32 meat substitutes contained eggs. The Mortadella, for example, was 70% egg-based. According to the calculation of a German newspaper, the same amount of Mortadella produced with egg-protein instead of one pig would cause the death of 12 hens (top agrar, 2018). The reason is that hens were being slaughtered after 15 months due to a decline in egg production and that male chickens were being killed because they would not lay eggs.

Reservations about taste and quality came from bad (imitator) products:

“After the initial hype, disillusionment took hold of us. In 2014 we started with vegetarian sausage. 2015 was gigantic. One year later, other companies wanted to copy our success. Without any sense or reason, some of them put bad products on the market. So, there was stagnation until mid-2018. We were already a little bit dismayed. But since autumn the market has been exploding worldwide.”

– Godo Röben (Handelsblatt, 2019b)

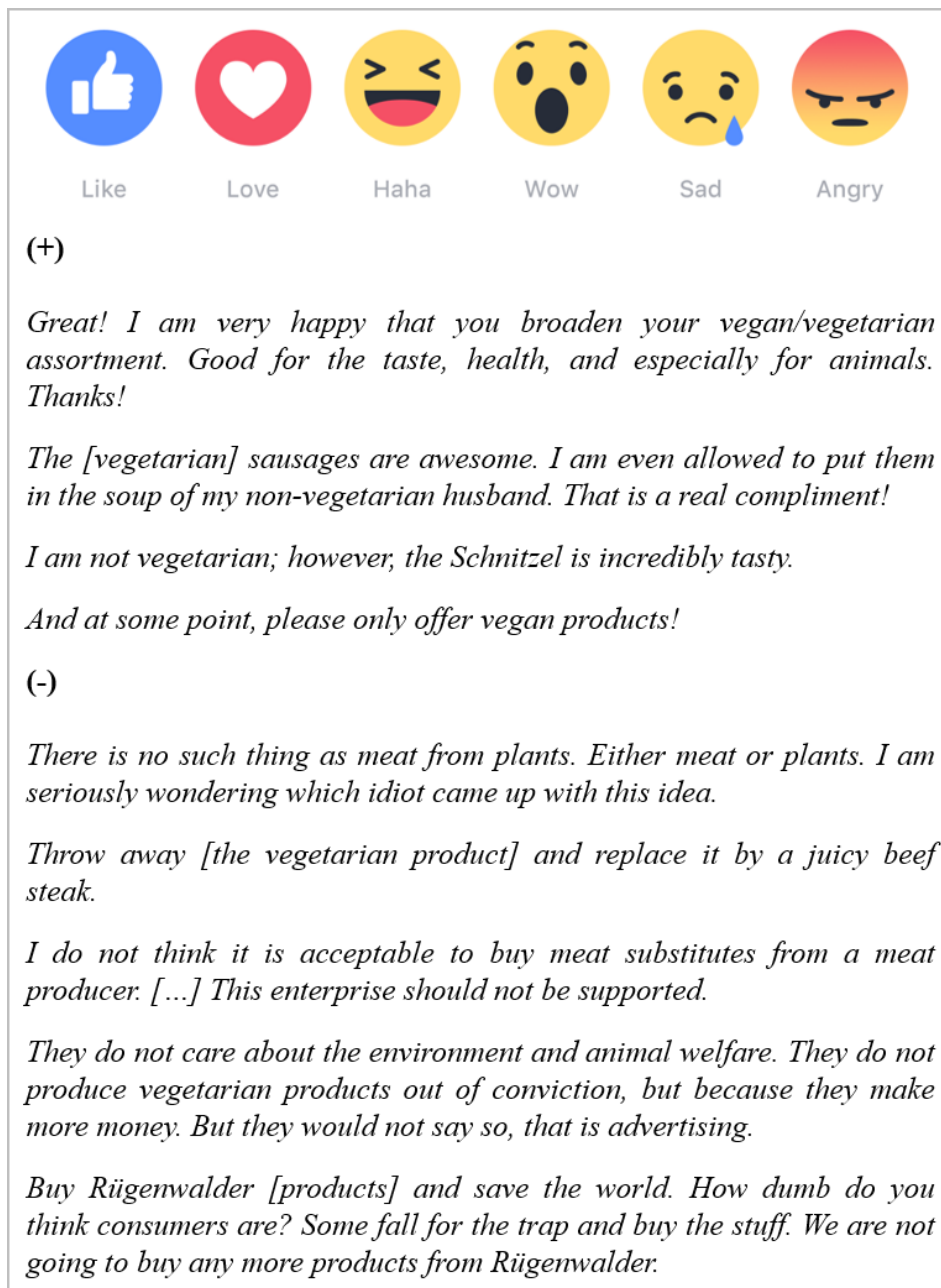
Product test results were not always charming either. The consumer magazine ÖKO-TEST complained that most veggie products contained a lot of salt, glutamate, and other additives (ÖKO-TEST, 2016). Highly processed foods, health experts warned, were detrimental for health (Das Erste, 2019). In 2016, RM's vegetarian Schnitzel received a poor rating (5.1¹⁴) due to the contamination with mineral oil which probably originated from the printing ink on the packaging (Stiftung Warentest, 2016). Later on, the renowned institute gave positive test results for RM's products (e.g. vegetarian meatballs rated 2.3 in 10/2016; vegetarian salami rated 2.5 in 03/2019) (Rügenwalder Mühle, 2020e; Stiftung Warentest, 2016).

Consumers' reaction was divided. The clash of ideologies emerged especially on RM's social media channel Facebook (page likes: ~233,000 in May 2020). Comments ranged from positive and negative feedback to constructive criticism (Figure 24), alongside vulgar statements¹⁵.

¹⁴ The evaluation system is based on German school grades, ranking from 1 (very good) to 6 (fail).

¹⁵ Those statements are not included here.

Figure 24. User comments below RM's Facebook posts



Source: translated from Facebook (2020)

Despite all these backlashes, RM succeeded. The secret to managing different interest groups without causing a stir was its unique communication strategy.

3.3.2.3 Transformation means communication

Godo Röben realised that during this transformational process, RM needed to communicate with stakeholders more than ever (brand eins, 2019):

"When you make major changes to your business model, you have to communicate, constantly and over and over again. Because in day-to-day business, you keep forgetting the meta-level - the main reason for the change - and risk falling back into old patterns."

– Godo Röben (Fleischwirtschaft, 2019)

First of all, the **branding** of the new assortment had to be developed. Against suggestions from marketing agencies, RM decided to launch the vegetarian products under the same brand name 'Rügenwalder Mühle' as their products containing meat (umbrella brand strategy) (brand eins, 2019). The reason was to transfer the likeability of the brand to the new products. At the same time, the aim was to capture the growing acceptance towards vegetarianism within society:

"Today, it is no longer a war of faith. Fundamental needs in society are changing. [Our] success is also due to the relatively new target group of flexitarians. Even within a family, needs can vary, perhaps if the daughter is a vegetarian and everyone else likes meat."

– Godo Röben (brand eins, 2019)

Regarding the **promotion**, the creative agency häppy, which was hired, described the marketing message as follows:

"Vegetarian products from the Rügenwalder Mühle - that was a peaceful revolution that won vegetarians through ideology-free communication without losing the traditional sausage eaters".

– häppy (2020)

RM promoted its vegetarian assortment extensively. The whole marketing budget, from the end of 2014 until mid-2017, was used for advertising (brand eins, 2019). In 2015 alone, RM had spent €27 million on advertisement (TV, print, radio, and posters), which equalled to 13% of its yearly sales (Handelsblatt, 2016). All competitors together had only spent €1.5 million for meat imitates that same year. Since spring 2018, RM's social media and advertising exclusively focused on promoting meat-free products.

The success of the first vegetarian products was most likely due to this extensive marketing. The launch in 2015 was advertised by an award-winning campaign where cows were being teleported by aliens (Horizont, 2015; W&V, 2015) (Figure 25).

The message communicated was:

“We do not know, what is going to happen in the future [e.g. that cows could be stolen by aliens], but at this point, we are prepared for it. New from Rügenwalder Mühle: Vegetarian ham in three delicious flavours. Give it a try!

– RM (Horizont, 2015)

Figure 25. Campaign for vegetarian launch in 2015



Source: Horizont (2015)

Marketing slogans had also incorporated the new assortment of non-meat products (Figure 26).

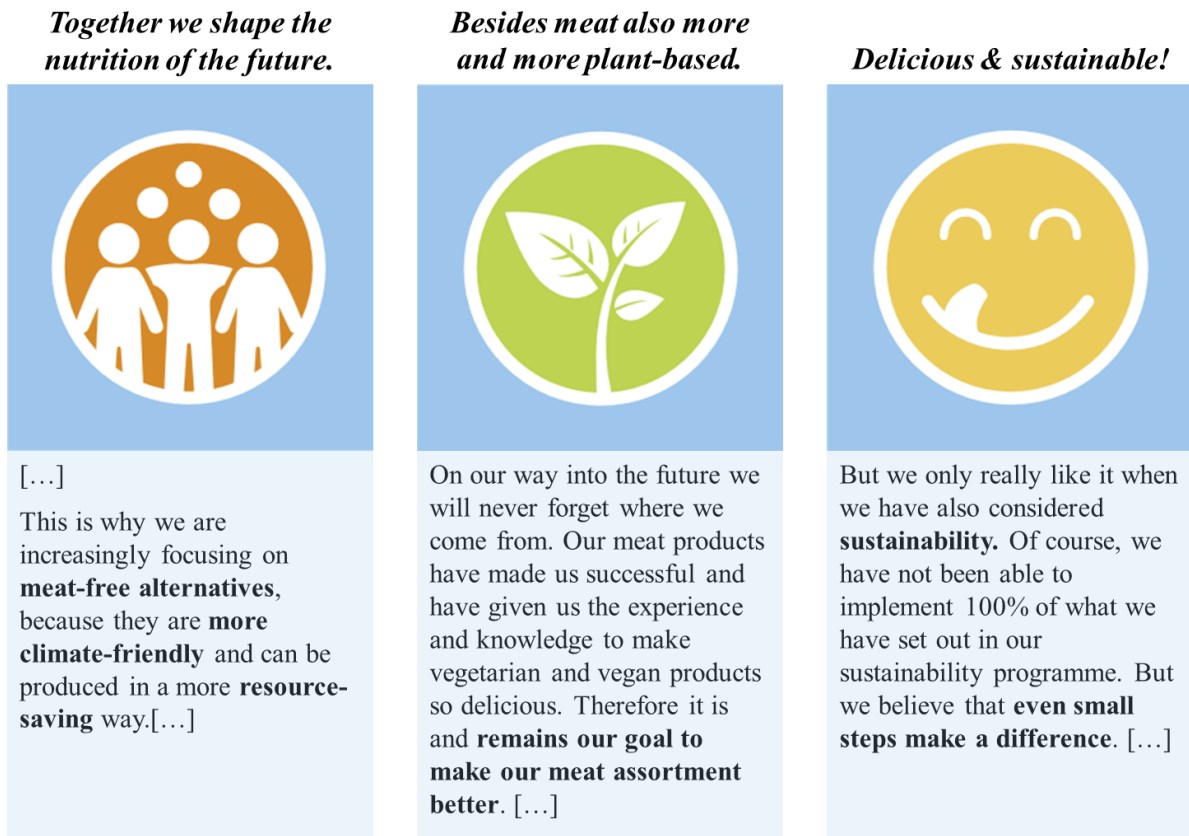
Figure 26. RM’s slogans since 2013

Slogan	Year
<i>The family business with a face.</i>	2013
<i>Here, you know who is making it.</i>	2015 - recent (2020)
<i>Because tastes are different.</i>	2017 - 2019
<i>Family business since 1834.</i>	2018 - recent (2020)
<i>There is something for everyone.</i>	2019
<i>The new desire for meat - from plants.</i>	2019
<i>We love meat. That is why we make it from plants now.</i>	2019

Sources: SLOGANS.DE (2020), RM advertisement

Since 2019, the company's vision was aligned with the new strategy (Figure 27).

