CORPORATE BRANDING IN THE MUNICIPAL SECTOR IN DENMARK

Visual identity

Marketing

Image

Culture

Communications

Strategy

lollandkommune

AARHUS KOMMUNE

ODENSE KOMMUNE

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Abstract

Den demografiske situation i den industrialiserede del af verden er i forandring. Folk flytter i overvejende grad mod byerne. Som en del af den industrialiserede verden oplever Danmark en lignende tendens. Udkantsområderne affolkes og industristrukturen ændres. I takt med denne demografiske ændring har flere og flere kommuner i Danmark fået øjnene op for brugen af branding og corporate branding som værktøjer i deres søgen efter synliggørelse. Implicit i denne opståede interesse for brugen af ovenstående værktøjer ligger en udfordring kendetegnet ved, at teorien omhandlende branding og corporate branding i udgangspunktet er udviklet til den private sektor. Sideløbende er denne teori ikke blevet ændret med udgangspunkt i at skulle benyttes i den offentlige sektor.

Med afsæt i ovenstående problemstilling har det primære formål med denne afhandling været at afdække, i hvilken grad den nuværende corporate branding teori er en passende størrelse til brugen i kommunalt regi. Ledende op til besvarelsen af dette søger afhandlingen at afdække, hvordan kommunale organisationer benytter corporate branding i dag.

Til grund for besvarelsen af ovenstående undersøgelsesspørgsmål ligger et hermeneutisk undersøgelsesideal indeholdende brug af induktive og deduktive undersøgelsestilgange samt en triangulering af kvalitative og kvantitative undersøgelsesmetoder.

Den teoretiske ramme for besvarelsen af undersøgelsesspørgsmålene er bygget op af teoretiske modeller indeholdende blandt andre VCI-modellen udviklet af Hatch & Schultz. Denne model søger at afdække spændingsforholdet mellem tre elementer; vision, kultur og image. Disse elementer er ifølge Hatch & Schultz vigtige i opbygningen og vedligeholdelsen af et stærkt corporate brand. I naturlig forlængelse heraf benyttes modellen benævnt corporate branding cyklerne. Ifølge Schultz, Antorini & Csaba indeholder denne model de nødvendige cykler en organisation skal gennemgå for at implementere et corporate brand. Modellen er ydermere en kombination af de nødvendige implementeringscykler og VCI-spændingsforholdet. Inkluderet i den teoretiske ramme findes ligeledes brandsystemet udviklet af Kunde. Dette system introducerer styrkeforholdet mellem corporate brandet og dets tilhørende produkt brand. Den bagvedliggende ide er, at organisationers brandfokus har en afgørende betydning for styrken af corporate brandet.

Afhandlingen giver indikationer på, at tydelige forskelle på private og offentlige organisationer, som politisk ledelse samt behovet for legitimitet, kan give udfordringer for kommunale organisationer ved brugen af corporate branding. På trods af ovenævnte udfordringer fremlægger afhandlingen tegn på, at kommunale organisationer i mere eller mindre ukritisk grad benytter corporate branding eller corporate branding relaterede aktiviteter.

I forlængelse af ovenstående giver brugen af et case eksempel fra Lolland Kommune indikationer på, at borgerne som kommunens raison d'être og primære fokus kombineret med den sektoropdelte struktur og decentralisering muligt skaber kulturel opdeling, sektorspecifikke visioner og sektorspecifikke stakeholdergrupper. Ud fra dette indikeres det, at kommunen indeholder sektorspecifikke identiteter, hvilke ultimativt betyder at adskillige stakeholder images af Lolland Kommune muligvis eksisterer.

Med udgangspunkt i indikationerne fra analysen af Lolland Kommune drages konklusioner på VCI- og implementeringsrelaterede udfordringer, danske kommuner muligvis kan møde ved brugen af corporate branding. Overordnet set indikeres det, at den kommunale struktur, decentralisering og kommunes raison d'être ultimativt kan besværliggøre skabelsen af et enstrenget corporate brand. Modsat finder afhandlingen ingen tegn på udfordringer ved brug af corporate branding rettet mod andre stakeholdere end borgere, hvorfor det foreslås, at corporate branding i kommunalt regi kan benyttes rettet mod andre stakeholdere end borgere. Det foreslås ligeledes, at branding rettet mod borgere tager udgangspunkt i kommunens combined brands, hvilke dernæst muligvis vil føde værdi ind i den respektive kommunes corporate brand.

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1. Introduction

The demographic situation in the world has seen a change. Especially in the industrialized parts of the world the population has too a higher degree chosen to settle in cities (Christensen J. , 2014).

Being part of the industrialized world, the Danish demography has also seen a change. According to Danmarks Statistik (2013), in the beginning of 2014, the population of Denmark consisted of 5,6 million people, which is an increase of around 10 percent since 1980. Like in the rest of the industrialized world, the population in the cities has increased, especially in and around the largest cities and municipalities in Denmark. Today, approximately 22% of the Danish population lives in or around large cities, 71% live in medium-sized or large cities, and 36% of the population is situated in the Copenhagen area (Kommuners Landsforening, 2014).

Parallel to the population increase in the cities, the outskirt areas are experiencing a decrease in population. Especially some municipalities in the Northwestern part of Jutland, the Western and Southern parts of Zealand and Lolland-

Figure 1: The development in population between 2010-2014. (Kommuners Landsforening, 2014)

Falster have seen a decrease in population (Kommuners Landsforening, 2014). Figure 1 illustrates the development in population in each municipality from 2010 to 2014. The development is divided into four levels ranging from the darkest green to the lightest green. The darkest green indicates a decrease in population between 8,2% and 1,5%. Level two indicates a decrease between 1,5% and 0%. Level 3 indicates an increase between 0% and 1,5%. Finally, level 4 indicates an increase between 1,5% and 7,8% (Kommuners Landsforening, 2014).

Besides experiencing a decrease in population, the industry structures are also changing in Denmark. Viewed broadly, since 2009, 90 of the 98 municipalities in Denmark have experienced a decrease in jobs. Only Herlev, Billund, Allerød, Vallensbæk, Gladsaxe, Frederiksberg, Dragør and Copenhagen have experienced an increase (Kommuners Landsforening, 2014).
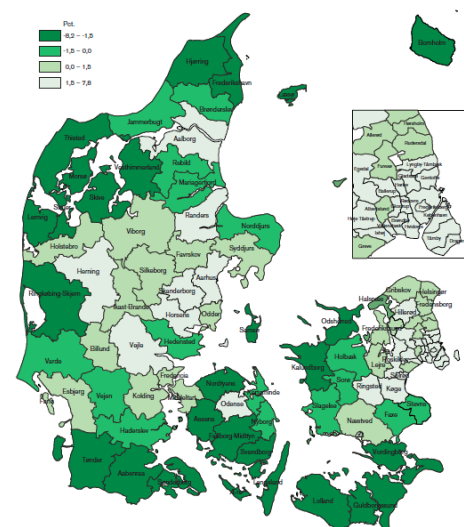
In the wake of the change in demography in Denmark, according to branding expert, Trine Nebel (2015), a number of municipalities have increased their focus on portraying themselves positively and putting themselves on the map (Bitsch, 2015). Especially, the focus has been turned to the notion of branding and corporate branding (see section 1.1.3 for definition). Temporal (2015) supports this view and states that the public sector has opened its eyes to the possible financial growth embedded in the utilization of branding and corporate branding (Temporal, 2015). However, according to different researchers and theorists, among others Salomonsen & Nielsen (2012), the notion of branding were initially developed for the use in the private sector, and has seen little to no alteration for the use in the public sector (Salomonsen & Nielsen, 2012).

Exactly this lack of alteration of the branding and corporate branding theory lays the foundation for the problem statement of this thesis, which seeks to investigate to what extent the notion of corporate branding can be utilized in the municipal sector in Denmark.

1.1. Problem statement

In extension of the introduction, the thesis seeks to answer the problem statement below.

1. How does a municipal organization in Denmark utilize the notion of corporate branding? And what examples exist hereof?

    - In order to answer the question above, the thesis will take a theoretical point of departure looking at the major differences between the public and the private sector. From this, the thesis presents three case examples used to illustrate how municipal organizations utilize the notion of corporate branding.

2. To what extent does the theory on corporate branding apply to a municipal organization in Denmark?

    - To answer question two, the case of Lolland Kommune will be used. For an introduction of Lolland Kommune, see section 6.2. The analysis of the data from Lolland Kommune will hereafter be used to provide general indications on challenges facing municipalities, who wish to make use of corporate branding. These indications on possible chal-

lenges will be defining for to what extent the notion of corporate branding can be utilized in the municipal sector in Denmark.

Primarily, the aim of the thesis is to identify to what extent the theory on corporate branding applies to the municipal sector in Denmark. Before entering into an analysis and discussion of this, as stated above, the thesis will identify three examples of utilization of corporate branding in the public sector in Denmark. Reasons for choice of case examples will be presented under each respective case example in section 5.

Moreover, from the above identification, an analysis will be conducted of how corporate branding is then utilized by the three selected case examples. Lastly, in order to answer question two of the problem statement, a collection of data from Lolland Kommune, involving interviews, a questionnaire and text material, will be used to analyze and provide indications on to what extent the corporate branding theory applies to a municipal organization in Denmark.

The thesis includes an introduction of product branding and the first wave of corporate branding. The introduction of these are made in order to provide the reader with an understanding of branding in general, and to present the preceding theoretical foundation for the second wave of corporate branding defined as *"...the process of creating, nurturing, and sustaining a mutually rewarding relationship between a company, its employees, and external stakeholders"* (Schultz, Antorini, & Csaba, 2006, p. 48). A more thorough review of the second wave of corporate branding will be made in section 4.1.2.

The theoretical point of departure and backbone of this thesis will be the book *"Towards the second wave of corporate branding: People, Process, Purpose"*, which has been written, in collaboration with others, by Majken Schultz, Professor at Copenhagen Business School, and Mary Jo Hatch, Professor at University of Virginia.

1.2. Thesis structure

Overall, the thesis in constructed from eight main sections, namely the 1. Introduction, 2. Clarification of underlying concepts, 3. Methodology, 4. Theory, 5. Analysis – part 1, 6. Analysis – part 2 and 7. Conclusion. In section 1, the problem statement is put forth and the purpose of the thesis is explicitly stated.

Section 2 introduces a clarification of the underlying concepts used throughout the thesis. In section 3, the methodology and foundation of the thesis is put forth. In this section, my pre-understanding of the subject matter is described, and, moreover, the delimitations of the thesis will be explained. Also, the methodology section comprises description of the case study combined with a reason for choice of this. Lastly, the methodology behind choice, analysis and utilization of data will be described.

In section 4, the theoretical foundation of the thesis will be outlined. More precisely, the section contains an outline of the theory on corporate branding ranging from the historical development of this to a more a critical stand, discussing the pros and cons of corporate branding. The introduction of the aforementioned theory becomes the foundation for answering question one and two of the problem statement.

Section 5 seeks to present examples of how the theory of corporate branding is utilized in the municipal sector in Denmark, and it does so with a point of departure in three present examples of such utilization. This section, thereby, becomes the answer to question one of the problem statement. Thereby, section 5 also lays the foundation for answering the second question of the problem statement.

Section 6 of the thesis presents an analysis of to what extent the present corporate branding theory is fitting for utilization in a municipal organization in Denmark. This analysis is founded in the data collected from Lolland Kommune and will be analyzed in order to support the partial conclusion drawn from the analysis done in section five. All in all, section six hereby answers the second question of the problem statement.

Section seven comprises an overall conclusion of the problem statement. This conclusion is based on the discussions and analysis carried out throughout the thesis.

2. Clarification of underlying concepts

In the following section, the underlying concepts used in the thesis will be accounted for. The clarification is done in order to ensure that the reader of the thesis is given the needed knowledge and understanding of the concepts. The section goes through a number of different concepts, which on the surface are not connected to each other; however, throughout the thesis a connection will be established.

2.1. Public sector

Initially, in order to provide an answer to the problem statement, it is evident that the reader is introduced to concept of a public sector. The public sector in Denmark, also known as the executive power, is divided into three sub sectors – the state sector, the regional sector and the municipal sector (Grønnegaard Christensen, Christiansen, & Ibsen, 2011). Being the executive power, the public sector is responsible for upholding and carrying through the rules and regulations passed by the legislative power. According to §3 in the Danish constitution, the legislative power is assigned to the King, meaning the government and administration in Denmark (Gyldendal, 2015).

Generally speaking, the tasks of the public sector include, among others, exertion of authority, administration of public resources, financial operation of public institutions and organizations and internal management – both for state, regional and municipality purposes (Grønnegaard Christensen, Christiansen, & Ibsen, 2011).

The public work form ranges from general management, teaching, research, treatment and care and personnel management, budget management, purchases and other administrative activities (Grønnegaard Christensen, Christiansen, & Ibsen, 2011).

2.2. Municipal structure

Since the municipal sector is the sub-sector in focus in this thesis, this structure of this will be introduced in this section. Overall, the structure of every municipality in Denmark is two-sided. On the one hand the municipality has a basis organization, which deals with tasks not targeted at the citizen. More precisely, the basis organization could comprise tasks like financial management, wage and employee administration and IT. On the other hand, the municipality is also organized in different groups surrounding the basis organization. These groups are all targeted at helping citizens. Figure 2 shows an illustration of the overall municipal structure.

In the municipal structure some tasks are characterized as returning administrative operation tasks, for example tasks that repeat themselves
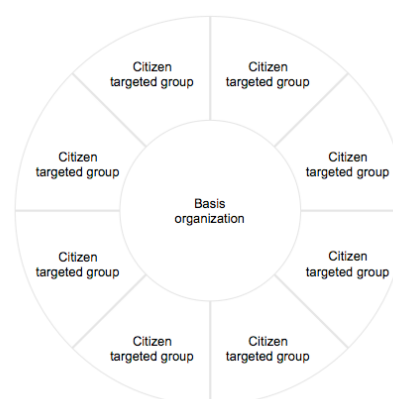

Figure 2: Citizen model (Christoffersen & Klausen, 2012)

monthly like payment of social benefits. The responsibility for these operational tasks lie within what could be called operational companies all managed by the top management. With the top management also lies the responsibility for setting the strategic direction and devel-

Figure 3: The Management/company model (Christoffersen & Klausen, 2012)

opment targets, which becomes important knowledge later in the thesis. Figure 3 above illustrates the municipal structure of management and companies.

2.3. Branding and corporate branding

As presented in the introduction, in sync with the demographical changes in the industrialized world, the notion of brands and corporate brands has become increasingly important to the municipal sector in Denmark. This, combined with the problem statement makes it important to introduce the notions of branding and corporate branding.

Originally, the notion of branding stems from marking the hide of livestock animals as a means of explicitly stating the ownership of this. Over the years though, the branding notion has been transferred into marketing practices. Here, it has taken the form of helping to identify the producer of a given product and to accentuate the distinction of these, in order to be able to compete against other producers of similar products (Christensen, Morsing, & Cheney, Corporate communications: Convention, Complexity, and Critique, 2011).

Today, the notion of branding has shifted from being product-centric to focusing on branding the organization behind the product (Schultz, Antorini, & Csaba, Corporate Branding: Purpose/People/Process, 2006). As opposed to product branding, corporate branding attempts to integrate not only the customers as an important stakeholder. Corporate branding integrates a much broader portfolio of stakeholders (Schultz, Antorini, & Csaba, Corporate Branding: Purpose/People/Process, 2006) including both external and internal stakeholders, and it does so in the attempt to define "who" the organization "is", meaning the identity of the organization (Schultz, Antorini, & Csaba, 2006).

Through this attempt to define the organizational identity with the help of *all* stake-holders, the corporate branding approach automatically conceives a more integrated approach towards building relationships between internal and external stakeholder, meaning management, employees, customers and other important stakeholder (Schultz, Antorini, & Csaba, Corporate Branding: Purpose/People/Process, 2006).

Overall, Hatch & Schultz defines corporate branding as a search for a corporate identity founded upon an alignment of the culture, vision and image of the organization (Schultz, Antorini, & Csaba, 2006). For a deeper explanation of the corporate branding notion, please see section 4 of the thesis.

3. Methodology

In order to answer the problem statement in a structured manner a methodological foundation is introduced in the following section. The section will include the explanation of a pre-understanding, delimitations, choice of case together with choice of empirical data, analysis and utilization of this.

3.1. Theory of Science

As mentioned previously, the initial focus of this thesis is to analyze, and present indications on, how the theory on corporate branding is utilized in the municipal organization in Denmark. Included herein, a collection of qualitative data from three case examples will be presented, together with the reason for choosing these. Secondly, the thesis will analyze, and present indications on, to what extent the theory on corporate branding apply to the municipal organization in Denmark. The foundation for the analysis and indications will be a quantitative and qualitative collection of data from Lolland Kommune.

According to Kruuse (2012), the world of research can be divided into two main groups, the quantitative and the qualitative (Kruuse, Kvalitative metoder, 2012). According to Kruuse (2012), researchers with a nomothetic research ideal utilize the quantitative methods. The overall ideal of the nomothetic research ideal is to locate and formulate laws of nature in order to predict what will happen. On the other hand, the qualitative method is, according to Strauss & Corbin (1990), any kind of research providing results, which origin is not statistical procedures or other forms of quantification (Strauss & Corbin, 1990). According to Kruuse (2012), qualitative methods are

used by researchers with a hermeneutical research ideal (Kruuse, Kvalitative metoder, 2012).

Hermeneutics dates back to the around the 15th century, and was initially developed as a methodological framework for text interpretation in order to locate the truth of the content in antique and biblical texts (Nygaard, 2011). Up until the late 17th century and beginning of the 18th century the meaning of hermeneutics remained the same. However, with Friedrich Schleiermacher and Wilhelm Dilthey's alteration of the term around the beginning of the 18th century, the term now also comprised the understanding of human behavior. In other words, hermeneutics now not only comprised the interpretation of a text, however, also included the context in which the text had been created, including e.g. the life of the writer or the society surrounding the writer (Nygaard, 2011).

An important aspect of hermeneutics is the hermeneutic circle. Consistent with Nygaard (2011), the hermeneutic circle can be defined as only being able to understand the meaning of each individual part by reference to the whole. Also the whole can only be understood by reference to each separate part making up the whole (Nygaard, 2011). According to the 18th century definition of hermeneutics, this means that in order to understand a text, the context must be understood (Nygaard, 2011).

The aim of the thesis demands for interpretations of qualitative data. As introduced above, according to Kruuse (2012), qualitative methods relates to the use of a hermeneutical research ideal. This combined with the knowledge gained from the introduction above means that in order to reach an understanding of the data collected, it must be related to the context, from which it originates. All in all, based upon this, the hermeneutical research ideal will form the methodological foundation of this thesis.

However, according to Gadamer (2004), one important aspect to consider, when making use of a hermeneutical research ideal is that one is only able to make well-informed verdicts based on ones earlier verdicts (Kvale & Brinkmann, 2009). In other words, any individual who is trying to understand through interpretation is doing so based on a pre-understanding created from an earlier acquired knowledge.

Derived from the above assumption about prior acquired knowledge, the hermeneutics views the interpreter not only as a source for the creation of new insights, howev-

er, also as a source for misinterpretations (Boolsen, 2006). According to Nygaard (2011), one of the sources for misinterpretation lies in the pre-understanding imbedded in the researcher (Nygaard, 2011). This pre-understanding, which in theoretical terms can be defined as a *bias* or *prejudice,* might result in the researcher taking a certain direction due to a tendency to ascribe greater meaning to some elements of the research than others. Ultimately, this pre-understanding might result in drawing conclusions, which are not necessarily closest to the truth (Nygaard, 2011).

According to Gadamer (1998), no researcher is able to set him or herself free from pre-understandings, and, therefore, brings these into a research process (Nygaard, 2011). With this in mind, Nygaard (2011) argues that hermeneutics becomes a circular process between pre-understanding and understanding (Nygaard, 2011).

Besides viewing the researcher as a source for interpretation of data, the hermeneutics also comprise the aspect of double hermeneutics. Double hermeneutics deals with the fact that any data collected already has an interpretation embedded (Boolsen, 2006). In other words, in an interview situation, the qualitative data collected from the interviewee already has his/hers interpretation embedded, when received by the interviewer. This means that the embedded interpretations becomes part of the researcher's own science (Boolsen, 2006).

The introduction of pre-understanding and double hermeneutics are important to this thesis, due to the effect a pre-understanding might have on the final conclusion. The pre-understanding of the researcher of this thesis can be found under section 3.2. However, it is also important to acknowledge that it is not possible to avoid pre-understanding. Double hermeneutics are equally important, only here it is the interpretation of the interviewee that needs to be considered.

As stated, the hermeneutical paradigm presented above will be the point of departure for this thesis, and will, therefore, also influence the choice of source material and analysis. In order to answer to the problem statement, the thesis can either take an inductive or deductive approach or make use of both. The inductive research approach relates to *"a formation of a generalization derived from examination of a set of particulars…"* (Rothchild, 2006, p. 2). The deductive research approach on the other hand relates to *"…the identification of an unknown particular, drawn from its resemblance to a set of known facts."* (Rothchild, 2006, p. 2).

Given that the foundation for answering the problem statement of this thesis lies in investigating different case examples, it can be defined that the research method used will primarily be inductive. However, it can also be argued that the use of a theoretical framework acts as a set of known facts, why the research method, to a small degree, will also be characterized by a deductive research approach.

As stated, the empirical data collection will be a combination of qualitative and quantitative. The data collection will consist of interviews with single interviewees, a questionnaire and text material collected from the internet and Lolland Kommune itself. The different data forms will be accounted for in section 3.5. According to Denzin (1978), the collection, therefore, becomes a triangulation of methods (Kruuse, Kvalitative metoder, 2012). A triangulation of methods can be defined as a combination of methods, which are used in investigations of the same phenomenon (Kruuse, Kvalitative metoder, 2012).

Using triangulation of methods presents both advantages and disadvantages to the researcher, which will not all be accounted for in this thesis. However, relevant to this thesis is the advantages pointed out by theorist Jick (1985). He points out that triangulation of methods can be beneficial, since the density of qualitative data can make the researcher more sensitive to a huge data collections, which in turn can be used to throw light on the quantitative results. Moreover, according to Weiss (1968), the use of qualitative data in a triangulation is important, since it contributes to the data collection liveliness and clarity (Kruuse, Kvalitative metoder, 2012).

On the other hand, the disadvantages of triangulation are that an exact replication of the study might not be possible. Furthermore, the method is dependent on the researchers´ ability to ask the right questions and have a clearly defined theoretical and conceptual focus (Kruuse, Kvalitative metoder, 2012). The choice to use a triangulation of methods in this thesis has therefore been made in order to ensure that the qualitative data supports the quantitative data and vice versa.

3.2. Pre-understanding

As mentioned in the theory of science section, the notion of pre-understanding is extremely important to consider when doing research, which is why the following section will do so by introducing my own pre-understanding of chosen case scenario.

From I was born until I turned 16 years of age, I lived on Lolland. I went to elementary school in a town called Maribo, from where my parents, brother and I lived 25 kilometers. I played football in the local club, and spent all my spare time on Lolland. Throughout all these years, I have experienced Lolland from every angle, the good and the bad ones. Moreover, I have one parent, who has been and are presently working in Lolland Kommune.

All the knowledge I have gathered about Lolland Kommune has without a doubt created a pre-understanding, revolving around Lolland being a great place to live. However, on the other hand, I also have the pre-understanding that there are limited employment options in Lolland Kommune, and that most people are unemployed and, therefore, dependent on the municipal sector to provide them with financial services. Also, I have the pre-understanding that most companies in Lolland Kommune are production companies, where the need for academic labor is small.

Besides being biased in regards to Lolland Kommune, I also have a pre-understanding of how to work with branding, what is possible, what is not possible and how branding is carried out in a right or a wrong manner. This pre-understanding, I have gained from my present work in a Danish advertising agency called Kunde & Co, which primarily works with branding and advertising of private business-to-business companies.

However, even though I acknowledge this pre-understanding of the case, it is important that I, throughout the research and analysis, am constantly aware of my pre-understanding. By approaching the research and analysis in a methodical manner, I will be able to decrease the risk of letting my own pre-understanding of the subject affect the results and conclusions.

3.3. Delimitations

Since the purpose of the thesis is to analyze the degree to which the notion of corporate branding can be utilized in a municipal organization in Denmark, it has been necessary to delimit the thesis.

The point of departure is corporate branding in municipal organizations. When working with the theory of corporate branding, according to Schultz, Antorini and Csaba (2006), internal and external stakeholders are important in the creation and upholding

of a consistent corporate brand identity (for definition, see theory section) (Schultz, Antorini, & Csaba, Corporate Branding: Purpose/People/Process, 2006). However, due to the aim of the thesis, it has been decided that collection of data from external stakeholders in Lolland Kommune is less important. The reason for this is that, according to Schultz, Antorini & Csaba (2006), the voice of the external stakeholders are important in the formulation of a consistent brand identity. However, since the aim of this thesis in not to formulate a consistent corporate brand identity, but to identify to what degree the theory on corporate branding applies to the municipal organization in Denmark, it has been estimated that the best initial source for this identification lies within the internal stakeholders, who are a part of the municipality working processes on a daily basis.

It has to be added that a data collection from external stakeholders in Lolland Kommune might be beneficiary, however, this lies outside the scope of this thesis.

3.4. Case study

In order to answer part two of the problem statement, a multiple case study[1] of Lolland Kommune will be done in order to closer define how well the present corporate branding theory fits a municipal organization in Denmark.

As a point of departure, the origin of the notion of a case stems from the Latin word *casus* and *cadere,* which means an event, an incident and that, which is happening (Kruuse, Kvalitative metoder, 2012). Different theorists have expressed many different definitions of the case study over time. For the purpose of this section, the definition by Stake (1995) has been chosen, and will be built upon using the definition by Yin (1986).

Stake (1995) suggests that a case study is *"...primarily qualitative in the sense of exploring complex holistic patterns rather than seeking to map statistical and/or causal relationships between abstracted variables."* (David, 2009, p. 5). Yin (1986) indirectly builds on this by suggesting that a case study is not necessarily only done through qualitative research, however, quantitative may just as well provide usable data. He finds that the case study is a meta-strategy focusing on the data collection from complex interactions using a multitude of methods, meaning that the combinations of qualitative and quantitative methods may contribute to a successful outcome (David,

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[1] A case study, in which several persons are included (Kruuse, 2012)

2009). According to Boolsen (2006), the case study is seen as a preferable method in matters of answering questions of the "how" and "why" character (Boolsen, 2006).

Yin (1986) differentiates between three main types of research designs, the explanatory, the exploratory and the descriptive (Kruuse, Kvalitative metoder, 2012). In this thesis, the initial part of the problem statement will be answered through the use of the descriptive design, whereas the second part of the problem statement will be answered using an exploratory research design.

Besides being divided into different groups, the general case study design has some pitfalls, which the researcher needs to be aware of, when embarking on such research. There is a risk that the researcher might not choose the best possible case study to answer the formulated problem statement, which in turn might result in a faulty analysis and conclusion of the research. Secondly, it is possible that the researcher might read too much or too little into the case study done, meaning that he/she might generalize to little or too much based on the findings extrapolated from the study (Boolsen, 2006).

To avoid being limited by some of these pitfalls, it is important that the researcher chooses his/her cases on a solid foundation based on the right choice strategy. According to Kruuse, the researcher has a multitude of possible case groupings to choose from; 1. cases that are unique or typical, 2. cases that provide a small or large spread of information, 3. cases chosen on the basis of references, 4. cases chosen on the basis of theory and 5. cases that are randomly chosen (Kruuse, Kvalitative metoder, 2012).

For the purpose of this thesis, not all case groupings will be explained in detail. However, since the foundation of this thesis is theoretical, it is argued that the case is chosen on this same foundation. Therefore, case group 4 will be explained further. Case grouping 4 comprises three different case strategies; criteria cases, theoretically founded cases and confirming and disproving cases (Kruuse, Kvalitative metoder, 2012). Criteria cases are defined as cases chosen to reveal the weaknesses of different systems, so that improvements can be made to this. Theoretical cases are cases chosen on the basis of theoretical assumptions. Confirming and disproving cases are cases, which are chosen as a supplement for earlier case studies. Since the thesis does not aim to reveal the weakness of a system, or supplement earlier case studies, the case strategy chosen is the theoretical.

3.5. Data collection

As stated in the theory of science section, the point of departure for the research of this thesis is hermeneutic and the data collection will be retrieved through a triangulation of both qualitative and quantitative research methods. In the following parts of the data collection section, the three different parts of the data triangulation will be presented one by one.

3.5.1. Questionnaire

According to Hjort Andersen & Nygaard Christoffersen (1982), the survey method, which includes questionnaires, is defined as a systematical questioning of a large number of people (Kruuse, 2012). A questionnaire can either be constructed from closed[2] or open[3] questions. Closed questions are defined by being easy for respondents to answer and easy to quantify, which makes it easy for the researcher to analyze the answers (Kruuse, 2012). Open questions are easier to construct than closed questions, and are used when individual answers are the aim of the questionnaire. According to Kruuse (2012), weaknesses of the open questions can be that these are hard to analyze and interpret. Also, the answers provided can vary in quality according to each respondent's ability and desire to formulate answers (Kruuse, 2012).

Utilizing the survey method was not the initial desire of the thesis. However, practical issues in Lolland Kommune made it impossible to conduct the focus group planned. In order to still collect data from the employee stakeholder group, the alternative to the focus group[4] became to formulate a questionnaire (see appendix 5) with the aim of uncovering similar aspects, as the focus group would have done. The questionnaire was uploaded on the internal webpage of Lolland Kommune, which, according to the deputy head of the department Udvikling & Erhverv, has 2000 visitors every week.

According to Fielstad (1970), one major point of criticism of the survey method is that it only provides very simple registrations and comparisons, which offer no foundation for an in-depth analysis of the problem investigated (Kruuse, 2012).

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[2] A closed question is a question, which can only be answered through choosing between predefined options (Kruuse, 2012)

[3] An open question is a question, which allows the respondent to provide answer in his/her own way (Kruuse, 2012)

[4] According to Nielsen (1993) a focus group interview is an intensive qualitative interview of a small group of people, where the aim is to discuss different parts of the main subject (Kruuse, 2012)

As mentioned earlier in this section, the survey method has been used as an alternative method to the focus group. In order to still collect some qualitative data, open questions will be included in the questionnaire. However, due to the limitations of the open question presented above, the questionnaire will also include closed questions.

3.5.2. Interviews

As a second part of the data triangulation, interviews have been conducted with chosen internal representatives of Lolland Kommune. According to Kvale & Brinkmann (2009) the qualitative research interview revolves around understanding the themes of the everyday world seen from the perspective of the interviewee (Kvale & Brinkmann, 2009). The interview form in the thesis will be a semi-structured interview (Kvale & Brinkmann, 2009). The idea behind this interview form is to collect descriptions of the life of the interviewee with the point of interpreting the meaning of the described phenomenon. This exact form of interview opens up to the possibility that the interviewees does not only respond to the questions asked by the interviewer, however, they do also indirectly formulate their only idea of their life world (Kvale & Brinkmann, 2009).

The point of departure for this kind of qualitative interview, thereby, becomes the life of the interviewees and their idea of this. The purpose is to describe and understand the central themes the way the interviewees experience them (Kvale & Brinkmann, 2009). In relation to the hermeneutical paradigm, the idea of this kind of interview is to interpret in order to create an understanding. Again the pre-understanding of the interviewer is important to be aware of, and the interview is a catalyst in making the sought meaning more specific (Kvale & Brinkmann, 2009).

