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The Organizational Identity of Göteborgs-Posten - An Old Man with a Hat?!



Bachelor thesis

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Abstract

In today's competitive business climate organizational identification has been the espoused solution for many organizations over the last years. A model for deconstructing such identification, the Organizational Identity Dynamics Model suggests that the image and culture of an organization, together constitutes its identity. Understanding an organization's culture is according to one perspective equal to understanding the entire organization. Another perspective suggests that culture is merely a variable and thereby a tool for controlling the organization. The same discussion goes for the image of the organization. Can the image be defined as the stakeholders' general view of the organization, or is it a manageable tool for external use?

With this thesis we have investigated the organizational identity at Göteborgs-Posten, one of Sweden's largest newspapers. Our main focus is on the identity architecture, its building blocks, and their relation to each other. For this we analyze empirical data, taken from interviews from different layers at GP, documents and observations, and compare this material to theoretical approaches within the field.

The results of this study are that Dan Kärremans description of the nature of the news agency, its organizational attributes and structure, can be well applied to the GP case. In line with his framework for defining the culture within this certain setting, we found the administration and the culture to be split between an editorial and a market section. Definitions of culture and brand supplied by Schein and Hatch et al, is adequate for defining and sorting our empirical data in this case. Furthermore, the Organizational Identity Dynamics Model provides a suiting framework for categorizing and understanding the interaction between culture and image, and when combined with the study on news agency identification we are provided with a more satisfactory view of the situation.

Our main conclusions from this study are that the identity dynamics model can be well applied to the GP case and help describe how culture and image interacts. We however feel that the specific nature of a news agency, a semi-professional bureaucracy, affect the dynamics within the model and creates two sub-identities. The interaction is illustrated in an extended model presented in our analysis.

Preface

We would like to give thanks to the interviewees at GP, Åse Henell, Sarah Ander, Byström, Fredrik Dobber, the editor of consumer counseling (anonymous), Nils Svensson, Angelica Maligyna, Hannes Winbäck, Ingela Lundvall and Marie Forsberg. Furthermore we give special thanks to our tutor Ulla Eriksson-Zetterquist and our opposing colleagues giving critique and advice during our course of writing. We thank them all with the following referral:

Sense-Making

“The process by which people give meaning to experience. While this process has been studied by other disciplines under other names for centuries, the term “sense-making” has marked two distinct but related research areas since the 1970s. It was introduced to organizational studies by Karl Weick and to information science by Brenda Dervin at roughly the same time. In both cases, the concept has been used to bring together insights drawn from philosophy, sociology, and cognitive science (especially social psychology) and sense-making research is therefore often presented as an interdisciplinary research programme.”

- Wikipedia 100505

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Key Words

Brand – A strategic tool for affecting image

Image – The projected picture of an object

Culture – The shared values and beliefs of a collective

Organizational Culture – The shared values and beliefs within an organization

Identity – The perception of oneself in relation to others

Organizational identity – The perception of ones organization in relation to other.

Organizational Identity Dynamics Model – An interactive model by Hatch and Schultz (2002) that links identity to influences by image and culture and illustrates the relationship between the three.

Abbreviations

FFF – Framtidens Framgångsrika Försäljning

GP – Göteborgs-Posten

TM –Telemarketing

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Introduction

This chapter starts with a background where organizational identity and our empirical case study are addressed. After further discussion we present some of the problems associated with our topic of choice. From this we go on to present our intentions with this thesis along with the path to solving our research questions. The chapter ends with a disposition that presents our following chapters in short.

1. Introduction

1.1 Background

1.1.1 The Demand for Organizational Identity

In today's society there are more companies than ever competing for customers, employees, investors and resources and the world market is consequently more competitive than ever. Alongside this growth, Albert, Ashfourth and Dutton (2000) define other major forces such as the globalization, the outsourcing of secondary services and the constant emergence of new corporate forms and alliances that take place. These are all defined as variables that serve to create a dynamic and complex business environment and every solution to old problems brings a growing number of new questions to the table. They further claim that the growing number of management recipes designed to answer these questions can be interpreted as evidence of this growing market complexity. Some of these modern day recipes include flattening hierarchies, outsourcing surrounding activities etc and they all in some way serve to arm against market competition (Albert, Ashfourth and Dutton, 2000).

One question particularly relevant to this ever-changing business environment and management field, and one that is also highly relevant to every organization no matter size and industry, is the question of *identity*. It is claimed that one of the keys to staying in the game is simply maintaining and promoting the core of the organization, the *organizational identity*. Albert, Ashford and Dutton (2000) further claim that in the absence of the traditional slow moving bureaucratic market structure that we supposedly left behind in the 20th century, there is a growing need for a red thread in every organization, an organizational identity. This organizational identity is described by the same authors as current position and vision.

1.1.2 The Importance of Organizational Identity

According to Albert and Whetten (2004) identity in the organization holds mainly two purposes. First, establishing identity makes it possible to study the concept and the organization from a more scientific point of view. Secondly, the identity concept helps to illustrate how organizational members view themselves as a group. As noted by Hatch and Schultz (2004), finding what the authors Albert and Whetten refer to as the central character of the organization will hence contribute to viewing oneself in relation to others.

The researchers Hatch and Schultz (2002) have given several contributions to the organizational identity discourse. They refer to the impact and implementation of cultural branding in connection to organizational identity and try to deconstruct the concept into multiple variables in order to look awry at it. In a recent study made by Hatch and Schultz

(2002), organizational identity is derived from two company specific organizational factors; *culture* and *image*. The authors clarify a very fundamental view as well as our main perspective throughout the course of this paper. This is not a marketing problem, but an enterprise problem and it therefore involves more parts of management than the marketing and brand management, but rather the support and cooperation of the entire strategic management. (Hatch and Schultz, 2004)

1.1.3 Organizational Identity at GP and the Current Brand Platform Project

As a company competing for market shares like any other, the news paper Göteborgs-Posten (GP) in Gothenburg has a similar view on the importance of organizational identity. The management at GP is working with the identity question daily and is currently busy with a major ongoing project concerning the renewal of identity. The project aims to change the external view, the image, and the internal, the culture, at GP. This is a deliberate change in the brand platform that will inflict not only on the readers, but more importantly also on the employees view and role in the organization, its culture, and the general ways of doing things. Henell, Communications Manager at GP and one of the key people behind the project, concurs with the view on identity as a product of a whole organizations effort, a connection of internal and external images that has to harmonize. (interview at GP 100504)

With the brand project in mind it becomes interesting important to study, not only its impact on their view on identity, but the present static relationship between their culture and their perceived image and how this shows within the GP administration. The interaction between these factors can also be connected to the nature of the news paper organization. Kärreman (1996) points out that a news agency is not only run by two different official leaders, the CEO and the Chief Editor, it can also be viewed from at least four different perspectives. Hence, any analysis of the topic must first sort out ambivalence between concept interpretations and actual disparities in culture and image comprehensions.

1.2 Problem

1.2.1 Problem Discussion

When the identity concept is addressed, almost every one relates to our own picture of what the word means. We “sense-make”, as we always do with the abstract, and interpret the situation influenced by our individual past and present experiences. These situational influences become even more evident when the management tries to control and possibly even change identity. These fragmented attempts and processes all help to form many different interpretations, which makes a generalization of the opinions within the organization, for employees and observers, difficult (Karl Weick, 1995). Furthermore, Identity needs to be deconstructed in order to analyze

and draw any conclusions regarding position and potential. When GP creates a new brand platform and conveys this to the rest of the organization, we wonder what existing conditions within the organization will affect the implementation. The project has fueled a discussion regarding identity within the organization and thus highlights the underlying dynamics of the organizational identity. A solution to this problem would be to place organizational identity in a theoretical context and hence we choose to apply existing conditions at GP to the Organizational Identity Dynamics Model (Hatch and Schultz, 2002) in order to deconstruct the concepts and analyze the dynamics.

The application of the case specific conditions at GP requires a certain definition and understanding of the concepts culture and image, central in the model. In the process of constructing a case specific model of the interaction between image and culture we have constructed some questions to help steer towards our main research question for this thesis.

1.3 Purpose

The advantage of a unified organizational identity can very well be supported by the general opinion and many have argued that the need for an identity is even greater in today's brutal business environment, among them Albert, Ashfourth and Dutton (2000) who clearly define identity and more explicitly identification as one of the most useful means to obtain *competitive advantage*. We suspect that the difficulty in handling concepts such as culture and image is one of the reasons to why managers often simply ignore the culture and image management, or worse, chooses to simplify it beyond what is acceptable. These definitions are made even more complex when you address the coexisting relation between culture and image, embedded in every organization. When combining the need for identity with the complex dynamics of the identity concept it becomes clear that analysis of these concepts is important for the success of any cultural branding project. For these reasons we suspect that unveiling the dynamics of organizational identity could be essential to the GP administration. Hence we initially aim to sort out the concepts at hand. These building blocks will later help us to determine how culture can affect image both consciously and unconsciously and vice versa.

When studying culture we will answer questions such as if GP requires special treatment due to any particular nature of the business. Because every business is unique we assume that there are multiple ways of defining and aligning image and culture and furthermore that our observations and conclusions are some of many possible ways of viewing the organization.

The purpose of this paper is, after initial concept descriptions, to study and learn more about the relationship between brand image, culture and the organizational identity at GP. With the support of earlier literature, focusing on the organizational identity dynamics model, as well as the unique character of the news paper organizations identity, we will collect empirical data to compare the views on image and culture within GP, across management and employees as well as across the different departments. From this we will draw conclusions regarding any unified or split views on the concepts, their potential for change and their interaction, and construct causes and consequences for these dynamics.

1.4 Our Research Questions

With this thesis we start by asking the question of how to describe culture and image at GP. From this we can investigate whether the actors within the GP administration share the same view of the concepts. *How well do employees know about any managerial intentions to brand identity and how well does management's view of the company represent the view among employees? How successful could the management's attempts to influence culture and image perceptions be? To what extent do the views on culture and brand influence management? What do people think of external view of the company internally? How does one categorize these impressions and furthermore, are the concepts connected somehow? All of these questions are a part of our main question of interest:*

How does the relation between identity, image and culture at GP look?