Figure 27. RM's new strategy



Source: translated from Rügenwalder Mühle (2020d)

Apart from communicating with consumers, RM actively engaged with other stakeholders, for example by getting **in touch with NGOs** and initiating open panel discussions.

“Basically, we are very open. The greatest danger lies in not communicating. You cannot hide in this world. You cannot run your business successfully if you are cosily enjoying your prosperity and disappear.”

– Christian Rauffus (EconForum, 2015)

To inform and to maintain a regular exchange with key NGOs, Godo Röben invited Greenpeace, consumer advocates, ProVeg, and PETA, to the company headquarters:

“These talks are wonderful sparring. PETA and other NGOs are more open than many outsiders believe. They wanted to know, of course, if this is just a marketing gag for us. But we were able to show that we were serious and wanted to create transparency in advance”.

– Godo Röben (brand eins, 2019)

Against first intuition, the abovementioned NGOs actively supported the veggie transformation carried out by RM. ProVeg for example gave guidance on product development since the beginning (ProVeg, 2019). Possible pitfalls became evident from the start: soybeans from South America as well as standard cage eggs were game-breakers. Instead, RM used soy from North America and free-range eggs.

PETA ZWEI, the youth campaign of PETA, encouraged their followers to buy from non-vegan companies, such as RM (PETA ZWEI, 2020). The main reason not to boycott those firms was to get vegan products out of the niche. By buying those cheaper products in supermarkets, the product offer would eventually expand, access to vegan products would become easier for everyone and awareness would rise in general. In 2019, RM's vegan steak received the Vegan Food Award by PETA (PETA, 2019c).

Since 2018, RM initiated yearly **open panel discussions**. The company was represented by Godo Röben and Lothar Bentlage. RM claimed to have gathered all kinds of people: veggie fans, vegans, vehement meat-eaters, butchers, utopians, realists, naggers, experts, employees, politicians, and NGOs. The debate in 2018 was concerned with RM's new products and their veggie strategy; the one in 2019 was about sustainability. The events lasted about three hours and were live-streamed on Instagram, Facebook, and YouTube. The discussions served as a platform to ask questions and to discuss different opinions. The CMO was pleased with the result:

“Thanks a lot. I have learned a lot. We will do this regularly because it is worth a lot more than sitting in your office and having only your illusory world there. [...] even if there are only 30 people, if you do this regularly, you learn a lot.

– Godo Röben (Rügenwalder Mühle, 2020f)

Also, participants stated that they were happy how constructively the discussions had been conducted. A woman said that her impression of RM changed positively. According to her, “RM is a more social company than I had originally thought” (Rügenwalder Mühle, 2020f).

By collecting consumer insights, RM tried to find out where the journey should go in the future.

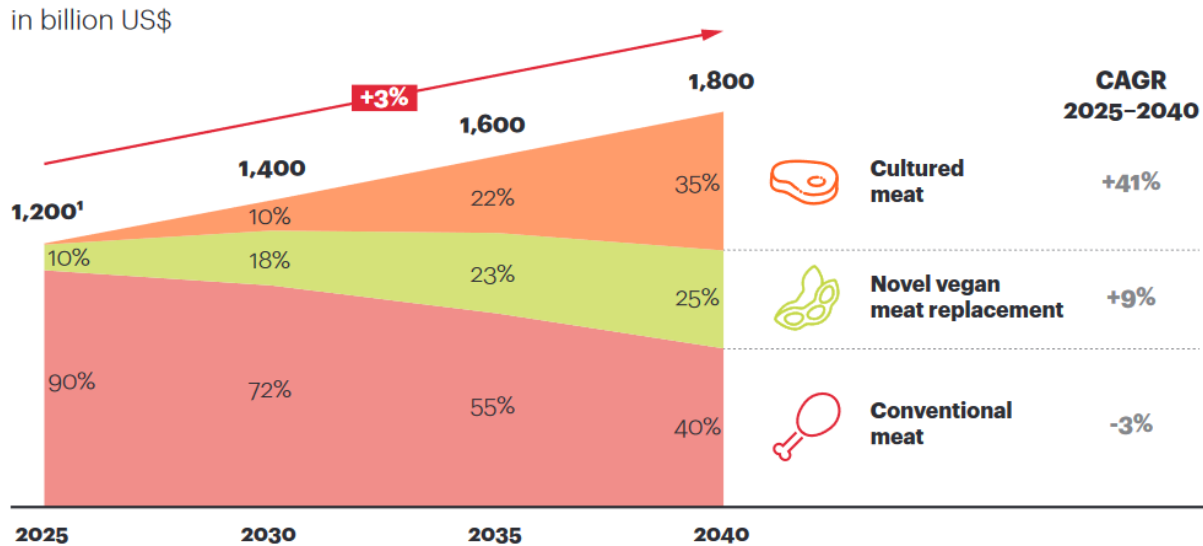
3.4 Looking to the future

3.4.1 The future of alternative protein sources

As conventional meat had its downsides regarding ethical, environmental, and health aspects, the meat production and consumption habits would transform, experts forecasted (Kearney, 2018). The driver for the commercial potential was hereby meat similarity which is the “degree to which the sensory profile and mix of nutrients and vitamins match that of meat” (Kearney, 2018, p. 10).

According to Kearney (2018), the most promising alternatives¹⁶ to conventional meat were **vegan meat substitutes** and **cultured meat**. Until 2040, those products would “disrupt the \$1,000 billion conventional meat industry” (Kearney, 2018, p. 18) (Figure 28). **Insect-based meat** replacements were also an internationally discussed topic since the Food and Agriculture Organization of the United Nations (FAO) held a related conference in 2018 (Heinrich-Böll-Stiftung et al., 2019).

Figure 28. Forecast of global meat consumption



¹ Numbers are rounded to hundred billions.
 Sources: United Nations, World Bank, Expert interviews; A.T. Kearney analysis
 Source: Kearney (2018)

¹⁶ Two other options would be organic meat or protein from fungus. **Organic meat** with better farming conditions could offer a solution for those still wanting to consume (ethically produced) meat (WELT, 2017). The limitation was however that shifting the total consumption amount would never be possible in terms of resources needed. **Protein from fungus** could be used for meat substitutes as well. Despite great potential, supply and demand remained relatively small in Germany (Das Erste, 2019b).

(1) Vegan meat substitutes

It was expected that products like meat substitutes would have great potential to foster a long-term change in consumption habits in the future. Vegan meat replacement companies received \$900 million in funding up to 2018 (Kearney, 2018). From 2019 until 2023, a CAGR of 5.8% was projected (USDA, 2020). The continuing trend was however questionable. “There is room for future growth, but substitutes are usually seen as a transition food rather than a long-term staple of a vegan diet” (USDA, 2020).

Research on plant-based proteins was extensive (ProVeg, 2020). Especially wheat, soy, lupine, and pea remained interesting sources for the production of meat substitutes (Weigel & Gensberger-Reigl, 2017). Amaranth, quinoa, buckwheat, and rape/sunflower seed pressing residues could be further examined as well (Weigel & Gensberger-Reigl, 2017).

(2) Cultured meat

Kearney (2018) analysts forecasted that cultured meat would make up 35% of meat consumption by 2040. Up to 2018, global funding amounted to around \$50 million. Cultured meat was produced as follows:

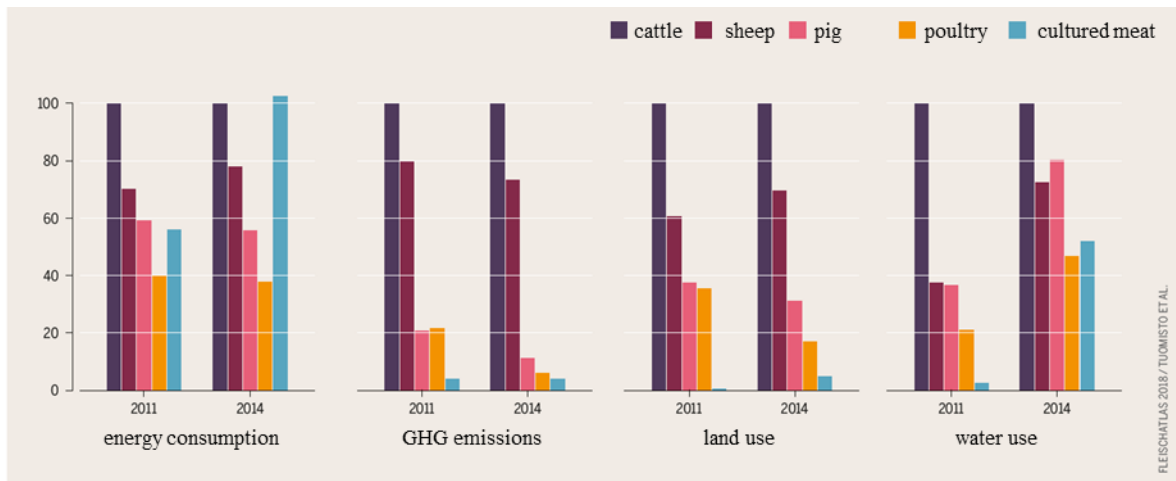
“In the first step a [stem] cell is extracted from a living animal, then the cell is fed with a media to proliferate, and finally the resulting muscle and fat cells are structured in 3D scaffolding materials to meat. The result is meat which is identical to conventionally produced meat.”