3.5.2.1. Respondents

Two kinds of respondents have been chosen for the interview collection. First of all, elite interviews[5] have been conducted with the Chief Executive of Lolland Kommune and the Deputy Dead of the department, Udvikling & Erhverv (Kvale & Brinkmann, 2009). These interviewees have been chosen, due to their managerial power and responsibility to decide on and set the future strategic direction of Lolland Kommune.

The second interviewee type is a communication employee from the department,

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[5] Elite interviews can be defined as interviews conducted with leaders or experts (Kvale & Brinkmann, 2009)

Udvikling & Erhverv in Lolland Kommune. The reason for the choice of this exact interviewee is that she will be able to provide hands-on insights into how the communication process is structured in a municipal organization like Lolland Kommune, which is likely to provide the thesis with vital inputs for the answering the problem statement. All three interviews have been transcribed, and can be found in the appendix section. Moreover, the interviews have also been recorded, and the audio files can be found on the enclosed memory bird.

3.5.2.2. Interview guides

Two different interview guides have been developed for the interviews with the different stakeholder groups. Interview guides are defined by being guides focusing on specific topics and themes and being a presentation of suggestions for questions to be used in the interviews (Kvale & Brinkmann, 2009).

Similar for the interview guides is that they are semi-structured, meaning that the interviews will neither be like an uncontrolled everyday conversation, neither will it function as a closed questionnaire (Kvale & Brinkmann, 2009). The interview guides can be found in the appendix section.

3.5.3. Written data collection

The written material used in the thesis is mainly retrieved from the website of Lolland Kommune. The argument for the use of this material is to support any statement from the interviews with internal stakeholders in Lolland Kommune.

The written data material will comprise both internal and external oriented material. The internal material is defined by being used for the directional guidance of the internal organization of Lolland Kommune, and is prima facie not for the eyes of external stakeholders. The external material, however, can in most instances be found on the home pages of the municipal organizations included in this thesis.

4. Theory

Similar to the methodological framework introduced above, in order to provide structured answers for the problem statement of the thesis, the theory section seeks to present a theoretical foundation, which is to ensure the same structured approach.

In the following section, the theory on corporate branding will be presented. In relation to the problem statement of the thesis, the section starts out by describing the

move from product branding to corporate branding, and then carries on by describing the first and second wave of corporate branding, respectively. The purpose of the section is to create a theoretical foundation for providing theoretically sound answers to question one and two of the problem statement, and, therefore, the theory introduced will be that of relevance to these answers.

4.1. From product branding to corporate branding

According to Ind (1997), corporate branding can be defined as *"an attempt to brand the organization as one coherent entity, one integrated body"*. (Christensen, Morsing, & Cheney, 2011, p. 60) However, corporate branding has not always existed, and from around the 1950's, long before the emerge of the notion of corporate branding, product branding was the branding agent used to stand out in a competitive market (Christensen, Morsing, & Cheney, 2011).

Originally, the notion of branding stems from branding a mark into the hide of ones livestock, however around the 1950's the notion developed into a sophisticated marketing practice (Christensen, Morsing, & Cheney, 2011). The idea is that in a competitive marketplace, where many producers produce products with similar physical attributes, producers can add value to their product/products, and, thereby, make this stand out in the market (Christensen, Morsing, & Cheney, 2011). In other words, according to Aaker (1996), this means that product branding made it possible to add social, emotional and aesthetic qualities to a product, with the exact same physical attributes as other producers' products, and in this way make it more distinctive (Christensen, Morsing, & Cheney, 2011). For a definition of distinctiveness, please see section 5.1.1.

However, due to a rapidly changing marketplace, where more and more producers were competing for market share, the number of channels, through which products are marketed, increased rapidly and as the societal expectation for corporations to legitimate their behavior grew, companies stood at a cross roads, where demand for new and innovative ways of going to market was pressing (Schultz, Antorini, & Csaba, 2006). Therefore, the classic branding perspective saw a shift from focusing only on the product to now focusing on the corporation itself, and who it is (Schultz, Antorini, & Csaba, 2006).

Expressed differently, corporate branding gave corporations a possibility to express their distinct identity and heritage, and, thereby, the emotional connection established with consumers were no longer solely based on the consumption of stand alone products/services but also on relationships with the company itself (Schultz, Antorini, & Csaba, 2006). Table 1 depicts the main differences between product branding and corporate branding.

	Product Brand	Corporate Brand
Focus attention on	The product	The Company
Attract attention and gain support of	Customers	Multiple stakeholders
Delivered by	Marketing	Whole company
Time horizon	Short (life of product)	Long (life of company)
Importance of company	Functional	Strategic

Table 1: How Corporate Branding Differs From Product Branding (Hatch M. J., Schultz, Williamson, Fox, & Vinogradoff, 2001, p. 6)

The shift from product branding to corporate branding was, however, not done overnight, and according to Schultz, Antorini and Csaba (2006) the notion has evolved over time from the first wave of corporate branding to the second wave of corporate branding. In order to provide the reader with an understanding of the evolvement from the first wave to the second wave, both waves will be introduced below.

4.1.1. The first wave of corporate branding

Around the 1990s the first wave of corporate branding emerged (Schultz, Antorini, & Csaba, 2006). With the emergence of the first wave of corporate branding, organizations started recognizing the importance of the organization itself when trying to differentiate from competitors and build relationships with stakeholders (Schultz, Antorini, & Csaba, 2006). However, the first wave of corporate branding were tied to a short-term approach including marketing and campaign thinking (Schultz, Antorini, & Csaba, 2006). Keller (2009) expresses that *"differences arise from the added value endowed to a product as a result of past investments in marketing for the brand"* (Keller, 2009, p. 140). The foundation for the introduction of the first wave could be found in marketing, corporate communications, organization theory and the visual and graphical traditions (Schultz, Antorini, & Csaba, 2006). These elements will be explained in section 4.1.2.3.

To some authors, like Olins (1988), the notion of corporate branding seemed only to be an extension of the classic product branding, while others interpreted it as dealing more with the formulation of long lasting strategic concepts and corporate identities relevant to all stakeholders (Schultz, Antorini, & Csaba, 2006). Overall, the first wave of corporate branding saw a division between those how interpreted it as having a product driven **tactical** and **visual** focus, and those, who interpreted it as having a **strategic** and **integrated** focus (Schultz, Antorini, & Csaba, 2006).

The first wave of corporate branding was to a high degree dominated by the tactical and visual focus, and this exact focus also meant that a distinct marketing and campaign orientation defined the wave. Even though the focus of the first wave was different from the strategic and integrative, proponents of the two foci agreed that the aim of corporate branding was to create a focus on the organization instead of the product in order to differentiate from other organizations (Schultz, Antorini, & Csaba, 2006).

The strong marketing and campaign focus, however, led to a narrow and short execution of the corporate branding practice. This exact focus meant that the first wave failed to also put focus on the organizational culture, employee involvement and establishment of long-term stakeholder relationships (Schultz, Antorini, & Csaba, 2006).

As a consequence, the use of the first wave of corporate branding created a situation where differences between, what the organization communicated and what it actually was arised (Schultz, Antorini, & Csaba, 2006). In extension of this, according to van Riel & Fombrun (2007), a company will not be perceived as authentic, if the employees do not communicate the same shared values of the company to its stakeholders. It is a matter of alignment or "singing in harmony" as van Riel and Fombrun (2007) expresses it (van Riel & Fombrun, 2007). According to Schultz, Antorini and Csaba (2006), the issue with the first wave of corporate branding was that *"corporate branding had been translated into practice before the conceptual foundation was sufficiently clarified"* (Schultz, Antorini, & Csaba, 2006, p. 12).

4.1.2. The second wave of corporate branding

Based on the challenges and issues experienced in the first wave of corporate branding, the second wave emerged. According to Schultz, Antorini & Csaba (2006), in the

second wave, corporate branding has become more cross-disciplinary and strategically driven (Schultz, Antorini, & Csaba, 2006). According to them, the notion of corporate branding can best be described as *"the process of creating, nurturing, and sustaining a mutually rewarding relationship between a company, its employees, and external stakeholders."* (Schultz, Antorini, & Csaba, 2006, p. 48).

In line with this view, Morsing (2003) defines corporate branding as a *"strategic and coherent utilization of a company's particular identity"* (Morsing, 2011). For a definition of identity, please see section 4.1.2.2. Moreover, Morsing (2003) describes the overall aim of corporate branding as wanting to turn the organization into a brand (Morsing, 2011).

The definition of corporate branding presented by Schultz, Antorini & Csaba (2006) comprises more factors than the first wave of corporate branding. According to Schultz, Antorini & Csaba (2006), the second wave also considers the creation, nurture and sustaining of mutually beneficial relationships with **both** internal and external stakeholders in defining the organizational identity. This, according to Schultz, Antorini and Csaba (2007) is the starting point for any conceptualization of corporate branding (Schultz, Antorini, & Csaba, 2006).

To back this up, according to van Riel & Fombrun (2007), managers are increasingly met with questions of organizational identity, meaning "whom" the organization "is" (van Riel & Fombrun, 2007). In order to answer these questions, according to van Riel & Fombrun (2007), organizational executives are forced *"to juxtapose their own internal perception of the company against those of other employees, and demand a dialogue between internal views of the company – the claims the company makes about itself to outsiders – and the views the external parties hold about the company"* (van Riel & Fombrun, 2007, p. 61-62). In line with van Riel & Fombrun, Sandstrøm (2003) similarly describes the need for a higher degree of inclusion of stakeholders in corporate branding, ranging from the commitment of the top management through internal departments to external stakeholders (Sandstrøm, 2003). Both definitions fall well in line with the definition from Schultz, Antorini & Csaba (2006) presented above, since the both include the aspect of engaging multiple stakeholder groups.

As learned above, Morsing (2003) states that corporate branding revolves around working strategically with an organization's particular identity (Morsing, 2011). Ac-

cording to van Riel & Fombrun, it is known that identity deals with, who the organization is. According to van Riel & Fombrun, in order to answer this, organizations are forced to enter into a dialogue between internal and external views. Schultz, Antorini and Csaba (2006) support this exact view with their definition of corporate branding presented above, which focuses on maintaining a relationship between internal and external stakeholders. Lastly, also Sandstrøm (2003) states the need for focus on greater inclusion of stakeholders in corporate branding.

In accordance with Schultz, Antorini & Csaba (2006), van Riel & Fombrun (2007), Sandstrøm (2003) and Morsing (2003), in the second wave of corporate branding, the identification of a corporate brand identity, therefore, might be said to arise from working strategically with the constant and evolving interactions with a multitude of internal and external stakeholders. (Schultz, Antorini, & Csaba, 2006). This definition will be the point of departure for the further development of the thesis. Since the notion of corporate brand identity introduced above is such an important element of the corporate branding theory, and thereby important for answering the problem statement, section 4.1.2.1. seeks to closer investigate who these internal and external stakeholders might be.

4.1.2.1. Important stakeholders when defining identity
According to the theory introduced in the previous section, it can be stated that corporate branding and the definition of an identity is interconnected. To support this further, Balmer (2012) states that a growing consensus is seen that corporate brands should be closely calibrated with the corporate identity (Balmer, 2012). However, in extension of the last section, an interesting question is: who might be the most important stakeholders, when defining an identity as an organization?

In the previous section, it was learned that van Riel & Fombrun (2007) find executives, employees and external stakeholders important when answering, who the organization is (van Riel & Fombrun, 2007). However, decades of academic research have provided other views on the subject as well. According to Fombrun (1996) the most important stakeholders to consider in corporate branding are employees, investors, customers and community members. To Fombrun (1996), these are all considered equally important (Ormenõ, 2007). Also, Kapferer (1997) presents an extensive list sorted according to importance: stockholders, financial markets, government, com-

missions, regulatory authorities, academia, local community, issues groups, press, suppliers, employees, trade and customers (Ormenõ, 2007). Both Fombrun (1996) and Kapferer (1997) present quite static lists of important stakeholders, while van Riel & Fombrun (2007) present a broader approach by including "only" executives, employees and external stakeholders.

Even though the weight of importance is different between the stakeholders, interestingly, van Riel & Fombrun (2007), Fombrun (1996) and Kapferer (1997) all include both internal and external stakeholders as important stakeholder groups. To support this, Schultz, Antorini & Csaba (2006) state that in the second wave of corporate branding, knowledge about stakeholder image and organizational culture helps the management create strategic directions and create a vision for, whom the organization wants to be (Schultz, Antorini, & Csaba, 2006).

This approach falls well in line with Morsing (2003) presented earlier, who states that corporate branding is working strategically and coherently with a company's particular identity (Morsing, 2011). Combining Morsing (2003) with Schultz, Antorini & Csaba (2006), it can be argued that an organization therefore needs a strategic direction and vision in order to define and work with its identity.

The definition from Schultz, Antorini & Csaba (2006) furthermore is well in line with van Riel & Fombrun (2007) in relation to, which stakeholders and aspects are important, when defining the organizational identity, as van Riel & Fombrun (2007) include both the management, employees and external stakeholder (van Riel & Fombrun, 2007). Also Sandstrøm (2003) puts emphasis on the importance of managerial commitment and inclusion of a broad stakeholder group (Sandstrøm, 2003).

On the other hand, as presented earlier, Fombrun (1996) and Kapferer (1997) might be more precise in regards to, which stakeholders to focus exactly on, however, for the purpose of the problem area and statement of this thesis, it has been decided that too many of the stakeholders on their lists are less important. Moreover, Schultz, Antorini & Csaba (2006), van Riel & Fombrun (2007) and Sandstrøm (2003) present a broader focus, which for the purpose of this thesis makes it possible to more freely choose according to the relevance of the stakeholder.

Derived from the above introduction, it can be argued that broadly the management, the internal and external stakeholders are important in the definition of an identity. In relation to this, Hatch & Schultz (2001) developed the VCI-model, which takes both the management, the internal and external aspect into account in the definition of a corporate brand identity. In order to give the reader an understanding of the model, in section 4.1.2.2, the VCI-model will be introduced and explained more thoroughly.

4.1.2.2. VCI-model

The VCI-model introduced by Hatch & Schultz (2001) is the outcome of a research including over 100 companies done over ten years (Hatch & Schultz, 2001). The research found that in order to create a corporate brand three elements had to be aligned: vision, culture and image. The VCI-model becomes a valuable tool in answering the problem statement of the thesis, since it functions as a framework for analyzing the different elements, and possibly, thereby, also identifying possible challenges, which the municipal sector should consider, when utilizing corporate branding. Below, each of the elements will be defined. Where relevant alternative definitions exist, these will be presented and discussed.

Strategic vision – According to Schultz, Antorini & Csaba (2006), a strategic vision is the central ide behind the company that embodies and expresses *top management's* aspirations for what the company will achieve in the future (Schultz, Antorini, & Csaba, 2006). In his book Corporate Communication, Joep Cornelissen simplifies the definition further by stating that the vision is *"senior management's aspirations for the organization"* (Cornelissen, 2011). All in all, the aim of the two definitions is similar to each other.

Organizational culture – According to Schultz, Antorini & Csaba (2006), the organizational culture comprise the internal values, beliefs, and basic assumptions that embody the heritage of the company and how these are manifested in the ways *employees* feel about the company they work for (Schultz, Antorini, & Csaba, Corporate Branding: Purpose/People/Process, 2006). In their book, Organizational Behavior, Buchanan & Huczynski defines organizational culture as *"the shared values, beliefs and norms which influence the way employees think, feel and act towards others inside and outside the organization"* (Buchanan & Huczynski, 2010, p. 100). In many ways, the two definitions are similar, however, Buchanan & Huczynski (2010) put

special focus on the aspect of acting upon thoughts and feelings, both internally and externally.

In relation to the importance of dialogue in the creation of identity presented by Schultz, Antorini & Csaba (2006) themselves above, it might be suggested that the definition on organizational culture by Schultz, Antorini & Csaba (2006) above is insufficient. The reason for this is that their definition does not include any aspect of action, even though it might be suggested that dialogue is acting. According to the Oxford Dictionaries dialogue can be defined as *"a discussion between two or more people or groups, especially one directed towards exploration of a particular subject or resolution of a problem"* (Oxford Dictionaries , 2015). Therefore, by including the aspect of action, it might be argued that Buchanan & Huczynski (2010) implicitly includes the aspect of dialogue, since dialogue can be seen as people acting through discussion/conversation. Therefore, for the purpose of this thesis, the definition by Schultz, Antorini & Csaba (2006) seems insufficient and the definition by Buchanan & Huczynski (2010) will be used.

Stakeholder images – According to Schultz, Antorini & Csaba (2006), stakeholder images can be defined as views of the organization developed by the *external stakeholders*; the outside world's overall impression of the company including the views of customers, shareholders, the media, the general public, and so on (Schultz, Antorini, & Csaba, 2006). Balmer (2012) supports this view: *"stakeholders, to a degree, can create their own brand meanings and may determine the type of associations they wish to have with a particular corporate brand."* (Balmer, 2012, p. 1065). Both definitions include the idea that stakeholders determine the images or associations they want about a company or a corporate brand.

Corporate brand identity – According to Schultz, Antorini & Csaba (2006) a corporate brand identity occurs at the juncture between vision, culture, and image and defines how 'we' perceive ourselves as an organization. Identity underpins the corporate brand - partly by the feedback from stakeholders and partly by the organization's self-insight. Claims about identity are often stated as core values, beliefs or central ideas (Schultz, Antorini, & Csaba, 2006)**.** Balmer (2012) supports the view from Schultz, Antorini & Csaba (2006) by stating: "*to me, a corporate brand's quintessence relates to the informal, albeit powerful, bi-lateral contract (covenant/promise), between the*

organization/organizations behind the brand and its customers and other stakehold-ers." (Balmer, 2012, p. 1065). Moreover, the findings of section 4.1.2.1 are well in line with this.

It might be fair to argue that the two definitions above are similar in focus, however, in relation to the definition by Schultz, Antorini & Csaba (2006), Balmer (2012) does not distinguish as concretely between the different stakeholders. Whereas Schultz, Antorini & Csaba (2006) seem explicit about the stakeholder construction important to a corporate brand identity, Balmer (2012) more broadly includes the organization, its customers and other stakeholders.

Like Schultz, Antorini and Csaba (2006), Balmer (2012) believes that an identity underpins the corporate brand (Balmer, 2012). This becomes explicit as Balmer (2012) expresses that *"the ideal corporate brand identity refers to an organization's espoused corporate brand strategy"* (Balmer, 2012, p. 1079). All in all, both Schultz, Antorini & Csaba (2006) and Balmer (2012) argues that identity underpins a corporate brand, and, therefore, since the initial definition by Balmer (2012) presented above is a definition of a corporate brand, it might be argued that embedded in the organizational part of his definition lies the aspects of vision and culture seen in the definition by Schultz, Antorini & Csaba (2006).

In figure 4, the interplay between the four elements above is illustrated in what Hatch & Schultz (2001) named The Corporate Branding Toolkit (Schultz, Antorini, & Csaba, 2006).
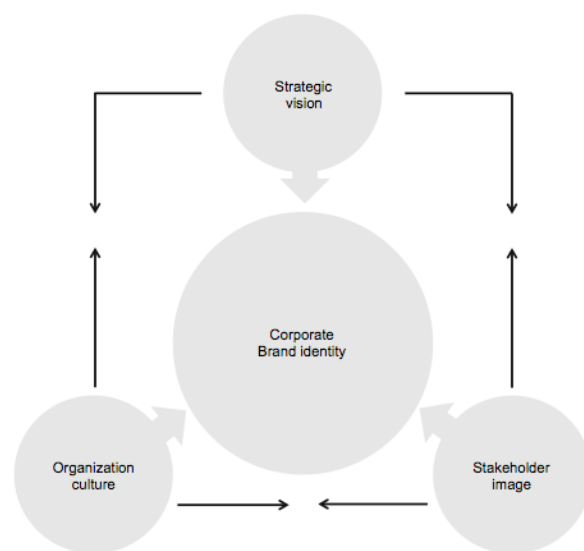

Figure 4: The Corporate Branding Tool Kit (Schultz, Antorini, & Csaba, 2006)

The idea behind the so-called Corporate Branding Tool Kit (Hatch & Schultz, 2001) is to depict how the elements are in a constant interplay and negotiations with each other to formulate the corporate brand identity of the organization.

The interplay between these elements is not necessarily always totally aligned (Schultz, Antorini, & Csaba, 2006). According to Schultz, Antorini & Csaba (2006), if alignment does not exist, what is denoted as gaps might arise between the elements, ultimately resulting in an inconsistent Corporate Brand Identity (Schultz, Antorini, & Csaba, 2006). The different gaps, which might arise, are the *vision-culture* gap, *image-culture* gap or *vision-image* gap (Schultz, Antorini, & Csaba, 2006).

According to Schultz, Antorini & Csaba (2006), the *vision-culture* gap is defined as the misalignment arising between the vision defined by top management and employee expectations. According to Schultz, Antorini & Csaba (2006), the issue can either be that the employees are not able to see the connection between the mapped out vision and reality. Also, the issue can originate from the employees simply not understanding the direction or not being able to recognize the company identity in the managerial vision (Schultz, Antorini, & Csaba, 2006).

In accordance with Schultz, Antorini & Csaba (2006), the *image-culture* gap exists, when misalignment arises between how employees interpret the corporate brand identity and how the external stakeholders interpret it. These two different interpretations might result in confusion with the external stakeholders, who might not be able to identify, who the company is and what it stands for (Schultz, Antorini, & Csaba, 2006). In line with van Riel & Fombrun (2007) introduced in section 4.1.1, this gap might harm the authenticity of the organization.

Lastly, the *image-vision* gap arises when what external stakeholders expect from a company

Figure 5: Corporate Branding Gaps (Schultz, Antorini, & Csaba, 2006)

differs from the strategic vision defined by the top management of said company (Schultz, Antorini, & Csaba, 2006). Figure 5 depicts the different gaps, which might arise between the elements.

Even though, according to Schultz, Antorini & Csaba (2006), it is important to minimize creation of gaps, the relationship between them is not to be understood as static (Schultz, Antorini, & Csaba, 2006). The surrounding world evolves over time, meaning that to align the different elements, a company will have to evolve with it, Schultz, Antorini & Csaba (2006) state. According to them, this means that the right balance between the elements is found in the paradox between being distinct and recognizable as a company but also being flexible to a degree, where stakeholders feel involved in the construction of said company (Schultz, Antorini, & Csaba, 2006). For a municipal sector this is an important consideration to make, since, as introduced in section 2.2, the municipal structure can be complex, containing many different citizen-targeted groups, which support many different citizen interests.

Besides being a paradoxical notion, as touched upon in section 4.1.1, corporate branding is also a notion constructed from a multitude of disciplines, which are all important to integrate in the utilization of corporate branding. In the next section, the different academic disciplines constituting the notion of corporate branding is presented.

4.1.2.3. Academic disciplines included in corporate branding

As seen in figure 6 below, the theory on corporate branding is a multifaceted notion consisting of a combination of five different academic disciplines.

According to Schultz, Antorini & Csaba (2006) and Balmer (2012), central to the branding concept is the marketing discipline, in which the "branding" exercise historically has been situated. As learned in the beginning of the theory section, originally, the marketing discipline has been occupied with the branding of stand-alone products, however, increasing costs and difficulties with differentia-

Figure 6: Key Concepts from Different Disciplines (Schultz, Antorini, & Csaba, 2006)

tion due to increasing market complexity has led companies in the direction of branding the company as one coherent entity instead of portraying this as a construction of many stand-alone product brands (Schultz, Antorini, & Csaba, 2006). According to

Schultz, Antorini & Csaba (2006), one clear pitfall of this directional change is the risk that the marketing discipline maintains a narrow-minded and short-termed campaign focus, which ultimately might results in the corporate brand "only" being perceived as a giant-sized product brand (Schultz, Antorini, & Csaba, 2006).

According to Schultz, Antorini & Csaba (2006), another central construct of corporate branding is found in the visual identity dimension (Schultz, Antorini, & Csaba, 2006). The idea behind this dimension is that it captures the visual identity of the corporate brand by focusing on the creation of a unique symbolic universe including among other things symbols and artifacts such as trademarks, logos or colors, all used to make the company distinctive (see section 5.1.1 for definition of "distinctiveness") to both internals and externals. The definition of the visual identity dimension is very similar to Keller's (1998) definition of a brand, which states that a brand consist of four elements; names, symbols, designs or any other feature (Ormenõ, 2007), which makes sense since the original understanding of branding also comprised tactic and visual aspects (Schultz, Antorini, & Csaba, 2006). According to Schultz, Antorini & Csaba (2006), one pitfall concerning capturing a corporate brand by means of a symbolic universe is that it might come off as a "sugar coating", meaning that what is expressed by visual means does not represent the essence of the corporate brand (Schultz, Antorini, & Csaba, 2006).

A third contributing dimension to corporate branding is the communication practice (Schultz, Antorini, & Csaba, 2006). In line with Schultz, Antorini & Csaba (2006), before the introduction of the corporate branding notion, this practice had a divided approach, and dealt with either internal or external communication. However, the increased focus on creating one complete image of a corporation has led the practice in the direction of dealing with communication as one entity, whereby communication to internal and external stakeholders are no longer seen as two different communication networks (Schultz, Antorini, & Csaba, 2006). Åberg (1990) talks about what he calls "total communications" to describe the involvement of both internally and externally directed communication activities (Christensen, Morsing, & Cheney, 2011). According to Schultz, Antorini & Csaba (2006) and Christensen, Morsing & Cheney (2011) the driving force behind the communication practice is a wish to generate social legitimacy (see section 5.1. for definition of "legitimacy") among stakeholders in order to obtain a license to operate in the market. In accordance with Schultz, Antorini & Csa-

ba (2006), one pitfall for organizations is when the communication department thinks that the communication of the "story" or brand is the one and only contributor to the creation of the brand (Schultz, Antorini, & Csaba, 2006).

As a fourth discipline, from organization theory the notions of organizational identity and organizational culture are introduced (Schultz, Antorini, & Csaba, 2006). In line with Schultz, Antorini & Csaba (2006), organizational identity can be defined as being *"similar to individual identity in that it is embedded in social relationships, which include the interrelations between self-definitions and the perceptions among others of who we are"* (Schultz, Antorini, & Csaba, 2006, p. 38). Cornelissen *et al.* (2007) has defined this almost similarly by stating that organizational identity is *"a system of shared meanings"* (Kantanen, 2012, p. 58). In this view, the organizational identity seems very similar to the corporate brand identity introduced in section 4.1.2.2.

According to Schultz, Antorini & Csaba (2006), organizational culture can be defined as the construct that shapes the behavior of an organization (Schultz, Antorini, & Csaba, 2006). Moreover, as introduced previously in the theory section, Buchanan & Huczynski (2010) defines organizational culture as *"the shared values, beliefs and norms which influence the way employees think, feel and act towards others inside and outside the organization"* (Buchanan & Huczynski, 2010, p. 100). According to Schultz, Antorini and Csaba (2006), the organizational culture is a strong contributor in defining the corporate brand identity, since it comprises the involvement and support of the employees (Schultz, Antorini, & Csaba, 2006). Chernatony (2006) furthermore states the importance of gaining knowledge into the organizational culture, since this knowledge *"provides a basis for differentiating a brand in a way that is often welcomed by customers"* (de Chernatony, 2006, p. 141).

De Chernatony (2006) continues stating that an organizational culture can unite, motivate and create coherence among employees, which might help to generate a consistent feeling about a brand (de Chernatony, 2006). Ultimately, a more consistent feeling about a brand might, according to de Chernatony (2006) lead to creation of trust and an increase in brand performance (de Chernatony, 2006). Schultz, Antorini & Csaba (2006) argues that without a degree of involvement and support from employees, a corporation might face serious trouble delivering on its brand promises, which in turn might create a gap between the elements of The Corporate Branding

Toolkit (Schultz, Antorini, & Csaba, 2006). This falls well in line with van Riel & Fombrun (2007) introduced earlier, who state that an organization might not be perceived authentic, if the employees do not "sing in harmony" (van Riel & Fombrun, 2007).

Moreover, according to Schultz, Antorini & Csaba (2006), complications might arise, if the definition of an organization's identity and image becomes trapped inside the organization, meaning that the needs of external stakeholders are not being included in the creation of the identity and image (Schultz, Antorini, & Csaba, 2006). According to Schultz, Antorini & Csaba (2006), this exclusion of external stakeholders' voices creates a narcissistic approach to corporate branding, which might contribute to the creation of gaps in The Corporate Branding Toolkit (Schultz, Antorini, & Csaba, 2006).

The fifth and last contributor to the notion of corporate branding is the construct of strategy (Schultz, Antorini, & Csaba, 2006). According to Schultz, Antorini & Csaba (2006), included herein is both the acceptance that corporate branding entails a more strategic approach and that the level of corporate reputation is a crucial factor in the successful management of this (Schultz, Antorini, & Csaba, 2006). The idea behind the strategy dimension is to estimate the value of the intangible assets, including the corporate reputation, the position of the brand, and, moreover, the vision of this. The risk of this relatively hard estimation of the value of intangible assets is that the organization draws its conclusion on a strategic direction based solely on too simplistic measurements of the value of these assets (Schultz, Antorini, & Csaba, 2006). Ultimately, these simplistic strategic conclusions might shift the organizational focus away from the actual quality and credibility of the company (Schultz, Antorini, & Csaba, 2006).

All in all, the notion of corporate branding is strongly founded in the five disciplines above. According to Schultz, Antorini & Csaba (2006), used in the correct manner, the five disciplines will be able to form a very strong corporate brand (Schultz, Antorini, & Csaba, 2006). However, if some disciplines are prioritized too much over others, this might create gaps in The Corporate Branding Toolkit, which then, according to Schultz, Antorini & Csaba (2006), weakens the corporate brand (Schultz, Antorini, & Csaba, 2006). Therefore, in line with Schultz, Antorini & Csaba (2006), it

is important for any organization not to understand these disciplines as static, but to constantly evaluate and adapt these. For a municipal sector, the knowledge of the different elements comprised in creating a solid corporate brand becomes important, again due to the structure of a municipal organization, which is complex and covers many different service areas.

However, it is not enough for a municipal sector to be familiar with the different disciplines of corporate branding. It is also of great importance that, when setting out to use corporate branding, a municipality is familiar with how to implement this correctly. Therefore, in the section below, what Schultz, Antorini & Csaba (2006) call The Cycles of Corporate Branding will be introduced.

4.1.2.4. The Cycles of Corporate Branding

In the section above it has been established that the notion of corporate branding is not a static process. Moreover, it has been established that the notion is construction of five different disciplines. Therefore, according to Schultz, Antorini & Csaba (2006), the implementation process of the corporate branding practice also is an ongoing process done over a multitude of steps utilizing the inputs from a multitude of internal and external stakeholders (Schultz, Antorini, & Csaba, 2006). The implementation process comprises five cycles and is introduced below:

Cycle 1: *Stating* who you are and who you want to become
In line with van Riel & Fombrun (2007), Schultz, Antorini & Csaba (2006) argues that in order to properly define, who the organization is and who it wants to become, top management needs both to consider the culture of the organization and the stakeholder image.

Cycle 2: *Organizing* behind your identity
The overall aim of this cycle is to link together the restated vision and identity with the actual organization structures and process in order to ensure that the organization practices what it preaches.

Cycle 3: *Involving* all relevant stakeholders
In line with van Riel & Fombrun (2007) and Sandstrøm (2003), Schultz, Antorini & Csaba argues that the third cycle revolves around the involvement of all relevant internal and external stakeholders in order to realize the corporate brand. The idea behind is to create alignment between the culture and image and the vision. This in-

volvement of relevant stakeholders complements the creation of the corporate brand by contributing to the alignment and possible change of the organization.