1.5 Disposition

Throughout this study we will maintain a management focus, as opposed to a marketing focus, and limit ourselves to internal consequences of the image reorientation and the relationship between image and culture within the organization. In short we reason around how culture and image can interact through following the following guide in the following order,

- (1) presenting literature and research within the field,***
- (2) describing the present state of image and culture at GP,***
- (3) applying earlier research to the relationship among identity, culture and image at GP and,***
- (4) draw conclusions on the current relationship between identity, image and culture at GP.***

Our thesis sets the ground for chosen and beneficial field of study through an introduction to the nature of the news agency. With the support of Kärreman (1996) it is made clear that the nature of this business is unique and should be kept in mind throughout the identity discussion. When the environment of our case study is set the discussion on identity and the basics behind the concept is presented. After being introduced to the identity discourse the reader will be presented with the concept organizational culture and image. Following these introductions, the discourse is framed through the Organizational Identity Dynamics Model. The dynamics of this model, such as image and culture, and the repercussions of the interactive model, will be presented. The literature review ends with an explanation of the correlation between identity, culture and brand within the news media agency.

From this foundation we add our collected empirical findings on the subject, collected from interviews and observations at GP, the company under observation. As early determined, the unique nature of the news agency creates a clear structure for our empirical findings. These appear more lucid through a division between the editorial and market view on the concepts at hand. These concepts are furthermore discussed each under different heading associated with either image or culture. Literature review and empirical findings are later related through an analysis concerning case-specific definitions and application of chosen model. Finally core findings and results will be presented in our conclusion when relating identity to image and culture.

Methodology

The second chapter of the thesis presents our methodology for our selections of theoretical material and empirical research approach. It also discusses and vindicates our choice of material and approaches, and motivates the use of it in our analysis. In the end, grounds for criticism towards our findings are addressed.

2. Methodology

2.1 Methodology Introduction

This is a qualitative case study intended to apply existing definitions of organizational identity, culture and image to an interactive model referred to as the Organizational Identity Dynamics Model and furthermore apply the model to the GP case. We will analyze the empirical data with the support of given definitions and the Organizational Identity Dynamics Model, and then draw deductive conclusions according to a descriptive manor of execution. Following a study of GPs present organizational culture, their image comprehension and an ongoing change in the brand platform we will discuss the dynamics and repercussions on organizational identity at GP.

2.2 Methodology for Literature Review

We begin by setting the stage for our study by presenting any existing and unique conditions for the news agency. The environment under observation, the news agency, is well defined by Dan Kärreman in his thesis *Det oväntades administration* from 1996. This thesis will help define common organizational culture in the industry and also provide us with a framework to evaluate our particular case GP.

We categorize the business with the help of Mintzbergs “Structuring fives” (1981) and can then further reach conclusions concerning organizational features, needs and behaviors, all connected to specific organizational culture. Through an introduction to identity and organizational identity the reader is faced with the model for illustrating identity. The sociological theories of the identity dynamics will then be connected to both a culture and image definition. Defining organizational identity as the intersection between culture and image according to the Organizational Identity Dynamics Model developed by Hatch and Schultz frames our literature review and constitutes a model for understanding the interaction between culture and image. Following sections include the implications of the model and a framework for identity diagnosis.

2.3 Object of Study – GP

Göteborgs-Posten (GP) is today western Sweden’s largest morning paper with a long and prestigious history. The news agency consists of the GP morning paper, GP Television, gp.se and GP Mobile and has over 630 000 readers daily. It was founded by Felix Bonnier 1858 as a

moderate/liberal paper and was already in 1860 a six days a week morning paper printed in 1000 copies. The initial vision of former owner Felix Bonnier seems to have been to challenge Gothenburg's Trade- and Marine Paper and to publish a more jovial and easy read paper to reach a bigger group of readers. GP was then known for its clear and lucid typography. Bonnier made several attempts to recruit an editor who could battle his competitors on his terms but they all failed repeatedly. This could partly have been because his editors were given official power over vision when he in reality acted as sole editor in chief. Bonnier later sold his shares to Fredrik Åkerblom in 1872 and under his management the paper, which had become more and more liberal, now became more conservative. 1904 GP was bought by Edvard Alkman and in 1926 it was sold to Harry Hjärne. The company has since then been in the Hjärne family and it is today part of Stampen AB, the media house of GP and an umbrella corporation which today contains several newspapers and printing houses, and was formed by Peter Hjärne during the 2000ies (www.gp.se).¹

The long tradition and many opinions on the identity at GP made the paper a good candidate for our case study. When the brand platform change came to our knowledge we saw an opportunity to study dynamics which probably has been brought to the surface within the GP administration as a result of the brand discussion within the company.

2.4 Methodology for Empirical Research and Gathering Material

The empirical findings constitute the views of 10 interviewees at GP. The interviewees participating in the study were chosen through initially contacting communications manager Henell and from there we further came in contact with involved managers through snowball sampling and spontaneous interviews at GP. These interviews were conducted as semi-structured interviews, they were recorded and the written translations then help to form a founded opinion of present conditions. The interviews can further be split in two categories, deeper conversations as opposed to more standard questions-answers interviews. The deeper interviews were booked ahead and lasted during approximately one hour, while the other interviewees were found on the scene and lasted about 15 minutes. The interviewees were made with the Organizational Identity Dynamics Model in mind, focusing on their perception of the concepts and the possibility of linking culture and image to identity according to the model. These interviews further provide grounds to describe the present conditions and to apply organizational identity dynamics models to our specific case.

¹ <http://info.gp.se/omgp/hem/1.10926> , 100412

During a two week observation period of studying and interviewing employees at GP from many layers of the organization we collected the material presented below. After initially talking to the communications manager Henell we became aware and more acquainted with the imminent change in the GP brand platform and the intensions behind it. Since the new brand proposition is already partially communicated to the managers within the organization, our interviews and the employees' view of the present image will be partially affected by the ongoing project. According to Henell there have been some attempts made to inform and create a consensus around the core brand principles. Because this information starts from the top of the organization and travels down, people in higher positions are naturally more informed and conscious of the new brand platform at GP. However, there is also a possibility that this higher level of image consciousness is due to the nature of daily assignments as well as role within the organization.

When preparing our interviews and formulating questions we took a different approach to image and culture inquiries depending on what level within the organization the interviewee in question work. These interview guides are attached in appendix. Managers and editors were to a greater extent faced with questions regarding how the GP management communicates image and culture directives as well as their view on the brand reorientation. Interviewees further down the line were instead asked how they would describe image and culture, how they experience management and what they know and think about existing conditions and any aimed attempts at change. This way we separate managers' intensions from actual results and penetrating power and we are able to separate planned and actual outcomes as well as the relationship between the conscious and unconscious views.

All together studies of the news paper administration suggest that work and organization is somewhat unique in its environment. Our study early revealed that the organization is definitely split in two identities and our empirical review will therefore divide every area of interest into the market oriented and editorial view on the subject.

2.5 Methodology for Analysis and Interpretation

With support of different theories and voices presented in our literature review we will address our empirical findings and dissect them to find similarities, disparities and connections between the two. Going from big to small picture we will start by analyzing any shared as well as divided views on the nature of the business, the unity of the company, in short the organizational identity. After applying our theoretical definitions to organizational context we will pursue the purpose of this paper and start to describe variables that finally make up a total understanding

of our case. Finally, the application of the intended model in question will be apparent once any concepts are sorted and related to one another, and this will ultimately conclude our analytical dialogue.

2.6 Grounds for Criticism

First and foremost, this is not an attempt to generalize or categorize an entire line of business. The fact that our empirical material only focuses on one news agency makes it difficult to comparatively analyze a business.

Secondly, the interviews were taken with the Organizational Identity Dynamics model in account, and the answers, as well as the direction of the conversations, are affected by our knowledge and understanding of this interaction, as opposed to other models for understanding the interaction.

Lastly, we are aware that situational and organizational specific behaviors and our choice of specific interviewees may have influenced our empirical material and further analysis, this thesis is therefore our compiled impression of GP and further interpretations of the dynamics discovered.

Literature Review

In our review we present theory on how the news agency can be defined, theory of how organizational identity can be understood and the various perspectives on the culture and image concepts. We also explain the organizational identity model, followed by a deeper dissection of the concepts of the model. This chapter ends with a brief summation of our intentions for the literature contribution to our analysis.

3. Literature Review

3.1 The News Agency

The news agency in general is an organization depending on certain professional individuals, the journalists, who are shaping the content and the product to a large extent. Mintzberg (1983) refers to these organizations as professional bureaucracies which are characterized by a more standardized production dependent on professionalism and expertise among the employees (Mintzberg, 1983).

Kärreman (1996) considers the news agency a semi-professional bureaucracy, where employees are granted a high level of influence in the decision-making process but where management still have a constituting role, outlining a divisionalized structure around the employees (Mintzberg, 1983). Hence, we acknowledge that the integrity and professionalism of the employees are highly valued by all parties within the organization, and that this can pose problems for management, when deliberate changes, restraining the content and the way things are being done, are executed.

Kärreman (1996) identifies four orientations when researching media agencies, where emphasis is put on different aspect of the organization. The author acknowledges an institutional perspective, where emphasis is put on the relationship between the news paper and the government if there is a clear connection between them. The second orientation is the profession perspective which emphasizes the journalistic work. The third perspective is the organizational, where the organizational activity within the newspaper is researched. The fourth and last perspective is the distribution managerial (economic) which acknowledges market, spread and edition questions.

To understand the culture and brand image of an organization, it is important to understand how the organization works. Kärreman (1996) covers the culture and coordination of a Swedish news paper, where emphasis is put on the news paper as a knowledge intensive organization, and thus the complexity that infer. Kärreman (1996) acknowledges the connection between culture and coordination(Kärreman, 1996), and seeks answers to what degree and under what circumstances the coordinating capacity in the cultural elements are used in a given environment; what the specific cultural elements are, and how they operate; what aspects of the work that are coordinated by cultural element and how that plays out; how does culture, operating in cultural elements, relate to other coordinating mechanisms (Kärreman, 1996).