– Kearney (2018, p. 9)

At the time of writing (2020), lab-grown meat was not market-ready. The first burger patty made of cultured meat, worth €250,000 and funded by Google founder Sergey Brin, was presented in 2013 (Mosa Meat, 2020). The inventor was afterwards appointed chief scientific officer at Mosa Meat. In 2020, the company was scaling up the production to get the first products on the market in ~2023. Estimates revealed that the burger price had already been lowered to \$11 per burger (Heinrich-Böll-Stiftung et al., 2019). Other pioneers in the industry were Memphis Meats (US) or Aleph Farms (Israel).

The efficiency regarding environmental aspects, despite energy consumption, was high (Figure 29). However, cultured meat entailed ethical concerns. One of the greatest challenges was the nutrient medium, in which the meat was growing. So far, it was calf serum, which was obtained from the foetuses of slaughtered pregnant cows. In Germany however, the slaughter of pregnant animals in the last trimester of pregnancy was prohibited (Heinrich-Böll-Stiftung et al., 2019).

Figure 29. Efficiency of cultured meat

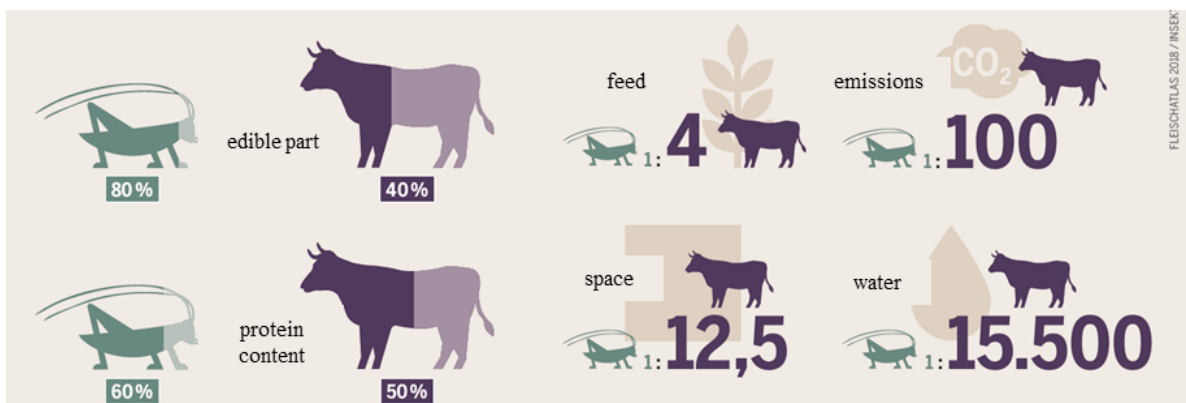


Source: Heinrich-Böll-Stiftung et al. (2019)

(3) Protein from Insects

Insects were consumed in many regions of the world. However, the use in the Western world had its two sides of the coin. The zeal for insects was based on their efficiency regarding several parameters compared to livestock (Figure 30). In Germany however, aversion towards insect products still prevailed and insects were not permitted as food by law (as of May 2020) (BLV, 2020). For these reasons, insects at this time (2020) were interesting for use as animal feed (partly restricted in the EU) or for special high-protein-food (Heinrich-Böll-Stiftung et al., 2019).

Figure 30. Efficiency comparison of insect protein and beef

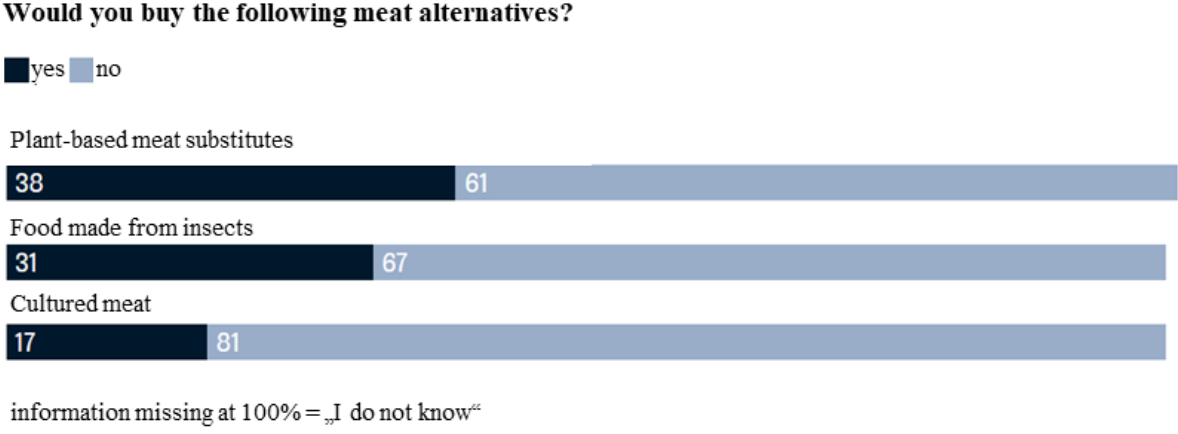


Source: Heinrich-Böll-Stiftung et al. (2019)

Challenges regarding alternative protein sources in Germany were manifold. First, food regulation in Germany was rather strict. Furthermore, other countries such as Singapore or

Canada had set up funds to foster research on alternative protein sources, whereas Germany lagged behind in comparison (Handelsblatt, 2019b). Large international corporations, such as Cargill, Tyson, Merck, Google, UBS, and PHW Group, had also invested in alternative protein production. They brought along “agriculture-, biotechnology-, and food-related knowledge” (Kearney, 2018, p. 12) on top of their financial support. In addition to that, reservations by German consumers were high (Figure 31). This was the reason why the market of meat substitutes was still to be considered a niche (as at 2019) (Handelsblatt, 2019c). Another survey revealed that 39% of respondents even disliked the success of companies that produced meat substitutes (Statista, 2019b).

Figure 31. Consumer research about meat substitutes



Source: ZEIT (2019)

3.4.2 The future of RM

Godo Röben’s responsibility was to think of RM’s future course, having consumers, competitors, and RM’s capabilities in mind. He stated his opinion in several interviews (Table 6).

Table 6. Godo Röben's strategy statements

"We are indeed well on the way to achieving our sales target [40% of total sales] for this year [2020]. In addition, we naturally want to remain the market leader in this area in Germany. That is why we will also continue to expand our range of vegetarian and vegan alternatives - so consumers can decide for themselves whether they prefer one of our classic products or a meat-free alternative."

"A hen does not care whether it is in unworthy conditions in the stable to lay eggs or to be slaughtered."

"I believe insects will not prevail in Germany for a long time. That's rather repulsive to many people. A plant is much more likeable."

Cultured meat will take another five to ten years to be marketable, Godo Röben believed. Most of consumers would think: *"This is Frankenstein food."*

100% veggie? – *"Ultimately, the consumer will decide. We are not missionaries. We can imagine everything."*

Sources: Focus (2019), Handelsblatt (2019b), PETA (2019b), ProVeg (2020)

To sum up, RM planned to continue offering vegetarian/vegan alternatives as well as conventional meat products. The plant-based product line was planned to be expanded and vegetarian formulas were to be changed to vegan ones (ProVeg, 2019). By 2024, eggs would be removed from the ingredients list, RM claimed promisingly in 2029 (Handelsblatt, 2019b).

Until 2022, the company site was to be expanded by a new factory to primarily produce meat alternatives, with investments of 'middle to high double-digit million amounts', Godo Röben declared. This investment would be scooped from private hand. The long-term aim was to remain a family-owned company (Handelsblatt, 2019b).

All in all, the company had big plans for the future. RM was a brave first-mover in the market. By combining profit and purpose, it became market leader in the meat substitutes segment in Germany and made an important step to become more sustainable. Would the company continue to flourish with its chosen strategy?

3.5 Exhibits

Table 7. Selected companies/brands in the meat substitute market

Company	Function in value chain	Country of Origin	Available in Germany	Products	Protein source
Absolute Vegan Empire	Vegan wholesale	Germany	Yes	Large selection of vegan organic products	Plant-based
Alnatura	Organic supermarket	Germany	Yes	Bread spreads, dairy and meat alternatives, and prepared foods	Animal and Plant-based
Beyond Meat	Products served in restaurants and sold in supermarkets	United States	Yes	Meat substitutes	Plant-based
Bio+vegan (Edeka)	Supermarket brand of Edeka	Germany	Yes	Bread spreads, dairy and meat alternatives, and prepared foods	Plant-based
Garden Gourmet (Nestlé)	Products sold in supermarkets	Israel	Yes	Meat alternatives	Animal-based
Gutfried (Zur-Mühlen-Gruppe, Germany's largest sausage producer)	Meat producer	Germany	Only one product (company decided to stop veggie production in 2018)	Meat alternative	Animal-based
Impossible Foods	Products served in restaurants (e.g. Burger King) and sold in supermarkets	United States	No/not yet (due to EU restrictions on genetically modified ingredients)	Pork meat substitutes	Plant-based
K-Take it veggie (Kaufland)	Supermarket brand of Kaufland	Germany	Yes	Bread spreads, dairy and meat alternatives, and prepared foods	Animal and Plant-based
Quorn	Products sold in supermarkets	United Kingdom	Yes	Meat substitutes and pre-packaged meals	Fungus
Rügenwalder Mühle	Meat producer with vegetarian and vegan offer	Germany	Yes	Bread spreads and meat alternatives and prepared meals	Animal and plant-based
Sweet Earth (Nestlé)	Products sold in supermarkets	United States	No	Meatless alternatives and pre-packaged meals	Plant-based
VeganZ	Vegan supermarket with own assortment, available in supermarkets and online	Germany	Yes	Bread spreads, dairy and meat alternatives, and prepared foods	Plant-based
Vegetarian Butcher (Unilever)	Products sold in restaurants as part of menu and in supermarkets	Netherlands	Yes	Meat substitutes	Animal and Plant-based
Wheaty	Products sold in organic stores, to commercial resellers/bulk consumers and via mail order	Germany	Yes	Cheese and meat alternatives	Plant-based
Wiesenhof	Meat producer with veggie offer	Germany	Yes	Meat alternatives	Animal and plant-based

Sources: own composition from multiple sources

Table 8. RM's investments

Year	M€	Investment purpose
2011	5.1	<ul style="list-style-type: none"> • Construction of the red windmill* (planned completion in 2012) • Extension of the cutting centre • Thermal compound plants • Lid setting machine • Parking spaces • Replacement purchases
2012	9.1	<ul style="list-style-type: none"> • Red windmill (still under construction) • Extension of the goods receipt area • Packaging machines • Replacement purchases
2013	10.5	<ul style="list-style-type: none"> • Convenience production hall • Machines for new production • Replacement purchases
2014	10.8	<ul style="list-style-type: none"> • Completion of the convenience production hall • Replacement purchases • Machines for vegetarian products
2015	15.0	<ul style="list-style-type: none"> • Land & buildings to expand company premises for veggie production • Machinery for vegetarian products • Replacement purchases
2016	5.5	<ul style="list-style-type: none"> • Plant 2 (commissioning in spring 2016) • Strategic acquisition of land near the company premises • Conversion and expansion of the research and development department • Machines for veggie products • Replacement investments
2017	4.1	<ul style="list-style-type: none"> • Machines and technology for new products • Replacement purchases
2018	3.0	<ul style="list-style-type: none"> • Machines and technology for new products • Replacement purchases
2019**	11.0	<ul style="list-style-type: none"> • Replacement purchases (€ 3 million) • Construction of another central warehouse for raw materials (€ 3.5 million)

* The red windmill is RM's logo. The construction was symbolically; however, the mill is fully operational.