Cycle 4: *Integrating* all expressions of your brand

The integration cycle takes the wish to reduce the gaps between culture, image and vision a step further. The ideal thought behind this cycle is to centralize the company-wide brand alignment completely to ensure the reduction of gaps. It is important to note that the centralized approach can be difficult in a fast-paced environment. Furthermore, the brand-alignment also needs to take sub-cultures into account, which might be of great importance in a municipal context, due to the complexity of the structure and differences in products/services provided.

Cycle 5: *Monitoring* results through performance measurements

Cycle number five becomes important in relation to continuously track the performance of the corporate brand and the brand elements attached hereto. The performance tracking must include the image of all stakeholders meaning both external and internal.

Based on The Corporate Branding Toolkit (Hatch & Schultz, 2001) presented in section 4.1.2.2, figure 7 depicts the interplay between the five cycles and the strategic vision, stakeholder image and organizational culture. For definitions of the three former mentioned notions se section 4.1.2.2.

Figure 7: The Cycles of Corporate Branding (Schultz, Antorini, & Csaba, 2006)

In order to reach a fully implemented corporate brand, all five cycles must be completed (Schultz, Antorini, & Csaba, 2006). In order to move from one cycle to another, an organization has to overcome a list of risks and requirements. Table 4 shows an overview of the respective cycles and the barriers attached to each of these.
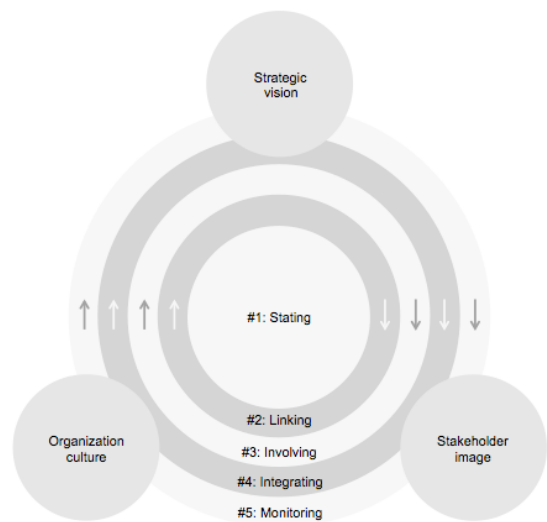
Cycles of Corporate Branding	Cycle 1: Stating	Cycle 2: Organizing	Cycle 3: Involving	Cycle 4: Integrating	Cycle 5: Monitoring
Key Problems	Fragmented company-wide brand expression	Lack of coherent brand organization and execution	Generate shared mindset among employees and customer involvement	Make full move from product to corporate brand behavior	Ensure full operation ownership to all business units: the brand is everywhere
Key Process: Corporate Branding Tool-Kit	Stating the identity and vision of the corporate brand: Who are we as an organization and who do we want to become?	Linking vision to culture and image practices: How can we reorganize behind the brand?	Involving stakeholders through culture and image: How can we involve internal and external stakeholders in the brand?	Integrating vision, culture and image around a new identity: How can we align the organization behind the brand?	Tracking corporate branding gaps and brand performance: What are the critical factors in our internal and external brand performance?
Challenges of change: Key Tension	Brand narcissism embedded in culture and identity vs. brand hyper adaptation driven by image.	Brand policing directed by programs and manual vs. brand turfs generated by functions and markets.	Brand commitment and identification vs. brand overload and process exhaustion.	Brand isolated in headquarters vs. brand fragmented by local subsidiaries.	Brand obsession with quantitative measurement vs. intuitive follow up on brand performance.
Change crisis	Needed to create vision among top managers.	Need to conduct full organization wide execution.	Need to involve all internal subcultures.	Need to generate local brand owner ship and involvement.	Need to insist on cross - functional knowledge.
Levers: Key Activity	(Re)articulate core values and define identity behind brand.	Reshape organization managerial structure and processes.	Engage employees in execution and involve consumer images.	Create brand balance between global coherence and local buy in.	Set up relevant monitoring systems.
Change Organization	Top management guidance. Internal task force. External visual identity.	Top management execution of cross - functional structure and process changes.	Internal organizational development process. Consumer reactions (focus groups, communities).	Organization wide execution of structure and local process. Local stakeholder involvement.	Monitor unit including internal and external knowledge. Organization wide distribution of knowledge.

Table 2: The Challenges of Corporate Brand Implementation (Schultz, Antorini, & Csaba, 2006, p. 185)

According to Schultz, Antorini & Csaba (2006), by combining the knowledge of the five cycles of implementation and the knowledge of the barriers attached to these, it might be concluded that the process of implementing corporate branding could be a complicated procedure to overcome (Schultz, Antorini, & Csaba, 2006). The fact that

the process contains this amount of steps and barriers also means that many organizations might underestimate the work needed to succeed. According to Schultz, Antorini & Csaba (2006), an overall risk arising, if the organization does not succeed in implementing the corporate brand fully, is that it only becomes a huge product brand (Schultz, Antorini, & Csaba, 2006). For the purpose of answering the problem statement of this thesis, combined with the analysis of the data retrieved from the case of Lolland Kommune, the cycles and challenges of implementing a corporate brand is a good framework for identifying possible challenges, for the municipal sector, connected to the utilization of corporate branding.

In the theory introduced above, the focus has been put on the importance of unification of the brand and portraying the company as one. However, what happens if an organization wants to expand by moving into new product categories and customer segments? According to Danish advertising expert, Jesper Kunde, this might presents problems in relation to how much a corporate brand can contain (Kunde, 2002). Too many different product categories targeted at too many different customer segments under the same corporate brand might, according to him, water down the value of the corporate brand. Especially in the municipal sector this might become a challenges, due to the structure of the organization comprising many different product/service categories targeted at many different citizen groups.

Therefore, in the next section the difference and relation between a corporate brand and a product brand will be clarified through the use of what Kunde (2002) calls The Brand System (Kunde, 2002). Before introducing the so-called Brand System, the notion of brand hierarchies will be introduced and explained briefly.

4.1.2.5. The Brand System

According to Ormenõ (2007) *"a brand hierarchy represents an ordering of brands that takes into account the number and nature of common and distinctive brand elements across the product offering"* (Ormenõ, 2007). Ormenõ (2007) states that the higher the level of the brand hierarchy the fewer brands are embedded and vice visa (Ormenõ, 2007). According to Ormenõ (2007), brand hierarchies applies both to physical goods and services, retailers, people, organizations, and so forth (Ormenõ, 2007). In the academic research, researchers like Doyle (2012), Olins (1989), Aaker (1996) and Keller (1998; 2000) have presented examples of brand hierarchies.

In his book *"Unique now…or never"*, the Danish advertising expert, Jesper Kunde, has presented his version of a brand hierarchy, which he calls a brand system (Kunde, 2002). According to Kunde (2002), the system deals with the relation between how strongly a product brand is related to the corporate brand of an organization. He defines the product brand as the brand of the actual product sold by the organization (Kunde, 2002).

Kunde (2002) argues that the relationship between the product brand and the organization has a direct impact on the strength of corporate brand. He continues by stating that the strength of the corporate brand has a direct impact on, how the value of this is

Figure 8: The Brand System (Kunde, 2002)

interpreted by internal and external stakeholders. According to Kunde (2002), the idea behind the relationship between the two is that if too much focus is put on e.g. the product brand, then the corporate brand is weakened and the other way around (Kunde, 2002).

In contradiction to the researchers introduced above, Kunde (2002) has introduced the relationship between the two in what he designates a brand system.
Starting from the left side, the Corporate Brand is the first construct of the model. As the name of this level indicates, the Corporate Brand focuses only on the brand of the corporation and leaves no room for product differentiation. Moving one step to the right, Corporate Brand with graduation is found. This level still emphasizes the corporate brand, however, with a graduation. A real life example could be a car brand like

Audi, which graduate its corporate brand using letters and numbers like A3, A4, A6 or A8.

Corporate Brand with denomination contains the understanding that the corporate brand is still in focus. However, the corporate brand is denominated with a descriptive name. Like with the corporate brand with graduation, again the product is not accredited with its own brand. Corporate Brand with differentiation allows for a higher degree of differentiation to the corporate brand, without creating a new brand. Utilizing this level in the system means e.g. to create new name combinations and/or logos (Kunde, 2002).

According to Kunde (2002), the combined brand entails an independent product, which lives off the value of the corporate brand. However, if the value of the corporate brand is to have any effect on the independent product, a clear connection between the two needs to exist, Kunde (2002) states (Kunde, 2002). In immediate extension of the combined brand the endorsed brand lies. Kunde (2002) describes that embedded in this notion lies an understanding that the corporate brand, and the inherent value of this, is used to endorse a product, most often a new product, which is to be launched (Kunde, 2002).

The last level of the brand system is one product-one brand. According to Kunde (2002), this level indicates that each product has its own brand. Like with the level of a corporate brand, where no focus is put on the product, Kunde (2002) argues that the idea is the same with this last notion. However, as argued by Kunde (2002), the big difference between the two is that here the focus is solely on the product and not on the corporation. Kunde (2002) carries on by stating that this means that the product brand is the sole contributor of value (Kunde, 2002).

Overall, Kunde (2002) argues that his brand system can be used to define, indicate and develop both existing and new product and corporate brands. By choosing one of the specific brand levels, any organization also implicitly expresses how close this connects a product or task to the actual corporate brand, Kunde (2002) states (Kunde, 2002). In a municipal context, Kunde's (2002) view might translate into, to which degree the products and services handled by the citizen targeted groups and operational companies are connected to the corporate brand of this municipality.

4.2. Corporate branding criticism

Throughout the presentation of the chosen corporate branding theory, it has become clear that the notion of branding has seen a huge evolvement from the day the notion saw the first daylight up until today. To be specific, the theory has seen a transformation going from the origins of product branding to the first wave of branding and into the second wave of branding.

According to Hansen (2006), the notion of branding and corporate branding is developed for the use in the private sector (Hansen, 2006). Since the corporate branding theory was not intended for utilization in the public sector, this might be a clear complication for those municipalities that perhaps utilize corporate branding. However, this section is not meant to pinpoint the areas, where the corporate branding theory fails to support the public sector, however, it is meant to put forth points of criticism worth considering when making use of corporate branding in general.

From the theoretical framework, it might be argued that the theory on corporate branding demands for at very practical approach all the way from the beginning to the implementation of this. However, this very practical approach also entails a lot of pitfalls and points of criticism, which to some degree have been pointed out separately through out the presentation of the theoretical framework. However, to ensure that the reader gets an overall idea of the pitfalls and points of criticism, this chapter seeks to present a meta-perspective on these.

Drawing on Temporal (2015), it is important to consider competition in the public sector, since it can be argued that other municipalities, regions or countries act as competitors. The reason for this is that as a group of different entities, these all fight to reach the same target – attract citizens and companies (Temporal, 2015).

With the knowledge from Temporal (2015), looking at the notion of corporate branding from a meta-perspective, this is all about standing out and having a differentiated position in the market. The French philosopher, Bourdieu (1998), said that *"The main idea is that to exist within a social space, to occupy a point or to be an individual within a social space, is to differ, to be different"* (Bourdieu, 1998, p. 9). In other words, his take was that in order to exist, it is essential to differentiate oneself.

However, according to Schultz, Antorini & Csaba (2006), trying to differentiate one-self without the knowledge of the position of others is non-sense (Schultz, Antorini, & Csaba, 2006). But, none of the presented theoretical models seem to include any point of market analysis. The present theory seems to only include an internal view of how things are and are supposed to be. In a text by Grønnegaard (2002), this is supported with the statement that a lot of companies utilizing corporate branding focus too much on the identity instead of focusing on consumer needs and wants (Grønnegaard, 2002). Hatch & Schultz (2003) supports this statement by addressing that many companies focus too little on the culture aspect of corporate branding, and instead focus most of their effort on the marketing side (Schultz & Hatch, 2003).

All in all, combining Bourdieu (1998), Schultz, Antorini & Csaba (2006) and Schultz & Hatch (2003) it might be argued that some companies focus too much on portraying an image of themselves without considering exploration of the market, meaning closer definition of e.g. competitors, market trends or consumer needs. Combined, this might make it difficult for organizations to capture a differentiated and distinctive position compared to other players. (For a definition of distinctiveness, see section 5.1.1.)

Another aspect of corporate branding, which might be questioned is that of "total communications" explained by Åberg (1990), which aims to portray one consistent image of the organization (for further information, see section 4.1.2.1). Christensen (2002) takes a critical stand by asking to what extent an organization can actually manage this form of communication (Christensen L. T., 2002). According to Christensen (2002), it is problematic that organizational managements presuppose that their organizations are transparent to their surroundings and to themselves, since this is seldom the case (Christensen L. T., 2002). Moreover, Christensen (2002) asks whether it is even possible for organizations to know themselves well enough to make, what Åberg (1990) calls, "total communications" work.

Yet another problem concerning transparency is that external stakeholders are becoming increasingly more critical and demand more information from organizations. According to Christensen (2002), it seems to be a general assumption that external stakeholders demand more transparency and information and are becoming more in-

volved (Christensen L. T., 2002). However, researchers like Davidson (1998), Morgan (1999) and Christensen & Cheney (2000) question this view.

According to these researchers, external stakeholders are not interested and involved in what an organization communicates about itself. On the contrary, some external stakeholders might be cynical towards the attempt to make the organization transparent and might ultimately not care about the organization behind the product (Christensen L. T., 2002). According to Christensen (2002), this is not to say that organizations should stop portraying themselves to external stakeholders. However, considerations on the type and amount of information is important for organizations, for instance due to the limited ability with the external stakeholders to process information (Christensen L. T., 2002).

All in all, in can be concluded that, according to theory, an organization needs to differentiate itself to exist and to differentiate it needs to compare itself to other organizations. However, the theoretical models presented in section 4, seemingly do not include any points of comparison to other organizations. Also, an understanding seems to exist that some companies focus too much on the organization itself, and, therefore, put less focus on exploring market needs, which might make it difficult to differentiate. Moreover, in the pursuit for differentiation and creation of a strong corporate brand, more transparency towards the external stakeholders is demanded. However, even though the external stakeholders have become more critical, it does not mean that they have an urge to get deeply involved in the organization. Therefore, in order to ensure that external stakeholders can process all the information, an organization needs to focus its communication and narrow it down to the most relevant.

5. Analysis – part 1

Section five of this thesis seeks to provide an answer to the initial analysis part of the problem statement: *How does a municipality in Denmark utilize the notion of corporate branding? And what examples exist hereof?* Section 5.1 introduces specific examples of corporate branding in the municipality sector in Denmark, where after it is sought to analyze the exact utilization of corporate branding in each example.

5.1. Corporate branding in the Danish municipal sector

According to Nielsen & Salomonsen (2013) and the introduction of the thesis, throughout the last couple of years the public sector in Denmark has seen an increase

in the interest and idea of utilizing the notion of strategic communication, which among other communicative dimensions comprise the notion of corporate branding defined in section 4 (Nielsen & Salomonsen, 2013). However, according to Hansen (2006), the utilization of branding is most often associated with private organizations, where the notion first had its breakthrough (Hansen, 2006).

That the notion of corporate branding had its breakthrough in the private sphere is not to say that the notion is not important and useful in public organizations. According to Temporal (2015), the public sector has become aware of the possible worth of using those same techniques to create a financial growth. According to Temporal (2015), the reason for this interest is the fact that the public sector is facing a ubiquitous competition, where every public organization is fighting for the same *"...share of voice, talent, political support and funding.* (Temporal, 2015, p. 7)*.

In line with Temporal (2015), only by creating a strong brand is it possible to convince stakeholders that any public organization is more favorable than others (Temporal, 2015). According to him, the reason is that anything in the public sector can be replicated, be it services, products or processes. Therefore, he states, that the only way to differentiate and create something, which is not replicable, is to create a powerful brand (Temporal, 2015).

However, even though, in modern society, public organizations describe themselves as companies or service companies, Hansen (2006) argues that big differences between the private organization and the public organization still exist (Hansen, 2006). One significant difference is that a major and a town council politically lead the organization. According to Nielsen & Salomonsen (2013), this political management includes a multitude of political attitudes towards how things should be run (Nielsen & Salomonsen, 2013).

This creates challenges in relation to the formulation of a common vision, which in line with the theory presented in section 4 is to help affect the corporate brand identity of the organization in a positive direction. In line with Nielsen & Salomonsen (2013), the reason for this is that visions in a politically controlled environment are legitimately altered continuously (Nielsen & Salomonsen, 2013). According to associate professor of political science, Ian Hurd, in political science, legitimacy is commonly defined as the belief, held by individuals, about the rightfulness of a rule or ruler and

has collective effect when widely shared in society (Hurd, 2007). Combining Nielsen & Salomonsen (2013) with the definition by Hurd (2007), it can be argued that the collective belief in society about the municipal organization provides the political management in the municipal organization with the legitimacy to alter the vision when needed.

According to Hansen (2006), another challenging factor concerning legitimacy is that the publicly elected major and town council have a responsibility to use the money coming from the tax payers in a legitimate way (Hansen, 2006). According to Hansen (2006) this means that the municipal organization must produce the products and services, it was initially brought into the world to do, which in a municipality organizational context, Hansen (2006) states, is not branding (Hansen, 2006). Adding Hansen's (2006) perspective to the two perspectives above, it is possible to argue that the political management of a municipality organization might be provided with the legitimacy to alter the organizational vision continuously, due to a common belief in society. However, according to Hansen (2006) this is only achieved, when the alterations to the vision comprise products and services, which the municipality was initially put into the world to supply.

Moreover, in this connection, Hansen (2006) states that a very practical problem for municipality organizations can simply be the use of the term *"branding",* since it can be understood as too fancy a word, and can be hard for the public to relate to and see the real value in. Therefore, according to Hansen (2006) many public organizations might benefit from using alternative words or phrases like *"strategic communication"* (Hansen, 2006)*.*

Besides the challenges presented above, the literature on the corporate branding in a public context is scarce, and the "recipes" developed on how to practice corporate branding in the private sphere, has seen little to none alterations for the use in the public sphere (Salomonsen & Nielsen, 2012). This, therefore, means that the utilization of corporate branding in public organizations today is hypothesized to be very similar to that of the private sector, and, therefore, according to Hansen (2006), might lack focus on, how the notion delivers public value (Hansen, 2006).

To substantiate the hypothesis that the public sector utilizes the notion of corporate branding without any noticeable alterations to this, next the thesis will present some

carefully chosen examples of municipal organizations, which utilize corporate branding or corporate branding related activities (see below for definition).

In order to identify some of these examples, the point of departure in this thesis has been to look for predefined factors in empirically collected material from webpages of the organizations. This collection of empirical data has been done with no inclusion of internal stakeholders from the chosen municipal organizations. The presentation and analysis of whether the chosen examples make use of corporate branding will be based on some of theoretical factors presented in section 4.

The predefined factors mentioned earlier are all taken from the corporate branding theory presented in section 4, and contains aspects such as visual identity, brand communication, brand relations and brand strategy. Here the visual identity comprises e.g. names, logos, visual branding, the brand communication comprises focus on unification of internal and external communication, brand relations comprises focus on building and maintaining a transparency towards the external stakeholders and brand strategy focuses on organizational values, mission and vision.

In line with the key concepts of corporate branding presented in section 4.1.2.1, it has to be stated that separately, the aspects does not constitute the notion of corporate branding, but will then only function as corporate branding related activities (Temporal, 2015).

5.1.1. Aarhus Kommune

Aarhus Kommune is the second largest municipality in Denmark, and is situated in Jutland in the western part of Denmark. The municipality has experienced a growth in recent years, both when it comes to citizens, students and businesses (Aarhus Kommune). The growth makes it an interesting public municipality example to look at in terms of initiatives the municipality has taken in relation to corporate branding.

Looking at the visual identity of the webpage of Aarhus Kommune, one is presented with the logo. In line with Temporal (2015), the use of a logo does not constitute the notion of corporate branding, however, it is an element hereof. Aarhus Kommune uses the logo consistently, why it can be argued that this is contributing to the possible increase in distinctiveness. In line with Chief Global Analyst, Nigel Hollis, a brand's distinctiveness is defined by its ability to portray a unique and unmistakable identity

(Hollis, 2011). According to Byron Sharp (2010), this unique and unmistakable identity might, among other things, express itself through a logo (Hollis, 2011). Besides the logo, there seems to be no distinct visual identity running through the Aarhus Kommune website.

Looking at the external communication aspect, Aarhus Kommune is somewhat consistent is communicating its identity and vision. This is explicitly seen in the description of Aarhus, on the front page of the website, called *"Dit Aarhus"* (Aarhus Kommune). In this description, it is clear to see that Aarhus Kommune has done a lot to describe the city as attractively as possible, by using a lot of direct selling points like *"great city"*, *"full of life"*, *"innovation"*, *"...feel at home"*. Moreover, the description directly tries to appeal to a very broad group of stakeholders by including *"...young, old or family with small children, student, artist, hedonist, established company or entrepreneur"*. Also, in the vision formulated by Aarhus Kommune, the focus is on embracing everybody: *"Aarhus - a good city for everybody – and a city in motion"* (Aarhus Kommune).

According to Østergaard (2008), appealing to such a broad stakeholder group is possible, however, there is also a backside to the coin. In line with Østergaard (2008), it might not be possible to create a brand strategy in a municipal organization, which includes every stakeholder interest, and it might also not be needed (Østergaard, 2008). A PhD dissertation done by Olsen (2011) found that brand strategies with a narrow focus actually performed better than brand strategies with a broad focus (Olsen, 2011). Combining Østergaard (2008) and Olsen (2011) it might be possible to conclude that, by focusing on being a good city for everybody, the Aarhus Kommune brand might not perform as well as it could have with a more narrow focus.

Another aspect of communicating a lot of selling point about Aarhus Kommune is that, however pleased the external stakeholders might be, the internal stakeholders might not identify with the view of Aarhus put forward by the management and/or politicians (Østergaard, 2008). It is, however, not possible to identify from the webpage, and, therefore, unknown, whether the internal stakeholders, meaning employees of Aarhus Kommune, have been heard in the formulation of the current position and vision, which, according to the corporate branding theory presented in section 4, is important.

The employees have, however, been included in the story telling of, how it is to work in Aarhus Kommune (Aarhus Kommune). Here, a selection of employees has been given the opportunity to provide their description of, how it is to work in Aarhus Kommune. According to Østergaard (2008), these descriptions of seemingly happy employees might be a part of a brand strategy, which tries to attract new qualified employees, but also to motivate other employees of Aarhus Kommune. Overall, in line with the introduction about organizational culture in section 4, it can be argued that a positive motivation of the employees might increase chances of a stronger organizational culture, which is a huge plus, if this is then also aligned with the vision set and the external image, also presented in section 4 of this thesis.

All in all, in line with the concepts of corporate branding presented in section 4.1.2.1, Aarhus Kommune shows some clear signs of having used corporate branding. However, from the analysis of the webpage, it is not possible to conclude that Aarhus Kommune has been through all five cycles of the implementation model presented in section 4, at least this does not explicitly appear on the webpage. Therefore, from the above, Aarhus Kommune can be said to be enrolled in the use of corporate branding related activities, however, not in a full-scale use of the notion.

5.1.2. Odense Kommune

A second example of the use of corporate branding related activities is that of Odense Kommune on Funen. What makes this municipality interesting, similarly to that of Aarhus Kommune, is that the Odense Kommune has a very strong explicit wish to develop Odense from being *"a large Danish city to being a Danish metropolis"* (Odense Kommune). Therefore, it is interesting to look at what kind of corporate branding initiatives that city has taken in the pursuit of this, if any.

Entering the webpage of Odense Kommune, the first thing that springs into the eyes is the blue and very characteristic logo, called the *"Knud-logo"*. As introduced in the section about Aarhus Kommune, a logo might help an organization to portray itself as distinctive, meaning unique and unmistakable (Hollis, 2011). Besides naming the logo, an explicit explanation of the logo is also fund on the webpage, which states that the logo is *"...a sterilized version of the earlier city arms…"* and that it represents a *"...a municipality, which is behind a responsible organization and/or 'sponsor'"*. It is, furthermore, stated that all municipal entities utilize the same logo (Odense

Kommune). All in all, it can be argued that the logo representation of Odense Kommune might support a consistent and distinctive picture of the municipality, however, it again has to be mentioned that, according to Temporal (2015) the consistent use of a logo far from constitutes a corporate brand (Temporal, 2015).

To support the seemingly consistent utilization of the *Knud-logo*, the city counsel of Odense Kommune has decided on a story best suitable for the municipality: *Odense - zest for future"* (Odense Kommune). Reading through the story about Odense, it becomes clear that the municipality tries to capture the brand position of growth and innovation. It wants to be a city for a broad extract of all stakeholder groups including students, families, entrepreneurs and established companies. Similar to the example of Aarhus Kommune, there are challenges related to the inclusion of a broad range of stakeholders. According to Østergaard (2012) and Olsen (2011), this means that the present brand of Odense Kommune might not, due to the broadness of the brand strategy, perform as good as it could have with a more specific stakeholder focus.

Besides the above, it is explicitly stated that the city counsel created the story about Odense (Odense Kommune). Viewed from the perspective of the theory presented in section 4, which states that the internal and external stakeholders are important in the creation of a consistent corporate brand identity, it can be argued that creating a story about the municipality, and, thereby, indirectly creating a wanted position, without including the employees and external stakeholders, does not ease the process of implementing a successful corporate brand. However, it can still be viewed as a vision formulated by the city counsel, thus, according to Temporal (2015) as a corporate branding related activity.

The story about Odense presented above is developed to support the organization in its communication about the wanted transformation of Odense Kommune. To support the communication of this story, Odense Kommune has developed a communication strategy and a separate document for this called *"Kommunikation"* (Odense Kommune, 2014). What is characteristic about the communication strategy of Odense Kommune is that it clearly expresses that in order to succeed in the external communication, the internal communication must be successful. Drawing lines back to the theory section, it might be argued that this belief about how successful communication is carried out is similar to Åberg's (1990) notion of "total communications".

Moreover, the strategy document clearly incorporates a wish to provide and encourage authenticity, dialogue and action. The overall goal is that everyone in the organization complies with these three factors (Odense Kommune, 2014). The strategy seeks to support an authenticity in a communication practice defined by an open dialogue with both employees and external stakeholders. In line with the theory presented in section 4 about the importance of including internal and external stakeholders to create a consistent corporate brand, it can be argued that by putting focus on open dialogue between internal and external stakeholders, Aarhus Kommune makes use of a corporate branding related activity.

Furthermore, the strategy document includes the theoretical aspect of evaluation, introduced in the implementation model (Schultz, Antorini, & Csaba, 2006) in section 4, by putting focus on measuring and evaluating, whether the communication activities are working or not (Odense Kommune, 2014, p. 10).

Viewing the theoretical guidelines of corporate branding presented in section 4, it can be argued that the strategy document adheres to some of these. Moreover, it can also be stated that Odense Kommune has a clearly defined vision for the communication going on in and outside the organization.

However, as introduced in section 4 about the implementation of a corporate brand, one major part of the implementation is getting to know, who the organization is (identity), before deciding on, who it wants to become (vision). From the theoretical perspective, based on the information available, it seems like the strategy has some shortcomings or at least some points of observation. For example, the clearly expressed wish for dialogue does not seem to permeate the organization. This is clearly seen from the fact that the organizational story was created only by the city counsel, and seemingly not from dialogue with and input from the internal organization and external stakeholders, which the theory on corporate branding presented in section 4 identifies as an important criteria for achieving a consistent corporate brand.

Overall, it can be argued that Odense Kommune is utilizing corporate branding related activities. However, the extent of the available data does not make it possible to conclude that a full-scale use of the corporate branding notion, as it is presented in section 4, is the case in Odense Kommune. Lastly, it has also become clear that the municipality has made use of the recommendation from Hansen (2008) about not us-

ing the term branding, however, describing it as strategic communication.

5.1.2. Lejre Kommune

A very recent example of corporate branding in the municipal sector is that of Lejre Kommune on Zealand, where a lot of initiatives have been made in order to implement the notion of corporate branding. These initiatives will be presented below.

Starting with the visual identity, Lejre Kommune has made an effort to create a visible logo using bright green colors (Lejre Kommune). The logo is visible on every page navigated to on the main webpage, creating a consistency in the expression. Besides creating a visible illustration of what Lejre Kommune is, the municipality has also made sure to explicitly explain to its stakeholders in writing, what the logo means to them: *The three waves and hills of the coat of arms are in extension of each other and provides a dynamic form illustrating that Lejre Kommune is in motion and impetus towards common goals. Moreover, that both water and land are important elements in the municipality.*[6] (Lejre Kommune).

By explaining the meaning of the logo, Lejre Kommune ensures that this is not misinterpreted, and it can, furthermore, be argued that the explanation at the same time becomes a representation of the position the municipality seeks to capture in the minds of internal and external stakeholders.

Moreover, looking at other visual dimensions, it becomes evident that a lot of natural colors and pictures of nature characterize the webpage of Lejre Kommune. The focus on nature and living green in the communication is clearly identified on the sub site "*Lejre – the ecological municipality*" (Lejre Kommune). Similar to the description of the coat of arms, on this page, Lejre Kommune again puts a strong focus on nature and on, how ecology is good for the nature, environment and climate. All in all, the visual representation of Lejre Kommune seems very consistent and might, therefore, according to theory, come off as distinctive (Hollis, 2011).

What is interesting to see is that Lejre Kommune also puts focus on evaluating how good ecology actually is (Lejre Kommune). It is possible to argue that this is well aligned with the fifth cycle of the implementation model (Schultz, Antorini, & Csaba, 2006) presented in section 4, and is a sign that Lejre Kommune is "walking-the-talk"

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[6] Translated directly from Danish into English from the Lejre Kommune webpage

of implementing the notion of corporate branding. The first evaluation report on the effect of the ecological project in Lejre Kommune can be found on webpage (Lejre Kommune).

Another brand communication relevant example from Lejre Kommune is that the municipality is directly inviting the citizens of Lejre Kommune to make the municipality greener by sending in "green ideas", which will then, if good enough, be funded by the municipality. Again, drawing on the corporate branding theory from section 4, researchers like van Riel & Fombrun (2007) and Schultz, Antorini & Csaba (2006) express the importance of including external stakeholders in the creation of a corporate brand identity. By including the citizens, it can be argued that Lejre Kommune is doing exactly that, again showing the use of corporate branding related activities (Lejre Kommune).

The unambiguous sign that Lejre Kommune is acting in the direction of implementing a corporate brand is creation of the book, *"Vores Sted",* which will be presented during 2015. The book contains the brand- and development strategy of Lejre Kommune, and focuses on what is unique about the municipality. What makes this book relevant in a corporate branding context is that more than a thousand citizens, companies and politicians have contributed to this by responding with their own view of what is special about Lejre Kommune, and why they reside there (Lejre Kommune). Again this action from Lejre Kommune is clearly in line with the views from researchers like van Riel & Fombrun (2007), Sandstrøm (2003) and Schultz, Antorini & Csaba (2006) presented in section 4.

What is special and exciting about the Lejre Kommune example is that this "green" project and wish to capture a specific position in society is a co-operation between the management, politicians, business owners and citizens of Lejre Kommune. This co-operation is a clearly recognizable pattern also seen in the VCI-model presented in section 4, which states that in order to develop a strong corporate brand identity, an alignment between culture, image and vision must be sought after. It can be argued that with the project leading up to the book, this might be what Lejre Kommune is trying to achieve.