Kärreman (1996) describes the Swedish former newspaper IDAG as an organization as partly strict bureaucratic with clear rules, guidelines and a formal hierarchy, but where employees still have a large personal responsibility to be innovative and take personal responsibilities. Management is split between the editor-in-chief and the CEO, a relationship that often requires a high level of cooperation between the two, since the editorial parts are very linked to the executive parts of the workload. The fact that the newspaper is very uncontrollable in its nature, the degree of bureaucratization is rather limited (Kärreman, 1996). A part explanation to this phenomenon is the autonomy of the journalists, whose loyalty is more or less towards the readers and themselves, as creators and proprietors of their own work, rather than their organization.

3.2 Organizational Identity

3.2.1 Identity

Identity holds many definitions and each depend on chosen field of study as well as the specific purpose for defining the concept in question. Whetten and Godfrey (1998) refer to Author Dennis Gioia however, who concludes that many renowned authors have a shared view of identity as:

“...a general, if individualized, framework for understanding oneself that is formed and sustained via social interaction.” (Whetten and Godfrey, 1998, p.19)

3.2.2 The Collective Identity

According to Hatch and Schultz (2004) the concept of organizational identity was officially brought into the management field by Albert and Whetten through their article *Organizational identity* in 1985. These two pioneered the field by stating that the organizational identity arises ones the collective starts asking questions such as “*who are we?*”, “*what business are we in?*” and “*what do we want to be?*” and thereby emphasizing specifically the collective will and identity. Hatch and Schultz (2004) further refer to Albert and Whetten’s definition of the concept as being the *central, distinctive* and *enduring* about an organization.

The existence of a higher and mutual level of identity, the organizational identity, is not completely uncontroversial. Applying the definition for individual identity to collective identity may seem unnatural but taking the identity concept from an individual level to a collective one is however supported by the majority of researchers within sociology and psychology. The definition can, according to most, very well be applied to the collective as well. Within the same compilation of views on organizational identity, collected by Hatch and Schultz (2004), Marilyn B Brewer states the following about the extended self concept:

“...when collective identities are activated, the most salient features of the self-concept become those that are shared with other members of the in-group. (Hatch and Schultz, 2004, p.69)

Through strengthening the distinctiveness, consistency and stability of the organization, thereby creating organizational identity, individual identities will be strengthened within the workplace. This will further facilitate the integration of the organization, however, this process is hindered by rapidly changing business environments, increased social mobilization etc. (Alvesson 1989). Hatch and Schultz (2004) further refer to Albert and Whetten who also highlight the temporal aspect of identity as well as changing identities. Because the individual selves within the organization can be strongly connected to the collective self, change within the organization can sometimes be taken more personal than predicted by management. (Hatch and Schultz, 2004)

3.2.3 Internal vs. External Identity – The “I” vs. the “me”

The organizational identity or “the self” as Mead, according to Hatch and Schultz (2002) defined it, can according to mentioned be divided into two. The “I” and the “Me”:

“The “I” is the response of the organism to the attitudes of others; the “me” is the organized set of attitudes of others which, one himself assumes. The attitudes of the others constitutes the organized “me”, and then one reacts towards that as an “I”.”(Hatch and Schultz, Organizational Identity, 2002, p.5)

Hatch and Schultz (2004) further relate to this theory as an extension of C.H. Cooley’s *The Looking Glass Self* from 1902 in which Cooley explored the relationship between what you think about yourself and what others think about you. Another way to describe the logic is by formulating the following according to Cooley; referred to by Hatch and Schultz:

“Because others say thing about “me”, “I” must exist, and “I” can respond.” (Hatch and Schultz, 2002; p.6)

This can be interpreted as “me” being what others think about you, and “I” being your own perception of yourself. Identity is therefore, according to Hatch and Schultz (2004) who founded their research on the work by Mead and Cooley, the product of the dynamics between the external “me” and the internal “I”.

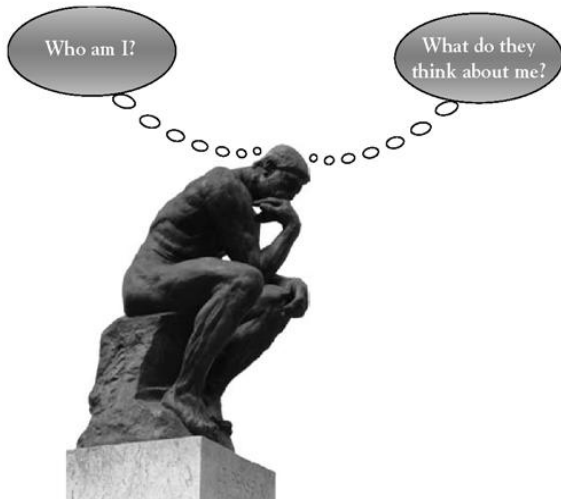


Figure 3.1: The components of individual identity (Hatch and Schultz, 2008, p.49)

In their latest application of the identity dynamics, *Taking Brand Initiative*, Hatch and Schultz stated that organizational identity is the key to sustainable and long-lasting success. In the foreword by Wally Olins, leading up to the brand study made by Hatch and Schultz (2008), he comments attempts to build corporate identity:

“Get it right. And get your team behind you. Get the inside and outside working together. Don’t kid yourself. Develop a brand based around real performance – and not hype.”(Hatch and Schultz, 2008, p.xi in foreword)

Organizational identity is hence the product of both internal and external forces working with and against each other under more or less dynamic circumstances. In the book Hatch and Shultz (2008) present core questions surrounding the major question of organizational identity. These questions should clarify culture and image. They further present a model of how to link these questions to the organizational identity. The culture then answers the question “*Who are we?*” and the image should answer the question “*What is their image of us?*”. (Hatch and Schultz, 2008)

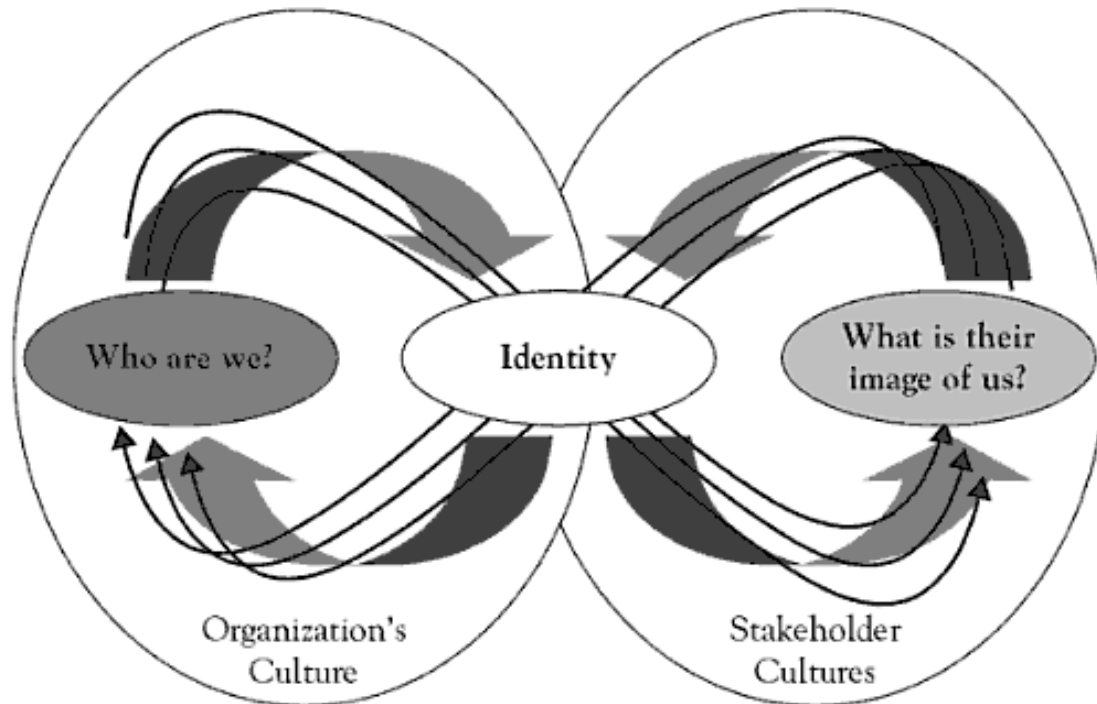


Figure 3.2: The components of organizational identity (Hatch and Schultz, 2008, p.55)

3.3 Culture

3.3.1 Organizational Culture

Culture is difficult to define, due to the term's anthropological nature, and thus its subjectivity. The term is also used in varied senses, where some see it as our mutual beliefs and ideologies, others as symbolic systems, and others just as a strategic conceptual banner on "how to do things right" in the organization (Alvesson, 2001).

3.3.2 History of Culture

Throughout history culture has always been of essence, but it has been more strategically used in firms in the later two decades. Eriksson-Zetterquist, Kalling and Styhre (2005) acknowledge three cultural orientations that chronologically have replaced themselves since 1980; corporate culture, the organization as culture, and cultural studies of organizing. The corporate culture is very appreciated among marketing consultants, and is seen as a static asset to control and steer the employees. The orientation is viewed as a pragmatic tool for strategic competitiveness (Eriksson-Zetterquist, Kalling, Styhre, 2005). Organization as culture itself is the more current view in the discourse (Eriksson Zetterquist et al., 2005), defining culture as the sum of the all sorts of interactions between the people within the organization. Cultural studies of organizing is an orientation over viewing organizations as cultural expressions towards major processes in the society, that the authors believe is the future view of culture (Eriksson-Zetterquist et al, 2005). The authors stress that there has been a chronological sequel, from a corporate culture

way of studying the phenomena, towards a more anthropological view, where culture is more of a metaphor for the entire organization (Alvesson, 2001).

3.3.3 The Cultural Iceberg

Schein (2004) presents three dimensions of culture in a metaphor of an *iceberg*. He acknowledges the first level, the tip of the iceberg, as the visible or invisible artifacts within the organization. The artifacts are easy to observe but difficult to decipher, examples are the organizations' technology, employees, myths and stories or the climate between the employees. The artifacts are easy to observe and see, the deciphering of them is hence difficult due to the diversified cognitive interpretations different individuals have (Schein, 2004).