** projected; investment purpose of remaining € 5.5 million unclear.

published in annual financial statements

Source: *Bundesanzeiger* (2020)

4. Teaching Notes

4.1 Synopsis

This case analyses the drastic strategic change of RM. It transformed from a pure meat processing company to a firm, which currently has half of its products available as vegetarian/vegan options (May 2020). The introduction of meat substitutes did not only mean a product diversification, but also the firm's alignment of business success and sustainability.

The first chapter of the case focuses on the CMO Godo Röben and his role as a driving force during the hybridization process at RM. The second part gives an overview of the meat industry in Germany and how it has changed due to consumer behaviour and pressuring factors on the industry during the last years. The third chapter describes RM's hybridization process in more detail and how it dealt with challenges. To conclude the case, the future of conventional meat and its alternatives is examined, and the future course of the firm is outlined.

4.2 Learning objectives

The case study connects the managerial theory and practise. Having studied the case, students should be able to perform the following:

- Identify main stakeholder groups and be alert to how the perception (stakeholder configuration) of these can change within an industry expecting an imminent turnaround;
- Understand the value of strategic ambiguity when communicating with different stakeholders;
- Evaluate future scenarios using the market orientation approach within the scope of a specific company.

Having worked on this case study, students may develop the ability to think outside-of-the-box, like the protagonist of the case study, Godo Röben, demonstrated. This case study is pedagogically valuable as it prepares students for real-life business situations that require strategic thinking. More specifically, an upcoming change within a market can be identified as an opportunity, where a hybridization strategy may offer a viable solution. Furthermore, students may overcome preconceptions towards organizations, which are increasingly combining financial with social goals.

4.3 Pedagogical overview

The instructor is advised to be informed on all three theoretical frameworks used to answer the teaching question. The case study should be distributed to the class before the discussion. Students are asked to first read the case and find answers to the assigned questions individually. At the start of the teaching session, the teacher should introduce the topic and framework. The three questions should be discussed in groups of five students and afterwards presented in class.

4.4 Board plan

Table 9 depicts a recommendation for a potential schedule designed for a 90-minute-lecture. It shows the activities, the content, and the intended duration of each assigned task.

Table 9. Board Plan

Activity	Conducted by	Content	Time (min)
Introduction	Instructor	Recap of frameworks	10
		Recap of case study	10
Teaching question 1	Group of 5 students each	Stakeholder configuration	15
Teaching question 2		Strategic ambiguity	15
Teaching question 3		Market orientation	15
In-class discussion	Class	Discussing answers to teaching questions	20
Conclusions	Instructor	Key takeaways	5

4.5 Assignment questions and analysis

The teaching questions are designed to help students to apply previously studied theoretical concepts. Students should use their analytical skills and managerial knowledge to give answers to the following three assignment questions:

TQ1: How did RM's perception of its stakeholders change before and after the initial phase of transformation?

First, events that influenced RM's relations with stakeholders should be listed. The stakeholder groups mentioned in the case study are: **general public & consumers, meat industry lobbyists, NGO's, and regulators**. The time before December 2014 and immediately after meat substitute launch (~2015) should be considered for this analysis. The events can be categorised according to the four cases presented in the framework by A. Friedman and Miles (2002, p. 11):

(a) institutional support changes

Institutional support for the meat industry by **regulation** has traditionally been strong and did not change much. The reader can identify this in several passages in the case study:

German regulation, compared to other countries, is relatively lax regarding animal welfare and farming conditions. Although rules for animal rights were tightened in 2013, it did not largely influence the industry, activists claim. The German government highly fosters exports of pork meat as well by enabling farmers to produce cheaply.

Also, the reduced value-added tax of 7% was and still is promoting meat consumption. Through this, Germany's government supports meat sales, although the tax system is supposed to have a steering function and should be in favour of the public interest.

In addition to that, the influence of the **meat lobby** on the German government was manifested by the initiative of the Minister of Food and Agriculture (in line with lobbyists) to prohibit the use of any words related to meat on meat substitute labels. In the end, a compromise was found.

(b) contingent factors emerge

Contingent factors are those impacting the company which cannot be accurately predicted and are out of the firm's control.

One contingent factor was scandals. The case study mentioned two examples: the rotten meat scandal and the horsemeat affair. They fostered mistrust among **consumers** towards the ones involved and more broadly towards the whole meat industry. However it must be mentioned, as Table 4 concerned with reasons for giving up/reducing meat consumption shows, that the scandals were not the main reasons for changing consumer behaviour.

Another unpredictable factor was the high risk of an African swine fever outbreak in Germany. It had the potential to damage the industry substantially because mass killings of pigs would be the result. Therefore, it became riskier to be reliant on pork meat as the only resource.

(c) sets of ideas held by stakeholders and/or organizations change

The **general public & consumers** were increasingly aware of the adverse effects of meat consumption. The declining trend about meat consumption and the number of vegetarians and vegans confirm this. However, the introduction of meat substitutes had a relatively weak reputation at the beginning. The relation with the stakeholder group did not change immediately nor entirely in a positive way. Reservations due to bad (imitator) products and poor test results were high.

NGOs, such as PETA Germany or Greenpeace, were attacking the meat industry, and RM directly. They were at the forefront of pointing out bad conditions of livestock farming and adverse effects on the climate and environment. Activism was visible on the street and sensitised consumers. Examples are the PETA protests ('meat mountain' or 'bloody banquet'), the demonstrations in Berlin, and Greenpeace's replica of RM's ad. However, as Godo Röben stated, the relation to NGO's (surprisingly) changed. RM sought an open dialogue with them during the development phase of meat substitutes. The result was very positive: RM gained valuable knowledge through this by using NGOs as a source for their market research (Brand Eins, 2019). Furthermore, PETA publicly encouraged consumers to buy meat substitutes from RM.

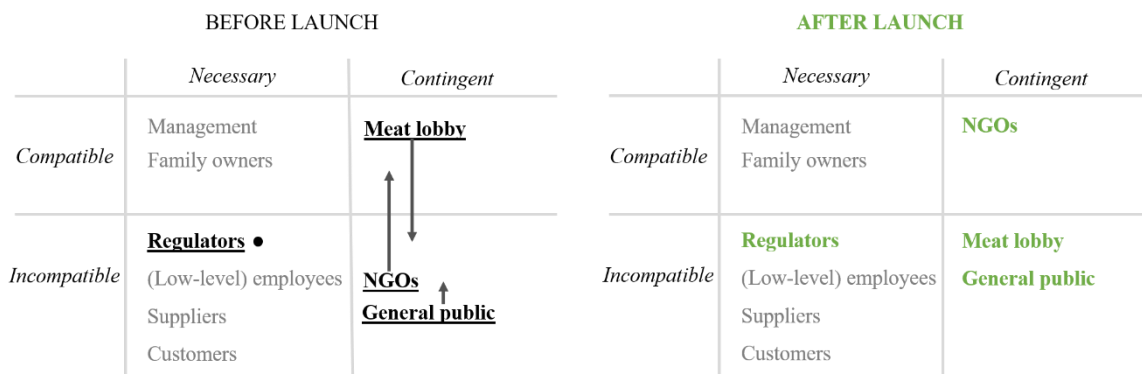
(d) material interests of either side change

RM's involvement with the **meat lobby** changed as it was planning to be less reliant on pork meat and be more dependent on other resources. Instead, RM was engaged in other areas. For example, it became a member of the "Donau Soja Association" initiative which is researching sustainable soy cultivation in Europe.

All in all, the meat industry frowned upon RM's change. Some industry representatives, such as farmers, were boycotting RM's products; the president of the German Farmers' Association even denied the upcoming agricultural turnaround.

As a next step, students are asked to draw a stakeholder configuration map for the above-mentioned stakeholder groups. Students should indicate how the stakeholders had changed positions within the grid (Figure 32).

Figure 32. Stakeholder configuration map for RM



Source: adapted from A. Friedman and Miles (2002)

As mentioned before, the general public and consumers did not majorly change their relation towards RM. Therefore, the second teaching question focuses on how RM communicated with this stakeholder group to overcome reservations and backlashes.

TQ2: What (un)ethical role did strategic ambiguity play when communicating with diverse consumers during the transformation?

In the case study, it becomes clear that RM caught positive and negative attention during its transformation process. Especially consumer reactions were conflicting which demonstrates belonging tensions (W. K. Smith et al., 2013). On the one hand, the company was one of Germany's top brands for dedicated meat lovers. Some consumers mistrusted the company's ideological turn. On the other hand, RM attracted new customers, mainly flexitarians but also vegetarians and vegans, which took different positions on meat consumption.

To manage this diverse audience, RM applied strategically ambiguous communication in various cases. Strategic ambiguity promotes unified diversity, can help to facilitate change, and allows for deniability.



Examples of strategic ambiguity can be found in the promotion. The first ad which introduced RM's new strategy provides a good example. It shows an alien attack on cows in a pasture. First of all, the communication of the message is very light-hearted because it is presented in a funny way. It is appealing to the viewer and sparks interest. By being intentionally vague about the future prospects ('We do not know what is going to happen in the future'), the audience can form their own conclusions about why RM chose the path to launch vegetarian products.

Second, the advertisement does not try to force an opinion on anyone or indoctrinate. The media agency häppy called it the ‘peaceful revolution’. RM suggests consumers to simply try the ham. It does not offend meat-eaters, but at the same time appeals to new customer segments, like flexitarians and vegetarians. The idea is to offer alternatives instead of waivers.

Also, the slogans and statements from management represent strategic ambiguity. These aim to include all different consumer preferences: ‘Because tastes are different’ or ‘There is something for everyone’. Godo Röben describes this in a very illustrative example: “Even within a family, needs can vary, perhaps if the daughter is a vegetarian and everyone else likes meat.” RM recognised that different ideologies increasingly coexisted in society. The slogans from 2019, ‘The new desire for meat – from plants’ and ‘We love meat. That is why we make it from plants now’, are more directed at introducing the new strategy of relying more and more on plant-based products, again without driving out any customers. The vision statement ‘Together we shape the nutrition of the future. Besides meat also more and more plant-based. Delicious & sustainable!’ underlines the same intention. By using strategic ambiguity, the company can “maintain a firm grasp on their identity and goals while embracing change” (Marshall Strategy, 2013). RM managed to transfer its main competence of producing delicious sausages into a new societal context.