All in all, from the external point of view, it does appear that Lejre Kommune might have succeeded in implementing a corporate brand. Without a more thorough data

collection, it cannot be fully concluded, though. What is known is that the municipality has managed to include all relevant stakeholders in its strategy- and brand book, which is a good foundation to have in order to implement a successful corporate brand. Moreover, the municipality is evaluating on its progression, which, according to the implementation model (Schultz, Antorini, & Csaba, 2006) presented in section 4, further supports that corporate branding is being utilized.

5.2. Partial conclusion

The interest in the corporate branding practice has seen an increase in the public sector throughout the last couple of years (Nielsen & Salomonsen, 2013). The public sector has opened its eyes to the possibility of financial growth through the correct branding practices (Temporal, 2015). However, due to differentiating factors between the private sector and the public sector, some challenges exist, which can complicate the public utilization of corporate branding, these being e.g. a politically led organization and legitimization (see section 5.1. for definition) of money spent on something, which lies outside the actual core area of the public organization (Hansen, 2006).

However, according to Nielsen & Salomonsen (2013) a need and want to utilize the notion of corporate branding still exists. Therefore, municipal organizations in Denmark are doing so (Nielsen & Salomonsen, 2013). However, since the theoretical foundation of corporate branding has not been altered seemingly, this, therefore, does not consider the differences existing between the private and public sector. Ultimately, the unchanged private sector approach to corporate branding results in a Danish municipal sector might be trying to implement corporate brands from the same "recipe" without considering, how the notion delivers public value.

Three short presentations and analyzes of Aarhus, Odense and Lejre Kommune, respectively, substantiates the idea that municipal organizations in Denmark utilize corporate branding related activities. However, the examples also show that, seemingly, no consistency in the utilization runs through these. All three municipalities seem to incorporate some degree of strategy, however, only one, Lejre Kommune, seems to come closest to incorporating a corporate brand presented in section 4.

Given the indications above, the next section seeks to provide the answer for the second part of the problem statement.

6. Analysis – part 2

The purpose of section 6 is to provide the answer for the second part of the problem statement introduced under section 2 of this thesis: *To what extent does the theory on corporate branding apply to a municipal organization in Denmark?*

Initially, a short presentation of the analysis approach will be done. Hereafter, Lolland Kommune will be presented from an "externally oriented" and "internal" perspective, respectively. An explanation of the terminology "externally oriented" and "internal" will be presented in section 6.1. In continuation of this, the thesis seeks analyze the data collected from Lolland Kommune in order to identify indications on possible challenges for a municipal organization like Lolland Kommune, when engaging on a journey towards implementing a corporate brand.

6.1. Analytical approach

The purpose of this analysis is to build on the conclusion for analysis part 1 by utilizing empirical data collected from a municipal organization in Denmark. For the purpose of this analysis, the case of Lolland Kommune will be utilized. For methodology, see section 3.4.

Initially, Lolland Kommune is introduced to provide the reader with the "externally oriented" (see definition below) perspective on, how the organization is structured and which tasks it carries out. Moreover, the external stakeholders relevant to Lolland Kommune will be presented. Lastly, the vision, values and strategy of Lolland Kommune will be introduced. The vision is an embedded part of the strategy document called "Plan- og Udviklingsstrategi 2012". The focus areas of the strategy document will be explicated in section 6.2.1.1 below.

Hereafter, through analysis of the data collected from the interviews and the questionnaire, the "internal" perspective (see definition below) is put forth. The point of departure for the analysis of the "internal" perspective is the characteristics of the organization of Lolland Kommune, which might have an effect on the organizational culture and the relationship with external stakeholder.

The use of the terminology "externally oriented" and "internally" are used only for the purpose of this paper. The two terms are established due to a need for differentiation between the two types of data material used. On the one hand the "externally ori-

ented" data material is that found on the website of Lolland Kommune, which is available for external stakeholder. On the other hand, the "internal" data material is that collected through the interviews and the questionnaire.

From the data material, throughout the analysis, the thesis seeks to identify challenges for a municipal organization when using corporate branding. These challenges will be used in the identification of the answers for the second part of the problem statement.

6.2. Lolland Kommune

In the following section, Lolland Kommune is presented as part of the process towards identifying the answer for the second part of the problem statement. Both an "external oriented" and "internal" perspective of Lolland Kommune is presented in order to define characteristics possibly affecting the organizational culture (see section 4.1.2.2 and 4.1.2.3 for definition) and relationship with external stakeholders.

6.2.1. The "externally oriented" perspective

In the following section, the "externally oriented" perspective of Lolland Kommune will be presented. This includes the structure and tasks of Lolland Kommune combined with external stakeholders and values, vision and strategy.

6.2.1.1. Structure and tasks

Lolland Kommune is situated in the southern part of Denmark on the island of Lolland and its town hall in the city of Maribo. Since the municipality reform in 2007, Lolland Kommune has been part of Region Zealand.

The primary task of Lolland Kommune lie within 11 different sectors; Ældre & Sundhed, Social og Arbejdsmarked, Kultur, Fritid & Borgerservice, Børn og Unge, Dagtilbud til børn, Skolesektoren, Teknik- og Miljømyndighed, Økonomi, HR, IT og Digitalisering, Udvikling og Erhverv, Service og Bygninger (Lolland Kommune, 2015). According to the theory by Christoffersen & Clausen (2012) presented in section 1.1.2, the first six sectors mentioned can be defined as being citizen-targeted groups all targeted at servicing the citizens of Lolland Kommune. The last four sectors mentioned are all part of the basis organization. In line with this, these function as operational companies whose tasks are of reiterative character

An executive manager, who in most cases is the head of multiple sectors, leads each sector. Finally, each of these executive managers responds to the Chief Executive of
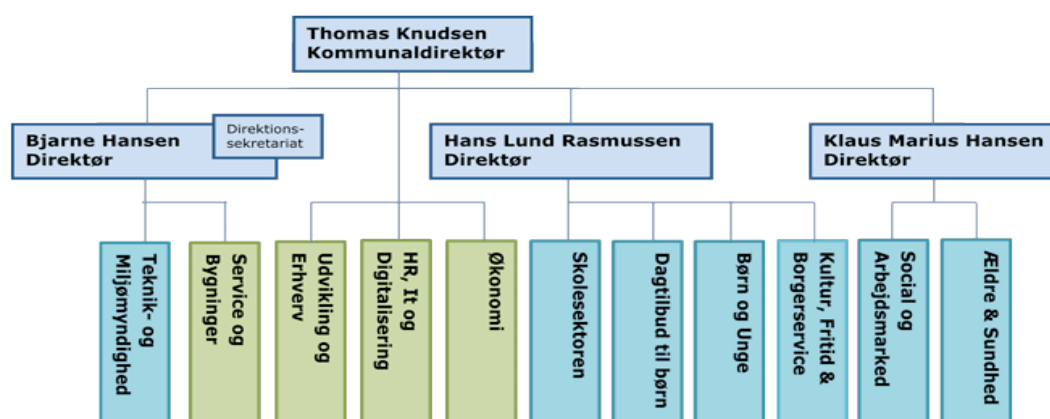

Figure 9: Organizational structure of Lolland Kommune (Lolland Kommune, 2015)

the municipality, Thomas Knudsen. Figure 9 shows a visual representation of the structure in Lolland Kommune.

As presented above, Lolland Kommune has a multitude of areas of responsibilities each delivering a specific service. Some are part of the basis organization and have an iterative function, and others are citizen-targeted groups, whose most noble task is to deliver seven different types of services to the citizens in Lolland Kommune. In the next section the different external stakeholder groups important to Lolland Kommune will be introduced.

6.1.1.2. External stakeholders in Lolland Kommune

Having identified, in the section above, that the majority of sectors in Lolland Kommune function as citizen targeted groups, this section seeks to further identify, who Lolland Kommune considers to be the external stakeholders in focus.

Overall, Lolland Kommune states in their Plan- og Udviklingsstrategi from 2012 that the overall aim for Lolland Kommune is to create a municipality with happy and satisfied citizens (Lolland Kommune, 2012). From this it might be considered fair to conclude that the primary external stakeholders are the citizens in Lolland Kommune. Moreover, reading through the Plan- og Udviklingsstrategi 2012, it becomes evident that Lolland Kommune also considers people outside Lolland Kommune to be important. This is seen in relation to the creation of jobs, which Lolland Kommune con-

siders important in the context of attracting new citizens (Lolland Kommune, 2012). To further support the statement that people outside Lolland Kommune are considered important stakeholders, the strategy document underlines the importance of strengthening Lolland-Falster as a tourist attraction to the millions of citizens in the northern part of Germany, who will become close neighbors, when the Femern connection is established. Lastly, the strategy document puts focus on the importance of attracting new companies to Lolland Kommune (Lolland Kommune, 2012).

All in all, this section has identified that the external stakeholders can be divided into two overall groups. The primary external stakeholder group is the citizens already residing in Lolland Kommune. The secondary external stakeholder group comprises citizens outside Lolland Kommune, tourists and companies outside Lolland Kommune.

6.1.1.3. Vision, values and strategy of Lolland Kommune

As introduced in section 4, Schultz, Antorini and Csaba (2006) define a vision as the central ide behind the company that embodies and expresses *top management's* aspirations for what the company will achieve in the future (Schultz, Antorini, & Csaba, 2006). The vision of Lolland Kommune is described in the Plan- og Udviklingsstrategi from 2012. In line with the definition above, the point of departure for the vision is, who Lolland Kommune would like to be in 2022. Lolland Kommune's vision is quite extensive and comprises the different elements listed below.

- A place where healthy and active people create development
- A place where elderly and young contribute to societal life
- A place with active local associations
- A place with strong engagement in local democracy and environment
- A place where people take responsibility for own development
- A place where there is room and need for contribution from everyone
- A great place to live, work and run a business for those already living there
- A place where children and young people receive education
- Schools and institutions have a high level of professionalism
- Children and young people are presented with the possibility of voluntary work
- A place where companies take responsibility

- A place with focus on development and innovation
- A place where the tradition for industry, farming, environmentally friendly technologies and tourism is further developed

The list of elements embedded in Lolland Kommune's vision provides signs that the management of Lolland Kommune wants to become something for a lot of different stakeholder groups. Comparing this to Olsen (2011), utilizing this vision in a possible corporate branding exercise, Lolland Kommune might risk decreasing the effect of its brand (Olsen, 2011). However, looking closer at the different point of the vision, it becomes clear that this is predominantly targeted at citizens living in the municipality. Relating this to Hurd's (2007) definition (see section 5.1.) of how to gain legitimacy, it makes sense that Lolland Kommune needs to include all citizen groups, since these citizen groups evaluate the rightfulness of Lolland Kommune as an organization and assign or remove legitimacy (Hurd, 2007). Moreover, it also becomes visible that each of the areas of the citizen targeted groups mentioned in section 6.2.1.1. is included in the vision, meaning that there is a clear connection between the structure of the organization and the stated vision.

In order to define the vision for 2022, the point of departure for Lolland Kommune was a background analysis providing the municipality with insights into what kind of challenges they were and are facing now and in the future. In order to execute on the defined vision for 2022, Lolland Kommune defined four different focus areas for the actual development strategy.

- Job- and career opportunities for everybody
- A strong new generation
- Improved cities living environment
- Municipality service – quality and frames for growth

Searching the Lolland Kommune website, it becomes clear that the overall vision presented above is far from the only vision described. Looking at the different policies defined by the municipality, it becomes evident that Lolland Kommune has defined several other visions for different areas such as *handicap, dementia, general education, food and exercise for children and young people, nature, alcohol, public housing, voluntary social work, culture & leisure, education, children and young people and integration* (Lolland Kommune, 2015). The different visions has not been includ-

ed in the thesis, since the content of each vision is not of importance to the analysis, however, the fact that many different visions exist is. The different visions can be located on Lolland Kommune's website through the reference above.

Overall, in the creation of the vision and strategy, it seems that Lolland Kommune has done a thorough preliminary work in analyzing the conditions surrounding the municipality. Moreover, it is evident that Lolland Kommune has put some considerations into ensuring that the vision covers the different areas of the citizen-targeted groups. Finally, from the Plan- og Udviklingsstrategi, it seems that Lolland Kommune has been very explicit about the conditions and challenges facing the municipality. Lastly, however, it does seem that Lolland Kommune has defined more than one vision for the municipality.

6.2.2. The "internal" perspective

Having presented the "externally oriented" perspective of Lolland Kommune, the following section seeks to present the "internal" perspective of Lolland Kommune. The section starts out by giving a short introduction of the major characteristics of Lolland Kommune, which, relative to the data collection might have an impact on the organizational culture and the relationship with the external stakeholders.

6.2.2.1. Characteristics of Lolland Kommune

As presented in section 6.2.1.1, since the municipality reform in 2007 Lolland Kommune has been placed under Region Zealand. Besides being placed under a region, according to Grønnegaard Christensen, Christiansen & Ibsen (2011) presented in section 1.1.1, the municipality sector is also placed under the state sector, meaning that Lolland Kommune is placed the state of Denmark, which is run by the politicians at Christiansborg in the Danish capital, Copenhagen. As a fact, this places Lolland Kommune relatively far away from the center of power.

Lolland Kommune is part of what is generally known as "the outskirts of Denmark"[7] or "outskirt municipalities"[8] as they are also called. The definition of this group is *"areas of Denmark, which are situated far from large cities and are characterized by less good financial activity and fewer employment options"* (Landbrug & Fødevarer, 2013). That Lolland Kommune is classified as an "outskirt municipality" is backed up

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[7] Direct translation of the Danish notion "udkantsdanmark"
[8] Direct translation of the Danish notion "udkantskommune"

by the fact that Lolland Kommune is situated far from any large city. Moreover, in the Plan- og Udviklingstrategi, Lolland Kommune states that a general tendency exists in society that people move away from the country side and into the cities in pursuit of employment and better economical possibilities. As also presented in the introduction, this tendency has the consequence of a dropping population in these parts of Denmark.

A dropping population is exactly what Lolland Kommune has been faced with since 1950, where the population peaked with approximately 135.000 citizens. Figure 10 depicts the drop in population from 1977 until today. Moreover, the figure
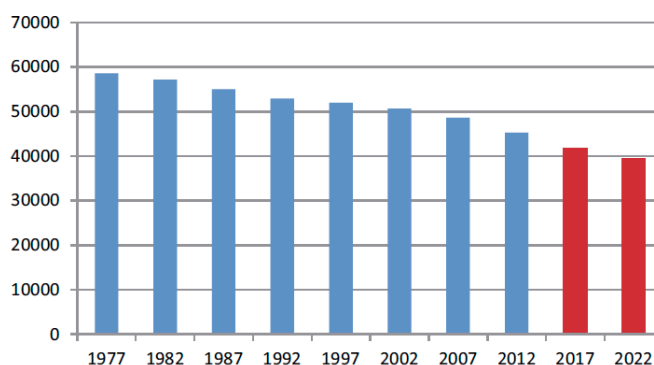

Figure 10: Development in population for Lolland Kommune (Lolland Kommune, 2012)

includes a forecast of the population development, which shows to be still dropping until 2022.

Even though numbers from Danmarks Statistik (2015) show that a few "outskirt municipalities", including Lolland Kommune, have succeeded in minimizing the decrease in population (Agger, Andreasen, & Bjerg, 2015), the drop still has a series of consequences for Lolland Kommune, which include decrease in finances, fewer younger people and more elderly people, fewer employment opportunities and finally more empty homes (Lolland Kommune, 2012).

All in all, the situation and characteristics has laid the foundation for the Plan- og Udviklingsstrategi of Lolland Kommune presented above. Since this document is what the organization navigates from, this might have a spillover effect on the shared values, beliefs and norms in the organization and on the relationship with the external stakeholders. In the following section the organizational culture of Lolland Kommune is analyzed using the data collected.

6.2.2.2. Organizational culture of Lolland Kommune

This section seeks to closer identify the aspect of organizational culture presented in figure 6 and in the VCI-model. Throughout section 4 it has been presented that the culture of an organization is important in defining "who" the organization "is", mean-

ing the identity of the organization. Following this, the organizational culture of Lolland Kommune will be analyzed.

As introduced in section 4, Buchanan & Huczynski (2010) defines organizational culture as *"the shared values, beliefs and norms which influence the way employees think, feel and act towards others inside and outside the organization"* (Buchanan & Huczynski, 2010). As also introduced in section 4, according to de Chernatony (2006) looking at the organizational culture is important because it *"provides a basis for differentiating a brand in a way that is often welcomed by customers"* (de Chernatony, 2006, p. 141).

Overall, it seems that the general level of satisfaction among employees of Lolland Kommune is high. In an internal report from Lolland Kommune, the organization presents numbers from a survey on employee satisfaction, which shows that 92% of the respondents are generally happy with their jobs in the organization (Lolland Kommune, 2015). While having no results on employee satisfaction from other municipalities to benchmark this up against, it is hypothesized that this is an indication that a shared belief exist among the employees that Lolland Kommune is a good place to work.

On the other hand, in the questionnaire sent to the employees in Lolland Kommune, many of the respondents clearly indicated that the organization is very hierarchically structured with great division between sectors and an explicit focus on keeping cost down (Questionnaire, 2015). While these three factors do not necessarily constitute a bad culture, they do indicate that the culture in Lolland Kommune is characterized by division, hierarchy and cost effectiveness.

One employee specifically stated: *"It is a very top-down organization, where we do not have any influence"*. Another employee answered: *"It is a top-down organization with great division/barrier between the specific teams and sectors, which makes co-operation across teams or sectors hard"* and a third employee provided the following answer: *"Everything is spoken of in financial terms. All activities are related to finances"* (Questionnaire, 2015). Chief Executive, Thomas Knudsen, also supports the aspect of top-down structure and division with the following statements: *"Yes, it is a top-down process, and that, we have no interest in making up excuses for, even though I know that it is not modern."* (Knudsen, 2015, p. 3) *"We have experienced*

departments, which have pursued another policy than the main organization because they had another professional self-perception. These self-perceptions sometimes said something else than we did and sometimes than national legislation did." (Knudsen, 2015, p. 9)

This statement from Thomas Knudsen is evidence that the organization is not top-down by accident and that the organization has experienced division between departments. However, it does not seem that Thomas Knudsen is aware of the still existing perception that the organization is divided. However, he did continue by stating the following: *"Creating a common understanding in the organization is something we have worked systematically with in order to release the energy embedded in a lot of the people in the organization. The city counsel and myself have to convince the employees that they are allowed to create a difference. If we can't do that the employees will go to the opposite extreme and become demotivated, if they experience not being allowed to create that difference."* (Knudsen, 2015, p. 9).

Even though the culture is described as presented above, approximately 64% of the respondents still feel that they to a higher or high extent have influence on the organizational culture, which supports the statement from Thomas Knudsen above (Questionnaire, 2015). Seemingly, it can be hard to identify the connection between the employee description of the organizational culture and the fact that 92% are satisfied and 64% feel that they have cultural influence. Perhaps, the perception that the organization is top-down, divided and cost-focused is not defining for whether the employees perceive the organizational culture as being good. Perhaps the culture description is a meta-description of the organizational type, which defines a municipality. At least looking at the organizational structure presented in section 6.2.1.1. top-down and division are spot-on descriptions of this.

To further support the idea that the Lolland Kommune as an organization is top-down, a significant majority of the respondents answered that the political and organizational management defines the vision. To further support this, approximately 82% of the employees feel that they have some to no influence on the definition of the vision in Lolland Kommune (Questionnaire, 2015). Thomas Knudsen confirms the idea that the vision is a top-down product: *"Formally, the vision is defined by the city counsel."* (Knudsen, 2015, p. 3). It has to be added that approximately 49% of the employees

only partly know the vision (Questionnaire, 2015) of Lolland Kommune presented in section 6.1.1.3.

It might be argued that the lack of knowledge about the vision could be a product of the extensiveness of the overall vision presented in section 6.1.1.3. Moreover, from the multiple "sub-visions" also presented in section 6.1.1.3, it might be argued that the employees in the different sectors are only familiar with the part of the vision specific to their area, which in turn might create division between sectors.

From the above, again, the connection between the satisfaction rate, cultural influence rate and the little to none influence on the vision might be hard to identify. And the situation only becomes more opaque from the fact that 75% of the employees answer that to some degree, to a higher degree or to a high degree a connection already exists between the organizational culture and the vision of the organization.

It might be possible to argued that, even though the employees think that the organization is top down giving the employees little to no influence on the vision, this it not a problem because the vision defined already is well in line with the values, beliefs and norms influencing the employees. According to Chief Executive of Lolland Kommune, Thomas Knudsen, an explanation for the high employee satisfaction rate, even though they have no real influence on the direction of the organization, might be that the employees feel a high degree of attachment to the area.

"The fact that we have so many employees with an attachment to this area creates a situation where the employees have a certain commitment to the organization. The employees can see a perspective in creating a difference exactly here, and are committed to making sure that things are going well on Lolland." (Knudsen, 2015, p. 7)

To back up this view from Thomas Knudsen, approximately 76% of the respondents are citizens of Lolland Kommune, which might increase the attachment the employees feel towards Lolland Kommune as an organization, due to the fact that the work they do has an effect on their own lives as well.

Overall, from the analysis of the data collection, it seems that the employees of Lolland Kommune primarily define the culture as top-down, divided and cost-focused. However, comparing this to the organizational structure, it is unclear whether this is actually more a description of this than of the culture. Moreover, from the question-

naire it has also become evident that 82% of the employees feel they have some to no influence on the vision defined for the organization, but also that 49% only knows parts of the vision. However, it does not seem that this perception and lack of influence on the vision has any effect on the employee satisfaction and perception of having an influence on the organizational culture.

Even though the above does not seem to be challenges to Lolland Kommune, this is not evidence that it would not challenge other municipalities, and, it is, therefore, still important not to reject the perception of top-down administration, division and cost-focus, since these factors might ultimately show to be challenges for the implementation of corporate branding.

In the following section, the relationship with the external stakeholders will be analyzed. From the theory section it was learned that the external stakeholders are important constituents of defining a consistent corporate brand identity, which is why it is important, when trying to define possible challenges to the utilization of a corporate brand, to closer identify the relationship Lolland Kommune has with the external stakeholders.

6.2.2.3. Relationship with the external stakeholders

In relation to the definition of organizational culture presented in section 4, it is known that the shared values, beliefs and norms are defining for the way employees are acting internally and externally, meaning also towards external stakeholders. Moreover, from the VCI-model presented in section 4, it is also known that alignment between stakeholder images, vision and organizational culture is important. This combined with Balmer's (2012) definition of stakeholder images, presented in section 4, makes it interesting to investigate, how Lolland Kommune segments its stakeholders and how the municipality handles the relationship and communication with these.

From Lolland Kommune's vision presented in section 6.1.1.3, it becomes evident that the primary external stakeholder focus is on the citizens of Lolland Kommune. This finding is supported by the interviews with both Thomas Knudsen and deputy head of Udvikling & Erhverv, Henrik Madsen: *"…our stakeholders are the 43000 registered citizens. These are the ones we are measuring ourselves up against and these are our raison d'être"* (Knudsen, 2015, p. 10). *"Our primary stakeholders are the citizens of the municipality, companies and associations…"* (Madsen, 2015, p. 6).

As Thomas Knudsen correctly states, Lolland Kommune primarily is a service organization targeted at the citizens (Knudsen, 2015). Without any citizens there would be no organization called Lolland Kommune, and, therefore, it can be argued that interdependency arises between the organization and the citizens, making them the primary external stakeholders. Also the data collected from the questionnaire supports the idea that the primary stakeholder focus is on the citizens of Lolland Kommune, since a clear majority of the respondents point to the citizens (Questionnaire, 2015). Naturally, the respondents point to different citizen groups, which makes sense, since the respondents work within different sectors targeted at different citizen groups.

It seems, there is a general understanding of who the primary external stakeholder group is. In line with the definition of legitimacy by Hurd (2007) presented in section 5.1, it might be argued that it makes sense that the citizens are perceived as being the primary external stakeholders, since they have the power to either assign legitimacy or take it away. Moreover, Thomas Knudsen states that the citizens are simply the raison d'être, meaning that they need to be the primary focus. Even though the citizens are important to the municipality, in relation to a question about the definition of the vision, Thomas Knudsen explicitly states that the surroundings are only included to an extent: *"Like in a private organization, it is the board of directors and the management, who does this (the vision), and then you look to the rest of the world to see, if this can identify with it. We do not do group work with 48000 people"* (Knudsen, 2015, p. 3). In other word, it seems Thomas Knudsen sees the logic in including the surrounding world to identify whether a certain strategic direction/vision is suitable. However, he also takes on a pragmatic approach by expressing that the vision is not a product of a group work session with all external stakeholders in the municipality.

Besides focusing on citizens being the primary external stakeholder group, a lot of the employees mention that colleagues are important stakeholders for their day-to-day work. Knowing that colleagues, meaning employees of Lolland Kommune, do not immediately seem like a part of the external stakeholder group, the fact that 76% of the questionnaire respondents reside in Lolland Kommune still indicates that these are actually both internal stakeholders in the organization and external stakeholders, meaning that they are citizens.

According to Henrik Madsen, the employees are perceived as one of the most important communication channels for Lolland Kommune, both because they are the direct link to the citizens in the day-to-day work, however, also because a major part of them are citizens in Lolland Kommune (Madsen, 2015). In line with Åberg (1990) and the notion of "total communications" presented in section 4.1.2.3, Henrik Madsen states the importance of aligning the external and internal communication (Madsen, 2015). According to him, communicating similarly internally and externally, starting with the internal communication, might make it possible to reach the citizens through employee communication. Besides using the employees as a communication channel, according to communications employee Louise Buxbom from Udvikling & Erhverv, Lolland Kommune uses Facebook to communicate to its own citizens, which, according to her, works well (Buxbom, 2015).

Having established that the citizens of Lolland Kommune are the primary external stakeholder group, the vision presented in 6.1.1.3 also includes an aspect of external stakeholders outside the municipality. Henrik Madsen and communications employee Louise Buxbom agree that people outside Lolland Kommune, tourists and companies outside the municipality are important external stakeholders. They state: *"This does not mean that we do not create anything targeted at potential newcomers, tourists, companies, who we think should settle here"* (Madsen, 2015, p. 6). *"Using LinkedIn we try to take a wider perspective, both in relation to branding and visibility, and purely pragmatic also to increase our job posting reach"* (Buxbom, 2015, p. 1). Moreover, when asked to what degree it matters to the respondents that people inside and outside Lolland Kommune has a unified image of the municipality, approximately 92% answered from some degree to a high degree (Questionnaire, 2015). Some of the respondents add comments like: *"Even though our primary communication is with the citizens, it is important that we portray a unified image of Lolland Kommune"* and *"It means a lot – Lolland Kommune needs the recognition and not all that bad publicity"* and *"It is important that you see Lolland as one, where development opportunities exist and where Lolland is other things than empty houses"* (Questionnaire, 2015).

Overall, from the above it has become clear that Lolland Kommune has a clear view of, who the primary and secondary external stakeholder groups are. To some extent, it also seems like the organization has an idea of how to communicate to these, howev-

er, from the interview with Louise Buxbom it became clear that the organization has defined no communication strategy for how to communicate its messages to the external stakeholders. Louise Boxbom states: *"We do not have an overall communications strategy, not a written one. We work with different media and on different platforms and each of these have strengths and weaknesses"* (Buxbom, 2015, p. 1).

According to Morsing's (2003) definition of corporate branding presented in section 4.1.2, lack of a strategy for how to communicate with the different stakeholder groups might impede the creation of a consistent corporate brand, since working strategic without a strategy can seem like non-sense. Moreover, strategy is one of the key elements presented in figure 5 in section 4.1.2.3, which constitutes corporate branding. Louise Buxbom does, however, confirm that the municipality has different strategies for how to utilize the different communications channels, e.g. Facebook and LinkedIn. This is well aligned with the fact that Lolland Kommune utilizes Facebook and LinkedIn to target two different groups of stakeholder, mentioned above.

As presented in figure 5, visual identity is a key element of corporate branding, and, even though Lolland Kommune does not have an overall communications strategy, the municipality still makes use of guidelines for how its visual identity should be expressed in its communication with the external stakeholders. Louise Buxbom states: *"To an extent we do not interfere. However, you could say that we are the central hub, where they can call about guidelines, especially when it comes to the visual expression. Our graphic designer in our department knows all about color schemes, fonts and all those things. These things can get out of hand, when it is decentralized[9]"* (Buxbom, 2015, p. 3). That visual guidelines exist in Lolland Kommune can somewhat be justified, when looking at the website of Lolland Kommune. However, across the different documents which can be found on the website the most distinct visual elements binding together the visual identity is the logo of Lolland Kommune. Across the different sites and documents it is hard to identify that any specific colors bind together the visual identity.

All in all, from the analysis above, it seems that Lolland Kommune has a good understanding of the different stakeholder groups they need to focus on. Here, the focus is

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[9] Decentralization can be viewed as division of power, where the power is divided between different players (Jensen, 2015). Decentralization was first created in connection with the municipality reform i 1970 and was further developed in connection with the municipality reform in 2007 (Bogason, 2012).

especially on the citizens, companies and associations already in the municipality, since these are the raison d'être of the municipality. Moreover, the analysis argues that citizens are in focus, since they have the power to ascribe legitimacy or take it away. Besides the stakeholders already in the municipality, both the vision, interviews and questionnaire indicates that also citizens and companies outside Lolland Kommune and tourists are also part of the external stakeholder groups in focus. It was, furthermore, identified that the employees of Lolland Kommune are seen as an important channel for communication, since these are the day-to-day contact points for the external stakeholders in Lolland Kommune.

Moreover, channels like Facebook and LinkedIn are channels of communication. It was identified that Lolland Kommune at the moment does not have a communication strategy, however, only strategic direction for how to use each communication channel separately. Based on Morsing (2003), the thesis suggests this might make it hard to develop a consistent corporate brand for Lolland Kommune. Lastly, it was identified that Lolland Kommune takes a decentralized approach to their visual identity, however, the municipality does use visual guidelines in order to appear as consistent as possible. Looking at the website and documents of Lolland Kommune, it is however hard to identify other elements than the Lolland Kommune logo binding the visual identity together.

Now, using the indications from the previous sections about a possibly divisional, top-down municipal organization, where many different sectors provide very different products/services for many different stakeholder groups, the brand system presented in section 4.1.2.5 makes for at good model for closer identifying, how these different products relate to the Lolland Kommune brand.

6.2.2.4. Brand System structure of Lolland Kommune
As presented in section 4.1.2.5, in the municipality sector the brand system might translate into, to which degree the products and services handled by the citizen targeted groups and operational companies are connected to the corporate brand of this municipal organization. From the analysis of the collected data presented above, it is interesting to look at how the brand system is structured in Lolland Kommune today. One of the reasons for this is the structure of the organization, which seemingly is di-

visional. Moreover, an analysis of this might also provide valuable insights into possible challenges connected to implementing a corporate brand in a municipality.