The second layer of the iceberg consists of *the espoused beliefs and values* in the organization, a somewhat more invisible cultural element, that can be explained as the values and beliefs that are expressed by management and employees but not yet have become "basic assumptions" on how to act in certain situations. The values and beliefs can often be observed in an organization's visionary framework (Schein, 2004). We would like to categorize these as for example "The IKEA-way" on IKEA, dictating how employees should act, and what vision that should be upheld. Once the espoused values and beliefs are incorporated in the standard procedure protocol of how to solve various problems and this is accepted and respected from the entire staff – the values and beliefs becomes basic assumptions.

The bottom of the iceberg is the least comprehensible part of the theory, containing the organization's basic assumptions. A basic assumption is a piece of the organizational culture that is indisputable and accepted among all employees. It can be a manner of how to perform a certain task or the way to address a senior. Unlike beliefs and values, the basic assumptions are embedded in an individual's cognitive scheme and are not questioned, due to the fact that the individual believes in the positive effect of the action he/she is to take. (Schein, 2004) Since most organizations haven't got at homogeneous staff, the basic assumptions among the employees may very well differ, having an effect on perceiving the artifacts, values, and beliefs differently.

In conclusion Schein's theory on organizational culture divides it in to three layers, where the individual basic assumptions influence the interpretation of the two remaining layers. Like an iceberg, the bottom part is ungraspable and often bigger than just the tip. The abundance of basic assumptions will determine whether new espoused beliefs are to be accepted, or determine the intersubjective interpretation of the organization's artifacts (Schein, 2004).

3.3.4 Culture in an Anthropological Sense

The critical theorist Alvesson (2001) defines culture as:

“...a more or less connective system of values and symbols, a system where meaning is expressed, whilst social structure is seen as the patterns of actions that the social interaction gives rise to (Alvesson, 2001, p.33)”

The author stresses that culture is built upon the values and beliefs of the individuals in accordance with the symbols within the organization, which can be compared to the top levels of Schein’s iceberg model. Alvesson (2001) further differentiates between culture and social structure, where the latter is more of a structural consequence of cultural actions, creating a pattern of how the organization takes action for cultural influence.

Kärreman (1996) belongs to the group of theorists that interpret culture in an anthropological sense (Kärreman, 1996), where culture is viewed as a root metaphor for the entire organization. Kärreman (1996) acknowledge culture through a holistic perspective that requires a collective, is difficult to quantify, socially constructed, historically situated, inert and difficult to imminently change. Culture is also symbolic in the dimensions it operates, it is also emotionally charged, dynamic and ambiguous (Kärreman, 1996).

3.3.5 The Culture Concept

Smircich (1983) acknowledges two approaches to organizational studies. She distinguishes the two in two theories concerning culture as an independent variable and the ones considering culture as an internal variable. The reason for a rift in the discourse is based upon the conception of culture as a phenomenon. One category of science have leaned towards the perception of organizational work as objective and controllable and the other has seen it more as something subjective and metaphorical, as a way of understanding the organization (Smircich, 1983).

Smircich (1983) acknowledges that an organization, in all aspects, is a metaphor for something we define ourselves. Many theorists see the organization as a metaphor for a machinery, that is highly controllable, and where emphasis is put on how to get it to work smoothly, and for management to grease it properly. Some researchers see the organization as an organism, that continuously struggles for survival in an ever changing environment (Smircich, 1983). Smircich (1983) acknowledges that modern organizational theory also suggests that organizations have new social metaphorical definitions that take social aspects in to account when defining the phenomenon.

3.3.6 The Differences and Similarities Between Organizational Culture and Identity

Alvesson and Björkman (1992) declare how identity and culture share many common attributes and are often confused. They further claim that organizational identity and organizational culture both concern totality, belonging and common values and beliefs, they are both collective phenomena. Identity and culture in an organizational setting however differentiates primarily because organizational identity concerns the relation between the work force and their mission and is discussed in contexts concerning organizational core activities while culture entails the intrapersonal dimensions within the workforce. A possible differentiation is that identity is viewed in relation to other organization on a greater scale than is culture. (Alvesson and Björkman, 1992)

3.4 Image

3.4.1 Image Definition

Image is often referred to as a person's inner picture of an object. It does not have to contain any founded or just view but is simply described as whatever picture is created (Alvesson, 1990). In Alvesson's article *Organization: From substance to Image*, image is referred to as a contrast to substance. In his definition of image he also refers to image as sometimes being the communicative attributes of an object but yet subjectively interpreted. Alvesson (1990) further refers to Langers definition from 1957 of image as:

"...the subjective record of sense-experience which is not a direct copy of actual experience, but has been "projected" in the process of copying, into a new dimension, the more or less stabile form we call picture. (Alvesson, 1990, p.3)

3.4.2 From Brand to Image

The corporate brand seen as a strategic asset has been the focus of many of the management recipes earlier mentioned. This view assumes that brand and culture are variables within the organization that can be managed and focuses on planned and measurable attempts to build brand value. Hatch and Schultz (2002) refer to sociologist and psychologist Mead's social identity theory on the "I" and the "me" presented above. This opens for another interpretation of the brand, the socially constructed image of the organization, the "me". The brand can be considered as the common word for a group of collected strategic tools for affecting organizational identity, the attributes of a company communicated (Wood, 2000). Image on the other hands entails both the effort and the result of that communication. The "me" hence captures how the organization believes others see them, a somewhat conscious, but on the other hand not as controllable, image as earlier described. (Hatch and Schultz, 2002)

3.4.3 Loyalty to Image

Alvesson (2000) separates loyalty towards an organization in two categories, the instrumental and the identification-based loyalty, which have two separate foundations. In short the instrumental loyalty is better described as a transactional loyalty, which derives from money and formal power (Alvesson 2004) and the rationality in the meaning: "never bite the hand that feeds you". Identification-based loyalty, on the other hand stems from the employee's perceived meaningfulness and involvement in the work. (Alvesson 2004)

Loyalty is important to keep the employees tied to the organization, and even crucial for knowledge-intensive firms, which Alvesson clearly emphasizes. Since they both risk losing competent, in many cases expensively educated human capital, and risk that the employees commit the contemporary analogy to mutiny, by taking organizational knowledge to other organizations or new founded ones; loyalty is here even more of essence. (Alvesson 2004)

Loyalty, and identification-based in particular, also serves to create a positive organizational identity. Alvesson (2004) acknowledges the linkage between high loyalty and pride towards the organization, with a stronger corporate identity.

Organizational imagery is closely connected to loyalty, with respect to how the "me" is interpreted among employees. Feeling loyal towards your organization give the members a positive perspective on the organization, which will reflect on their perception of the external picture, and hence reinforce its credibility. (Mats Alvesson, 2004)

3.5 The Organizational Identity Dynamics Model

In the article *The Dynamics of Organizational Identity*, Hatch and Schultz (2002) define culture and image as both equally vital and interactive parts of the organizational identity. They provide a central model for examining the relationship between the three, culture, image and identity, and point to certain processes that are fundamental for a deeper understanding of the interaction. The relationship among the three is illustrated and named the Organizational Identity Dynamics model (Hatch Schultz, 2002).

3.5.1 Four Processes of Linking Identity to Image and Culture

The Organizational Identity Dynamics Model (Hatch and Schultz, 2002) provide us with 4 processes that help link organizational identity to image and culture. To strengthen external image the organization vitalize mirroring and impressing while the internal relations, the culture, is enhanced through reflecting and expressing. The authors further define this as an:

“... interplay of all four processes that together construct organizational identity as an ongoing conversation or dance between organizational culture and organizational images.”(Hatch and Schultz, 2002, p.4)

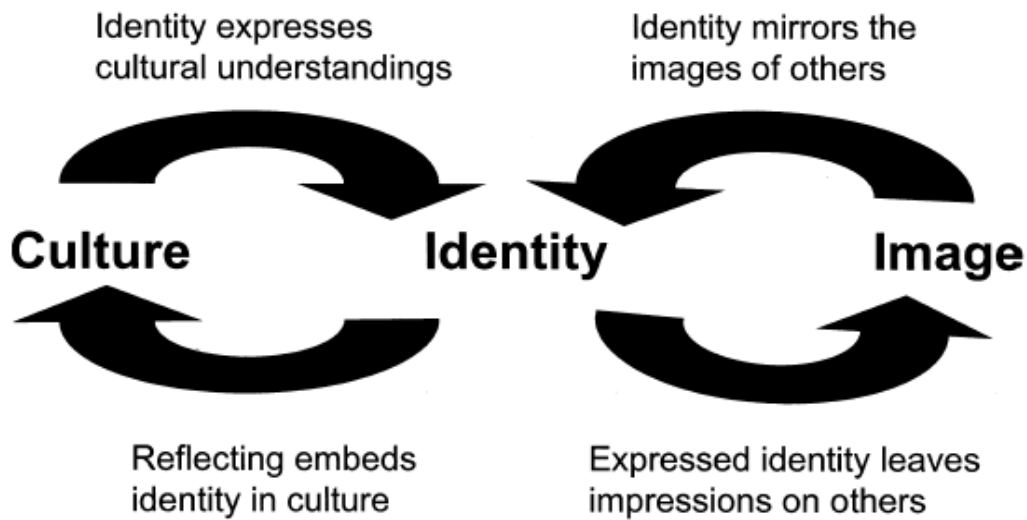


Figure 3.3: The culture and image relation to organizational identity (Hatch and Schultz, 2002, p.4)

If Mead’s theory on the “I” and the “me”, referred to by Hatch and Schultz (2002), is applied to this interaction the model can be further extended. The culture would then be an expression of the “I” and the image an expression of the “me”. The organizational “I” is created from what cultural norms the organizational identity expresses in connection with what the culture then reflects back on to the identity. The image, or the “me” is then brought into the organizational identity through exposing themselves to the surrounding world, more explicitly when the organizational identity influences others and consequently when others mirror these images back on to the organizational identity (Hatch and Schultz, 2002). These 4 processes and their interaction will be presented more in detail below.