Now that the use of strategic ambiguity was illustrated with several examples, the students should discuss and evaluate the ethical side of being intentionally ambiguous in this specific case. It is unethical if it covers up wrongdoing, hides essential information, limits receiver’s ability to make an informed decision or clouds people’s understanding of a situation. Two concerns can be found in the case study (Table 10 and Table 11).

Table 10. Ethical concern about true purpose

Sustainable?	
<p>“Delicious & sustainable.”</p> <p>“This is why we are increasingly focusing on meat-free alternatives, because they are more climate-friendly and can be produced in a more resource-saving way.”</p>	
 <p>Greenwashing</p>	 <p>Purpose</p>
<p>Some people find it generally unethical to buy products of any kind from a sausage producer. A Facebook comment was: <i>“I do not think it is acceptable to buy meat substitutes from a meat producer. [...] This enterprise should not be supported.”</i></p>	<p>Important animal welfare and environmental NGOs (such as PETA) actively supported RM and encouraged their followers to buy meat substitutes from companies like RM. It can be argued that this serves as an ‘ethical seal of approval’.</p>
<p>The indirect accusation is that customers are cross subsidizing mass livestock farming and poor conditions for animals by buying meat substitutes from RM.</p>	<p>Looking at the large investments (especially in 2014 and 2015) and marketing expenses (e.g. €27 million in 2015) for the vegetarian assortment, the profits from meat sales of previous years were reinvested in supporting production and sale of meat substitutes.</p>
<p>Although RM offers both meat and meat-free products, marketing activities are exclusively focused on promoting the vegetarian/vegan alternatives. RM claims their vegetarian products are good for climate, health and animal welfare. The advertisement might seem deceptive.</p>	<p>The publicly available panel discussions with multiple stakeholders give room to express a critical opinion towards the company. This demonstrates an unbiased information flow and openness to (helpful) criticism. Consumers are able to make their own (responsible) choices.</p>
<p>The change of business model was bound to happen because of an upcoming agricultural turnaround. It was a financial decision to diversify the product range to compensate the shrinking market in Germany.</p>	<p>The aim to become increasingly reliant on plant-based solutions is a positive step to become more sustainable. RM took other substantial actions, for example the implementation of a sustainability program or using 100% green electricity, to make its position on sustainability clear.</p>

Source: own composition

Table 11. Ethical concern about animal welfare

Animal welfare?	
<p>“Our product assortment is the logical consequence of the changing needs of people - they pay more attention to their health, the climate and animal welfare. This is why we firmly believe that the future belongs to plant proteins.”</p>	
 <p>Unethical</p>	 <p>Ethical</p>
<p>Claims to care for animal welfare might seem inconsistent or contradictory regarding the fact that half of the meat-free assortment contains high amounts of egg white. Most consumers are not aware that hens are being killed when productivity declines or that it is common practise to kill male chicken as well.</p>	<p>It depends if one is concerned about killing animals for food in general or the (poor) farming conditions of animals. As for the concern about farming conditions of hens, it is a compromise/choice also vegetarians have to make when buying dairy products. A positive aspect is that RM uses only free-range eggs.</p> <p>Furthermore, RM is increasingly bringing vegan products on the market. In 2020, already half of the meat-free products were plant-based.</p>
<p>Most of RM’s revenues still come from meat products (around 75% in 2018).</p>	<p>Production capacities that were previously used for - the now declining - meat processing were converted to produce meat-free alternatives.</p>

Source: own composition

TQ3: Is the company and its strategy well equipped for the future?

Students should analyse RM’s strategy according to the two components of market orientation and evaluate if this choice makes them fit for the future.

Customer orientation: high

RM represents a strong customer orientation. The company listens very carefully to its customers. During the open panel discussions, customers and other stakeholders are asked to give their opinion and discuss meat substitutes. This helps the company to get a better understanding of customer needs. Furthermore, RM takes into consideration the wishes of customers from social media, e.g. ‘And at some point, please only offer vegan products’ by

producing more plant-based options. Godo Röben also expresses an open mind about completely exiting the meat business, ‘We can imagine everything’, depending on what consumers want, ‘Ultimately, the consumer will decide’. However, at this point (2020), consumers in Germany are still rather hesitant towards the meat substitute market. According to Godo Röben, cultured meat was ‘Frankenstein food’, and eating insects is rather repulsive for Germans. This is why RM plans to keep its meat offer.

Competitor orientation: medium

As described in the last chapter of the case, Godo Röben knows about the different trends that competition is following. According to Kearney (2018), cultured meat is one of the most promising trends. However, RM rejects to invest in this trend. The reason is not only high regulation on cultured meat in Germany, but rather because of consumer reservations. At this point, RM maintains its course to replace meat by plant-based substitutes.

Regarding the national competition, RM is currently the market leader. However, powerful German retail chains, such as Edeka or Kaufland, pushed into the market of meat substitutes. Compared to its international competition, RM has weaknesses regarding the ownership structure and size. External financing, e.g. issue of shares or entry of new equity partners, is very unlikely due to the family character of the firm which is aimed to be maintained. In addition to that, the possibility of mergers with other firms is low. Furthermore, RM is a medium-sized company, operating mainly in Germany. Most of the competition in the meat substitute market is backed by huge corporations that invested in alternative meat solutions. Google founder Sergey Brin was involved in Mosa Meat; Nestlé for example owns Sweet Earth and Garden Gourmet. Before Beyond Meat’s initial public offering, Tyson Foods was a large investor.

Evaluation:

For now, it seems that following customer preferences for both meat and meat-free products at the same time is a strength of the company. Nonetheless, it remains unclear whether or not meat *substitutes* (either vegetarian or vegan) will take up a more important role for humankind’s nutrition than just within the transition phase towards cultured meat.

International competitors researching cultured meat pose a high threat. This is because in other countries specific regulation is laxer and governmental support and investments are higher.

In the long-run, those factors will very likely negatively impact RM’s market position and profitability if it decides to keep its heavily customer-focused strategy.

5. Discussion

The dissertation focuses on the process of how a sustainable hybrid organization can be built. RM, the company which had been chosen, reflects one specific approach to become a hybrid business: relabelling a for-profit business towards a mission-driven for-profit organization. The period analysed is from December 2014 until May 2020.

As reviewed in the literature chapter, an organization is considered a hybrid when it combines the strategic imperatives of multiple organizational forms (Battilana & Lee, 2014). In the case of RM, it follows both the private and non-profit institutional logic: profit and social/environmental purpose. The new vision of the firm is concerned with the consequences of climate change, growing population, and how the nutrition of all humans will evolve in the future. The solution presented by RM is to increasingly rely on meat-free alternatives. The expansion of the vegetarian and vegan products – making up more than half of the assortment in 2020 – and the extensive communication and marketing efforts prove this claim.

It could be argued that RM is not a hybrid organization due to accusations of greenwashing or because the company follows pure financial calculations. However, as discussed in the last part of the second teaching question, the transformation process was accompanied by fundamental changes, in particular: heavy investments made in research and production capacity for vegetarian products, high marketing expenses, exchange with critical stakeholders, and engagement of those in open discussions. The company showed real commitment to developing a sustainable business model. By producing and selling meat substitutes, the company aligned its business model, according to the imperative: doing well by doing good.

Another characteristic of hybrid organizations is divergent stakeholder interests (Ebrahim et al., 2014, p. 82). The case study and the first two teaching questions discuss which stakeholders exist, how the relation to them changed, and how RM dealt with the challenge of belonging tensions of consumers by using strategic ambiguity.

As discussed in the third teaching question, the market orientation can be evaluated according to the customer and competitor orientation dimensions. However, the two factors fail to address country-specific regulation and company-specific characteristics, such as the ownership structure or company size.

In conclusion, the chosen concepts show high validity for the company of interest. Reliability of the findings is, however, limited due to the specific industry and company characteristics.

6. Conclusion

Climate change and its consequences lead companies to rethink their business models by examining their own contribution to the damage. Especially within the meat industry, the potential for mitigating climate change is large. Besides that, also consumers are increasingly aware of their environmental food footprint and make more informed buying decisions accordingly. These two trends combined result in hybridization processes of for-profit companies. This phenomenon is studied in this dissertation based on qualitative and quantitative secondary data. Following a case study approach, the company Rügenwalder Mühle was chosen for this purpose. It is a traditional, family-owned sausage producer in Germany which underwent a highly innovative transformation by increasingly relying on plant-based products.

The theoretical groundworks supporting the case were the stakeholder configuration model, the strategic ambiguity concept, and the market orientation framework. They showcase RM's success factors during the hybridization process and an approach to continue being the market leader of meat substitutes in Germany.

Summing up the key findings, RM's success factors were:

1. The timely revamping of the business model and new sustainable strategy driven by an innovative management based on changing stakeholder perceptions.
2. Embracing diversity of stakeholders by using strategic ambiguity during the transformation process and the active involvement of those crucial for a successful transformation.
3. Focusing on a customer orientation approach, while being aware of competitors' actions.

Those success factors are relevant for managers working in changing industries. While a case study about one firm based on secondary data limits the generalizability of the results, this approach provides new insight in form of a best practice example of a for-profit's hybridization. While hybridity is usually related to multiple tensions, the case study showed how RM managed the belonging tension. Practitioners can gain the understanding that purpose can foster profit and that hybridization can be a useful tool to react to changing consumer demands and environments.

The case study focused on a defined period (2014 - 2020). Before, RM invested heavily in building a strong brand. Regarding future research, it raises the question of the role that brand

familiarity played during the hybridization process. Furthermore, future studies could examine the next steps of RM, as its hybridization process continues, and could research the three other social-business tensions put forward by W. K. Smith et al. (2013).

From this work, I was personally able to deepen my knowledge about the meat industry in Germany in general, and the underlying reasons for the transformation taking place in particular. I further established awareness of how businesses can adapt to these changes successfully. Personally, I agree with Godo Röben: it is high time we start eating fewer animals.