With the knowledge of the structure of Lolland Kommune presented in section 6.2.1.1, it is known that Lolland Kommune is divided into different sectors dealing with different service areas, delivered to different stakeholder groups. From this, it might be argued that Lolland Kommune functions as the corporate brand with different sub-brands being the different sectors. Since the different sub-brands are different denominations of the Lolland Kommune brand, these might be defined as being corporate brands with denomination. An example of this could be Lolland Kommune – Udvikling & Erhverv. Figure 11 shows this exact relationship.
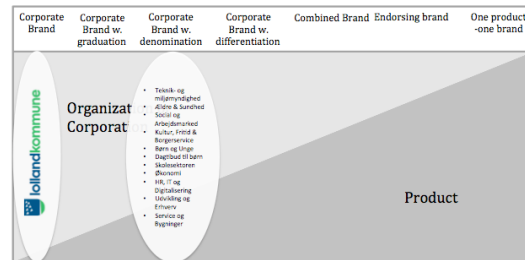

Figure 11: Lolland Kommune Brand System

Theoretically, the present brand system structure of Lolland Kommune does not seem like a challenge. However, in combination with the findings from the sections above, the brand system shown in figure 11 might be too quick a conclusion. First of all, it has been identified that the culture of Lolland Kommune is perceived as divided by the employees. When comparing this perception with the organizational structure, the fact that each sector targets different stakeholder groups and that many different subvisions exist within the organization, it might be argued that the different sectors to a higher degree move further to the right and become combined brands. As presented in section 4.1.2.1, combined brands are independent products living of the value of the corporate brand. In the context of any municipality, it makes sense that the different sectors make use of the value of the corporate brand, since the corporate brand is their raison d'être. With this in mind, the brand system might to a higher degree look like figure 12.

Combining the definition of a combined brand with the knowledge gathered from the analysis in the sections above, an interesting idea presents itself. The different sectors can, following Kunde's (2002)
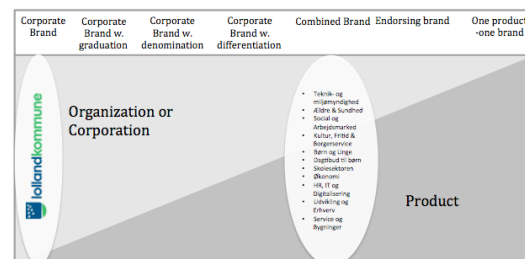

Figure 12: Lolland Kommune Brand System

brand system, be defined as being independent products or services. Moreover, it has been indicated that the organizational culture of Lolland Kommune might be divided, meaning that more cultures might exist, and, following the organizational structure, this could make sense. Third, it has been indicated that a lot of sub-visions are defined for the different areas of the sectors. Lastly, it has been indicated that the different sectors each target different citizen groups.

Altogether, from the above, it might be argued that the different sectors show aspects of having their own visions, cultures and stakeholder groups. These elements are the exact elements of the VCI-model presented in the theory section.

Following this thought pattern, if the sectors comprise the elements of the VCI-model they automatically show similarities of having different corporate brand identities of their own. Following a theoretical thought pattern, the sectors can, however, not be corporate brands, due to the fact that Lolland Kommune is the corporate brand under which the sectors are situated. However, the above indicates that similarities might exist. Comparing these thoughts with the management/company model presented in section 2.2, which emphasizes that different companies exist in the overall organization, further supports the idea that different brands, resembling corporate brands, might exist.

Following the theory in section 4, with sector-specific brands resembling corporate brands, the different sectors automatically takes on identities of their own. This might create a situation, where the specific sectors become representations to the sector specific stakeholder of what Lolland Kommune is. Following this line of thought, depending on which citizen group is asked, Lolland Kommune might be many different things.

The above pattern of argumentation, however, only works when the subjects of the analysis are the different sectors, and the external stakeholders are the different citizen groups, who have a stake in one of the sectors. However, Lolland Kommune explicitly states in their vision and through the interviews that tourists and people and companies outside the municipality are also external stakeholders of interest to the organization. These three different external stakeholder groups might initially be less inclined to focus on the different citizen-targeted sectors, seeing as they are not yet citizens of Lolland Kommune. From this it might be argued that when targeting these

external stakeholder groups, the corporate brand becomes more important than when targeting already residing stakeholders.

All in all, this section has provided indications on the relationship between the corporate brand of Lolland Kommune and its sub-brands utilizing the brand system by Kunde (2002). Using the data collection, it has been indicated that the different sectors might function as combined brands, whereas, Lolland Kommune is the overall corporate brand. It has also been argued that the different sectors might take on identities of their own, which in turn might affect the different citizen groups' images of, who Lolland Kommune is. Lastly, it has been suggested that the corporate brand might have less impact on the citizens of Lolland Kommune, while having a bigger impact of stakeholders outside Lolland Kommune.

6.3. Partial conclusion

Section 6 of this thesis set out to analyze the data collected from Lolland Kommune, in order to provide a number of indications on what challenges a municipality possibly encounter, when wanting to actively utilize the notion of corporate branding.

First of all, it has been identified that Lolland Kommune has a multitude of areas of responsibilities, each delivering a specific product or service. The section suggests that Lolland Kommune is the corporate brand and that the different sectors function as combined brands. Some sectors take on an iterative character, while others are targeted towards specific citizen groups. Exactly, these citizens have been identified to be the primary stakeholder group for Lolland Kommune, since these are the raison d'être of the municipality. Moreover, the analysis argues that citizens are in focus, since they have the power to ascribe legitimacy or take it away. The secondary stakeholder groups of importance are tourist and people and companies outside the municipality. Section 6 provides indications that the interests of these stakeholders have been included in the present vision of Lolland Kommune.

From the analysis of the culture-related data collection, section 6 provides indications that the employees of Lolland Kommune primarily define the culture as top-down, divided and cost-focused. Due to the perceived division in culture, it has been suggested that multiple sub-cultures exist within Lolland Kommune. Moreover, the fact that different sub-visions exist within the organization and that 49% of the employees only know parts of the vision has indicated that each sector might have their own fo-

cus on vision. This combined with the fact that the different citizen-targeted sectors are targeted at different citizen groups has indicated that the different sectors might have their own identities. Following this line of thought, the different sub-identities might create a situation were many different stakeholder images of Lolland Kommune exist.

Furthermore, section 6 identified that the employees of Lolland Kommune are seen as an important channel for communication, since these are the day-to-day contact points for the external stakeholders in Lolland Kommune. Moreover, Facebook and LinkedIn are channels of communication. It was identified that Lolland Kommune does not have a communication strategy, however, only strategic directions for how to use each communication channel separately. Based on Morsing (2003), section 6 suggests that this might make it hard for Lolland Kommune to develop a consistent corporate brand. In relation to its communication, it was identified that Lolland Kommune takes a decentralized approach to their visual identity, however, the municipality does use visual guidelines in order to appear as consistent as possible.

7. Discussion

7.1. Corporate branding related challenges

Using the different findings from section 6 of the thesis, this section seeks to present the reader with an overall view of the possible challenges for a municipality wanting to utilize the notion of corporate branding. The challenges identified in the section will be listed based on both the VCI-model and the cycles of corporate branding presented in section 4.

7.1.1. VCI-related challenges

The analysis done in part 1 and part 2 both contribute to the identification of possible VCI-related challenges, which will be presented in the following section.

Initially, the analysis has identified the vision of Lolland Kommune, which is explicitly expressed in the Plan- og Udviklingsstrategi (2012). It has been identified that, in the case of Lolland Kommune, the political management and the organizational management define the vision without any major prior inclusion of internal and external stakeholders. However, not until after the definition of the vision is the vision benchmarked against internal and external expectations.

According to Salomonsen & Nielsen (2012), the fact that the political management define the vision might pose a challenge, due to the multitude of political attitudes towards how things should be run, which might make it hard to define a common vision. In the case of Lolland Kommune, indications are found that the vision defined by the political management might be to extensive, based on the fact the 49% of the employee only knows parts of the entire vision. However, the analysis indicates that the extensiveness of the vision makes sense, since all stakeholder interests need to be included in order for the political management to acquire the legitimacy (see section 5.1. for definition) needed from the citizens. In extension hereof, the analysis indicates that another reason for the lack of vision knowledge might be related to the fact that employees in the different sectors are only concerned with the part of the vision to their sector. Moreover, the fact that different sub-visions related to the different sectors-specific areas are formulated might decrease the knowledge of the overall vision for Lolland Kommune. Overall, following the theory presented in section 4, the indications related to the vision above might be challenges to the utilization of the notion of a corporate brand.

Figure 13: VCI-related challenges

In relation to the organizational culture, the analysis of Lolland Kommune indicates that this might be top-down, which is also well in line with the overall structure of the municipal organization presented in section 2.2. Moreover, it also fits well with the structure of Lolland Kommune, and how the vision is defined here. Moreover, the analysis indicates that the culture might be divided. It has been argued that this might be perceived as an expression of multiple cultures in Lolland Kommune, existing across the different sectors presented in figure 9.

Lastly, it has been identified that primary external stakeholders are the 43.000 citizens already living in Lolland Kommune. Secondary, tourists and people and companies

outside Lolland Kommune are also considered important. The analysis has indicated that the different citizen targeted sectors each target their own group of citizens, meaning that many different interests exist with the external stakeholders. Using the VCI-model, figure 13 illustrates the possible challenges related to each element of the model.

Besides the identified possible challenges above, the analysis indicates that the different sectors function as combined brands. Moreover, the analysis indicates that the different citizen-targeted sectors possibly have their own cultures, visions and specific stakeholder groups, which make them resemble corporate brands and take on individual identities. It has, however, been ar-
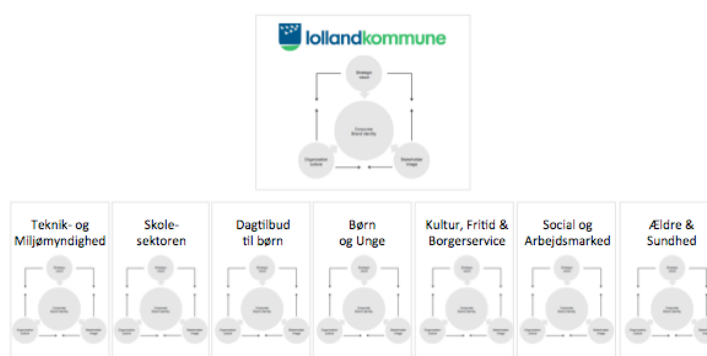

Figure 14: Possible relationship between the corporate brand and the combined brands

gued that the different sectors are not corporate brands themselves, due to the fact that these are situated under the Corporate Brand of Lolland Kommune. However, the sectors might take on identities, and, from this indication, it has been suggested that by having individual identities many different stakeholder images of what Lolland Kommune is, might exist. Following the theory presented in section 4, having multiple vision, cultures and stakeholder images does not contribute to the development of a unified corporate brand, which is why this might be a huge challenge, when utilizing the notion of corporate branding. Connected to the representation of the organizational structure, presented in figure 9, figure 14 illustrates how the different sub-identities might possibly connect to the corporate brand identity of Lolland Kommune.

Overall, the possible challenges to Lolland Kommune presented in the section and illustrated in the two figures might be important for other municipalities to consider, if utilization of the notion a corporate branding is considered. Moreover, the possible challenges might influence the implementation of the corporate brand. The possible implications for an implementation will presented in the next section using the five cycles of corporate branding presented in section 4.

7.1.2. Implementation related challenges

In order to provide the reader with an overview of the possible implementation related challenges, the possible challenges of each cycles of the implementation model presented in section 4 will be presented one by one. The point of departure for the outline of the possible challenges for implementing a corporate brand in a municipality is the analysis done throughout section 6.

Cycle 1: *Stating* who you are and who you want to become

An important part of creating a corporate brand is to state, whom the organization is and who it wants to become. Following the theory in section 4, when defining an identity it is important to consider the organizational culture and stakeholder images. From the analysis done throughout section 6, it is possible to argue that the organizational structure of the municipality might be a challenge for stating, who the organization is and wants to become, since the structure appears to be top-down leaving little room for stakeholder influence. Moreover, the fact that the analysis indicates that more sub-identities exist within the organization might make it hard for the organization to state who it is in a unified manner. This might, in line with table 2, create a fragmented company-wide brand expression. Moreover, in line with table 2, the fact that it has been indicated that the political management defines the vision a change crisis might arise.

Cycle 2: *Organizing* behind your identity

Cycle 2 of the model revolves around making sure that the vision and identity defined in cycle 1 links with the organizational structure and process. Like in cycle 1, a possible challenge here might be the organizational structure of the municipal sector. The reason for this argument is that a municipality is structured in a seemingly divided way in order to cover the many citizen interests and needs. Connecting this with the definition of the a vision and identity, it might be possible to argue that, related to the municipal sector, cycle 1 and 2 should be combined, so that the structure and process is incorporated, when defining the vision and identity, meaning that the structure of the organization becomes a co-defining factor of the vision and identity.

Cycle 3: *Involving* all relevant stakeholders

Following cycle 1 and 2, cycle 3 deals with ensuring that all stakeholders relevant to the organization are involved to create alignment between culture, vision and image.

Again, the structure of a municipality might be a challenge, since this, seen from the analysis, might create a multitude of different sub-cultures, sub-visions and very different stakeholder groups, meaning that different sub-identities arises in the organization. These different sub-identities might create a situation, where the municipality is being perceived in many different ways. What might challenge the municipality more is that the structure is hard to change, due to the fact that it simply needs to cover all the different sector areas and deliver so many different products or services. Therefore, alignment between the vision, culture and image might seem challenging in the municipal sector.

Cycle 4: *Integrating* all expressions of your brand

Supposing cycle 4 of the implementation model is reached, this takes the wish to reduce the gaps between the culture, image and vision a step further. The ideal thought behind this cycle is to centralize the company-wide brand alignment completely to ensure the reduction of gaps. In a municipality sector, which is seemingly defined by division between sectors and decentralization, it seems challenging to centralize a company-wide brand-alignment. Moreover, the ideal of moving from product to corporate focus might similarly pose challenges for a municipality, since, as indicated in the analysis, the different sector can possibly be seen as individual products or service. These product or services needs to be delivered to the citizens, since these are indicated to be the raison d'être of the municipality.

Cycle 5: *Monitoring* results through performance measurements

Cycle number five becomes important in relation to continuously track the performance of the corporate brand and the brand elements attached hereto. The performance tracking must include the image of all stakeholders meaning both external and internal. The practice of evaluating might seemingly be possible in the municipal sector, however, the interview with Thomas Knudsen provided insight into that a politically led organization might pose challenges in this respect. Thomas Knudsen expressed that the political dynamic, meaning between the political management and its opposition, might create a situation were the positive results of an evaluation might not necessarily be in focus. On the other hand, the focus might only be on finding the gaps (Knudsen, 2015). Ultimately, a result might be that the cycle of evaluation will be opted out.

Overall, viewing the possible challenges connected for a municipality when implementing a corporate brand, it is indicated that the top-down structure and division between sectors might create challenges creating a unified vision and identity. In extension, it is suggested that cycle 1 and cycle 2 should perhaps be considered in combination, since the structure of the municipal sector might be hard to re-organize as suggested in cycle 2. This might indicate that the organizational structure becomes co-defining for who the municipality is, and not the other way around. In line with the prior argument, cycle 3 might create challenges due to the organizational division. This division might create sub-identities within the organization, which ultimately might mean that an amount of stakeholder images similar to that of the sub-identities might exist. Combined, this might create challenges for municipalities when having to align culture, vision and stakeholder image. If the municipality succeeds in reaching cycle 4, the possible division and decentralization existing in the municipal sector might challenge completion of this cycle. Moreover, the move from product focus to corporation focus might show to be hard in a municipality, where the different sectors providing so very different product or services are needed in order to cover the needs of the different stakeholders. Lastly, cycle 5 might be challenged by the political dynamic, which might result in opting out on evaluation.

7.2. Partial conclusion

From the discussion, the possible VCI- and implementation-related challenges have been presented. These more overall indications and suggestions might be important for any municipality to consider, if utilization of the notion a corporate branding is considered. Overall, the possible VCI-related challenges indicate that the vision defined by the political management is characterized by being extensive, due to a need to incorporate the many stakeholder needs. This extensive vision might decrease the overall relevance to external and internal stakeholders, since these might only have focus on the specific part of the vision, in which they have a stake. Moreover, the organizational structure might create a cultural division in the organization, which combined with the different visionary foci and stakeholder foci might create different sub-identities and stakeholder images. All in all, the VCI-related challenges might be challenges for a municipality to create a unified corporate brand identity and should therefore possibly be considered.

The implementation-related challenges indicate that the structure of a municipality might have a decisive effect on the definition of the vision. Moreover, alignment of vision, culture and stakeholder images has been indicated to possibly be challenging, due to the organizational structure and decentralization, which might create cultural, visionary and stakeholder division, and, ultimately, sub-identities and different images of what the specific municipality is. Lastly, it has been indicated that evaluation of corporate brand performance might be opted out, due to the political dynamic in municipalities.

Overall, combining the VCI and implementation-related challenges, it might be indicated that the overall structure and raison d'être of municipalities might be challenges of utilizing the notion of corporate branding targeted at citizens at least. However, the analysis has not identified any clear challenges for utilizing corporate branding targeted tourists and people and companies outside the municipality. From this, it might be indicated that corporate branding in the municipality sector is possible to the extent of, which stakeholder group is targeted. It is suggested that citizen-targeted branding might benefit from focusing on the individual combined brands, whereas branding targeted at tourists and people and companies outside the municipality might benefit from making use of a corporate brand. Ultimately, from Kunde's (2002) brand system, it can be hypothesized that, by using the approach above, the value created in the individual combined brands might benefit the overall corporate brand, since improving the combined brands presumably improve the corporate brand of the municipality, as these are relational parts of this.

8. Conclusion

Driven by the academic and practical interest in the topic, the purpose of this thesis was to closer identify how a municipal organization in Denmark utilize the notion of corporate branding and what examples exist today. Moreover, from the indications provided from this identification, the thesis furthermore set out to identify to what extent the notion of corporate branding could actually be utilized in the municipal sector. In order to closer identify the answer for the question, the case of Lolland Kommune was included.

In order to ensure a focused study anchored in the research questions, a methodological and theoretical foundation was established. For the purpose of answering the re-

search questions, the hermeneutical approach, presented in section 3.1, was found suitable. This approach allowed for a combination of qualitative and quantitative methods through inductive and deductive research processes.

Based on the demographic changes and challenges and increasing interest in municipal branding, presented in the introduction, it was found advantageous to apply the research on branding. In order to account for the concept of branding and corporate branding, the development of branding and most recent definitions were examined in the theoretical section. Moreover, models found suitable for the analysis of the collected data were presented.

Based on the methodological and theoretical foundation, a research framework for the practical research was generated. The research framework was a triangulation (see section 3.1. for definition) of interviews, questionnaire and written material. Besides utilizing a triangulation framework, the thesis, hereafter, made use of an inductive research approach to provide generalizing indications used to answer the problem statement. The research framework was used in different steps outlined below.

First of all, to answer the first part of the problem statement, written data material from the three chosen municipalities were identified on the websites of these. The identified material provided indications on whether and how the selected municipalities in Denmark make use of the notion of corporate branding. The collected material provided indications that two of the chosen municipalities make use of corporate branding related activities, whereas, the last municipality was indicated to seemingly make full use of the notion of corporate branding. The answer for question one then laid the foundation for the answer for question two of the problem statement.

Second of all, to answer the second part of the problem statement, material was collected from the webpage of Lolland Kommune. The material provided an external perspective on the vision, important stakeholders and challenges of Lolland Kommune.

Third, interviews with representatives of Lolland Kommune were conducted. The interviewees comprised the Chief Executive of Lolland Kommune, the Deputy Head of Udvikling & Erhverv and a communications employee from Udvikling & Erhverv. The interviewees were found useful, as they were all in positions or departments of

strategic importance to Lolland Kommune. The interviews provided useful insights into the vision, culture, communication and stakeholders of Lolland Kommune, and how the organization works with this.

Fourth, a questionnaire was developed for the employees of Lolland Kommune. The point of this questionnaire was to get access to an employee perception of the vision, culture, communication and stakeholders of Lolland Kommune.

Step five was the culmination of all the findings from the previous steps. Using the VCI-model and the cycles of corporate branding-model, the findings from analysis were summarized. From this, it has been indicated that a number of overall challenges might be beneficial to consider for municipalities wanting to utilize corporate branding. Included herein are the challenges of the structure of municipalities and decentralization, which might create a divided organization, where the individual sectors, denoted combined brands, become own representations of what the municipality is, ultimately making it hard to create and portray a unified corporate brand identity.

However, indications has also been found that the former challenges might only relate to branding towards citizens, since these different citizen groups have different stakes in the different sectors. Meanwhile, the thesis has found no indications that tourists and people and companies outside the specific municipality have a major stake in the different sectors, seeing as they do not reside in the municipality. Therefore, the thesis has indicated that using the notion of corporate branding to the extent of tourists and people and companies outside the municipality might benefit the municipality, while corporate branding towards citizens might not. It is suggested that, when targeting citizens, the focus should be put on the combined brands in order to best provide the products and services the citizens presumably are interested in. Ultimately, the focus on creating value in the combined brands might feed value into the corporate brand of the municipality.

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10. Appendix

10.1. Appendix 1 – interview guides

Interviewguide, direktion

Visionsrelateret:

- Med dine egne ord, hvad er visionen i/for Lolland Kommune?

- Hvem definerer visionen for Lolland Kommune

- Hvad gør direktionen i Lolland Kommune for at efterleve visionen?

- Benytter direktionen i Lolland Kommune tiltag, der kan præcisere, hvorvidt visionen er opnået?

- Tales og arbejdes der med visionen i Lolland Kommune – hvis ja, hvem deltager i dette?

Kulturrelateret:

- Hvilke kendetegn har kulturen i Lolland kommune?

- Ser du nogle sammenhænge eller modsætninger mellem kendetegnene?

- Benytter direktionen i Lolland Kommune tiltag I forbindelse med organisationskulturen?

- Fra dit perspektiv, findes der forskellige kulturer i Lolland Kommune?

- Hvis ja, accepterer direktionen dette?

- Hvad ønsker direktionen I Lolland Kommune skal være bærende for kulturen i kommunen?

- Spiller jeres værdisæt en tydelig rolle for kulturen i organisationen?

- Tales der eksplicit om kulturen I Lolland Kommune? Arbejdes der med kulturen?

- Hvis ja, hvem deltager i dette?

Kommunikationsrelateret:

- Hvem ser du som jeres primære interessenter?

- Hvem bør I kommunikere til/med? Internt/eksternt?

- Hvordan kommunikerer I i dag til jeres primære interessenter?

- Hvordan kommunikerer I i dag internt?

- Hvordan fungerer kommunikationen bade internt og eksternt i dag?

- Hvilke begreber benytter I om brugen af kommunikation?

- Er der forskel på, hvilke begreber der benyttes intern tog eksternt?

- Hvad ønsker I primært at kommunikere? Lykkes dette?

Interviewguide, kommunikationsmedarbejder

- Hvordan arbejder I overordnet set med kommunikation I Lolland Kommune?

- Hvordan er kommunikation organiseret i praksis I Lolland Kommune?

- Kommunikerer I med en vision i mente?

- Hvis ja, hvorfor, og hvem har defineret denne. Hvis nej, hvorfor ikke?

- Hvem kommunikerer I primært til?

- Hvad er vigtigst for jer i kommunikationen til disse?

- Hvordan arbejder I med den visuelle kommunikation i Lolland Kommune?

- Har I fastlagte mål for jeres kommunikation. Hvis ja, hvilke og hvordan defineres disse?

- Har I andre definerede succeskriterier?

- Benytter I aktive tiltag for at opnå positive dækning af Lolland Kommune?

- Når I tale rom kommunikation, hvilke begreber benytter I da? Hvorfor?

- Hvordan påvirker det jeres strategiske kommunikationsindsats, at I er en politisk ledet organisation?

- Hvad er den største forskel på kommunikation I det offentlige og det private?

- Eksisterer der flest ligheder eller forskelle på arbejdet med branding I det offentlige og private?

10.2. Appendix 2 – interview with Thomas Knudsen

Thomas Knudsen   Torsdag d. 6/8-15
Kommunaldirektør, Lolland Kommune

T: Man tager en overskrift, og så render man efter den forholdsvis ureflekteret. Det kan godt være, at vi siger corporate branding eller new public management, eller hvad de render og siger ude i det private. Story telling var hovedformuleringen for nogle år siden. Det betyder ikke nødvendigvis, at man har sat sig ind i den teori, der ligger omme bag ved den. Det kan også bare være månedens ord, man arbejder efter. Og jeg tror, at branding i den offentlige sektor nok I virkeligheden bare handler om, vi vil gerne have, at folk tænker og siger noget pænt om os. Det minder mig I øvrigt lige om, inden vi kaster os ned i det – din definition af branding i den her sammenhæng?

P: Min definition af corporate branding er – den oprindelige definition af branding er jo i virkeligheden bare at brændemærke et eller andet, så man ved hvem tilhører det. Corporate branding bliver af mange misfortolket som at man tager hele virksomhe-

den, og det så er den, der får et brændemærke. Det handler det ikke I så høj grad om, som det handler om, at det er en form for integreret kommunikation. Så den vision, der bliver defineret, mange gang fra direktionen, at den også stemmer overens med den kultur, der internt I organisationen, men også med det billede, der er eksternt af organisationen. Der forsøger man selvfølgelig i mange virksomheder at sikre, at den vision der bliver lagt til at starte med, at den er afstemt med det interne og med det eksterne. Så man hører sine stakeholdere for at sikre, at den her corporate branding kommer til at fungere i så høj grad som muligt. Ikke dermed sagt, at en vision skal lægges 100% efter medarbejdernes og de eksterne interessenteres hoveder, men det hjælper et langt stykke henad vejen. Visionen skulle jo helst også være noget man efterstræber. Hvis man på et tidspunkt når det her, så må man dog forsøge at definere en ny vision, så man hele tiden forsøger at flytte sig. Det er den teoretiske definition af corporate branding.

T: Grunden til at jeg spørger, det er, at når vi taler branding i den offentlige sektor – vi har diskuteret det en hel del i østdanmark af ligegyldige årsager – der er flere markedsføringsfolk, der har påpeget den diskussion, at der er forskel på et varemærke og et brand. Den definition jeg har hørt, som jeg synes er mest meningsfuld uden at have læst teorien, det var at når man har et brand, så er det det andre folk de tænker om en, det er ikke det man går og tænker om sig selv. Det er sådan set den opfattelse man har skabt ude i omverden, og hvordan kan man understøtte den og den retning man gerne vil have. Altså vi har jo et ret stærkt brand på Lolland i de danske omgivelser. Det er bare ikke nødvendigvis det brand, vi gerne vil have.

P: Det er her, man kan sige, at ja det er rigtigt, at det er billedet som de eksterne interessenter har af dig som organisation, men det skulle helst også stemme overens med det billede du selv har af dig selv som organisation. I har jo netop en ide om, hvordan I gerne vil ses på og det stemmer ikke nødvendigvis altid overens med hvordan folk så ser på jer, og det er så her der også et clash – et teoretisk gap – mellem det I gerne vil og…

T: Hvis vi skulle underbygge det brand vi har – især i købehavn – så skulle jeg jo dele dåsebajere på torvet og have nogle flere drankere.

P: Præcis, og det er jo det der er problematisk, hvor corporate branding medtager flere interessenter og snakker i højere grad om, at for du skal lykkes som virksomhed, så er det vigtigt, at der er en overensstemmelse, hvor du gerne vil hen, hvem du er, og hvem andre synes du er.

T: Ja, for ellers er det bare markedsføring…

P: Ja, så er det nemlig bare en reklame, du ligeså godt bare kunne sætte i et blad ik…

T: Godt, så tror jeg, at vi nogenlunde har det samme billede af det

P: Kan jeg ikke bare for god orden skyld få dig til at sige dit navn og din stillingsbetegnelse?

T: Jo, Thomas Knudsen, jeg er kommunaldirektør i Lolland Kommune. Det har jeg været siden kommunesammenlægningen.

P: Glimrende. Hvis vi starter med – vi har allerede været lidt inde på det kommunkationsrelaterede, men jeg vender alligevel tilbage til det. Hvis vi starter med helt overordnet set. Jeg ved selvfølgelig, at I har en defineret vision I Lolland Kommune, men med dine egne ord, bare så det ikke nødvendigvis bliver fuldstændig læst op. Med dine egne ord, hvad ser du som visisonen for Lolland Kommune eller de vigtigste dele af visionen for Lolland Kommune?

T: Vi har ikke vedtaget en vision som sådan. Det vi har i stedet for, som kommer tættest på, det er en planstrategi. Planstrategien tager udgangspunkt i en analyse af vores vilkår og bruger det som et afsæt for strategi for, hvordan vi kan påvirke vores egn – præge den på den made, vi gerne vil præge den. Udgangspunktet er vores geografiske placering, det er vores stedbudne værdier, det faktum at der sker en befolkningsvandring de her år, som gør at vi må forvente at have et faldende befolkningstal. Og at der er flere borgere hos os, der har brug for hjælp end der er i en gennemsnitskommune. Det er ligesom udgangspunktet. Visionen for øen, det er jo sådan set at bryde nogle af de tendenser – ikke nødvendigvis at få dem til at gå væk – men at afbøde dem, skabe en stærk generation af unge og bruge – nu bruger det udtryk igen – de stedbundne kvaliteter, noget som ikke kan flytte herfra, bruge landbruget, bruge mulighederne for at bruge havet og understøtte bæredygtige energikilder. Bruge det til at skabe bæredygtig udvikling og det skal så måske være det sidste ben af visionen – det er ordet bæredygtighed. Altså ønsket om, at området skal være i balance med sig selv, at folk kan klare sig selv og at vi kan forsørge os selv som egn, så der er sammenhæng mellem hvor mange mennesker, der bor her og hvad der er et grundlag for.

P: Den her vision, som jeg vælger at kalde det. Hvem er inkluderet i definitionen af den

T: Ja, det er jo det andet skisma, for der adskiller vi os jo fra en privat virksomhed, for Lolland er jo bade betegnelsen for en organisation, og betegnelsen for en geografi. Det jeg lige har sagt var sådan set mere en vision for geografien end for organisationen. Vi betragter organisationen i strategisk sammenhæng primært som et redskab til at påvirke, hvordan egnen har det mere end en virksomhed i traditionel forstand, hvor det er vores eget produkt, der er fokus på. Vi har ikke en formuleret vision for den del af organisationen, jeg står i spidsen for – altså den ansatte del af organisationen, for det giver ikke rigtig nogen mening. Vi definerer os selv i kraft af den rolle vi har i vores omgivne samfund. Giver det mening

P: Ja, altså det jeg hører dig sige det er, at i er dem der skal drifte hen imod at opnå den vision der er…

T: Ja, vi er værktøjet… Det er sådan, vi har valgt at definere os selv. At forsøge at lave en vision for organisationen, løsrevet fra de omgiveler vi er i, det giver ikke rigtig nogen mening for os, for vores eksistensberettigelse er at servicere vores egn og vores egn udviklingsmæssigt. Og det har vi selvfølgelig andre store virksoheder udover, men vi er suverænt den største virksomhed, det vil sige udover at have rollen som offentlig virksomhed og myndighed, så har vi også i kraft af vores Størrelse et ret stort fingeraftryk på, hvordan livet leves i Lolland Kommune. Hvis alle boede indefor kommunegrænsen, så ville ti procent være ansat i kommunen – bogstavligt talt,- så alle har jo en eller anden relation til nogen.

P: Ja, men bare lige for at bore yderligere i det. Er det noget, der er defineret fra politisk hånd, visionen, eller er det noget der er defineret af dig og direktionen, er det medarbejderne, eller hvem er med, når I har sammensat den her strategiske formulering for Lolland Kommune.

T: Det er en vekselvirkning. Formelt set er det vedtaget i byrådet. Planstrategien som jeg refererer til er vores hoveddokument, er vedtaget i byrådet. Den er skrevet i administrationen. Det vil sige, at det er direktionen, der har stået i spidsen for at udfærdige den. Men selvfølgelig i vekselvirkning med den politiske ledelse også i vis forstand i vekselvirkning med vores omgivelser og med de øvrige ansatte i organisationen. Skal vi udpege de centrale aktører, så er det direktionen og den politiske topledelse. Ligesom det ville være i en privat organisation, det er bestyrrelsen og direktionen, der laver sådan noget, og så går man ud og kigger i resten af verden og ser, om de kan genkende sig i det også. Vi laver ikke gruppearbejde med 48000 mennesker.