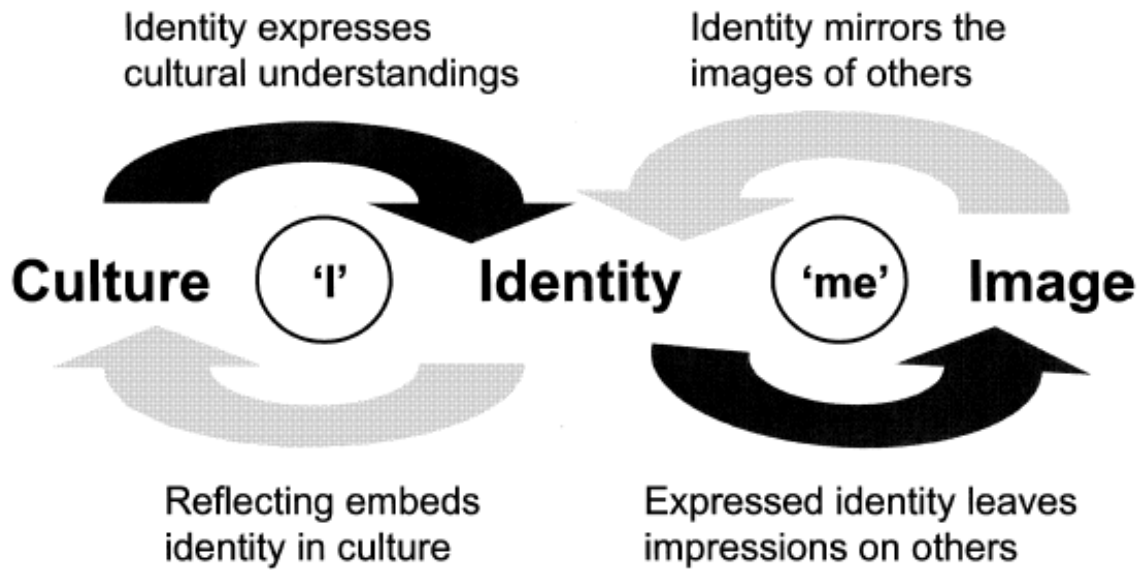


Figure 3.4: The Organizational Identity Dynamics Model (Hatch and Schultz, 2002, p.6)

3.6 A Deeper Dissection of the Image, Culture and Identity Interaction

The Organizational Identity Dynamics Model is below deconstructed and described partially in the order of the 4 processes creating the interaction.

3.6.1 The Image – Identity Relationship

If image is viewed as one half of a split organizational identity, more explicitly how the organization perceives its own reflection, then the image can further be compared to the mirror metaphor presented by Dutton and Dukerich (1991). They present their theory on how organizations relate to their environments and start by dismissing the common view that decisions create patterns in the organization and instead claim that issues such as events, conflicts etcetera, create these patterns. They go on to state that organizational context in turn, decide when such issues occur and how they are interpreted. In their article from 1991 they conclude that organizational identity, and organizations view of it, are both crucial for understanding the relationship between interpretations and consequences of certain issues and consequently that:

“Organization members use an organization’s image, which is the way they believe others see the organization, to gauge how outsiders are judging them.” (Dutton and Dukerich, 1991, p.517)

How the organization chooses to treat these issues will further affect how tasks, personnel and other resources are handled and hence affect the relationship between the organization and its environment. These issues therefore have the power to transform the organizational identity and image. This is all possible due to the human tendency for sense-making and adaptation. Here the organizational context has major influence over how issues are perceived and processed (Dutton and Dukerish, 1991). With this said it becomes obvious that, although it is possible to control policies and regulations for dealing with such issues, it is nearly impossible to anticipate the arising, evolving and interpreting of such issues, none the less the full range of all relating consequences for the organizational image.

While the organizational identity is used to describe how members of the organization would characterize it, the organizational image is the believed impressions of the surrounding world. The link between these two is crucial in understanding how people act inside the organization, in other words the organizational culture (Dutton and Dukerish, 1991). As earlier discussed, the relation between organizational identity and individual identity is enhanced through what is called a collective identity. This intersubjective consensus suggests that the sense of who “we”, the organization, are and the sense of who “I”, the individual, are are closely connected. This close connection, in turn, implies that people act on identity and image. Dutton and Dukerish later close their article with the following statement where they imply that a deeper understanding of culture can be reached through inquiring about brand image:

“Researchers in strategy, organizational theory and management might better understand how organizations behave by asking where individuals look, what they see and whether or not they like the reflection in the mirror.” (Dutton and Dukerish, 1991, p.517)

Alvesson (1990) further encourages the belief that organizational identity, culture and image all interact. In his opinion alignment between these is necessary in order to shield against powerful competition among other things. The need for alignment because of the competitive environment is however made more complicated if you add the nature of the business to the mix. Alvesson further connects the two and claims that the special nature of knowledge intensive firms makes for a peculiar scenario when the individual identity is more closely connected to the organizational identity. The author goes on to stress that organizational identity in these cases does not arise from a certain service/production system or similar but rather from managements attempts to “anchor” a certain image in the mind of the personnel. He later refers to Boorstin from 1961 and stresses the following about brand and image:

“An Image is ambiguous. It floats somewhere between imagination and the senses, between expectations and reality.”(Alvesson, 1990, p.374)

Partly as a consequence of this existing ambiguity, recent years has shown an increase in attempts made to influence how the personnel perceive image and indirect also influence corporate culture (Alvesson, 1990).

3.6.2 Organizational Dynamics - Image through Mirroring and Impressing

Hatch and Schultz (2002) add another dimension to the process of linking identity to image. The authors claim that achieving brand exposure and creating a buzz around the brand is nothing but the first challenge the organization has to take on in order to build an image and a relationship with its stakeholders. This is strongly connected with the collective identity discussed above and entails building a shared group of values and beliefs with the stakeholder. Consequently stakeholders become partners with the organization through mutual redefinitions. This strengthened relationship put new constraints on organizational identity and managing ones image. (Hatch and Schultz, 2002)

Before the process of mirroring (the process of viewing yourself through the eyes of others) which is described above, Hatch and Schultz introduce impressing, the process under which the identity makes an impression on its surroundings. This is when and where the brand name and impressions along with it first hit the company’s surroundings and give them a chance to grasp the stimulus. To sum up, the picture that is sent out for exposure, the brand management attempts are impressing the company surroundings. The same people then perceive some kind of *mirroring* through observing external reactions. (Hatch and Schultz, 2002)

When the organization is examining itself it can either find that image and identity are aligned or that they are not. As a response to misalignment the organization can choose to realign their identity claims on the image through impressing or adjust identity to existing image through mirroring.

Making an impression can be done with the help of marketing and other public relations efforts. These efforts are not however only limited to marketing material but include every managed attempt to communicate with the public. This is the process where the identity is strategically positioned in the stakeholders’ minds. Their reaction to this stimulus, combined with other situational factors will then produce a picture, more or less in line with the marketers’ original idea, which will project back on to identity as a mirrored reflection. Through this circle of events the dynamic relationship between identity and image is connected and continuously renewed (Hatch and Schultz, 2002).

3.6.3 The Culture-Identity Relationship

Culture and identity within the organization is closely connected and commonly used to describe one another and this fact complicates the separation of the two concepts (Hatch and Schultz, 2002). Whether culture is a part of organizational identity or organizational identity part of the culture remains to be discussed however, Hatch and Schultz (2002) refer to a categorization made by Dutton and Dukerich (1991) when they make the following distinction:

“... an organization’s identity is closely tied to its culture because identity provides a set of skills and a way of using and evaluating those skills that produce characteristic ways of doing things... ‘cognitive maps’ like identity are closely aligned with organizational traditions.”(Hatch and Schultz, 2002, p.10)

Hatch and Schultz (2002) separate the two by suggesting that culture is more contextual and implicit while identity in relation to culture is more explicit, textual and furthermore instrumental.

As a consequence of the organizational “me” within the organizational identity dynamics presented above, the “I” is then described by the author as the identity which the organization is unaware of and the part of the identity which is not in some way included in the “me”. The “I” is analogous to organizational culture as it reflects the meanings, values, beliefs and assumption discussed above. The “I” do respond to the outside views and attitudes through sense-making processes but not through a conscious assessment. The “I” can therefore not be defined without relating to the “me” (Hatch and Schultz, 2002).

3.6.4 Organizational Dynamics - Culture through Expressing and Reflecting

The interaction between organizational identity and culture can further be explained with the second dimension of the Organizational Identity Dynamics Model. Within the framework of this model culture relates to identity through expressing and reflecting. Once identity has been influenced, the interpretation within the organization leaves an impression on the organizational identity. The outside view, interpreted by the inside, is predicted to mix with the existing self-definitions. This reformed identity is later *reflected* in culture. When culture is reshaped through these continuous reflections it will in turn reflect back on to identity and it will be incorporated in identity through continuous cultural *expressions*. (Hatch and Schultz, 2002)

3.6.5 From Image to Culture and Back

The Organizational Dynamics Model by Hatch and Schultz (2002) connected culture and image to organizational identity in an excellent way and helped to explain the dynamics between the

three factors. The model assumes that because both culture and image are connected and interdependent of identity, the three interact and affect each other continuously.

Because brand image is relatively fragile and can be altered both consciously and accidentally the new or altered image then mirrors on to identity. When identity is redefined this change will not only send a new message to its stakeholders but also set new standards and norms for internal relations, culture. As culture reacts to these new circumstances it will automatically help to form a new shared organizational identity. This adaption will in turn have affects once again on image and so the interaction proceeds. The organizational identity is hence created and renewed in the coalition between external and internal factors, Brand Image and Culture. (Hatch and Schultz, 2002)

3.6.6 Dysfunctions of the Organizational Dynamics Model

A well balanced organizational identity is the product of continuous management of culture and image influences. Naturally the “I”, the culture, and “me”, the brand, will not always and completely be in-sync, and Hatch and Schultz (2002) address the severe complications that can arise when culture and image drift too far apart. In their view misalignment between culture and image will cause a fragmented identity and ultimately tare the organization apart. This can be caused by a situation when the two are disconnected when their interactive nature, the relationship between the two, is ignored or denied. If organizational identity is constructed taking only one of the two, culture or brand image, in consideration the organization risk becoming one of two extreme dysfunctions described above.