7. References

- afz (2019, November 13). Die Top10 der Deutschen Wursthersteller 2018. Allgemeine Fleischer Zeitung. <https://www.dfv.de/news/media/1/Die-Top10-der-Deutschen-Wursthersteller-6103.jpeg>
- AMI. (2012). *AMI Markt Report - Fakten und Trends 2012*. https://www.zuechtungskunde.de/artikel.dll/ami-marktreport-2012-schweine_Mjg1MjMwMA.PDF
- AMI. (2019). *Schweineschlachtungen in der EU*. https://www.ami-informiert.de/ami-maerkte/maerkte/ami-fleischwirtschaft/ami-meldungen-fleischwirtschaft/single-ansicht?tx_aminews_singleview%5Baction%5D=show&tx_aminews_singleview%5Bcontroller%5D=News&tx_aminews_singleview%5Bnews%5D=12174&cHash=c271320651b7228c1673c13784d2f2c2
- Augsburger Allgemeine (2006, September 14). Gammelfleischskandale - Eine kurze Chronik. *Augsburger Allgemeine Zeitung*. <https://www.augsburger-allgemeine.de/bayern/Gammelfleischskandale-Eine-kurze-Chronik-id2722391.html>
- Austin, J., Stevenson, H., & Wei-Skillern, J. (2006). Social and commercial entrepreneurship: same, different, or both? *Entrepreneurship Theory and Practice*, 30(1), 1–22.
- Barreto, I. (2010). Dynamic capabilities: A review of past research and an agenda for the future. *Journal of Management*, 36(1), 256–280.
- Battilana, J., & Dorado, S. (2010). Building sustainable hybrid organizations: The case of commercial microfinance organizations. *Academy of Management Journal*, 53(6), 1419–1440.
- Battilana, J., & Lee, M. (2014). Advancing research on hybrid organizing—Insights from the study of social enterprises. *The Academy of Management Annals*, 8(1), 397–441.
- BBC (2013, February 14). Germany finds horsemeat in lasagne. *BBC News*. <https://www.bbc.com/news/world-europe-21456388>
- Bingham, T., & Walters, G. (2013). Financial Sustainability Within UK Charities: Community Sport Trusts and Corporate Social Responsibility Partnerships. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 24(3), 606–629.
- BLE. (2020). *Afrikanische Schweinepest bedroht auch Deutschlands Schweinebestände*. Bundesministerium für Ernährung und Landwirtschaft. <https://www.praxis-agrar.de/tier/schweine/afrikanische-schweinepest/>
- BLV. (2020). *Insekten als Lebensmittel*. Bundesamt für Lebensmittelsicherheit und Veterinärwesen (Switzerland). <https://www.blv.admin.ch/blv/de/home/lebensmittel-und-ernaehrung/lebensmittelsicherheit/einzelne-lebensmittel/insekten.html#-399311545>
- BMEL. (2018a). *BMEL-Ernährungsreport 2019: Deutschland, wie es isst*. https://www.bmel.de/SharedDocs/Downloads/DE/Broschueren/Ernaehrungsreport2019.pdf?jsessionid=29CD6A6E208E6C92B65DAD917CDC15E6.internet2852?__blob=publicationFile&v=4
- BMEL. (2018b). *Verbesserung des Tierschutzes in Deutschland*. Bundesministerium für Ernährung und Landwirtschaft.

- https://www.bmel.de/DE/Tier/Tierschutz/_texte/Versuchtierrichtline_Tierschutzgesetz.htm
1
- BMEL. (2019). *Fragen und Antworten zur Afrikanischen Schweinepest*. Bundesministerium für Ernährung und Landwirtschaft. https://www.bmel.de/SharedDocs/Downloads/Tier/Tiergesundheit/Tierseuchen/ASP/ASP_FAQ_2018.pdf?__blob=publicationFile
- BMEL. (2020). *Preisreihen der Schlachtpreise von Schweinen, Rindern und Lämmern*. Bundesministerium für Ernährung und Landwirtschaft. <https://www.bmel-statistik.de/preise/preise-fleisch/preisreihen-preismeldung-fleisch/>
- brand eins. (2019). *Rügenwalder Mühle: Alles Wurst*. <https://www.brandeins.de/magazine/brand-eins-thema/reputation-2019/ruegenwaldermuehle-ealles-wurst>
- BUND. (2020). *Agrarwende anpacken, Klima schützen! "Wir haben es satt!"-Demo 2020*. BUND. <https://www.bund.net/massentierhaltung/nutztierhaltung/wir-haben-es-satt/>
- Bundesanzeiger. (2020). *annual financial statements*. https://www.bundesanzeiger.de/ebanzwww/wexsservlet?session.sessionid=72b8665ee54dfc0a487a8a6f686302d6&global_data.designmode=eb&genericsearch_param.fulltext=R%C3%BCgenwalder+M%C3%BChle&genericsearch_param.part_id=&%28page.navid%3Dto_quicksearchlist%29=Search
- Consultancy.uk. (2018). *The 50 largest FMCG consumer goods companies in the world*. <https://www.consultancy.uk/news/18765/the-50-largest-fmcg-consumer-goods-companies-in-the-world>
- Dacin, M. T., Dacin, P. A., & Tracey, P. (2011). Social entrepreneurship: A critique and future directions. *Organization Science*, 22(5), 1203–1213.
- Das Erste. (2019). *Fleischersatzprodukte – Wer verdient am Veggie-Trend?* DasErste.de. <https://www.daserste.de/information/wirtschaft-boerse/plusminus/videos/pm-swr-fleischersatzprodukte-video-100.html>
- Davies, I. A., & Doherty, B. (2019). Balancing a hybrid business model: The search for equilibrium at Cafédirect. *Journal of Business Ethics*, 157(4), 1043–1066.
- DBV. (2019a). *Pro Kopf Verzehr von Fleisch*. <https://www.bauernverband.de/situationsbericht-19/6-erzeugung-und-maerkte/62-tierische-erzeugung>
- DBV. (2019b). *Situationsbericht 2019/20 - Ökologischer Landbau*. <https://www.bauernverband.de/situationsbericht-19/1-landwirtschaft-und-gesamtwirtschaft/16-oekologischer-landbau>
- Dees, J. G. (1998). Enterprising nonprofits: What do you do when traditional sources of funding fall short. *Harvard Business Review*, 76(1), 55–67.
- Delmas, M. A., & Burbano, V. C. (2011). The drivers of greenwashing. *California Management Review*, 54(1), 64–87.
- Deng, S., & Dart, J. (1994). Measuring market orientation: a multi-factor, multi-item approach. *Journal of Marketing Management*, 10(8), 725–742.

- Destatis. (2019). *Umsatzsteuerstatistik (Voranmeldungen) 2017*. Statistisches Bundesamt. https://www.destatis.de/DE/Themen/Staat/Steuern/Umsatzsteuer/Publikationen/Downloads-Umsatzsteuern/umsatzsteuer-2140810177004.pdf?__blob=publicationFile
- Deutscher Tierschutzbund. (2013). *Resolution der Mitgliederversammlung des Deutschen Tierschutzbundes e.V.: Bundestagswahl 2013: Stimme für die Tiere*. Deutscher Tierschutzbund e.v. https://www.tierschutzbund.de/fileadmin/user_upload/Downloads/Mitgliederversammlung/MV_2013_Resolution_Bundestagswahl.pdf
- DHZ (2019, June 11). Darf Fleischersatz wie das Original heißen? Der Streit geht weiter. *Deutsche Handwerks Zeitung*. <https://www.deutsche-handwerks-zeitung.de/fleischer-irrefuehrung-mit-veganen-schnitzeln/150/3094/334614>
- Doherty, B., Haugh, H., & Lyon, F. (2014). Social enterprises as hybrid organizations: A review and research agenda. *International Journal of Management Reviews*, 16(4), 417–436.
- Ebrahim, A., Battilana, J., & Mair, J. (2014). The governance of social enterprises: Mission drift and accountability challenges in hybrid organizations. *Research in Organizational Behavior*, 34, 81–100.
- EconForum. (2015). *"Wir meinen es ernst"*. EconForum. <https://www.econforum.de/magazin/artikel/wir-meinen-es-ernst>
- Eisenberg, E. M. (1984). Ambiguity as strategy in organizational communication. *Communication Monographs*, 51(3), 227–242.
- Evans, B., Richmond, T., & Shields, J. (2005). Structuring Neoliberal Governance: The Nonprofit Sector, Emerging New Modes of Control and the Marketisation of Service Delivery. *Policy and Society*, 24(1), 73–97.
- Facebook. (2020). *Rügenwalder Mühle*. Facebook. https://www.facebook.com/search/top/?q=r%C3%BCgenwalder%20m%C3%BChle&epa=SEARCH_BOX
- FAO. (2013). *Major cuts of greenhouse gas emissions from livestock within reach*. <http://www.fao.org/news/story/en/item/197608/icode>
- FAZ (2006, September 2). Gammelfleisch-Skandal: „Das ganze Ausmaß ist noch nicht absehbar“. *Frankfurter Allgemeine Zeitung GmbH*. <https://www.faz.net/aktuell/gesellschaft/gesundheit/gammelfleisch-skandal-das-ganze-ausmass-ist-noch-nicht-absehbar-1354116.html>
- FAZ (2016, November 15). Nach Aussagen zu Veggie-Wurst: Bauern boykottieren Rügenwalder. *Frankfurter Allgemeine Zeitung GmbH*, 2016. <https://www.faz.net/aktuell/wirtschaft/unternehmen/ruegenwalder-muehle-bauern-wollen-veggie-wurst-boykottieren-14529211.html>
- FAZ (2019, July 10). Fleischalternativen: Rügenwalder Mühle opfert die Currywurst. *Frankfurter Allgemeine Zeitung GmbH*. <https://www.faz.net/aktuell/wirtschaft/unternehmen/beyond-meat-ruegenwalder-muehle-opfert-die-currywurst-16274667.html>
- Fleischwirtschaft (2019, January 4). Digitale Transformation: Aufbruch ins Veggie-Universum. *Fleischwirtschaft*.