P: Det kan selvfølgelig også være kompliceret, hvis man skulle det. Der er heller ikke nogle rigtige eller forkerte svar. Det er mere for at definere, hvad kunne være sigende for en offentlig organisation.

T: Ja, det er en top-down process. Og det gør vi sådan set ingen undskyldninger for, selvom det ikke nødvendigvis er moderne.

P: Det er der heller ingen grund til, og det er også mit primære formål med den her opgave, det er jo at finde frem til om det nødvendigvis skal være som det er i det private. Bare fordi de gør sådan i det private, er det jo ikke ensbetyende med at det fungere i det offentlige.

T: Eller i det private for den sags skyld

P: Eller i det private – nej, det er fuldstændig rigtigt. Der er jo nogle der overgør det også eller gør det forkert.

T: Vi har heller ikke nogen csr-strategi eller nogen af de der andre modeord, og det hænger bl.a. sammen med, at jeg personligt er lidt allergisk overfor buzz-words. I sær det her med at så forelsker man sig i et eller andet metodeapperat, og så skal alt puttes ind i det. Så er det svaret på alle verdens problemer. Gu er det røv. Vi har 3500 ansatte, vi har næsten ligeså mange kunder i butikken. Vores opgave de går fra at hive ukrudt op mellem fliser og til at tage os af sårpleje hos ældre. Det kan altså ikke puttes ind i en teori, det er fuldstændig meningsløst.

P: Ja, det er rigtigt, det er en noget mere komplekst system. Det er også derfor man skal passe på med bare nødvendigvis at bruge, hvad de gør i det private.

T: Jo, man skal også passe på med bare at karrikere det private til bare at være en bundlinie. Så simplet er det private jo heller ikke

P: Benytter I nogle spicifikke tiltag for at sikre – det er jeg sikker på I gør – at I efterlever den her vision? Her tænker jeg, hvis du skal nævne dem alle sammen, så bliver

vi aldrig færdige, så jeg tænker primært på de kommunikative. Om der er noget I gør for at sikre, at den her vision hen imod 2025 bliver opnået

T: Eftersom det er hele vores strategiske ramme, så er det jo noget der er implementeret i alle dele af organisationen. Hvis jeg skal koge det ned, så har vi løbende eksterne dialogprocesser med forskellige grupper af interessenter både bredt og udvalgte. Det er ligesom den eksterne bane. Så har vi jo en løbende process med byrådet i forhold til hele vores produktionsapperat i dagligdagen i forhold til politiske forslag – de skal jo alle sammen kædes ind i den strategiske vision – der skal være en linje tilbage til den strategiske vision. Og derfor så er den vigtigste del af implementeringen af vision i virkeligheden den del, der foregår fra direktionen og nedefter, for vi skal jo have hjernevasket de her 3500 mennesker til, at de forslag de kommer med, at de føder ind i den strategiske vision. At de har gjort sig overvejelse om, at de vi gerne vil nu eller ikke vil nu er det med til at fremme realiseringen af hele eller dele af visionen. Og hvis alle, der producerer forslag – vi har vel 300-400 dagsordenpunkter på vores politiske møder om året – hvis de alle sammen giver et lille bidrag til at flytte organisationen i den rigtige retning, så kan man også realisere en strategi, for det er meget de små skridts metode, vi bruger i det offentlige. Og derfor så er hovedprojektet i min optik, når man skal implementere en vision at få den ind under huden i de underliggende lag i organisationen, så det er en selvfølge for at tænke; er det her med til at gøre at den næste generation af unge mennesker har lidt bedre ods end de ellers ville have haft? Er det her med til at fremme vore klima/miljø satsning eller ikke. Fordi så får man en automatik i at der bliver arbejdet i stedet for at det hele tiden skal initieres fra direktionen. Så slipper vi for at gå ud til ældresektoren; I skal huske at have det her med i jeres overvejelser. Så sker der ikke en skid. Så går de døde ude i organisationen.

P: Det leder mig rimelig naturligt videre til næste spørgsmål, hvorvidt I arbejder med visionen og taler om visionen, men det kan jeg så forstå, at I gør.

T: Det er på mange måder at italesætte og få forankret visionen i organisationen og i den politiske bevidsthed. Så har de det i tankerne, når de sidder og diskuterer, om det er synd for Rødby svømmehal, eller om det ikke er synd for Rødby svømmehal eller hvad det nu måtte være. Det er en organisatorisk nøgletanke at bruge det redskab fremfor at projektgøre alle vores ambitioner eller køre mere forvaltningsorienteret, hvor det mere er den enkelte afdelings faglighed der definere, at vi forsøger at lægge den overlægger i hele organisationen. Vi har et fælles projekt som vi alle sammen skal bidrage til, og som vi alle sammen er en del af. Så det er noget vi har valgt at bruge rigtig meget organisatorisk energi på.

P: Er det noget I måler på. Bruger I nogle redskaber, der viser jer – der er x antal punkter i vores vision – vi vil gerne se, hvor langt er vi med at komme i mål med dem

T: Delvist. Den første planperiode vi havde, der havde vi faktisk en egentlig evaluering to år inde i den fireårige periode. Der var ikke så stor politisk efterspørgsel på det pudsigt nok. Vi synes ellers faktisk det var en positive evaluering vi var I gang med**.** Vi var I mål med 75% af vores projekter, og eftersom når vi laver planer, så dækker det hele verden, så synes vi egentlig det var en fin score**.** Problemet er at I en politisk ledet organisation med en opposition, der er en tildens til at fokusere på hullerne I osten. Det at fremlægge en evaluering hvor der er 75% succes og 25% der ikke er blevet til noget, så var risikoen jo at hele diskussionen kom til at handle om de 25%

procent. Så vi er faktisk en lille smule sårbare ift. at lave evalueringer fordi vi har den politiske dynamik. Derfor har vi ikke gjort det systematisk. Vi planlægger at gøre det igen, og jeg har egentlig også savnet det. At vi har en mere systematisk opfølgning. Ikke nødvendigvis på nøgletal eller sådan mere traditionelle kvalitative metoder, men at der i hvert fald sker en kvalitativ opfølgning på hovedprojektniveau. Er der taget initiativ for alle vores hoved politikområder. Hvad er de, og hvad er fremdriften. Alene kompleksiteten i organisationen gør at det er meget let at tabe fokus. Det er også derfor jeg taler så meget strategi, da det er en made at holde fokus på i organisationen. Simpelthen blive ved med at prædike det samme budskab igen, igen og igen indtil alle folk de kan kaste det op om natten. Men nej, for at svare direkte på dit spørgsmål – meget af vores evaluering er enkeltnedslag i organisationen og ikke af systematisk karakter.

T: Det er nemlig noget, den her corporate branding teori, den tager meget op. Hvis man forsøger at implementere et corporate brand, så er evalueringen, optimeringen og implementeringen af hele den model man sætter i gang, når man arbejder med det. Men jeg kan godt se - og det er et interessant input – det der med at det ikke nødvendigvis er alle der er interesseret i at få en evaluering som er 80% eller 100% positive og viser vi er kommet i mål med det hele. Her tænker jeg fra politisk side, ik.

T: Det er jo så her hvor konflikten er bygget ind. Det er jo lidt svært at gå til valg på, at man kan gøre det bedre end de foregående fjolser, hvis man har stået i byrådssalen og sagt hurra til de samme ting som flertallet. De bliver nødt til at være modstander af et eller andet. Jeg kunne gå hjem i weekenden og lave en ny strategi, vi kunne lave fire strateger i løbet af en uge, du kunne også lave en strategi. Det er ikke så svært. Problemet er at få det til at passe med de virkeligheder du møder bagefter. Nu bemærker jeg at jeg snakker strategi og ikke nødvendigvis brand. Grunden til at jeg gør det er at jeg er fuldstændig enig i det udgangspunkt du tog, at man skal kunne leve det man snakker om. Vores brand er i virkeligheden "se hvad vi gør". Det er det, der er vores udgangspunkt, og derfor kan man ligeså godt starte med en strategi for en succesfuld strategi er vores fundament for at man kan snakke om branding.

P: Det er rigtig fint, og hele tiden tilbage til det her med at du behøver ikke tale branding, for det er lige så meget en øvelse i at finde ud af, hvorfor er det I gør det og hvad er hovedsagligt jeres udfordringer

T: Vi foretog faktisk en aktivt valg for en hel del år siden og ikke lave branding i den forstand som kommuner definerede det for snart ti år siden ved kommunesammenlægningen, hvor det meget var sådan noget; vi er en grøn, erhvervsvenlig kommune med en klar klimaprofil og international perspektiv. Vi er tæt på stranden og vandet. Det passer jo så på alle andre end Frederiksberg. Det kan du tørre røv i sådan noget. Eller også kan du læse politikkens bagside, de har en meget fin parodi, de har kørt i mange år. Det med at gå ud og lave selvprofileringsartikler eller bosætningstiltag, hvor vi fortalte om egen fortræffelighed uden sådan set at foretage os noget bagudrettet. Så har man bare besluttet, vi er fede, det eneste der mangler det er, at folk får at vide, hvor fede vi er. Det er en traditionel markedsføring tilgang. Det er også ret nemt, for det kræver faktisk ikke andet, end at du skal hyre et reklamebureau. For øvrigt behøver det ikke engang være sandt for bare nok tror på det, så bliver det sandt. Der har vores tilgang fra dag et været den modsatte. Det kan godt være, at der ikke ville blive snakket så meget om os i starten, men jo mere solidt stykke arbejde vi lavede som egn

og som organisation, jo mere kunne vi også få en mere positive fortælling til at blomstre og med en intern og en ekstern opposition – både med det brand vi har på Lolland og en intern opposition der har til opgave at finde fejl, så kan du ikke markedsføre en fejlbehæftet vare for de fejl skal nok blive påpeget. Hvis vi kommer og siger nu, at vi er det nye Medicon Valley på Lolland, og hele resten af Danmark har opfattelsen af at der sådan set kun er drankere og førtidspensionister, så vil de to fortællinger baldre lige ind i hinanden og så vil den jo falde fra hinanden. Så står man sådan set tilbage med den dårlige historie, for ikke alene har man fejlrepræsenteret sig selv, folk har også beholdt det billede af hvordan vi er som egn – altså den anden og lidt mere langsigtede måde er bedre, som så i øvrigt nok også passer meget godt i den made du snakker corporate branding på.

P: Hvis jeg fortsætter lidt til noget kulturrelateret. Hvis du så skulle definer nogle specifikke kulturelle tegn i Lolland Kommune som organisation – her tænker jeg ikke på stedet Lolland – men organisationen. Jeg forestiller mig at de er bundet op på nogle værdier.

T: Jo, vi har værdier. Vi gør så ikke så meget ud af det – jeg er ikke så vild med markedsføring. Jeg har alligevel reserveret en særlig plads på min hadehylde til new public management og alt hvad der følger deraf af anerkendende ind spøgen og alt mulig andet management bullshit, hvor man skal have medarbejderne til at rende og råbe hurra og give high-fives, være begejstrede og tage ja-hatte på. Jeg er ikke så gode venner med det. Så det vi har gjort i stedet for - det passer sgu også meget godt til os - vi er nogle forholdsvis traditionsrige organisationer på godt og ondt. Vi har mange medarbejdere med lang anciennitet, vi har mange medarbejdere med personlig tilknytning til egnen. Vores politiske system har det jo på samme made, så derfor er vi en traditionsrig organisme. Derfor har vi bygget lidt mere roligt op og valgt noget forholdsvis almene holdninger til at drive organisation. Det er sådan noget som ordentlighed, åbenhed, dybest set de ting der handler om, at vi skal behandle hinanden som vi gerne vil behandles selv. Vi skal ikke gå og fedte med tingene, vi skal sige det som det er og vi skal også kunne være her I morgen, fordi vi er en organisation, hvor rigtig mange af os også skal være her i morgen. Derfor kan vi heller ikke slippe afsted med at bullshite, og det er sådan set grundfundamentet for vores organisation. Det er udmøntet i personalepolitik og inddragelsespolitik, og det gør vi rigtig meget ud af, så der er et kæmpe apparat der som dybest set handler om, at vi synes vi har nogle dygtige ledere og vi har 3500 dygtige medarbejdere. Kunsten er sådan set at bruge deres talent og hvilken retning vi skal med dem. Vores udgangspunkt er at invitere alle med idenfor uden at det bliver gruppearbejde. Der er stadig kun en kommunaldirektør, og det er mig, og ikke de andre, og det ved de andre også godt. Også hovedsamarbejdsudvalgets næstformand har forstået det. Det tog et par forsøg, men det er vi også blevet enige om. Men nogle af de kulturer vi har i organisationen udover de der sådan mere managementagtige med inddragelse og process, som vi har gjort rigtig meget ud af, det er også nogle kulturer som ikke så meget er skabt af organisationen, men nogle som vi kan udnytte og understøtte. Det at vi har rigtig mange medarbejdere som har en tilknytning til den her egn, det gør også, at man har en anden commitment som medarbejder i organisationen end hvis man arbejder to år et sted og et år et andet sted og måske flytter til Bruxelles måneden efter. Det er folk, der kan se et perspektiv i at gøre en forskel lige præcis her og som har et engagement i at de gerne vil have at det går godt på Lolland. Når du så samtidig også har rigtig mange medarbejdere som har valgt en branche, pleje, pædagogik og så videre, også fordi de har et engagement i

lige præcis det, hvor jeg tror der er færre der brænder for fukssvanse. Jeg har en for-dom om, at sådan noget som de bløde områder tiltrækker en anden type medarbejdere, så der har man også nogle folk der er rigtig engagerede. Når man så oven i det tager, at vi har en stor stabilitet i organisationen. Det vil sige, at vi har en historie med , vi har også nogle medarbejdere som er committed karrieremæssigt i organisationen. Det giver en konservatisme i organisationen, som giver stabilitet. Det vælger jeg nu, at tage den positive side af, der er selvfølgelig også en bagside af den mønt. Det betyder også, at vi har en kæmpe reserve af engagement og lyst til at gøre en forskel i alle dele af organisationen, som man kan bruge positivt fordi vi har rigtig mange medarbejdere, som er forpligtiget på, at de gerne vil have at lige netop denne organisation skal være en succes. Det er jo en gave, hvis man kan bruge det ord – det er ikke nogen selvføl-ge. McDonald's de bruger størstedelen af deres uddannelsesbudget på at skabe det. Det er de færreste der er engageret i burgerne , når de bliver ansat som 16-årige. De skal ligesom skabe en eller anden ramme om det, for at få den begejstring. Jeg fik den mere eller mindre foræret, da jeg startede.

P: Ja, så på en eller anden måde kan man sige, at hvis jeg skulle bruge et buzz-word, så er man automatisk i vid udstrækning, i Lolland Kommune I hvert fald, bærer af brandet fordi man har den tilknytning, man har til kommunen, hvis man forudsætter, at folk bor her.

T: Vi har i hvert fald en højere repræsentation af den type individer en gennemsnits-organisationen, mere bevægelse er det jo heller ikke – vi er jo ikke Scientology. Men i forhold til Fredensborg eller Ballerup, hvor der er meget større personale omsætning, hvor man har en mindre tydelig geografi, og hvor en meget mindre andel af medar-bejdere bor der. Jamen, så får jeg nogle ting forærende.

P: Bliver der arbejdet med den her kultur? Benytter I nogle tiltag – du har været lidt inde på det i og med du siger, at det er forholdsvis let, når man har med den type medarbejdere at gøre som I har. Men derfor kan man jo godt arbejde med kulturen, ligesom man gør med vision, og føde noget ind i medarbejderne.

T: Vi startede jo med at skulle sammenlægge 8 organisationer. Jeg har været med til en kommunesammenlægning. Den her bevidsthed om at skulle skabe en organisation, den er jo ligesom født ud af den process. Vi vidste, at der var otte suveræne organisa-tionen, der også havde underkulturer, så der var meget stor bevidsthed om at få skabt en forståelse for at der var en organisation, der hed Lolland Kommune, og at der ikke bare var 87 forskellige underafdelinger. Vi har kørt systematisk hjernevask, i sær i ledelsesniveauet lige siden dag 1 med de her grundlæggende værdier. De starter med noget så banalt som, at jeg har sagt til mine ledere, at hvis du ikke kan behandle dine medarbejdere ordentligt, så kan du ikke være leder i Lolland Kommune, så bliver du fyret. Vi har fyret folk der performede på alle variabler udelukkende fordi de ikke kunne formidle samarbejde med deres underordnede. Hele den kultur, og hele det at have en strategisk vision, hele det at have en opfattelse af, at vi ikke bare er en service organisation, der skal producere skole og børnepasning, men at vi også har en rolle i at udvikle vores egn, at få det integreret i ledelseskollegiet på et par hundrede menne-sker, det har vi arbejdet systematisk med. Vi har haft dem på kurser og det er hele ve-jen fra kommunaldirektøren til souschefen i SFO'en. Der har været en pointe i at de alle har været inde i det samme forløb fordi de har skulle se mig, og jeg har også skul-le se dem. Det er vi blevet ved med at tæske på, og for at gøre det rigtig rundkredsag-

tig, så ar vi faktisk også haft alle tillidsrepræsentanterne fra medarbejdersiden med i de samme forløb, fordi de jo også er med – altså de er jo ikke beslutningstagere – men de er jo oversættere. Så når der kommer et direktionsinitiativ, så der de jo nogle af dem, der sidder ude i den lange ende og vender tommelfingeren opad eller nedad for om de synes det her lyder fornuftigt. Uanset hvor magtfuldkommen jeg kan blive ind imellem, så ved jeg jo godt – har jeg godt opdaget – at det betyder rigtig meget, at ude i yderste led, dem der skal udøve det her, om de tror det er en god ideeller ej. Så det at få skabt den her fælles forståelse, det er noget vi har arbejdet helt systematisk med for at vi kan frigøre den energi der er i at der er rigtig mange engagerede mennesker i organisationen. Så vi kan få retning på det. Og så vi dermed også har fået et fundament til, når vi så har fået en strategi vi synes var fornuftig, at der så også var nogen der kunne arbejde med det. For ulempen ved at have alle de her engagerede medarbejdere, det er jo, at hvis vi kommer med det forkerte projekt set med deres øjne, så vil meget engagerede medarbejdere jo kunne lave en meget engageret modstand også, hvor imod medarbejdere, der bare kommer fra 8-16 er sådan set ligeglade. Dem kan du få til at lave et godt stykke middelmådigt arbejde næsten ligegyldigt, hvad du kommer med. Engagerede medarbejdere de skal motiveres og overbevises. Der skal hældes højoktan brændstof på sådan en maskine for at få den til at køre, men så køre den til gengæld også rigtig langt.

P: Ja, det er tilbage til det her med tilknytningen. Man føler noget.

T: Ja, men prisen for det er jo så også, at jeg og byrådet skal overbevise medarbejderne om at de får lov til at gøre en forskel for ellers går de jo over i den anden grøft og bliver ekstremt demotiverede, hvis de overlever ikke at få lov til at gøre den forskel, der er deres motivation for at være her.

P: Ellers kan man ende ud i en situation, hvor de ikke føler sig hørt. De kan måske ikke identificere sig med det I sidder og laver, og de vil måske i en anden retning.

T: Præcis, vi har haft hele afdelinger, der I perioder sådan set har ført en anden politik end hovedorganisationen – altså end hovedkommunen – fordi de har haft en faglig selvforståelse, som sådan set sagde noget andet end vi gjorde og somme tider også end en national lovgivning gjorde.

P: Okay, hvordan griber I ind, hvis I gør det, overfor sådan noget? Så man sikre en eller anden ensretning.

T: Hmm, med forskellige redskaber. For det første har vi en relativ høj tolerance for ratslør. Vi har en retning, men der er en rimelig bred vifte for, hvordan man kommer hen i mål. Den rummelighed er man nødt til at have, hvis man gerne vil have gode medarbejdere. De skal have lov til at finde deres egen vej. Vi skal bare være enige om, hvor vi skal hen. Derfor også så meget snak om vision. Vi har også nogle steder været nødt til at sætte ind med systematisk uddannelse, metodeudvikling, eks. på socialrådgiver området. Man kan ikke have 175 privatpraktiserende socialrådgivere, for borgerene har også en rimelig forventning om, at de skal kunne få samme gode svar uanset, hvilken medarbejder de taler med. Det kan ikke være sådan at Britta giver en anden sagsbehandling end Lars gør. Og i sidste ende, der har vi også været nødt til – fordi noget af det ligger rigtig tungt i nogle faglige kulturer, især nogle af de bløde områder – simpelthen at bruge kompetenceudskiftning kalder min direktør på området

det. Det betyder, at vi har fyret de værste fjolser, og så i takt med at de er gået på pension, så har vi så gået målrettet efter at rekruttere nogle som har haft en anden tilgang til det

P: En mere passende profil…

T: Simpelthen! Altså der er vi sgu ikke mere nuttede end de er i det private sektor. Altså på et eller andet plan, hvis vi ikke har medarbejdere, som vi kan motivere og som vil arbejde for det som er organisationens mål, jamen så må vi jo skaffe os nogle medarbejdere som kan det. Vi kan ikke have en organisation, hvor det er medarbejderne… Vi kan ikke give medarbejderne vetoret på strategien. De får indflydelse, men de kan ikke få vetoret, og det har der været afdelinger ind imellem som har ment, at det var dem, der havde det sidste ord. De fleste af dem er her ikke mere. Det hører med til fortællingen, for ellers kommer det til at lyde så nuttet alt sammen. Altså vi har reduceret organisationen med 600 mennesker siden vi startede, og rigtig mange af dem er ikke stoppet frivilligt, og det er også en del af det.

P: Nej nej, men det er jo også en organisme, der skal fungere fuldstændig på samme højde som i det private. I er selvfølgelig ikke bundet op helt så meget på bundlinje som de er i det private, men det jo klart I har jo stadig nogle budgetter, der skal overholdes.

T: Vi har en mur I stedet for…

P: Ja, det er rigtigt, der er hvad der er, og så er der ikke mere end det. Jeg synes egentlig vi kom meget godt rundt om det kulturrelaterede. Hvis jeg fortsætter over i det kommunikationsrelaterede, som vi har været lidt inde på. Hvis vi starter med, hvem du ser som jeres primære interessenter. Lidt et interessant spørgsmål, fordi der jo kan være ret mange ik. Har I nogle primære, eller ser du alle interessenter som værende vigtige, og hvem er disse?

T: Det kan jeg niveauopdele på utrolig mange forskellige måder, men hvis jeg skal give dig det nemme svar, som også har den største procentdel af sandheden, så er vores interessenter de 43000 registrerede indbyggere. Det er altid dem vi skal ende med at kunne måle os op imod, det er altid dem der er vores eksistensberettigelse. Hvis de ikke var der, så var der sådan ingen grund til at have en organisation. Så det sådan set det banale svar. Men hvis vi kigger lidt på de der 43000, så er der jo nogle, der er lidt finere end andre. Der er jo først og fremmest nogle virksomheder og nogle andre organiserede samarbejdspartnere, det kan være faglige organisationer, store kultur institutioner og så videre, der også er med til at sætte deres præg på egnen. Så skal man ikke være blind for de 3500 medarbejdere som jeg har nævnt nogle gange. De er sådan set også en selvstændig interessent, fordi de går alle sammen hjem og snakker med deres familie om hvordan der er at være her. De er alle sammen med til at sætte en dagsorden og de er også med til at sætte deres præg på hvad for en service det er vi leverer. Så deres opfattelse betyder rigtig meget i en lang række sammenhænge og de har rigtig meget at skulle have sag tom hvad opfattelsen er af os som organisation – om vi opfattes som kvalificerede, sympatiske osv. osv. Så de er også en målgruppe. Det er også en af grundene til at vi bruger så meget krudt på inddragelse fordi de skal føle at de er velkommen og gør en forskel. Og så har vi selvfølgelig nogle omgivelser. Det er lidt mere komplekst. Rigtig meget af det der handler om vores omgivelser,

handler måske i mindre grad om vores omgivelser end det handler om, at omgivelserne er et redskab til at spejle vores egen selvforståelse. Altså det gør ondt på selvfølelsen når man kommer rundt i resten af landet, og skal undskylde at man arbejder på Lolland. Altså du er formentlig også rendt ind i de der refleksfordomme. Altså min familie kommer fra Salling, som ikke er andet end flade marker og træer. Men det er ikke sådan at man skal undskylde at komme fra Salling, det skal man af en eller anden årsag, når man kommer fra Lolland. Da jeg startede hernede fik jeg også reaktioner af typen; Herre Gud, du virker da ellers som en meget fornuftig fyr. Kunne du virkelig ikke få andet. Jeg blev spurgt om jeg havde lyst til at være kommunaldirektør i Tårnby, den er lidt mindre end den her kommune, og jeg skulle køre halvanden time hver vej, for at lave det sammen. Hvorfor skulle jeg have lyst til at arbejde i Tårnby. Det var jo tættere på København, var åbenbart logikken. Så kunne det redde mig fra at henslæbe resten af min ødelagte karriere hernede i plåtten. Det gør ondt på selvværdet, det gør det garanteret også på dig. Det er irriterende at skulle forklare din egn på den der måde. Men det er jo de der fordomme vi alle sammen gør os skyldige i omkring vores omgivelser. Det bliver lidt til nogle nemme historier. Men det gør ondt på egnen hele tiden at skulle arbejde op imod det. For at vende tilbage til det med interessenter, så er der selvfølgelig også de mere professionelle svar som virksomheder, organisationer, staten vi gerne vil arbejde sammen med, men der er vi udover interessenter, så mit hovedsvar skal egentlig være, at det starter og slutter med de 4300 mennesker på Lolland, for ligesom med de 3500 ansatte, så er det dem, der bestemmer, hvad den sande historie er når vi skal ud at brande os. Hvis de synes her er godt at være og de har et godt liv, jamen så er det det der er den sande historie om både egnen og organisationen.

P: 43000 er gruppen, og det er ikke sådan at I har et specielt fokus, for jeg ved der er kommuner rundt omkring i Danmark der, efter kommune branding og det er så vigtigt at man kommer på landkortet, netop fordi at yderområderne er udfordret mere og mere efterhånden, så er der nogle kommuner der tager et specifikt fokus, f.eks. her er der godt at være for – børnefamilier, vi skal have nogle landbrug, og de må gerne være økologiske, så man på en eller anden måde flytter fokus fra de 43000 over på en lidt mindre gruppe.

T: Men det ender jo tit også med ikke at handle så meget om dem der bor der i forvejen, men mere om hvem man gerne vil tiltrække. Den har vi meget bevidst fravalgt. De fleste kommuner har en eller anden form for bosætningsstrategi, hvor de har sat sig hjemme og skrevet ønskeseddel op med hvad vi godt kunne tænke os. Hvis jeg motionerede noget mere og røg noget mindre, så ville jeg være poster boy for dem de gerne ville tiltrække. Høj indkomst familie med tre børn – bruger en helvedes masse penge lokalt – det er sådan nogle de går og drømmer om alle sammen. Og hvis så de startede et økologisk landbrug eller en iværksætter virksomhed, så ville det være helt perfekt. Problemet er, at det er ligesom at side og skrive ønskesedler. For mig giver det ingen mening at side og snakke om, hvem man gerne vil tiltrække. Det der først og fremmest tiltrækker bosætning, det er hvordan dem der allerede har valgt at bosætte sig her har det. København har ikke en bosætningspolitik. De trækker flere til, fordi der er jobmuligheder, fordi der er cafeer, fordi der er et billede som dem der bor der i forvejen har bygget op og sat pris på. Folk der flytter til Maribo gør det heller ikke fordi vi har haft en annonce i Ekstrabladet. De gør det fordi de har muligheden for at skabe det liv de nu engang gerne vil i den geografi vi nu tilbyder. Så vi gør det den anden vej rundt

P: Det binder det også meget godt sammen med, hvad du sagde før. I er meget case-baserede. I stedet for at sige hvem vil vi gerne være, så siger I; vi er dem her. Så kan I take it or leave it.

T: Det er det der skal føde bosætningen, det er at vi laver en god ø for dem der allerede har tilvalgt os. Vi har lidt karikeret snakket om nogle gange at det der med at tiltrække nye tilflyttere skal løse alle vores problemer. Der er to problemer i det. Det ene det er at det svarer lidt til at side til en fest og snakke om, hvem der ikke kom, det er en røvkedelig fest. Vi har alle sammen været til dem. Man sidder og siger, hvis bare der var kommet nogle flere, så havde det været en super fest. Nu sidder vi desværre og røvkeder os og øllen er lunken. Et andet der er problemet i det, det er at man eksternaliserer sine problemer og det gør også at du pacificerer dig selv fordi du bringer dig selv i en situation, hvor du ikke kan ændre dit problem. Det har du besluttet at nogle andre skal gøre for dig. Det skal de her tilflyttere. Og hvad er det så man egentlig har at sælge til de her tilflyttere. Det er jo ikke fordi du gerne vil være sammen med dem. Det du gerne vil have er at de skal komme og bidrage til at du kan opretholde den bekvemme livstil du havde uden at du selv skal ændre din adfærd. Det er jo ikke noget fantastisk tilbud, hvor imod hvis vi siger at alle 6000 indbyggere i Maribo er enige om at det er fantastisk, der er super mange muligheder, det flyder med mælk og honning i gaderne og der er masser af job at få. Hvis det er deres historie og de alle sammen går og siger det til familiefester, så er jeg ret sikker på at det potentielt i det lange perspektiv giver et større potentiale for tilflytning. Altså Lovestorm tror jeg virker bedre end hvilken som helst brandingkampagne Lolland Kommune kunne sætte i værk. Vi vil supplerer det i efteråret med nogle fordomsbekæmpende initiativer primært omkring beskæftigelse. Antagelsen er jo at der ikke er nogle job at få på Lolland og de er her er ikke værd at have. Det er noget sludder. Der er masser af job at få på Lolland, også for højtuddannede og så kan man jo altså få en lavindtægtsbolig i Søllested billigere end hvad en halvanden værelses koster på indre Nørrebro.

P: Jeg har godt set de huspriser. Det er sådan noget, der gør at man kunne overveje at bo hernede. Det er utroligt det kan være så…

T: Det er en meget bevidst aktivt valg ikke at lave markedsføring. Men i stedet at forsøge at bygge noget op, der imødegår de der refleksantagelser omkring vores egn. Vi har jo så en anden udfordring end udkanten. Nu har vi cirklet omkring det nogle gange. Vi har jo et skide stærkt brand. Vi har faktisk en række brands. Det stærkeste det er det her med at vi er udkantens udkant. Den sidder satme godt fast. Vi har selv været med til at skabe den i 80'erne og 90'erne og der er også nogle faktuelle forhold der gør, at det er jo ikke helt løgn, det er bare ikke hele sandheden. Og så har vi lidt brand omkring Femern, lidt brand omkring noget grønt og lidt brand omkring noget landbrug afhængig af hvor man slår ned henne. Så i modsætning til nogle af især de jyske kommuner, så ved folk faktisk godt hvor vi ligger henne og hvor vi er. Altså der er jo kommuner som selv KL har problemer med at huske, hvor ligger henne. Sådan nogle som Lejre, hvis du kommer til Jylland og spørger hvor Lejre ligger henne, så vil de sige, det ved vi ikke. Og det ligger ude for Roskilde – hvor helvede ligger Roskilde.