Organizational narcissism emerges when identity is constructed only considering the “I” of the organizational identity dynamics. When management build identity and brand on the internal view on the identity, the organizational picture tend to be narcissistic and incoherent with the external image of the organization. This happens when for example a technological company ignores the consumer demand for environmental friendly solutions and considerations. Since these organizations do not expose the organizational identity to impressing and mirroring, symptoms of this narcissism include self-absorption and self-seduction. (Hatch and Schultz, 2002)

Organizational hyper-adaption emerges when identity is constructed considering and constantly regarding the “me” of the organizational dynamics. The identity adaption will then only be concentrated to the organizational reflection and the external view on the organization. An example of such adaption is when the organization makes customer service their main focus. When the organization identifies itself purely on how they are viewed by others the organization tends to be hyper-adaptive and disregard internal factors such as

culture. The symptoms of such hyper-adaptation, when expressing and reflecting are disregarded, tend to be loss of cultural heritage as well as a constructed hyper-reality (Hatch and Schultz, 2002).

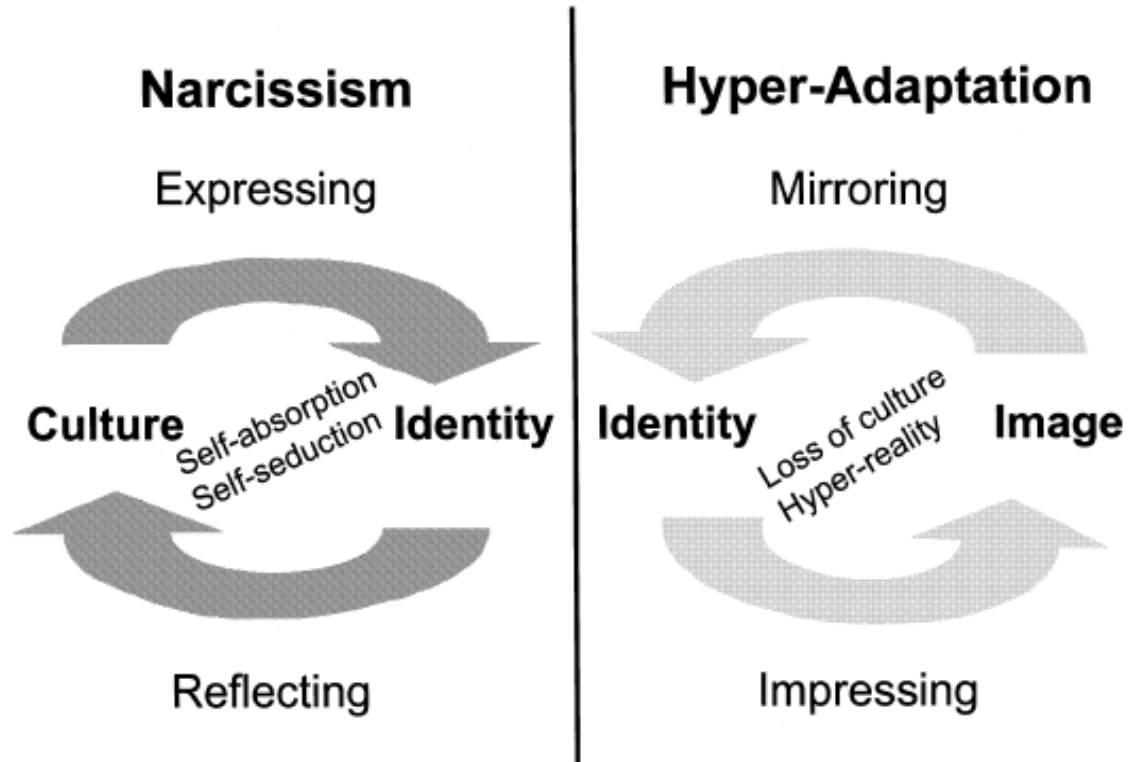


Figure 3.5: The dysfunctions of organizational identity (Hatch and Schultz, 2002, p.50)

The identity game refers to yet another possible consequence of the self-absorption and self-seduction caused by narcissism. Hatch and Schultz (2002) refer to the identity game as an expression coined by Christensen and Cheney which refers to when the organizations own expressions and view of itself, the “I” is confused for external impressions, the “me”. This occurs when the interpretation and interest in the surroundings is disturbed by the interest in themselves, when the organization acts on the assumption that external opinions are similar to internal. Christensen and Cheney in Hatch and Schultz (2002) define the corporate Identity Game.

“In their desire to be heard and respected, organizations of today participate in an ongoing identity game in which their interest in their surroundings is often overshadowed by their interest in themselves.(Hatch, 2002, p.8)

When the process of identification is forced, because of the demand for continuous repositioning and competitive shielding, the company can in other words risk ignoring or over-accounting for one of these factors making the identity based or disconnected internally or

externally. Because companies usually turn to look for identity internally there is an impending risk that externally connected identity is omitted and hence disconnected with narcissism as a possible consequence.

3.7 Literary Contribution to Analysis

From this literature review we have established that identity can be described as the product of the interaction between image and culture. This intersection is demonstrated through the Organizational Identity Dynamics Model. Core concept definitions and categorizations vital for our analysis are hence the reviews of brand, image, loyalty, culture and of course the 4 processes involved in creating the dynamics; impressing, mirroring, expressing and reflecting. It is also important to separate instrumental and anthropological views on these concepts and understand how different views color the cultural branding discourse.

The literature review can hence be summed up by dividing the identity into two components, the “I” and the “me”, answering the questions “*who am I?*” and “*what do others think about me?*”. Finally, when addressing the organizational identity concept, the nature of the news agency organization, as defined by Kärreman (1996), helps set the preconditions for our particular case study at GP.

Empirical Findings

This chapter wraps up our empirical findings from our interviews at GP. We start of by introducing our interviewees, and thereafter categorize our findings in respective categories. The findings map the employees' view of image, brand change potential and culture. We made an intersection between the editorial staff and the marketing staff.

4. Empirical Findings

4.1 Introduction to Empirical Findings

After a long conversation at the office of communications manager Åse Henell we were informed of the brand change as well as her view on image and culture at GP. Following this interview we conducted five other longer interviews with directors, editors and journalists at GP. On the editorial section we spoke to editor and journalist Gabriel Byström and the editor of the Consumer Section. Furthermore we interviewed a journalist on the consumer department Nils Svensson. On the market side we spoke to Sales Director Fredrik Dobber, Head of Telemarketing Sarah Ander. Following these interviews we conducted four minor interviews with employees at the Telemarketing department (TM-department), Sales Support and Layout sections. First, Angelica Maligyna, Head of Production at the Telemarketing department, and Hannes Winbäck, sales person at the TM-department. Then Graphic Designer (printmaker) Marie Forslund, and finally Ingela Lundvall, Head of Sales Support.

4.2 Common Impressions of Image

This well established brand seems to be both appreciated and known inside, and thought to be appreciated outside the organization, contributing to an overall engaging image. The study revealed that employees within GP claim to be very conscious of the image. Of course there are deviations from any common detailed picture of what GP entails. None the less, interviews show that there has been both conscious discussions and reflections around the image and several attempts to influence image awareness from a management point of view with varying success. From these interviews we can generally credit the organization with a seemingly long term and qualitative thinking, an understanding that change, in any area, takes time and compromises as well as employee approval. No matter position within the company the interviewees all claim to be much acquainted with the image dimensions, and almost everyone claims to consider their company image daily when working at GP. Overall the image seems to be very closely connected to their either journalistic or selling profession depending on who you talk to.

The common view internally on GP is that GPs image is engaging from the inside and out. They all believe that working behind the GP brand is a reason to be proud and honored, and that the outside world most certainly recognizes this honor. The work within the paper, but also the paper itself, raises debate and emotion. Furthermore almost everyone interviewed

agrees to the view on GP as the obvious Gothenburg Paper, “the paper” and they also agree that this is rare among news papers in general. One of the editors states the following:

“A confirmation of GPs evident superior position is that the people of Gothenburg refer to “the paper” instead of GP, which is not common in the media industry.”

In short they all portrait the brand as a symbol of credibility. In some way or another, being credible seems to be fundamental for how the work should be executed over all departments whether their work is market oriented, editorial or both. Although they all view credibility as a core asset and the foundation for their success, a majority however fear that this focus on credibility possibly could counteract today’s demand for progressiveness and risk taking and might make the paper come off as outdated and slowly moving.

Another common view of the GP brand is that it is locally deeply rooted. The general opinion is that GP is the number one local morning paper in Sweden and possibly a considerably extended region. There is no doubt, among the people interviewed, that GP is meant to:

“...see the world through the eyes of the Gothenburger.”

Although the GP brand is locally well established and dominating on the west coast the growing competition forces the organization to stay on their toes. This is well known and considered by the majority of the interviewees and there seems to be a constant effort towards renewal as well as to defend the strong brand position.

4.3 Image Definitions

4.3.1 Market View on Image and Brand

Henell initially highlights that the GP brand means different things to different people within the organization, especially depending on where you work and how long you have worked there for. The rift between brand definitions is especially big between the editorial and market departments. This poses on obvious problem for communication internally and externally and as communications manager her vision is therefore to unify the whole internal view of the GP image through a new brand platform. Apart from tools to affect image such as this major brand reform they work with their brand on a daily basis, although they claim that these processes should not concern the whole work-force to the same extent as this recent project does. With a homogenous view on brand throughout the company it is however possible to communicate a uniform image of GP, and to build employee loyalty, both vital in this competitive environment. From this joint platform they think they can start making decisions regarding every part of the

operation with the support of joint core values concerning management, recruitment, editing and journalism etc. This mission can, in Henell's view, be complicated since journalists in general not often stay with the same department for long and therefore do not have any particular departmental belonging.

The unanimous view on GP is that it stands by the reader when reporting as opposed to most other bigger competitors. Managements view on the image is formed with support of continuous reader evaluations and investigations. For reasons mentioned above Henell believes that the external view on GP is much more positive than the internal. She goes on to emphasize that it is fundamental for their competitive position to view themselves as a paper and not for example a mass media agency. A couple of years ago, the image was not at all considered to have the same possibilities as it does today and it was almost as if the culture dictated the image. Today the image has grown strong and powerful and from now on she intends to shape culture through brand management, instead.