- <https://www.fleischwirtschaft.de/management/nachrichten/Digitale-Transformation-Aufbruch-ins-Veggie-Universum-38259>
- Focus (2019, September 2). Veggie-Revolution bei Rügenwalder Mühle: „Es ist an der Zeit, weniger Tiere zu essen“: Wurstfabrikant im Wandel. *FOCUS Online*.
https://www.focus.de/finanzen/news/wurstfabrikant-im-wandel-ruegenwalder-muehle-stellt-currywurst-produktion-ein-zugunsten-vegetarischer-produkte_id_11095652.html
- Foodwatch. (2016). *Pferdefleisch*. Foodwatch.
<https://www.foodwatch.org/de/informieren/fleisch/pferdefleisch/>
- Freeman, R. E. (2010). *Strategic management: A stakeholder approach*. Cambridge university press.
- Freeman, R. E., & McVea, J. (2001). A stakeholder approach to strategic management. *The Blackwell Handbook of Strategic Management*, 189–207.
- Friedman, A., & Miles, S. (2002). Developing stakeholder theory. *Journal of Management Studies*, 39(1), 1–21.
- Friedman, M. (2007). The social responsibility of business is to increase its profits. In *Corporate ethics and corporate governance* (pp. 173–178). Springer.
- Gerber, P. J., Steinfeld, H., Henderson, B., Mottet, A., Opio, C., Dijkman, J., Falcucci, A., & Tempio, G. (2013). *Tackling climate change through livestock: a global assessment of emissions and mitigation opportunities*. Food and Agriculture Organization of the United Nations (FAO). <http://www.fao.org/3/a-i3437e.pdf>
- Greenpeace. (2009). *...von der Rügenwalder Mühle*. Greenpeace e.V.
<https://www.greenpeace-magazin.de/von-der-ruegenwalder-muehle>
- Greenpeace. (2013). *Subventionen für Billigfleisch abschaffen: Ergebnisse einer Studie über steuerliche Instrumente zur Senkung des Fleischkonsums*. Greenpeace e.V.
<https://www.greenpeace.de/sites/www.greenpeace.de/files/publications/20130530-fs-subventionen-fuer-billigfleisch-abschaffen.pdf>
- Greenpeace. (2014). *Fleisch um jeden Preis*. Greenpeace e.V.
<https://www.greenpeace.de/themen/landwirtschaft/fleisch-um-jeden-preis>
- Gründerszene. (2019). *Beyond Meat drängt nach Europa – doch die Aktie stagniert*.
<https://www.gruenderszene.de/food/beyond-meat-draengt-nach-europa-doch-die-aktie-stagniert?interstitial>
- Haigh, N. (2015). *Understanding Hybrid Organizations: Interview*. California Management Review. <https://cmr.berkeley.edu/2015/06/hybrid-organizations/>
- Haigh, N., Kennedy, E. D., & Walker, J. (2015). Hybrid organizations as shape-shifters: Altering legal structure for strategic gain. *California Management Review*, 57(3), 59–82.
- Handelsblatt (2014, February 21). Wurstsnack: Unilever verkauft Bifi. *Handelsblatt*.
<https://www.handelsblatt.com/unternehmen/handel-konsumgueter/wurstsnack-unilever-verkauft-bifi/9519000.html>
- Handelsblatt (2016, August 24). Rügenwalder Mühle, Meica, Herta: Es geht um die fleischlose Wurst. *Handelsblatt*, 2016. <https://www.handelsblatt.com/unternehmen/handel-konsumgueter/ruegenwalder-muehle-meica-herta-es-geht-um-die-fleischlose-wurst/14448496.html?ticket=ST-2413548-gDfUzBo1fZnJhWI5gpb7-ap4>

- Handelsblatt (2019a, March 26). Immer mehr Konzerne wittern das große Geschäft mit veganen Lebensmitteln. *Handelsblatt*. <https://www.handelsblatt.com/unternehmen/handel-konsumgueter/nahrungsmittelindustrie-immer-mehr-konzerne-wittern-das-grosse-geschaeft-mit-veganen-lebensmitteln/24141386.html?ticket=ST-1105228-26SassPAawc1pDeHdUnc-ap6>
- Handelsblatt (2019b, July 7). Die Fleischlobby will Veggie-Wurst verhindern. *Handelsblatt*. <https://www.handelsblatt.com/unternehmen/mittelstand/familienunternehmer/ruegenwalder-muehle-chef-godo-roeben-die-fleischlobby-will-veggie-wurst-verhindern/24528852.html?ticket=ST-2849442-TjhBsn3PKgU2QOOXc5YB-ap4>
- Handelsblatt (2019c, September 20). Wie Anleger von einer fleischlosen Zukunft profitieren können. <https://www.handelsblatt.com/finanzen/anlagestrategie/serie-investieren-in-megatrends-wie-anleger-von-einer-fleischlosen-zukunft-profitieren-koennen/25155310.html?ticket=ST-2798877-WEaPtAJLCoUieRDcY4BD-ap4>
- Handelsblatt (2020, May 6). Beyond Meat überrascht mit Gewinn. *Handelsblatt*. <https://www.handelsblatt.com/unternehmen/handel-konsumgueter/quartalszahlen-beyond-meat-ueberrascht-mit-gewinn/25804642.html?ticket=ST-4093954-HEtseTMqDrE2W49egAzb-ap5>
- happy. (2020). *Case: Friedlich revolutionär, Rügenwalder Mühle*. <https://www.hppy.de/case/ruegenwalder/>
- Heinrich-Böll-Stiftung, Bund für Umwelt- und Naturschutz, & Le Monde diplomatique. (2014). *Fleischatlas 2013: Daten und Fakten über Tiere als Nahrungsmittel*. https://www.boell.de/sites/default/files/fleischatlas_1_1.pdf
- Heinrich-Böll-Stiftung, Bund für Umwelt- und Naturschutz, & Le Monde diplomatique. (2019). *Fleischatlas 2018: Daten und Fakten über Tiere als Nahrungsmittel*. https://www.bund.net/fileadmin/user_upload_bund/publikationen/massentierhaltung/massentierhaltung_fleischatlas_2018.pdf
- Horizont (2015, January 5). Veggie-Produkte: Rügenwalder umgarnt Flexitarier in TV-Kampagne. *Horizont*. <https://www.horizont.net/marketing/nachrichten/Veggie-Produkte-Ruegenwalder-umgarnt-Flexitarier-in-TV-Kampagne-132093>
- Ioannou, I., & Serafeim, G. (2019). Corporate sustainability: A strategy? *Harvard Business School Accounting & Management Unit Working Paper*(19-065).
- Jarzabkowski, P., Sillince, J. A. A., & Shaw, D. (2010). Strategic ambiguity as a rhetorical resource for enabling multiple interests. *Human Relations*, 63(2), 219–248.
- Jay, J. (2013). Navigating paradox as a mechanism of change and innovation in hybrid organizations. *Academy of Management Journal*, 56(1), 137–159.
- Kearney, A. T. (2018). *How Will Cultured Meat and Meat Alternatives Disrupt the Agricultural and Food Industry*. <https://www.kearney.com/documents/20152/2795757/How+Will+Cultured+Meat+and+Meat+Alternatives+Disrupt+the+Agricultural+and+Food+Industry.pdf/06ec385b-63a1-71d2-c081-51c07ab88ad1?t=1559860712714>
- Kerschke-Risch, P. (2015). Vegan diet: motives, approach and duration. Initial results of a quantitative sociological study. *Ernahrungs Umschau*, 62(6), 98–103.

https://www.ernaehrungs-umschau.de/fileadmin/Ernaehrungs-Umschau/pdfs/pdf_2015/06_15/EU06_2015_WuF_Kerschke-Risch_eng.pdf

- Lee, S. Y., & Carroll, C. E. (2011). The emergence, variation, and evolution of corporate social responsibility in the public sphere, 1980–2004: The exposure of firms to public debate. *Journal of Business Ethics*, 104(1), 115–131.
- Marshall Strategy. (2013). *Think Big: Understanding the Value of Strategic Ambiguity*. <https://www.marshallstrategy.com/think-big-understanding-the-value-of-strategic-ambiguity/>
- MDR (2019, November 20). Fleischersatz: Mehr Angebot, mehr Konkurrenz, gut für den Kunden? *MDR Aktuell*. <https://www.mdr.de/nachrichten/wirtschaft/inland/fleischersatz-angebot-nachfrage-gesundheit-100.html>
- MINTEL. (2017). *Germany hosted the highest number of vegan launches worldwide in 2016*. MINTEL. <https://www.mintel.com/press-centre/food-and-drink/germany-hosted-the-highest-number-of-vegan-launches-worldwide-in-2016>
- Mosa Meat. (2020). *Our story*. <https://www.mosameat.com/our-story/>
- Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, 54(4), 20–35.
- Nestlé. (2019). *Nestlé to sell 60% stake of Herta and create a joint venture with Casa Tarradellas*. <https://www.nestle.com/media/pressreleases/allpressreleases/nestle-herta-joint-venture-casa-tarradellas>
- NOAA. (2020). *January 2020 was Earth's hottest January on record*. National Oceanic and Atmospheric Administration. <https://www.noaa.gov/news/january-2020-was-earth-s-hottest-january-on-record>
- North Data. (2020). *Rügenwalder Mühle Carl Müller GmbH & Co. KG, Bad Zwischenahn*. <https://www.northdata.de/R%C3%BCgenwalder+M%C3%BChle+Carl+M%C3%BCller+GmbH+%26+Co.+KG,+Bad+Zwischenahn/Amtsgericht+Oldenburg+HRA+120467>
- OIE. (2018). *African swine fever*. World Organisation for Animal Health. https://www.bmel.de/SharedDocs/Downloads/Tier/Tiergesundheit/Tierseuchen/ASP/ASP_FAQ_2018.pdf?__blob=publicationFile
- ÖKO-TEST. (2016). *20 Vegetarische und vegane Fleischersatzprodukte im Test*. https://www.oekotest.de/essen-trinken/20-Vegetarische-und-vegane-Fleischersatzprodukte-im-Test_108326_1.html
- Pache, A.-C., & Santos, F. (2013). Inside the hybrid organization: Selective coupling as a response to competing institutional logics. *Academy of Management Journal*, 56(4), 972–1001.
- PETA. (2018a). *Fleisch kostet Leben*. PETA Deutschland e.V. <https://www.greenpeace.de/sites/www.greenpeace.de/files/publications/e01162-greenpeace-leporello-gruende-fleisch-20190118.pdf>
- PETA. (2018b). *Fleischsteuer - Reduzierte Mehrwertsteuer für Fleisch abschaffen!* PETA Deutschland e.V. https://www.tierschutzbund.de/fileadmin/user_upload/Downloads/Mitgliederversammlung/MV_2013_Resolution_Bundestagswahl.pdf