P: Det var faktisk netop Lejre jeg tænkte på

T: Jamen det kunne jeg godt høre. Jeg kender både Mette Thorborg og deres nye, relativt nye, Inger Marie, deres kommunaldirektør. Det er der sgu lidt politikkens spelt-segment over. Man skal have en rimelig solid bundøkonomi for at kunne være så optaget af økologi. De har nogle andre grundvilkår end anden befolkning, og derfor giver deres strategi mening, for de er ikke landdistrikt, de er en forstad til Roskilde og Købehavn og de tiltrækker niche bosætning, som er sådan nogle – lidt karikeret - lidt venstredrejede højtuddannede folk som har læst alle de rigtige blogs og går op i om deres gulerod er vokset i sandjord. Og dem er der formentlig nok af til at det giver mening at køre den strategi som Lejre har. Det ville give nul mening hvis vi gjorde det på Lolland eller hvis Frederikshavn kørte den strategi.

P: Vi har også været inde på noget intern kommunikation, så det er der ingen grunde til at vende tilbage til.

T: Du kan jo også høre at meget af vores kommunikation er den sammen. Vi siger det samme og det er der jo også en pointe i at vi gør.

P: Når I snakker kommunikation, er der forskel på hvordan I benævner det internt og eksternt og hvordan benævner I det. For lige at lægge et fundament for det så meget teori beskæftiger sig at begreber som branding og corporate branding i mange borgereres ører kan lyde lidt som noget varmt luft. Hvad er det vi har med at gøre. Det er meget fluffy begreber. Man kan ikke bruge den slags begreber og så knytte en forklaring på hver gang. Så hvad siger I, siger I strategisk kommunikation eller hvilke begreber bruger I.

T: Der er lidt en pointe i at vi taler som udgangspunkt helst dansk og helst traditionel dansk og ikke lånedansk. Altså det dansk som du og jeg er blevet ødelagt med - engelske låneord – det dur jo ikke så, så ja det er "kommunikation" eller "fortælling". Lovestorm opsummerer egentlig meget godt den kommunikationsform, uden at vi har noget med det at gøre eller har understøttet det, men det er det samme instinktive tankesæt, at vi skal bare ud at fortælle det vi kan stå inde for. Og så er den sådan set ikke så meget længere. Vi kommunikerer ikke en strategi, hverken internt eller eksternt. Det er emnerne der bærer det, så vi gør det forskelligt alt efter hvad konteksten er. Det er også forskellige ting jeg skriver til indenrigsministeriets særskilspulje for særligt vanskeligt stillede kommuner og når vi så vil have politikken til at fortælle hvor dejligt det er at bo og have et liv på Lolland. Jeg har en ide om at kommunikerer på de præmisser som modtageren har. Min oplevelse er at rigtig meget kommunikation – især rigtig meget af den kommunikation der kommer ud af politiske systemer og i branding og markedsføring sammenhænge i virkeligheden er indadvendt. Vi fortæller os selv det vi gerne vil høre om os selv og så er der nogen der får lov til at være publikum til at vi sidder og praler med egen fortræffelighed. Vi prøver, jeg siger ikke vi er fri for den form for tænkning, men vi prøver at starte kommunikationen der hvor vores modtagers forudsætninger er.

10.3. Appendix 3 – interview with Henrik Madsen

Henrik Madsen   Torsdag d. 6/8-15
Souschef, Udvikling og Erhverv, Lolland Kommune

H: Henrik Madsen, jeg er souschef i den afdeling der hedder udvikling og erhverv i Lolland kommune.

P: Indledningsvist kunne jeg godt tænke mig at høre med dine egne ord, for du behøver ikke læse jeres vision op… Jeg kunne forstå på Thomas Knudsen, at I ikke kalder det en vision, men mere en planstrategi. Men med dine egne ord, hvordan ville du beskrive den planstrategi for Lolland Kommune?

T: Visionen er – jeg har ikke noget i mod at kalde det en vision, men ret dig efter kommunaldirektøren, hvis det er – visionen er at Lolland Kommune skal bringes et nyt sted hen, og ikke der hvor den var for 10-15 år siden. Og heller ikke er det sted som man er i dag. Vi snakker om, at vi skal finde en ny balance eller noget på den anden side som er bæredygtigt. Det er ligesom kernen i det. Og grunden til at det er det der er vores vision, det er, at vi kan se, at det der er lige nu, det er ikke bæredygtigt, og det reproducerer sig ikke fra år til år. Altså man kan sige at en virksomhed eller en kommune, der fra år til år har det samme overskud kan have ambitioner om at blive større, men grundlæggende så kan man jo bare køre videre og det ser jo meget fint ud. Den mulighed har vi ikke fordi vi mister borgere og arbejdspladser hele tiden. Og derfor så er vi nødt til at have en vision om at komme et andet sted hen, hvor der er balance i tingene, hvor Lolland Kommune bliver bæredygtig på baggrund af sine egne ressourcer.

P: Hvem har siddet med ved bordet, hvis jeg må bruge det udtryk, ved definitionen af den her vision?

H: Det er jo først og fremmest topledelsen og de ledende politikere der har været med til det. Det er så sådan, at man skal lave en plan- og udviklingsstrategi i hver byrådsperiode og vi arbejder på en ny lige nu. Den gamle blev udarbejdet efter flere seminarer med byrådet, hvor det var os som udviklingsafdeling der stod for at fremlægge noget materiale nogle analyser, hvordan ser verden ud, hvad er det for nogle tendenser vi er nødt til at forholde os til i et eller andet omfang, og så har der været drøftelser af, hvad man skulle stille op med den virkelighed og, om man var enig af det billede der blev tegnet af virkeligheden. Og hvad man så skulle stille op på den anden side. Så ar det været embedsværket, der har udformet et udkast med nogle forskellige udviklingsveje som vi peger på som de mest relevante. Det har så været genstand for en politisk drøftelse osv. – hele det formelle system. Men jeg mener afgjort det er en strategi og en vision der er formuleret i den politiske top med støtte fra den administrative topledelse.

P: Nu taler du om tendenser man kan se og data det kan være baseret på. Er det det som du også benævnte tidligere som en højere fraflytning fra Lolland Kommune eller stadig stigende fraflytning. Er det sådan noget data I baserer det på?

H: Det er jo i hvert fald de der grundlæggende elementer. Man kan sige, der er jo ikke noget visionært i det der data, der ligger. Det er måske også der, hvor den nuværende planstrategi kommer til at adskille sig fra den kommende planstrategi. Der er ikke noget visionært i data, der viser, at der har været befolkningstilbagegang på Lolland siden 1955. Men hvis visionen skal have nogen realisme og sammenhæng med virkeligheden, og det vi gør i det daglige, så er den jo nødt til at tage udgangspunkt i de tendenser, som vi ikke kan gøre noget ved. Det har meget været vores tilgang til det – der foregår ting der er større end Lolland Kommune kan bestemme. Der er større end Danmark som nationalstat, og det er vi nødt til at forholde os til. Det er sådan nogle tendenser som urbanisering – det betyder jo ikke at man ikke kan arbejde for statslige

arbejdspladser og lign. – vi kan bare konstateret, at det har foregået rigtig rigtig længe. Hvis det er tendenser der har foregået rigtig længe, så taler sandsynligheden for at de bliver nok ved . Man ved jo aldrig, før kurven den er knækket, men hvis det har stået på i 10, 20, 30, 200 år, så bliver det nok ved. Det var en tendens vi lagde meget vægt på – urbanisering – og herunder at befolkningen på Lolland bliver mindre og at folk bor nogle andre steder. Det sidste er faktisk ret vigtigt. Der er meget stor forskel på hvor folk bor, også internt i kommunen. Landdistrikterne går mest tilbage, de småbyer, der lægger længst væk fra hovedbyerne går mest tilbage. Og det er jo noget man er nødt til også at have med, når man skal planlægge sin service og den slags. Andre tendenser som vi lagde star vægt på, det er globalisering, det som man kunne producere på Lolland for 100 år siden er ikke nødvendigvis det samme som man kan producerer på Lolland nu, fordi betingelserne har ændret sig. Jeg tror vi var lovligt kække ift. produktionsarbejdspladser. De fylder faktisk mere end vi havde forudsagt eller forventet. Det er på en anden måde, fordi den store standardiserede masseproduktion, den ser jo ud til stadig at blive udflyttet. Man skal kunne et eller andet særligt – det er specialiseret produktion i små mængder. Det er virksomheder, som er virksomheder som er verdensførende på at lave noget meget meget småt – Ortophon for eksempel. Den type virksomheder er der plads til, men skibe har jeg svært ved at forestille mig skal bygges på Lolland Igen. Andre ting vi lagde vægt på er digitalisering. Det er der fordele ved og der kan også være nogle ulemper. Individualisering snakkede vi også om. Den er måske sværere – fremtidsforskere snakker tit om, at der er hårde tendenser – dem ved vi med sikkerhed kommer til at ske – og så er bløde tendenser som, dem ved man først efter 20, 30 år om det var rigtigt. Individualiseringen er vi nok mere i tvivl om, om man kan kalde en hård tendens. Men stadig noget man er nødt til at forholde sig til i sin service. Den meget standardiserede service er ikke nødvendigvis den der bliver efterspurgt hos borgerne længere.

P: Men samtidig som offentligt organ, så bliver man vel nødt til at have en grad af standardisering for at sikre, at alle borgere får den samme service.

H: Ja, det er jo et politisk spørgsmål. Men jeg tror det der kendetegner de fleste servicevirksomheder, der har succes, og langt henad vejen så er kommunen jo en servicevirksomhed, det er, at man i virkeligheden kan producere meget standardiserede produkter, men kan give kunderne en oplevelse af at de får noget der er skræddersyet il dem. Det tror jeg, er det der kendetegner de rigtig gode serviceproducenter, at man kan lave noget, der er standardiseret, men kan varieres men på en måde - enhedsomkostningerne skal jo stadig holdes nede.

P: Med dit kendskab til organisationen bliver der så benyttet nogle tiltag til at måle, hvor langt er vi med visionen? Her tænker jeg i sær på evaluering løbende.

H: Ja, der arbejdes løbende med evaluering på delområder. Det er meget svært at evaluere på den store vision – er kommunen blevet mere bæredygtig. Der kan man jo sige, på sin vis får vi jo nogle evaluering på det – er det sociale indeks gået op, så er det nok ikke så godt. Men der hvor man for alvor arbejder med evaluering er på det enkelte områder, altså er vi blevet bedre. Et af fokusområderne i planstrategien, som der er bred opbakning til, det er, at vi skal være bedre til at hjælpe børn og unge videre. Der måles selvfølgelig på konkrete indsatser i skolerne, og spørgsmålet er selvfølgelig om det opleves af medarbejdere, brugere og borgere som en del af det store. Altså opleves det som at nu måler vi på en brik af det store eller opleves det som, at nu måler

vi på læsning i 3. klasse? Og det er et mål i sig selv. Der vil jeg tro, at man langt hen-ad vejen er optaget af det der er nærmest på. Både som medarbejder, og som leder og som borger. Så en der sammenhæng med evalueringen af den store vision, er jo nok mest noget som man kan få øje på oppe fra og ned.

P: Det kan være svært at forholde sig til som borger i en kommune, hvorvidt kommunen bliver grønnere som helhed fremfor at skulle forholde sig til, som du siger, bliver vores børn dygtigere i folkeskolen.

H: Ja ja, og det med at de bliver dygtigere i folkeskolen er jo mega mega vigtigt for vores videre udvikling, men folk er jo optaget af om deres børn har det godt, og ud-vikler sig, der hvor det er. Det er i hvert fald den primære interesse for langt de fleste. Men vi prøver selvfølgelig i forskellige sammenhænge og italesætte den her sammen-hæng til den store vision. Når borgermesteren holder tale prøver vi ligesom at sam-menflette, at det her handler om den store omstilling osv. osv. Så på den måde prøver vi. Men direkte i evalueringen er det nok svært. Vi har heller ikke lavet malinger på borgernes opfattelse af vores image, sådan i det store samlede hele. Der kører nogle brugertilfredshedsundersøgelser på nogle konkrete områder, men den store har vi ikke målt på.

P: Du var lidt inde på det med visionen, at den er defineret top-down. Er det noget der ellers bliver arbejdet med, her tænker jeg naturligvis igen på inklusionen af medarbej-dere og borgere. Får de, ikke nødvendigvis et ultimativt say, men om de på en eller anden måde har en påvirkning.

H: Altså man kan sige, at vi i hvert fald har gjort rigtig meget ud af at udbrede visio-nen i organisationen. Det har fyldt rigtig meget på vores ledersamlinger, hvor alle le-dere er samlet og man har arbejdet med de her ting. Man har arbejdet meget med at sætte fokus på innovation og digitalisering. Og hvordan kan man omsætte de her visi-oner til konkret handling ude i hverdagen. Og der er selvfølgelig når det bliver kon-kret. Det er også problemet, når man laver en vision for en kommune så bliver det jo generelt. Det skal udmønte sig i noget konkret, som man så kan melde tilbage på og have en dialog om. Men vi har faktisk gjort rigtig meget ud af at udbrede den her grundlæggende opfattelse. Altså hvordan er det verden ser ud har vi faktisk gjort rig-tig meget ud af internt i organisationen. Forhåbentlig med tanken om, at lederne så tager det med til deres medarbejdere og brugere.

P: Men det er ikke sådan at – hvor corporate branding drejer sig om at vende bøtten lidt, hvor man prøver at starte fra bunden, og så arbejde os op. Det skal selvfølgelig ikke være sådan at det er medarbejderne og de eksterne interessenter, der definerer visionen, for så var der jo ikke brug for en ledelse, men det er ikke sådan med jeres vision.

H: I særlig grad ikke med den nuværende planstrategi , det er et top-down produkt. Det er svært at fremstille anderledes. I forhold til den nye planstrategi, har vi prøvet at lægge et lidt mere åbent spor ud, hvor vi har inviteret nogle lokale interessenter og nogle udefra, som slet ikke har noget med Lolland Kommune at gøre med ind til at prøve at komme med nogle nye bud på, hvor vi kommer videre. Så det er en lidt mere åben, men det er jo stadig en lidt snæver kreds der har været med. For eksempel har vi det her indsatsområde "en stærk næste generation" som handler om, at vi skal løfte

børn og unge. Fint nok, det er svært at være uenig i. Det vil de fleste kunne arbejde efter. Men hvordan gør vi så det. Det kræver faktisk ret meget indsigt og ret meget tid til at dykke ned I de her ting, før man kan formulere noget som kan omsættes ude i virkeligheden. Det er udfordringen ved at lave meget bred borgerinddragelse på den slags, at man faktisk er nødt til at bruge rigtig meget tid. Det er stadig en investering. Der er også ressourcespørgsmål, hvor man kan man gøre hvad. Og man kan jo sagtens holde nogle meget åbne borgermøder, hvor man snakker om de her ting, men erfaringen er at det er ret svært fordi det er svært at engagere borgerne i en diskussion som er meget metaagtig, og det bliver den på den helt overordnede vision. Vi har heller ikke arbejde ret meget med det, det skal også siges. Vi har ikke forsøgt, men erfaringen fra, når vi har holdt borgermøder om forskellige ting. For det første så kommer folk først for alvor, når det er noget der direkte påvirker dem. Det er meget meget svært at engagere folk, når det handler om vindmølleplanlægningen og hvilke principper den skal drives efter i kommunen. Sådan noget foregår altid i to skridt. Først skal man have nogle principper for, hvordan det skal gøres, så udarbejder administrationen et forslag på baggrund af de principper, som der ikke var nogen der gad diskutere. Når det så har den meget logiske konsekvens, at der skal opføres nogle vindmøller et sted, så synes folk at det er en dårlig ide – dem der bor ved siden af. Så burde man jo have haft diskutionen dengang vi snakkede om principperne, men det er bare rigtig rigtig svært, at få folk til at engagere sig i noget, der er principielt og det er jo det samme med vores vision i det hele taget. Det er rigtig rigtig svært at tale om det her overordnede niveau andet end på det niveau som alle kan blive enige om, at det skal være et godt sted at leve og bo og drive virksomhed. Det er fint, men det løser jo ikke rigtig nogle problemer. Det er ikke rigtig en vision, for den adskiller sig ikke rigtig fra andre kommuners. Det er ikke fordi vi har prøvet det så meget, men jeg synes også det er rigtig svært. Hvordan får man en diskussion som giver borgerne noget reel indflydelse. Det kommer jo ikke fordi der er en der siger noget andet og så laver man et kompromis og så favner man alle synspunkter. Det er rigtig svært.

P: Hvis vi forsætter til noget lidt mere kulturrelateret. Der må du jo både svare som souschef, men også som medarbejder i organisationen. Hvis du indledningsvist skulle beskrive kulturen i Lolland Kommune. Der er jo selvfølgelig nogle værdier i Lolland Kommune, som det er hængt op på.

H: Hvis jeg starter her, hvor jeg selv er. Så synes jeg kulturen er præget af en kort magtdistance. Det er ikke fordi, der ikke er hierarki, det er der jo altid, men en forventning om, at man selvstændigt og initiativrigt løser sine opgaver på det niveau man er. Det er idealet hos os. Og at der er relativt kort fra mening medarbejder til direktionen. De stiller selvfølgelig også nogle krav til, hvordan man som medarbejder forvalter den mulighed. Det er jo ikke alting Thomas skal CC på. Men grundlaget er, at man gerne vil sætte medarbejderne fri til at løse opgaverne selvstændigt indenfor de rammer der er. Her bestræber vi på, at dem der ved noget om tingene skal med. Jeg synes, vi lever op til de værdier vi har, hvis man ser organisationen sådan mere generelt. Man skal være åben, og kunne tale om tingene. Ofte snakke sig til rette om tingene. Det er også en meget stor organisation, og vi er sådan en lidt flippet afdeling, hvor alle laver noget forskelligt. Der er andre steder, hvor der er mere standard produktion, og det er mere rammer det kører i. Det er jo meget svært at vide, om der er værdier, der går på tværs i organisationen, der er så forskelligartet som en kommune er. Der er jo virkelig forskel på kommunal afdeling med 10 ansatte end at være ældresektor med

800 ansatte. Som leverer helt forskellige ting til forskellige mennesker på forskellige måder.

P: Er det noget, der bliver arbejdet med, ligesom med visionen. Er det noget man er meget eksplicit om, at der skal arbejdes med kulturen sammen med medarbejderne?

H: Jeg tror mest det går tilbage til vores værdigrundlag, at det ligesom arbejdes ind i de forskellige projekter der kører. Igen så er det nok mere på konkrete projekter, at man arbejder med værdier. Vi har f. eks innovationsprojekter, som selvfølgelig har skabt nogle gode forslag til, hvordan vi kan gøre tingene bedre men også at brede den der måde at tænke nyt ud til medarbejderne samtidig. Så det er et eksempel. Et andet eksempel, hvor man arbejder med kulturen i øjeblikket, det er i vores fravær. Der er meget forskel på, hvor meget sygefravær der er i de forskellige afdelinger. Men grundlæggende så ligger vores sygefravær ret højt, og det vil vi selvfølgelig gerne have bragt ned. Og der ligger også noget kultur involveret i den slags – der er selvfølgelig også noget rent fysisk – men der er også noget kultur. Så det prøver man at arbejde med. At skabe en fælles kultur er ikke det der står højst. Det er ligesom vigtigere, at man leverer den service der skal leveres og overholder sine budgetter. Det er vigtig, men det er ikke det vigtigste.

P: Det har du jo også været inde på. Altså kommunen er jo kompleks som institution. Så det kan være svært i hverdagen at sikre, at kulturen er ens overalt.

H: Ja, og jeg synes jo også man må stille spørgsmål ved, om der skal være en kultur. Altså skal man møde borgeren på samme måde, hvis man er børnesagsbehandler og hvis man er folkeskolelærer? Skal man det. Det er sådan set et åbent spørgsmål. Men det er jo også bare meget meget forskelligt, og vi møder folk i forskellige livssituationer. Jeg ved ikke, om man kan have de samme værdier alle steder – altså som noget, der ligger helt fremme og uden på tøjet.

P: Jo, meta-værdierne og meta-kulturen. F. eks vi er venlige. Men ja, jeg kan godt se, hvad du mener. Man er i forskellige positioner. Det kan godt være at to medarbejdere i forskellige stillinger kommer ud til den samme person, men skal kommunikere forskelligt fordi det er to forskellige situationer.

P: Hvis vi går videre til noget mere kommunikationsrelateret, så kunne jeg godt tænke mig at vide, hvem ser du som de primære interessenter for organisationen Lolland Kommune?

H: De primære interessenter det er kommunes borgerer, virksomheder og foreninger, altså når vi kommunikerer lokalt. Det er den primære målgruppe for vores hjemmeside, for vores Facebook-gruppe. Langt det meste af det pressearbejde vi laver, er også møntet på det, vi laver lokalt. Det betyder ikke, at vi ikke laver noget der rettet mod potentielle tilflyttere og turister, virksomheder som vi synes skulle slå sig ned her og den slags. Men hvis man tager den store overordnede brille på som den primære målgruppe, de borgere der er. Det er dem der betaler vores løn, det er dem vores service retter sig mod, det er dem, som interesserer sig for hvad vi render og laver.

P: Så er det forkert at sige, at de sekundære, det er dem udenfor Lolland Kommune?

H: Nej, det er ikke forkert, hvis vi har den store brille på. Så er der selvfølgelig nogen typer kommunikation som er rettet til folk andre steder. Når vi laver profilannoncer for "kunne du ikke tænke dig at blive turist på Lolland" og "kunne du ikke tænke dig at flytte din virksomhed hertil", så er der selvfølgelig en målgruppe som ligger udenfor kommunen. Men den store volumen af kommunikation, og selvfølgelig den store volumen af kommunikation som bedrives andre steder end her, det er rettet mod vores brugere. Det er den vigtigste målgruppe.

P: Jeg havde en meget interessant diskussion med Thomas netop omkring det her med kommunikationen rettet ud af Lolland Kommune for at tiltrække erhverv. Med dine briller på, hvad er tilgangen til den kommunikation. Er det at man gør ligesom Lejre Kommune, hvor man siger "vi vil gerne være sådan her" i stedet for at sige "vi er sådan her".

H: Vores tilgang til det har helt sikkert været, at "vi er sådan her". Her kan du få faglært arbejdskraft og her er der attraktive byggegrunde osv. Så det er sådan, det er. Om det bør være sådan, det er straks et andet spørgsmål. Men vi har helt klart kommunikeret på, hvordan vi er. Så kan man selvfølgelig sige – så er der selvfølgelig lidt forhold – for vi snakker jo meget om, hvad kommer der til at ske, når Femern er der. Hvad er det for nogle nye betingelser der kommer til at være. Men det er sådan mere – ikke hvem vi vil være – men hvem forventer vi at blive. Mere fremtidssikring, hvor vi ikke nødvendigvis ligger så meget styring ind i – vi vil være økologiske og bæredygtige. Men mere at vores betingelser bliver helt fantastiske, så kom og snup en bid af det.

P: Man kan sige, det er jo et fact at forbindelsen kommer.

H: Ja ja, eller nu må vi se, men det regner vi da med. Men det giver da – i forhold til lokalisering – nogle andre egenskaber. Men det er jo stadig ikke på den her "vil-måde". Som jeg også opfatter som mere værdiladet. Man kunne jo også sige, at man er et godt sted for grønne virksomheder. Man kunne også sige, "vi vil kun have grønne virksomheder". Som sådan er der ikke det i det. Som sådan er det med udgangspunkt i, hvem vi er og hvem der kunne have fordel af at blive en del af det.

P: For mange borgere og mennesker, der ikke arbejder med branding og corporate branding og markedsføring, der kan det godt virke lidt som varm luft begreber. Og det er jo heller ikke nogen hemmelighed at offentlige virksomheder er betalt af skattekroner, så det kan jo vanskeliggøre hele kommunikationen omkring, at man benytter branding eller benytter corporate branding i det offentlige. Hvilke begreber bruger I, og bruger I overhovedet begreber. Snakker I overhovedet om, at vi laver strategisk kommunikation for eksempel?

H: Altså det ligger jo mest i – ja det synes jeg vi gør. Vi har ikke en samlet kommunikationspolitik, men det ligger som delelementer, når vi f.eks. får lavet ny hjemmeside. Hvad er det, den skal kunne. Der snakker vi jo strategisk, og så på et tidspunkt skal der stoppes noget indhold i som skifter engang imellem som ikke rigtig skulle påvirke det øverste. Så der gør vi det virkelig. Vi gør det ift. vores facebook. Vi gør det ift. at vi lige er gået på LinkedIn. Vi prøver at arbejde på nogle nye koncepter for, hvordan vi kan lave erhvervsannoncer, hvis vi skal gøre den slags. Der prøver vi på at hive os op. Hvad er det for nogle overordnede strategiske mål vi skal nå. Hvordan er det vi

skal tænke , at vi skal gøre de her ting. Jeg oplever egentlig ikke, at der er nogen barrier for at snakke om markedsføring eller reklame eller lign. Sådan på det politiske niveau.

P: Ok, det kan man godt få penge til?

H: Ja, det kan man godt få penge til eller det er jo ikke så meget, om man kan få penge til det. Det er mere det der med, at det ikke opfattes som odiøst eller som spild. Det hænger også sammen med, at der er en stærk oplevelse af, at vi har utrolig meget at byde på. Vi har utrolig meget at fortælle. Når man så ser på det image vi har udad til, så er det jo åbenlyst, at der nogen, der ikke har forstået budskabet. Så derfor så er diskrepansen også, at det vil man gerne ændre på fra politisk side. Man opfatter det som strategisk vigtigt at få ændret det. Det er måske mere at skepsis overfor, om det kan lade sig gøre hos os, der sidder og arbejder med det. Jeg vil ikke sige, det holder det tilbage, men der er ikke principiel modstand mod det fra offentlig side eller fra lokal side. Tværtimod så er der måske en optimistisk tro på, at hvis bare vi fortæller den gode historie, som det normalt formuleres, så vil tingene ændre sig. Der er vi måske mere tilbageholdende i administrationen med, hvor meget vi rent faktisk tror på, at det vil ændre. Det betyder ikke, at man ikke skal gøre det, men det er lidt, hvad man forventer at få ud af det. Forventer man mersalg på 10% eller forventer man status quo.

P: Et meget direkte spørgsmål. Er der et reelt behov i organisationen Lolland Kommune for at tale kultur og tale vision, eller er det sådan, at i dag er et meget godt samspil, for jeg kunne forstå på Thomas – ikke at jeg skal lægge ordene i munden på dig – at han ser medarbejderne i organisationen som værende utrolig organiserede, og på en eller anden måde værende brand carriers fordi mange af dem sidder selv i det – er selv i Lolland kommune.

H: Det er sådan set enig i. Der er jo ingen tvivl om, at den vigtigste kommunikationskanal der er ud til vores borgere, det er vores medarbejder. Det er dem de er i konkakt med. Det er jo ikke nødvendigvis hvad de siger, det er også hvad de gør. Det er der jo slet ingen tvivl om. Jeg er jo enig med Thomas i at de fleste bor her også lokalt, så derfor lever man jo brandet. Nogle gange så er man medarbejder, og nogle gange så er man borger, og det giver selvfølgelig en forståelse for, hvad der rør sig. Om det er visionen de formidler, det er jo altid svært at sige. Jeg synes, der er en stor forståelse for den virkelighed, vi er i blandt vores medarbejdere. Og der er en stor stolthed over området, og over det vi laver. Man føler også, hvilket vi også prøver at understøtte internt, det kan godt være vi er langt væk, men som Thomas ynder at udtrykke det "vi står tættest på afgrunden, så vi har den bedste udsigt". Man kan også sige det på den måde, at vi har de sværeste betingelser for at lykkes, så derfor skal vi være gode, og det er vi. Det mener jeg faktisk er ret udbredt opfattelse blandt medarbejderne, at vi er dygtige og fremme i skoene på mange måder.

P: Et sidste spørgsmål kunne være, om der er alignment mellem kommunikationen internt og eksternt

H: Der er et ret stort arbejde på at aligne. Der er to grunde til det. Den ene er, at vores medarbejdere er vores vigtigste kommunikationskanal, og der, hvis vi vil have noget ud til borgerne, så er det en god ide at kommunikere det internt så breder det sig automatisk. Det andet er, at der er et ønske om en konsistens i, hvad vi formulerer. Hvad

er det for en omstilling, vi skal igennem. Hvad er det for nogle nøgleområder, vi skal arbejde. Det bliver der jo lagt vægt på i den interne kommunikation og eksternt. Det er også ganske tit, at vi på det konkrete plan, helt ned på den konkrete nyhed, har den på mange forskellige platforme med små variationer.

10.4. Appendix 4 – interview with Louise Buxbom

Interview med Louise Buxbom   d. 13/8-15
Kommunikationsmedarbejder, Udvikling & Erhverv, Lolland Kommune

P: Der er nogle stakeholder-betragtninger som du ikke har i det private, især det med at det offentlige i vid udstrækning er politisk ledet med en værdibaseret ledelse. Mange beslutninger bliver måske derfor truffet på et fundament af holdninger og værdier frem for evalueringer og data som man i høj grad gør det i det private.

L: Holdninger og værdier og pragmatisme.

P: Lad mig starte med det første spørgsmål som er forholdsvis bredt.
Hvordan vil du beskrive, hvordan I overordnet set arbejder med kommunikationen I Lolland Kommune. Jeg forestiller mig, at der bliver trukket linjer tilbage til en eller anden kommunikationsstrategi?

L: Vi har ikke en overordnet nedskrevet kommunikationsstrategi. Vi arbejder med forskellige medier og på forskellige platforme som jo hver har sine styrker og svagheder. Det er det der har fyldt mest sådan det sidste stykke tid. Nu er jeg startet i marts, så jeg har jo ikke været med de sidste par år. De sociale medier er ligesom kommet på som noget der har været nyt og som noget der har været særligt meget fokus på inden for det sidste stykke tid. Det har været vigtigt at komme med på den vogn, der også hed Facebook for eksempel, og nu senest LinkedIn. Kommunikationen har tidligere har været mere intern og rettet mere mod kommunens egne borgere og virksomheder. Men man er nu bevidst begyndt at tænke længere ud.

P: Ok, så ud over kommunegrænsen?

L: Præcis. Det er dog ikke noget som er fuldt udviklet, ikke endnu i hvert fald. Det er i sin vorden og vi har en ret solid kommunikation til egne borgere og nærområdet, og nu prøver vi også at tænke længere ud. Så vi kan prøve at påvirke holdningen uden for Lolland Falster. Det er der jeg ser vi står nu. Det gør vi blandt andet f.eks. med LinkedIn, hvor vi derimod mere bruger Facebook mere målrettet til landsdelen, og det fungerer godt på den måde. Med LinkedIn forsøger vi at komme længere ud både i forhold til – lad os kalde det branding eller synliggørelse – og rent pragmatisk også bare at komme længere ud med jobopslag. Så den har to dele. Både noget mere flyvsk, som er det jeg kalder branding, fordi det er sværere at måle på, og noget mere konkret fordi vi faktisk gerne vil have nogle flere ansøgere. Og vi vil gerne have nogle flere ansøgere fra resten af Danmark, så vi ikke kun fisker i vores egen dam, men via disse kanaler også prøver at komme ud til andre. Så det er et forsøg på at komme længere ud. Derudover, og det er ikke mig der sidder med det, men jeg sidder jo i kommunikation, så jeg er med på sidelinjen, er vi er gået over til at bruge Ritzau som en ny måde at udsende pressemeddelelser på. Det er sådan en pakke man får hvor man…? Det er en del af at prøve at komme længere ud i nogle af de landsdækkende medier med vores pressemeddelelser også. Der har vi fået nogle helt tekniske værktø-

jer ved at skifte over til en anden pressemedelelsesudbyder. Det kræver så også at vi begynder og tænke mere over, at når vi nu gør noget ud af at få vores pressemeddelelser i de landsdækkende medier på en lettere måde, hvad er det så for nogle budskaber vi skal have ud, og hvordan formulerer vi dem bedst. Så man kan sige at teknikken og indholdet jo også går hånd i hånd.