Other managers on the market side of the organization such as Sales Director Dobber and Head of Telemarketing Ander, agree with the split view of the image between market and editorial divisions. Ander concludes that since her sales people are in a daily discussion with the customer, their perception of the image among the readers should be illuminated within the rest of the organization. Ander has experienced a growth in image awareness on both sides of the fence, and she has also noticed that the organization has especially gathered around the importance of credibility and long term commitments; something she feels was lacking earlier, especially in the sales departments. Naturally the market side of GP still values the image from a sales perspective. We want to be able to vitalize the brand in order to sell as much as possible, she says. The journalists are keener on reaching influential and powerful reader circuits in the area. Here the image is therefore interpreted in connection to their revenue plans. She goes on to compliment GP Business School, an introduction to the GP Brand for new employees in her department. This is a well balanced attempt to position the brand in our employees' minds to educate them on how best to vitalize the brand when selling, she says.

Dobber also shares Ander's view on cultural branding and the opportunities of it in a cultural setting. He does not believe that one division out of the two is closer to the core image than the other. The two views on image each have to serve a purpose, but they also have to converge so that the divisions can understand and vitalize each other, he says. Dobber further emphasizes that the entire company needs to work more together, but he still feels that the existing brand platform is updated and well adjusted to current conditions. We especially have to strive to be open, something that could and should be interpreted in different ways across

different apartments. This openness, along with other core brand values set by management, is something he thinks that need to be addressed in the editorial departments especially. Dobber describes the brand as engaging and loaded with values and images. Because it means a great deal to a lot of readers and because it has a long tradition, employees stand behind the brand with joy and pride, he thinks. However, Dobber believes that the image could be even more modern, without losing any credibility or stepping out of its safety zone.

Head of Production at Telemarketing Maligyna concurs with the view on the GP brand as a strong and well established, but not as strong inside as outside, since she believes that employees lose focus after a while working at the same place. She states that the split vision between internal and external apprehension is especially obvious after recruiting someone, because they are not very clear with what GP is when hiring. Other employees within the market departments describe the GP brand as strong and traditional. After talking to the member of the Rescue Team at the TM-department Winbäck, it is evident that no brand platform has reached his desk and that he does not reflect on the brand in his daily work, even though he does have a set mind of image.

Lundvall, Head of Sales support, associates the brand with the word credible, and in the same sentence she describes that she thinks the readers see GP as credible as:

"...an old man with a hat."

Although she believes that this is mostly based on some reader comments about the image, she also suspects that this view is shared and strived for inside the house as well. In conclusion she feels that the external view on their image is positive, although it is sometimes a little boring and safe.

4.3.2 Editorial View on Image and Brand

Our three interviewees participate in continuous management discussions about the brand and they therefore claim to have a fairly good view on the GP brand and image. Furthermore they are both convinced that the core values associated with the brand are known and very familiar to every employee with or without any brand platform. The brand concept is here considered a rather new concept at GP and somewhat of a new label on obvious and traditional values. However, highlighting the obvious can, according to these, sometimes be of help to some. Within this department they interpret the brand with the yearly editorial plan of action in mind. This is an annual plan from editorial management concerning prioritized focuses and goals for the year and it is perceived to be a plan of action that really shines through all the departments on the editorial side.

Byström, Editor of the Culture section, directly connects the brand with GP's journalistic mission and a local rootedness. He declares his view on the GP image as very well in line with the announced brand platform. Byström further points to the fact that it is essential to closely connect the brand with core values associated with their journalistic profession. For this reason he is certain that every one of his colleagues is well aware and shares a common view of the brand, although they might not know of certain wordings or labels. Truthfulness and relevance are other core values that he sees as fundamental among the employees. He doesn't see any bigger changes in the brand recently apart from adding a shared vision; something that he feels unites the organization and shows managements ambitions and trust in its employees. Byström proclaims that GP has to stand out when it comes to credibility and social criticism and he feels that these skills and attributes are aligned at the moment. For this mission it is crucial to address our exceptionally wide range of readers and defend certain moral commitments, he says. He further stresses that if any targeting against any certain groups would occur, the paper would immediately lose its credibility.

Byström describes the external and internal images of GP as a secure and reliable source of information, and very well aligned, although the external image is sometimes leaning towards the safe. GP is of course viewed differently by different readers and employees, however the new brand label brings nothing that most don't already know and feel, he says. He states the following about the brand:

"I am aware that one of the views on GP is that is a decent, habile paper that is too safe and not provocative or investigating enough. We are rarely in the line of fire hence we have to improve our investigative journalism. However, despite this many people have a close relationship to GP and considers it almost a family member."

The editor of the consumer counseling department pictures GP as local and credible, with an updating dialogue with the readers. She believes that this view on GP is shared by many, if not most, although the view of this as a brand concept is new to many, she thinks. The values behind this brand platform however is widely known and established within the company, hence she recommends not addressing these values as a brand platform, but rather something more concrete. In line with Byströms opinions of the brand she too considers it merely a label on old and already established values originating from the annual editorial plan of action. Since this plan of action is well functioning and annually reaches all layers of the organization, so has indirectly also the core brand values and the platform done, she thinks. Yet another proof of the relationship between the brand platform and the editorial plan of action is that the few differences and changes in this platform has already been seen on earlier annual

plans. The editor concludes that if someone would have any problem standing behind these shared values, they would probably have a difficulty remaining in the organization.

Externally and internally she does not see any major difference between image apprehensions. She describes GP as an engaging paper that brings out emotion and opinions. Furthermore it delivers quality, local news and debate. She generally believes that GP is seen by its readers as an appreciated member of the society, almost like an institution. She states that:

“One very clear example of its unmistakable position in society is when members of the society refer to “the paper”, which does not happen much elsewhere.”

The editor further acknowledges that the journalists are of course affected by their surroundings when it comes to coverage, but to the most part they are steered by management policies and guidelines from above. Above anything else however, they keep their professional mission in mind and maintains that everyone within our local range is our target. If they would target only certain groups with certain types of information this would inflict on the common view of the GP image among the editorial staff. Their policy is that they write for everyone with the weak in mind:

“We have an obligation towards our democracy and it is from this commitment that we receive the readers’ loyalty. Because of this it is essential for the image and brand to go hand in hand with our journalistic mission.”

Svensson, journalist in the consumer department, agrees with the editors’ view on the paper as a reliable source of information. He believes that GP is seen as a reliable informant for people over 40, and is considered more like friend. This shows through people calling to GP just to complain over general events, typical in his mind when you turn to a friend who is taken for granted, he exemplifies. He believes that the younger crowd sees GP more like a slow giant. The view as tardy but stabile could be because of the high middle age in the company and maybe that journalists address people their own age most often when they write, he thinks. He wants GP to be the reliable friend, but suspects that this could be difficult when keeping the competitive environment in mind. In line with this constant need for renewal he does not see the paper format as the future, and he is waiting for something to replace. There is evidently a lot of work being done in that department, none the less if you want to work on a morning paper in the south of Sweden, this is the place to be for all journalists, he says.

Svensson has a clear view of the GP image attributes. He describes the image as correct and very well supported. He views quality as one of their main values but acknowledges that people in other places outside the editorial department, for example the marketing

department, might have a different view. To defend this quality stamp, we must protect ourselves from unserious things such as games and other things online, he says. He goes on to claim that he is reasonably acquainted with the outspoken brand platform and its content, even if he has not read everything concerning it. As recent as yesterday there was a team of managers talking and discussing the brand and handing out brochures at our office. He is however convinced that when change occurs, he will both find out and furthermore be able to affect the chain of events leading up to a decision.

4.4 Comments on the Brand Change

The brand change is one part putting labels on old and winning values of readers and employees, and one part reforming to adapt to new circumstances. Besides the remains from any old platforms they have changed one of their three core values and their vision. After talking to Henell we understood that the brand platform is the product of management and external experts and it is built on mission, core values and vision. Their mission is stated as journalistic, democratic in combination with being profitable. Earlier their three core values were local, credible and for everyone. As a result of wide-ranging reader surveys GP has concluded that their most important readers are conscious and educated readers of middle age and middle class. For these reasons they have altered the last wording from for everyone to open. Along with these restated core values they have also put forth a new vision. This vision should function as almost unattainable and is meant to inspire employees and readers. It states that:

“GP aims to be the world’s best local news paper – One that meets the readers through different channels, when, where and how they want to be met.”

4.4.1 Market View on Brand Change

In her description of GP, Henell appears to view the image in accordance with the new reformed platform. Her hopes with this project are that it will affect internal processes and that the change will ultimately shine through externally, and since GP has a smart reader circle, she thinks they will naturally appreciate the effort. She points out that the change is in short meant to create unity around already partially obvious values. This reform is done to shield GP from an immense competition. New breakfast habits, digital media and free morning papers all make for a more competitive environment and force GP to update its brand, she thinks. This in combination with a very shattered brand comprehension creates a demand for a new, unified brand, she states. Henell goes on to talk about loyalty. She feels that because there are a lot of different views on the image and that this loyalty towards everyone’s own image could pose a problem during change processes such as this. She further states that:

"You always do what you yourself think is important and run your own show and this is the reason behind this change in progress."

She firmly believes that this new platform has the potential to change the culture within GP considerably within 2 years, if done right, and if all the employees are involved. It is much due to these costs that this has not been done since 1999, and that they now have to get everything right and everybody behind it, she says. Success is, according to Henell, reached by involving every employee at the GP administration in several work shops where the platform can be discussed and criticized. Only then can the employees feel that they "own" the brand, and management can be sure of its application to any process within the building, she says. Henell further admits that the implementation processes are very symbolical but also that this brand platform to a great extent should function as a plan of action and guidelines internally, more than it is a marketing tool. She wants to build a bridge between the editorial and market view of the image although she is aware of the importance in separating the two in respect to their daily activities. Finally the reason for her optimism towards the implementation is the great dialogue between management and employees that GP has displayed during earlier change projects. Henell believes that the most difficult part will be to include everyone in their new vision, and she most of all fears that the attitude of the elder will be something as:

"I hear what you are saying but I don't care!"