- PETA. (2019a). *Diese 6 Aktionen ließ PETA zum 25-jährigen Jubiläum wieder aufleben*. PETA Deutschland e.V. <https://www.peta.de/aktionen-jubilaeum>
- PETA. (2019b). *Rügenwalder Mühle: Wird der Fleischproduzent bald komplett vegan?* PETA Deutschland e.V. <https://www.peta.de/ruegenwalder-muehle-vegan>
- PETA. (2019c). *Vegan Food award 2019 bestes veganes Steak*. <https://www.peta.de/vegan-food-award-2019-bestes-veganes-steak>
- PETA ZWEI. (2020). *Warum es gut ist, wenn unvegane Firmen vegane Sachen anbieten*. <https://www.petazwei.de/warum-es-gut-ist-wenn-unvegane-firmen-vegane-sachen-anbieten>
- Pfeiler, T. M., & Egloff, B. (2018). Examining the "Veggie" personality: Results from a representative German sample. *Appetite*, 120, 246–255.
- ProVeg. (2016). *Anzahl der vegetarisch und vegan lebenden Menschen in Deutschland*. <https://proveg.com/de/ernaehrung/anzahl-vegan-vegetarischer-menschen/>
- ProVeg. (2019). *Vegane Fleischalternativen erobern den Markt: Die Rügenwalder Mühle im Interview*. <https://proveg.com/de/vegane-fleischalternativen-erobern-den-markt/>
- ProVeg. (2020). *Veggie-Segment der Rügenwalder Mühle: Interview*. <https://proveg.com/de/pflanzlicher-lebensstil/interviews/godo-roeben-ruegenwalder-muehle/>
- Ramus, T., & Vaccaro, A. (2017). Stakeholders matter: How social enterprises address mission drift. *Journal of Business Ethics*, 143(2), 307–322.
- Reuters (2019, April 24). Tyson sells stake in plant-based meat maker Beyond Meat. *Reuters*. <https://www.reuters.com/article/us-tyson-foods-beyond-meat/tyson-sells-stake-in-plant-based-meat-maker-beyond-meat-idUSKCN1S026U>
- Rügenwalder Mühle. (2014). *Rügenwalder Mühle führt Ende 2014 vegetarische Produkte ein*. <https://www.new-business.de/kommunikation/detail.php?nr=662441&rubric=KOMMUNIKATION>
- Rügenwalder Mühle. (2016a). *Ernährungsstudie 2016: Der Veggie-IQ*. <https://www.ruegenwalder.de/veggie-iq-2016>
- Rügenwalder Mühle. (2016b). *Mit oder ohne Fleisch? Das schmeckt Deutschland*. <https://www.ruegenwalder.de/wurstweisheiten-2015>
- Rügenwalder Mühle. (2018). *Was essen wir morgen? Kurzversion Rügenwalder Mühle Talkrunde 2018*. <https://www.youtube.com/watch?v=V9U-gSMjBVs>
- Rügenwalder Mühle. (2020a). *Nachhaltigkeit*. <https://www.ruegenwalder.de/nachhaltigkeit>
- Rügenwalder Mühle. (2020b). *Rügenwalder Mühle verstärkt sich im Management*. <https://www.ruegenwalder.de/presse/2020/ruegenwalder-muehle-verstaerkt-sich-im-management>
- Rügenwalder Mühle. (2020c). *Unser Beitrag zum Klimaschutz*. <https://www.ruegenwalder.de/unser-beitrag-zum-klimaschutz>
- Rügenwalder Mühle. (2020d). *Unsere Vision*. <https://www.ruegenwalder.de/unsere-vision>

- Rügenwalder Mühle. (2020e). *Vegetarische Mühlen Salami*.
<https://www.ruegenwalder.de/produkte/vegetarische-muehlen-salami>
- Rügenwalder Mühle. (2020f). *Wir lieben Fleisch und Wurst. Darum stellen wir sie jetzt auch aus Pflanzen her*. <https://www.ruegenwalder.de/talkrunde-2018>
- Ryder, P., & Vogeley, J. (2018). Telling the impact investment story through digital media: an Indonesian case study. *Communication Research and Practice*, 4(4), 375–395.
- Santos, F. (2012). A positive theory of social entrepreneurship. *Journal of Business Ethics*, 111(3), 335–351.
- Santos, F., Pache, A.-C., & Birkholz, C. (2015). Making hybrids work: Aligning business models and organizational design for social enterprises. *California Management Review*, 57(3), 36–58.
- Siguaw, J. A., & Diamantopoulos, A. (1995). Measuring market orientation: some evidence on Narver and Slater's three-component scale. *Journal of Strategic Marketing*, 3(2), 77–88.
- SLOGANS.DE. (2020). *Die Datenbank der Werbung*. SLOGANS.DE.
<https://www.slogans.de/slogans.php?BSelect%5B%5D=211>
- Smith, S. W., Atkin, C. K., & Roznowski, J. (2006). Are "drink responsibly" alcohol campaigns strategically ambiguous? *Health Communication*, 20(1), 1–11.
- Smith, W. K., Gonin, M., & Besharov, M. L. (2013). Managing social-business tensions: A review and research agenda for social enterprise. *Business Ethics Quarterly*, 23(3), 407–442.
- SPIEGEL (2015, April 5). Rügenwalder Mühle verkauft vegetarische Wurst. *DER SPIEGEL*.
<https://www.spiegel.de/wirtschaft/ruegenwalder-muehle-verkauft-vegetarische-wurst-a-1023898.html>
- SPIEGEL (2016, August 27). Rügenwalder Mühle: Christian Rauffus und Godo Röben im SPIEGEL-Gespräch. *DER SPIEGEL*. <https://www.spiegel.de/spiegel/ruegenwalder-muehle-christian-rauffus-und-godo-roeben-im-spiegel-gespraech-a-1109666.html>
- Statista. (2015). *Vegetarische Schinken-Spicker - Kaufbereitschaft 2015*.
<https://de.statista.com/statistik/daten/studie/423242/umfrage/umfrage-zur-kaufbereitschaft-fuer-vegetarische-schinken-spicker/>
- Statista. (2019a). *Markenbekanntheit im Segment Fleisch, Wurstwaren in Deutschland 2019*.
<https://de.statista.com/statistik/daten/studie/748279/umfrage/bekanntheit-von-marken-fuer-fleisch-und-wurstwaren-in-deutschland/>
- Statista. (2019b). *Umfrage zum zunehmenden Erfolg von Fleischersatz-Firmen in Deutschland 2019*. <https://de.statista.com/statistik/daten/studie/1065387/umfrage/umfrage-zum-erfolg-von-fleischersatz-firmen-in-deutschland/>
- Statista. (2019c). *Umsatz der führenden Hersteller von Fleischersatzprodukten weltweit 2018*.
<https://de.statista.com/statistik/daten/studie/1012588/umfrage/fuehrende-hersteller-von-fleischersatzprodukten/>
- Statista. (2020a). *Export von Schweinefleisch aus Deutschland bis 2019*.
<https://de.statista.com/statistik/daten/studie/215605/umfrage/entwicklung-der-exporte-von-schweinefleisch-aus-deutschland/>

- Statista. (2020b). *Schweineschlachtungen in Deutschland bis 2019*.
<https://de.statista.com/statistik/daten/studie/459142/umfrage/schweineschlachtungen-in-deutschland/>
- Statista. (2020c). *Umsatz im Schlachtere- und Fleischverarbeitungsgewerbe in Deutschland nach Segmenten 2019*. <https://de.statista.com/statistik/daten/studie/76268/umfrage/umsatz-im-schlachtereigewerbe-in-deutschland/>
- Statista. (2020d). *Umsatz in der Fleischverarbeitung in Deutschland*.
<https://de.statista.com/statistik/daten/studie/36457/umfrage/nettoumsatz-der-fleischer-in-deutschland-seit-2002/>
- Stephan, U., Patterson, M., Kelly, C., & Mair, J. (2016). Organizations Driving Positive Social Change. *Journal of Management*, 42(5), 1250–1281.
- Stiftung Warentest. (2016). *Vegetarische Schnitzel & Co - Die besten Alternativen zu Fleisch*. Stiftung Warentest. <https://www.test.de/Veggie-Die-besten-vegetarischen-Schnitzel-Bratwuerste-Frikadellen-5074600-5074782/>
- Stubbs, W. (2017). Sustainable entrepreneurship and B corps. *Business Strategy and the Environment*, 26(3), 331–344.
- SZ (2011, January 22). "Wir haben es satt!": Berlin: Proteste gegen Massentierhaltung. *Süddeutsche Zeitung*. <https://www.sueddeutsche.de/politik/berlin-proteste-gegen-massentierhaltung-wir-haben-es-satt-1.1049823>
- top agrar (2012, December 14). Schlachtbranche: Ist der Wendepunkt erreicht? *Top Agrar*, 2012. <https://www.topagrar.com/schwein/news/schlachtbranche-ist-der-wendepunkt-erreicht-9566108.html>
- top agrar (2018, September 29). Beispielrechnung zur Bilanz der Veggie-Wurst. *Top Agrar*. <https://www.topagrar.com/management-und-politik/news/beispielrechnung-zur-bilanz-der-veggie-wurst-10019963.html>
- top agrar (2019, July 8). Umsatzsteigerung: Rügenwalder Mühle baut vegetarische Schiene weiter aus. *Top Agrar*. <https://www.topagrar.com/schwein/news/umsatzsteigerung-ruegenwalder-muehle-baut-vegetarische-schiene-weiter-aus-11589749.html>
- Tracey, P., Phillips, N., & Jarvis, O. (2011). Bridging institutional entrepreneurship and the creation of new organizational forms: A multilevel model. *Organization Science*, 22(1), 60–80.
- Ulmer, R. R., & Sellnow, T. L. (1997). Strategic ambiguity and the ethic of significant choice in the tobacco industry's crisis communication. *Communication Studies*, 48(3), 215–233.
- Ulmer, R. R., & Sellnow, T. L. (2000). Consistent questions of ambiguity in organizational crisis communication: Jack in the Box as a case study. *Journal of Business Ethics*, 25(2), 143–155.
- Unilever. (2018). *Unilever acquires The Vegetarian Butcher*.
<https://www.unilever.com/news/press-releases/2018/unilever-acquires-the-vegetarian-butcher.html>
- USDA. (2020). *Germany is Leading a Vegalution - Vegan Revolution in Europe*.
<https://apps.fas.usda.gov/newgainapi/api/Report/DownloadReportByFileName?fileName=>

Germany%20is%20Leading%20a%20Vegan%20Revolution%20-%20in%20Europe_Berlin_Germany_01-07-2020

W&V. (2015). *GWA Effie Awards: Die Gewinner 2015*.

https://www.wuv.de/agenturen/gwa_effie_awards_die_gewinner_2015

Wang, H., Tong, L., Takeuchi, R., & George, G. (2016). Corporate social responsibility: An overview and new research directions: Thematic issue on corporate social responsibility. *Academy of Management Journal*, 59(2), 534–544.

Wayback Machine. (2020). *www.ruegenwalder.de*. Wayback Machine - Internet Archive.

https://web.archive.org/web/20200501000000*/https://www.ruegenwalder.de/

Weigel, I., & Gensberger-Reigl, S. (2017). *Projektbericht: Fleischersatz: Proteine nicht tierischer Herkunft als Fleischersatz - eine aktuelle Literaturübersicht*. Friedrich-Alexander-Universität Erlangen-Nürnberg. https://www.rapsstiftung.de/fileadmin/templates/default/dokumente/Projektbericht_Fleischersatz.pdf

ZEIT. (2019). *Fleischersatz: Das falsche Fleisch*.

<https://www.zeit.de/wissen/gesundheit/2019-10/fleischersatz-tofu-umweltschutz-fleischkonsum-treibhausgase-gesundheit>

Zukunftsinstitut. (2017). *Wenn es um die Wurst geht. Die Transformation einer Branche durch veränderte Gewohnheiten der Verbraucher: Future Expert Day 2017*.

<https://www.zukunftsinstitut.de/artikel/interview-godo-roeben/>