Når man siger a skal man også sige b. Og så igen – lidt i sin spæde vorden – men også politisk meningspåvirkning, kan man kalde det - hvordan vi i højere grad kommer ud og er med til at sætte den nationale dagsorden ift. landkommuner. Der er jo en masse snak om det lige nu, det med udflytning af landkommuner. Der er en masse ting, som vi ligesom mange andre landkommuner gerne vil have talt mere om og sat på dagsordenen og taget politiske beslutninger omkring. Det er en vej vi gerne vil gå, men som ikke er fuldt udfoldet endnu. Som jeg ser det.

P: Hvordan er kommunikationen organiseret I Lolland Kommune som organisation. En ting er at du sidder og har med den praktiske kommunikation at gøre, men jeg tænker også at der må være nogle bredere penselstrøg et eller andet sted fra som man skal få det til at passe ind? En vision, nogle værdier eller et eller andet som man konsekvent forsøger, at få med i sine budskaber?

Man kan også kalde det overordnede retningslinjer for; når vi kommunikerer, hvad er det så vi kommunikerer, vi har x antal interessentgrupper og inde for hver interessentgruppe, der har vi nogle hovedbudskaber, vi gerne vil have med hver gang? Har i et sådant fokus?

L: Så detaljeret er der ikke noget der er beskrevet. Ikke på den måde. Men der er jo planstrategien frem til 2017, hvor man kan sige at byrådet udstikker de fokusområder som politikkerne bestemmer, og da de jo er vores opgavestillere i sidste ende, er det også det som byrådet beslutter sig for, som vi skal føre ud i livet. Netop fordi det er en politisk organisation. Men af hvad jeg kender til er der ikke noget nedfældet om hvordan vi skal kommunikere, som f.eks. når vi skal ud at kommunikere Femernbælt forbindelsen, som er en vigtig dagsorden du sikkert er bekendt med, så er der ikke retningslinjer for, at de her interessentgrupper skal rammes med de her budskaber på det her tidspunkt, Ting foregår lidt mere ad hoc i hverdagen. Altså når der opstår en mulighed for at få et vigtigt budskab igennem til de rette personer, så slår man til dér. At have en forkromet kommunikationsstrategi eller plan kan jeg ikke afvise ville være en fordel, men der er jo en helt klar bevidsthed om, hvor det er byrådet vil hen, hvor det er organisationen vil hen og at det i hvert fald er et budskab vi skal have ud. Så der er mange ting, der bliver taget hen ad vejen når muligheden og platformen tilbyder sig.

P: Så det er ikke sådan – bare lige for at få det bekræftet – at I i den daglige praksis, hvor tingene godt kan foregå lidt ad hoc, og sådan er det jo, at I har en eller anden vision for øje? Lolland Kommune har jo en vision – du kan kalde det en vision eller du kan kalde den en planstrategi – men et eller andet sted kommer det jo ud på det samme. Vi vil gerne flytte os fra hvor vi er i dag og et andet sted hen, og ikke det samme sted som vi var for 10-15 år siden. Men det er ikke noget der indgår. Det er jo et meget forkromet overblik den her planstrategi.

L: Det du efterlyser, er et eller andet dokument, der går fra visionerne til hvordan vi så rent konkret gør?

P: Det jeg efterlyser er om der skal være et samspil mellem tre forskellige faktorer, og for der kan være det her samspil, så er man nødt til…det hele skal munde ud i en eller anden strategi eller en eller anden identitet for organisationen. Det er svært at have et samspil, hvis ikke der er noget der er aftalt, så hvis ikke I har en indflydelse på hvad visionen er og hvor det er vi skal hen med kommunikationen og hvis ikke man har et samspil med de eksterne interessenter og hvad er det i virkeligheden er folk er interesserede i,

L: Jo, men det har vi også, men det er ikke overordnet for hele kommunikationen. Det er delkommunikationer. Der er selvfølgelig en strategi for, hvordan vi bruger Facebook. Hvad er det vi vil med Facebook og hvad er det det skal understøtte. Og så har vi en strategi for hvad det er vi vil med LinkedIn, hvad med den platform og hvad det er den skal understøtte i resten af organisationen fordi kommunikation jo ikke er noget i sig selv. Det kommunikerer jo altid noget fra et sted til et andet. Det er jo også det link du er inde på og det er jo selvfølgelig vanvittigt vigtigt. Men der er ikke noget som kobler – der er et dokument eller en strategi som kobler de to ting sammen. Der er også en plan for, hvad er det vi vil med hjemmesiden. Hvad er det vi vil med den, og hvad er det den skal kommunikerer ud, men man kan sige at platformene dækker deres egne mål, altså målene er ligesom definerede enkeltvis og så skal det jo selvfølgelig stadig understøtte de her politiske visioner som politikkerne formulerer.

P: Der er mange mindre "virksomheder" I Lolland Kommune forstået på den måde, at I har mange forskellige områder I arbejder med. Thomas Knudsen sagde, "vi laver jo alt fra at hive græs op mellem fliserne til sårbehandling af ældre" Sidder I med al den kommunikation?

L: Ja og nej. Bibliotekerne hører jo også under kommunen, og de har deres egen hjemmeside og kører den selv og vi er stort set ikke inde over. Skolerne har deres egen – her taler jeg meget hjemmesider – men det er jo også en væsentlig ting…

P: Ja, det er jo en content hub – en informations hub, hvor man kører alting fra.

L: Ja. Langt hen ad vejen blander vi os ikke i det. Man kan sige vi er centralen, hvor de kan ringe ind omkring retningslinjer, i sær når det gælder det visuelle udtryk, da vores grafiker her i afdelingen har foden på farverskalaer, fonte og alle de der ting. Det er jo sådan nogle ting, der godt kan løbe løbsk engang imellem, når det er uddelegeret. Omvendt giver det ikke nogen mening, at man skulle have en central enhed, der sad og styrrede biblioteker og skoler. Så må der hellere være noget der stikker en lille smule ud, og at det så kan blive rettet ind, end at vi skulle side og kontrollere det hele. Men vores hjemmeside kører, som hjemmesider gør. Vi har en masse redaktører der er ansvarlige for en masse undersider og en webredaktør, der prøver at side og holde styr på alle de mennesker, der så også engang imellem ikke… Men det er det sædvanelige i enhver stor organisation, hvor man skal have så mange forskellige mennesker, med så forskellige arbejdsområder og geografiske placeringer, til at gøre det rigtige – eller det som så i sidste ende er sådan som vores hjemmeside skal se ud. Derudover, med vores andre platforme, som Facebook, er der jo et kæmpe samarbejde, da det bliver styret central og samtidig skal vi formidle – det er i hvert fald det vi gør med vores Facebook profil – vi formidler alle de gode historier, der er I hele kommunen. Det er mere borgerrettet. Så er det jo netop – hvad ved jeg – sidste skoledag på gymnasiet eller studenterne er sprunget ud, nu starter de små i skole og pas på dem i trafikken.

Der skal vi jo selvfølgelig have et helt tæt netværk af samarbejde med alle de her yderste led af hele organisationen som fodrer os.

P: Så det er noget borgerne kan forholde sig til, frem for budskaber som "vi vil gerne være en grønnere kommune" som kan være sværere at forholde sig til – formoder jeg?

L: Sådan et budskab kan også være der. Det er I virkeligheden meget meget bredt. Der kan også være budskaber vi formidler via Facebook som vi også vil formidle længere ude end kommunens grænser. Hvis vi f.eks. gerne vil styrke vores grønne profil. Det er noget man gerne vil prale af, i hvert fald, hvis man har gjort noget konkret til resten af Danmark. Man vil også gerne gøre vores borgere opmærksomme på det. Det er jo også noget der gør en glad for sin kommune eller får lyst til at have en holdning til sin kommune, at man ved hvad den gør som også er interessant for omverdenen. På den måde er det meget bredt emnemæssigt, men formidlingen af de emner retter sig stort set altid mod det nære.

P: Det her med at dele af kommunikationsansvaret er – man kan vel i virkeligheden godt kalde det en decentralisering – det her med at bibliotekerne har…

L: Ja, det er det…

P: Ja, så det er en del af en politisk vision om at ting skal decentraliseres og at ansvaret skal fordeles ud, og ikke så meget som du siger, at der er ikke nogen nedskrevet kommunikativ strategi. Men er det så ikke en kommunikativ strategi, at det ligger derude fordi det gør tingene lettere, men i højere grad en politisk vision?

L: Eller også er det fordi det er sådan det altid har været, hvis du forstår. Altså bibliotekerne har altid været en ret selvstændig spiller inden for offentlig forvaltning, så jeg er dig lidt et svar skyldig på hvad årsagen er, men jeg tror ikke man skal undervurdere at ting kommer et sted fra rent historisk og så kører det videre. Der var også engang hvor biblioteker ikke havde hjemmesider, men engang var de også en rimelig autonom del. Det er en af de her offentlige…ligesom hospitaler. Der er nogle offentlige enheder som er meget sig selv. Selvfølgelig er hospitaler det også administrativt under regioner og alt det der. Men det er bare for at sige, at der kan være en tredje eller fjerde mulighed for, hvorfor nogle offentlige enheder, som egentlig er en del a kommunen, kører meget mere deres eget løb.

P: Grunden til jeg spørger, er for at drage paralleller til teorien. Den handler jo ekstremt meget om, at det skal være så kondenseret som overhovedet muligt. Vi skal samle det hele i en stor hub, som styrer det hele, så vi kan sikre at de budskaber der kommer ud er styret et sted fra og at vi er sikre på at det er præcis det budskab der kommer ud.

L: Ja, og det er jo bare vanvittigt svært i en kommune! Fordi det er et budskab vi gerne vil have ud hele tiden. Altså man kan sige, at der er noget visuelt – nu taler jeg helt lavpraktisk – altså der er jo noget med hvordan ting ser ud, når kommunen står som afsender. Selvom det er for bibliotekerne er vores logo der er på, så kan man stadig se hvem afsenderen er – hvilket er vigtigt da jeg ikke kan afvise at der er folk der faktisk ikke ved at et bibliotek er en kommunal institution. Men det er jo ikke sikkert der er et budskab. Det man måske bare skal prøve at sikre sig det er, at de decentrale enheder

ikke sender budskaber ud som går imod organisationens samlede mål. Men det er bare meget forskelligt hvad skolerne skal kommunikere ud dog hvad bibliotekerne skal kommunikere ud og hvad svømmehallen skal kommunikere ud.

P: Ja, og så har jeg både talt med Henrik og Thomas om, at kommunen i langt højere grad er en meget mere kompleks organisation. Private virksomheder er jo også komplekse på sin måde, de har jo også produktporteføljer, der kan være kæmpe store, men I har bare så mange forskellige områder. Virksomheder producerer i langt højere grad produkter, der har samme retning på en eller anden måde. Apple som virksomhed – en teknologivirksomhed – de har et fokus ikke? hvor en kommune som Lolland Kommune har mange interessenter I hele tiden skal have med og mange forskellige fokusområder.

L: Men det er jo til gengæld også der hvor Facebook , – og nu lyder det som om, det er mig der sidder med Facebook, det er det ikke, – det fede ved det er jo at det er en god platform til at få det hele med, fordi vi f.eks. også har en naturformidling eller naturvejledning. Vi er sammen med Guldborgsund Kommune p, at køre en naturpark, som er Maribo søerne – igen noget helt andet end hjemmepleje og børnepasning. Det stikker i så mange forskellige retninger, så hvad er det for et fælles budskab hvad naturvejlederne skal have ud og som bibliotekerne skal have ud. Men det vi kan gøre, når vi har en platform som Facebook, og til en hvis grad også vores egen hjemmeside, er at vi kan fortælle om alt det her. Det kan komme i en lind strøm, og skabe et samlet billede af hvor meget forskelligt vi laver, hvilket jeg synes er vigtigt. Jeg synes det er vigtigt at borgerne forstår hvor kompleks en organisation det er. Hvor meget vi laver.

P: Det man kan sige, det er, at folk de kan bedst relatere til det, der står dem nærmest og derfor tror jeg det kan være svært for en kommune at danne et specifikt image af hvem kommunen er. Du har så mange forskellige interessenter, der har så mange forskellige fokusområder, så for den ældre, der vil kommunen være en ting, for den unge, der vil kommunen være en anden ting og for virksomheden, der vil kommunen være en tredje ting. Netop fordi der fokus der – I de her tre eksempler – tre forskellige steder.

L: Nu taler vi meget den interne kommunikation, og det var mig selv der begyndte på det. Men der er jo også den eksterne, hvormed jeg mener alt det der ligger uden for kommunegrænsen og peger mere i retning af hovedstaden og også gerne ned mod Tyskland, der er jo noget turisme, hvor vi også skal tænke Nord Tyskland ind. Det er relevant for turisme men ikke for sundhed. Men jeg tror vi bliver mere og mere bevidste om den eksterne kommunikation, og jeg tror vi bliver mere og mere bevidste om netop sådan noget som branding og at have få budskaber ift. den eksterne kommunikation. Men det har også været en øjenåbner for mig at se hvor meget det interne fylder fordi det er kerneopgaverne og det er vigtigt at det bliver gjort ordentligt og godt, og det er også vigtigt at kommunikationen er god dér. Jeg tror vi bliver mere og mere klar over at vi også skal sende et budskab ud og dér er det netop mere vigtigt at have et samlet budskab som ikke er for komplekst, men mere er "hvad er vi så for en størrelsen for dem der kigger på os ude fra". Sådan at et program som "På røven i Nakskov" ikke får lov at blive det, men at vi selv kan definere os og TV2 ikke går hen og gør det. Det er der ikke nogen helt klar strategi for. Det er noget jeg blandt andet er ansat til at arbejde med, bare lidt bredere fordi jeg sidder overordnet med fastholdelse og tiltrækning, og der er nogle helt konkrete ting at arbejde med, hvor der er også er

meget kommunikation indover, fordi der er en masse gode ting som vi allerede har, og som egentlig bare skal formidles. Det er en del af det – bare at få det formidlet til sjællændere og fynboer, så de kan se at her er jobs og her er godt at bo. Så der prøver vi faktisk ift. bosætningsstrategien at sætte fingeren på de her enkelte budskaber, så der ikke bliver for mange, så det bliver det som vi virkelig gerne vil have ud. Altså vi vil virkelig gerne have budskabet ud om, at her er jobs fordi det er her faktisk! Det er noget mange ikke tror, mange tror at man derimod er arbejdsløs det øjeblik man sætter foden her. Der er nærmest ikke noget akademikerarbejdsløshed på Lolland Falster f. eks. Det er jo et godt budskab, og det skal vi jo have ud over kommunegrænsen også. Og at Lolland ikke ligner det billede man ser i "På røven i Nakskov", men også at vi er andet end vidtstrakte marker og åbne horisonter og skøn natur, men også at her er udvikling og fremdrift. Det er de budskaber som vi, hvis man skal koge det helt ind, arbejder med, i bosætningsstrategien hvert fald. Så der tegner sig ligesom konturerne af hvordan vi formidler noget vigtigt – eller hvad det er vi skal have formidlet, og så skal vi i højere grad finde ud af vi får det ud. Blandt andet – for lige at vende tilbage til det her med at have en samlet profil eller et brand – altså vi har jo f.eks. heller ikke et slogan. Det var noget vi snakkede meget om før sommerferien kan jeg huske. Der er mange kommuner, der har et slogan. Så fandt vi sådan en liste. Det er bare sjovt at sidde og læse, i sær når de alle sammen kommer på en lang liste. Hvad er det egentlig kommuner prøver at sige ved at have det. Igen, det at prøve at samle en så kompleks organisation i tre ord. Der var ingen af os der havde lyst til at skabe et slogan for Lolland Kommune. Jeg skal ikke afvise at det kan være godt, men det er sgu heller ikke noget…Jeg tænker ikke Vejle eller København har heller ikke et slogan. Det siger måske også lidt om, hvis man har det, så behøver man ikke og…

P: Nej nej, præcis. Der kan selvfølgelig også godt være forskel på behovet. Thomas havde også en meget god betragtning. En kommune som Københavns kommune har ikke et behov for at gøre det store fordi de har alle tilbuddene. Det kan selvfølgelig godt være at der i et eller andet omfang er behov for at man kommunikerer nogle af de her tilbud, men ikke i lige så høj grad som i Vejle f.eks. eller i Lolland Kommune.

L: Nej, Københavns Kommune har f.eks. heller ikke en LinkedIn profil. De er på Twitter og de har en meget aktiv Facebook-profil. Men ja, det er egentlig et godt spørgsmål, for de har ikke behov. Der er andre aktører, der dækker behovet for at formidle, så hvorfor er det egentlig de gør det. Jeg synes stadig det er super fedt. Jeg bor selv I København, så jeg følger aktivt med I hvad de kommunikerer ud. Men ja, de havde vel ikke behov nødvendigvis.

P: Nej, netop fordi, som du siger, de har så mange andre, der gør det for dem. De har nogle kæmpe store virksomheder der er derinde, der er så mange kulturelle tilbud. Der er så mange forskellige ting, som København har at spille på. Facebook kan man sige, det gør de måske i højere grad pga. en eller anden borgerinddragelse. Det er jo blevet så vigtigt at folk kan komme I kontakt med kommunen og føler at de bliver hørt, så den kan man måske forsvare den med, tror jeg.

L: Ja, det skal jeg ikke kunne sige. Jeg sad lige og tænkte på noget andet. For lige at relatere til Lolland Kommune igen, det er jo trods alt din case. Selvfølgelig har vi ikke lige så meget som København, det kan ikke lade sig gøre, når vi er 40000 indbyggere. Vi har jo også nogle virkelig aktive borgere. Det tror jeg man har alle steder, det er ikke unikt for os. Men vi har selvfølgelig også nogle. Det er ikke en overordnet stra-

tegi for kommunen. Det er mine egne betragtninger, og jeg tror mange af mine kollegaer vil være enige. Det jeg er i tvivl om, det er, hvor vigtigt det er. Jeg vil hellere have, at de skaber brandet eller skaber det budskab som de vil have ud. Nu har du sikkert også fuldt med og opdaget, at der er opstået Lolland Falster Lovestorm som en reaktion på den her programserie. Der er en masse ting, hvor jeg ikke ved, om jeg ville have gjort det på den måde, men man kan jo bare ikke komme udenom, at der er nogle borgere som har skabt et budskab, en bevægelse og at de nu faktisk også har skabt en visuel identitet som ikke er specifik for vores kommune, men som linker hele Lolland og Falster. Det er jo også den evindelige…Vi er jo de her to øer, og de fleste ser os også som en enhed. Hvilket igen er med til at gøre det svært at brande Lolland Kommune fordi det er to tredje dele af en ø og den sidste tredjedel er en kommune med naboøen, så hvis man brander Lolland Kommune, det vil folk heller ikke forstå. Det vil give mere mening at brande Lolland eller Lolland Falster. Det er jo også det vi gør turismemæssigt. Men tilbage til det med de lokale ildsjæle. Jeg vil rigtig gerne have at kommunen, fremfor at fare ud og bruge en million på et slogan eller en ny visuel identitet eller en storstilet kampagne rettet mod københavnere – det ville være fedt at gøre, hvis det virkelig virker, - men jeg har en ide om, at det kan have en mindst lige så stor effekt, når sådan noget her sker. Når borgerne selv skaber en bevægelse og selv er med til at italesætte, hvad er det for et sted vi kommer fra. Det synes jeg er virkelig virkelig spændende. Det er noget man har svært ved at kontrollere. Jeg kan godt lide tanken om, at kommunen er med til at understøtte sådan nogle ting.

P: Ja, uden at man bliver primus motor på det. Det skal helst komme naturligt. Ja, og for igen at drage en parallel til teorien, så er det et klasseeksempel på det man faktisk gerne vil have fra en organisation. Det at man har nogle eksterne stakeholders, som identificerer sig med organisationen på en måde, så de selv har lyst til at bære budskabet ud. Så de har lyst til at gå ud og fortælle omverdenen, hvor meget de selv står inde for produktet eller for virksomheden ikke?

L: Ja, og så igen, det der er anderledes ift. en privat virksomhed er, at vi jo ikke nødvendigvis er så interesseret i at brande Lolland kommune. Jo, virksomheden ift. at tiltrække kvalificeret arbejdskraft for det kan være svært her. Så helt specifikt som en virksomhed, der er god at arbejde i. Men vi er jo interesserede i at synliggøre landsdelen. Det er jo så mange andre… Du ved – Apple de vil jo gerne synliggøre virksomheden i sig selv, selvfølgelig også produkterne, men det er ligesom adskilligt. Igen er det en anden dagsorden, når man er en offentlig organisation.

P: Ja, men det er interessant. Jeg har hørt den før, både fra Henrik og fra Thomas, at det handler ikke så meget om organisationen. Thomas sagde faktisk specifikt "at organisationens primære opgave, det er at drifte"- som du også siger – de primære interessenter, det er dem der allerede er i kommunen, og vi skal levere service og ydelser og så skal vi gøre det så godt som overhovedet muligt. Så det primære, det er at drifte. Det udover, det er de stedbudne værdier f.eks. Hvorfor er Lolland et godt sted at være. Og det handler ikke om organisationen – det handler om Lolland – og så er man så ovre i det man teoretisk set benævner place branding. Som er noget helt andet, men det er jo en interessant "finding" at det kan være en udfordring for en kommune som organisation at begynde at brande sig selv, for det er ikke det, der er den primære interesse for kommunen.

L: Nej, en kommune har jo ikke noget imod at være helt usynlig, hvis bare ting fungerer og folk kender stedet, som du siger. Men det er sådan en underlig anonym rolle at have som virksomhed.

P: Benytter I nogle aktive tiltag i forhold til at måle på jeres kommunikation – har i nogle?

L: Ja, fordi det ligger jo i de platforme vi bruger, det kunne vores webmaster selvfølgelig fortælle meget mere omkring da hun jo følger de aktiviteter der er på hjemmesiden – hvor jeg jo følger de aktiviteter der er på LinkedIn og Facebook, så det er sådan det foregår, hvilket man også kan få meget ud af. Men vi går ikke ud og laver spørgeskemaer og har en målgruppe på den måde.

P: Vi har været lidt inde på det, det her med at det er en politisk ledet organisation, og hvordan det påvirker jeres kommunikations indsats. Men der sagde du det her med at det selvfølgelig er en top-down proces, der kommer noget fra den politiske ledelse og noget fra direktionen, - jeg formoder at det er noget de laver sammen, og det så gennemsyrer organisationen ned igennem kommunikativt, hvilket så bliver det fundament i kommunikerer ud fra?

L: Ja, det er jo sådan det skal være, det er jo demokratiet,

P: Hvordan er organisationen så struktureret, er det sådan at hvis du sidder og får en kommunikativ interessant ide, at du så kan gå til toppen?

L: ja, ja ja, det er jo selvfølgelig sådan at det er de folkevalgte som kommer med de overordnede ideer, men samtidig er det jo os som sidder i mulden som får ideerne. Der er mange ideer som man jo bare kan implementere når de bliver udstukket fordi at de passer ind under hatten, men de gode politikere detailstyrer jo ikke, og det synes jeg heller ikke at de gør her, de har jo nogle overordnede ideer, og hvis der så er andet man får lyst til at gøre kan det blive indstillet til direktionen, så der er plads til at man også kan komme med sit input.

P: er det en vanskelig opgave at sidde med kommunikation i en kommune? Fordi mit indtryk er, hvilket du ikke må opfatte negativt, men at man nogle gange godt kan sidde lidt i baggrunden, fordi det er en driftsorganisation, hvor man har de praktiske hænder derude, og du skal så bruge de case eksemplar der er? – føler du dig begrænset af det?

L: Nej, det synes jeg ikke. Når man arbejder med kommunikation i en kommune, ved man jo godt at man ikke skal sidde og lave opsøgende journalistik, gå undercover og hvad ved jeg - forventningerne er jo afstemt med den type arbejdsplads du er på. Og nu kan jeg jo kun tale på min egne vegne, og jeg sidder jo primært med bosætning, hvor jeg oplever en høj grad af frihed. Der er udstukket en overordnet strategi og herunder er der et enormt bredt manøvrerum til at få masser af ideer og føre dem ud i livet, både hvis der er noget kommunikativt men også hvis der er noget mere substantielt. Jeg er ikke i tvivl om at jeg også ville kunne få sat på det dagsordenen, så jeg synes faktisk langt fra at jeg bliver begrænset af det politiske. Jeg er selvfølgelig blevet ansat og har fået stukket denne her opgave i hånden, den er selvfølgelig politisk besluttet, men det er jo tvært imod en frihed, det er et mandat, det står der og det har he-

le byrådet skrevet under på, så hvis de begynder at trække i land kan jeg jo faktisk sige, jamen det står der. Så tvært imod, en stor frihed, men en begrænset opgave.

P: Hvordan er det at på LinkedIn og Facebook, er der kommunikation med borgerne?

L: Nej de reagerer ikke rigtigt,

P: Ved du noget om, om Facebook fungerer positivt?

L: Det er jo øjnene der ser, jeg synes hovedsageligt positivt, men vi er jo også meget beviste om, hvilke historier vi lægger ud, tro mig lokalpressen skal nok opstøve de dårlige historier, så det er jo hovedsageligt feel good historier og information som der er relevant for folk at vide. Så derfor er det også mest positiv feedback vi får, - vi har f.eks. aldrig set så mange likes på vore side som da vi skrev og opdaterede at Park og Vej nu var ude og plante nye blomster. Det er jo meget nært, men så kommer der selvfølgelig også kommentarer fra folk som spørg "hvorfor er der ikke blevet stillet krukker op på lige præcis min gade". Så sådan vil det altid være. Folk må jo også gerne have et sted at komme af med deres kritik – som jo også er relevant for os at høre så vi får den feedback – som engang i mellem er negativ.

P: Er det så noget I bruger og evaluerer på? – f.eks. de krukker der? Er det så noget vi måske skal gøre næste år f.eks.?

L: Ikke os – fordi det er jo ikke vores opgave, men kritikken ryger altid afsted til den relevante afdeling.

P: Så I bruger det aktivt?

L. Ja, alt hvad der er relevant og som kræver et svar til borgeren og som ikke blot er petitesser.

P: Et sidste afrundede spørgsmål - det her med at bruge begreberne, marketing og corporate branding, hvis ikke man arbejder med det og ved hvad der ligger bag begreberne kan det for mange godt virke som varm luft. Hvordan er interessen hos jer for at der bliver brugt midler på en eller anden form for strategisk kommunikation fra kommunen side? Og hvilke begreber bruger I om det?

L: Jeg kommer jo ikke fra en handelsskole verden og er heller ikke vant til de begreber, ligesom mange andre her ikke er, men jeg synes at det er vildt interessant, - f.eks. indenfor bosætning som jeg arbejder med, der taler vi jo om det, men man veksler mellem at sige branding og synliggørelse, hvor man måske bedst kan lide at sige synliggørelse fordi det er det vi helst vil, da der er berøringsangst for de her ord, det må helst ikke blive for smart, og den er egentlig helt reel den berøringsangst, fordi jeg er ikke sikker på at borgerne ønsker at deres kommune skal være som en privat virksomhed, så derfor skal man også være forsigtig med, hvilke ord man bruger, så det ikke bliver for smart. Samtidig hvis det er en lobby virksomhed man driver og man kalder det branding så må man jo også bare acceptere at borgerne vil høre sandheden, men jeg synes at vi står sådan et sjovt sted på midten mellem det at bruge nogle ord og overveje om det er markedsføring vi laver. Vi har jo nogle turisme produkter, som bl.a. involverer en app, og der kan man også overveje om en kommune bør gøre det, -

men nu har vi så søgt og fået penge til det, så derfor laver vi også det lige pludselig – og den skal jo markedsføres – vi skal ikke tjene penge på den – men den skal markedsføres - også er vi jo derude hvor vi bruger et ord som markedsføring, selvom det faktisk ikke passer ind i organisationen. Så der kommer nogle produkter og nogle opgaver, hvor det lige pludselig er der vi bevæger os hen, og her opstår der så en vaklen mellem begreberne.

P: Jo og det er jo ingen hemmelig at jeres arbejde er betalt af skatteborgerne, så tilbage til det her med det nære og at borgerne skal kunne relatere til det de hører, ser du en udfordring i at formidle de begreber?

L: Ja og også fordi at de er på engelsk.

P: Ja, så her kan man stille spørgsmålstegn ved hvad ens skattekroner bliver brugt til?

L: Ja så her er det måske bedre at sige at vi gerne vil synliggøre mulighederne for at bo og få et job på Lolland i stedet for at tale om branding og markedsføring.

10.5. Appendix 5 – questionnaire

1. Køn?
Mand/Kvinde

2. Alder?
0-10, 11-20, 21-30, 31-40, 41-50, 51-60, 61-70, 71-80, over 80

3. I hvilken del af Lolland Kommune er du ansat?

4. Anciennitet?
0-5, 6-10, 11-15, 16-20, 21-35, 36-40, over 40

5. Er du bosiddende I Lolland Kommune?
Ja/Nej

6. Er du bekendt med visionen for Lolland Kommune?
Ja/Nej/ Til dels

7. Hvilke af nedenstående grupper har bidraget til definitionen af visionen for Lolland Kommune? Vælg gerne flere
Politikkere/Direktionen/Medarbejdere/Eksterne interessenter/Ved ikke

8. I hvor høj grad føler du at have medindflydelse på visionen i Lolland Kommune?
1=ingen medindflydelse
2=lille medindflydelse
3=nogen medindflydelse
4=større medindflydelse
5=stor medindflydelse

9. I hvor høj grad har visionen i Lolland Kommune betydning for dit daglige arbejde?
1=lav grad

2=mindre grad
3=nogen grad
4=højere grad
5=høj grad

10. Giv tre bud på kendetegn ved kulturen i Lolland Kommune

11. I hvor høj grad mener du, at kulturen i Lolland Kommune hænger sammen med visionen?
1=lav grad
2=mindre grad
3=nogen grad
4=højere grad
5=høj grad

12. I hvor høj grad har du medindflydelse på kulturen i Lolland Kommune
1=lav grad
2=mindre grad
3=nogen grad
4=højere grad
5=høj grad

13. I hvor høj grad har kulturen i Lolland Kommune betydning for dit daglige arbejde?
1=lav grad
2=mindre grad
3=nogen grad
4=højere grad
5=høj grad

14. Hvem ser du som din(e) primære målgruppe(r) for dit arbejde?

15. I hvor høj grad er visionen og kulturen i organisationen definerende for din daglige kommunikation med din(e) primære målgruppe(r)
1=lav grad
2=mindre grad
3=nogen grad
4=højere grad
5=høj grad

16. I hvor høj grad betyder det noget for dig og dit arbejde at personer i og udenfor Lolland Kommune har et samlet billede af Lolland Kommune?
1=lav grad
2=mindre grad
3=nogen grad
4=højere grad
5=høj grad

17. Uddyb gerne dit foregående svar

10.6. Appendix 6 – questionnaire data

The collected questionnaire data can be found on the enclosed memory bird