Ander does not feel that there has been any major change in the brand platform. She is well aware of the major attempts being made in the cultural branding department and is very positive towards them. They definitely serve a purpose because they remind and update the entire organization on our core values, she says. Earlier this conscious view on the brand has only been limited to a managerial level and it rarely engages both the market and the editorial departments, she thinks. As a result, two different views on the brand have developed along with myths of "the other" department. Also since her department probably is the department with the highest employee turnover, she sees great potential in a clear and holistic brand platform. It is extremely important to form a brand that everyone on GP can defend, although she points out that the number of different interpretations will be many and hard to control.

"I value any opportunity to make money and I am surprised that our strong and established brand has not been vitalized before."

Dobber feels that the new brand platform does not bring many new things to the table, but that it is definitely vital for the brand's future survival. He has long feared that the brand is a little out of date, and maybe has troubles keeping up with other media, and hence

welcomes the update. On the other hand he is still very concerned for preserving the old values that make GP what it is, and sees a danger in being too modern or progressive. Furthermore he too acknowledges the opportunity to change culture within GP and at the same time show the readers that they are willing to respond to their demands. He believes that the change will be easier implemented on the market side of GP since their work includes considerations on the brand daily, and constantly meets customer reactions and views on the brand. He also believes that the new core value: open, will be more embraced on the market side since it is closer to the sales profession.

Winbäck considers himself involved in most processes at his department and feels that he has a say in most matters regarding his employment, although he has not been working there for very long. Even if Lundvall, who has worked at GP for a bit longer, acknowledges a difference in the perception of image, and notices a harmonization of editorial and market oriented view of the image over the last few years. She therefore credits this new brand platform with a lot of potential to enhance the brand consciousness. She also believes that this change will bring internal and external view of the image closer together.

4.4.2 Editorial View on Brand Change

Byström agrees with the market department when it comes to the actual changes made. He feels however, that as important the change may be, it is merely stating the obvious. He thinks that GP is what it is, and by changing something dramatically and expect everyone to cope with such changes, would be naive. Central in every brand platform is however that our view of GP converges with all of the readers' view of GP, he states. Although everything in the paper is not for everyone, they still have to make sure that the collected material appeals to everyone, he thinks. Byström clearly claims that if any of GP's reader groups would lose space in the newspaper as a result of a brand change, the company would automatically lose its credibility. He further states that new wordings in the brand platform do not really affect anything. It is the discussion and deciphering among our journalists that will make for a successful implementation and changes in layout and content often go hand in hand, he thinks. These changes are usually implemented fairly quickly and without any particular differences. After a certain period of discussion among the employees however, ultimately someone among management has to make and implement a decision anyway.

Editor of consumer counseling considers the new platform analogous with any earlier annual editorial plan of action. In her mind these values are already well known to everyone at GP. This is further a necessity in a news paper setting because the image has to go hand in hand with the journalistic mission, she thinks. None the less she hopes to be guided by management although she thinks that everything coming from above is seldomly revolutionizing

in any way. Since she considers the brand platform and the editorial plan of action to be one and the same, she further comments on the success of this change by stating that:

".. we have to apply the editorial plan of action in order to gather around certain values. This unification poses no problem to our editorial staff."

Svensson knows very little about this project but still considers himself very acquainted with the company's core values and the brand platform. He is however certain that if any major changes affecting his work are to be made, he will be informed well in time and furthermore have big opportunities to affect any decisions. Svensson is for example well aware of the discussion concerning whether GP is meant for everyone or just for a certain target group. This is nothing new and will probably not be settled this time either, he says. He does point out that he, along with rest of the editorial section, is not particularly fond of discussing brand and other superficial attributes. In this manner, a paper's brand is much more complex than any other brand and therefore he does not see any imminent need for extensive branding.

4.5 Culture Definitions

When the organizational culture was brought up in the interviews, we became a slightly different view of the phenomena, depending on who we asked in general. We also got different answers and interpretations depending on which department the employee was stationed.

4.5.1 Editorial View on Culture

Editor of the culture department Byström held for certain that many different cultures exist within his team of journalist, but that the culture is dependent and mouldable in respect to their mission. He is convinced that all of his employees are consensual towards the newspaper's principles of credibility, and that this unites his staff, and thus creates a certain atmosphere with rather coherent basic assumptions on how to perform every day work. He stresses that he cannot speak for other departments, and explains that the departments are rather isolated from each other, but believes that the culture department does not deviate from other editorial departments particularly. Byström thinks that high loyalty within local news papers is usual, but that the loyalty stays within the editorial staffs.

"My feeling is, that local papers often have a big loyalty, many employees are there for a long time and have put a lot of effort in their work. The reason for this is that you work very closely in your team, and there is where your loyalty stays. The contact space between the different departments does exist, but it does not influence so much in the daily work."

Byström does not view culture as inert or difficult to change, and do not include cultural aspects in his decision-making. He acknowledges the existence of culture, but emphasizes the fact that decision-making is not democratic in the sense that he has a mandate to decide what is best for his part of the newspaper, and that he is granted a veto in everything his employees produce. Hence, he believes that as long as the newspaper's values are aligned with the moral and ethics of the journalistic mission, cultural aspects will not constitute a clash.

The editor of the consumer counseling department emphasizes the great professionalism of her employees, and their great devotion to the moral and ethics that signify journalism. Her opinion is that, as long as strategy and brand are aligned with the "journalistic mission", changing culture within this framework is definitely possible. She has never before experienced a deliberate brand change from the market department, but refers to the editorial action plan, as the single steering document to control the editorial staffs in their work. This is composed by the editorial chiefs and management every year, and a document that very much control the work within the editorial departments.

"I hope that the editorial management will guide us, and we want, and must apply the editorial plan of actions on our work to be united. It is hardly any revolutionary changes they propose."

She believes that loyalty among the employees is high, and that the loyalty comes from the readers' appreciation.

Journalist Svensson from the consumer department describes the organizational culture within GP as something that has changed over the years. He remembers when he first started over thirty years ago, and the company had almost monopoly in the news field, which put its clear mark on the GP culture. The company has always been family owned and there has always been a long-term-idea on how to make business, he says. He further emphasizes that Employees stay long, which of course strengthen the relationships with the newspaper. Svensson describes a former way of thinking within GP, which he refers to as the "GP-spirit", that included a strong self-righteousness and a seemingly introvert attitude towards "what to do" and "how things should be done". Svensson appreciates that this way of thinking nowadays is obsolete, and thinks that it can be damaging to think of yourself as the best at all times. He further thinks that today there is a more apparent relationship between the parties: employer, union, and management; and more transparency. The fact that younger people are mixed up with the veterans have created a better open-mindedness, he believes. Svensson also acknowledges the organization as more change adaptive, he does see a problem in changing the

culture over night, in order for the newspaper to address a new group of readers, since the newspaper now has a rather high middle-age whom utmost address their own segment.

4.5.2 Market View on Culture

Dobber has another view on the culture within his department. He acknowledges a certain difference between the editorial and market department of the company, where he believes his department has a more traditional commercial perspective on the operational management. He sees GP as a very safe and secure place to work, with a rich history and a loyal staff that has served the company for many years. He emphasizes the fact that GP has not let any of its employees go during the economic crisis, and that this has served a feeling of even more security over the last year. He explains that the middle age in the sales department is probably higher than normal, and that many have worked more than three times as long as he has. He fears a scenario where employees feel too secure, which he thinks can turn in to an ignorant behavior.

“The culture has changed during the time I have been here, and we work actively with change of its component because we have to. When I started here, there was not much competition in advertisement media comparable to GP. This created a dangerous security, since the employees knew that the money from the advertisers eventually would end up here, either you were a good seller or not. Today the situation is completely different, when the competitive landscape is far greater and more sophisticated. Everyone needs competition that forces us to become better.”

Dobber believes that culture can be actively changed, and sees regular interventions in culture as a must. He is aware of that culture is hard to affect in short time, and values a long term plan and to progress step by step. He thinks that to effectively change, the employees must be active in the change work, and see a clear benefit in doing things differently. The sales department have implemented a model called FFF (Framtidens Framgångsrika Försäljning), affecting both how to act internally and externally. The FFF is a part of the sales department’s goal-steering and result based business model. Dobber explains that a more result-oriented way of thinking was of need, due to increased competition.

Communication manager Henell has an overall responsibility to communicate the brand internally and externally. She is a key person in the current project of changing the brand platform of GP. Her view on the company culture is more comprehensive, since she has her eye on all of GP’s departments. She has moved from different companies quite frequently before settling down at GP, and sees a clear difference in organizational culture at GP to other firms.

“At GP it does not work to delegate directly. The culture forbids direct orders, in opposite to how it was at Telia, where I recently worked. I think we have a better

dialogue here, which allows questioning. This may be a consequence of the nature of journalism.”

She believes loyalty is very high in the company, as consequence of several factors. Among them, a strong force to remain loyal to the company is the elevated unemployment in the journalistic profession, and that GP is the single largest employer and the workplace with the highest status in Gothenburg. She further expresses that “there is a lot of history in the walls”, which she thinks is typical for an old company with such a big heritage. For many employees GP is the first and only employer, some have worked there over 30 years. She thinks that these people have a more complex view on the company, having served under different management teams, and thus created an own picture of the culture and brand on a subconscious level. Henell fears that these people may be difficult to change, since they have been around for so long, and that everyone has their own theory on what GP stands for, how it should progress and act. Theories that are not aligned with the ones from the market department, which creates a stream of wills shooting out in different directions.

She still believes that culture can be effectively changed in the company. She sees her position as a step towards better alignment of brand and culture, and she think that this is doable within the next two years.

Head of production at the TM-department Angelika Maligyna describes the culture within the market department of GP as very responsive, busy, forward and sometimes messy. She believes that culture within the market department differentiates from the editorial departments, where she believes it is a higher pace at the market department. Making changes within the department is something she has found problematic

“We often work in projects, and this engages people that might be affected forwards in time of the project, and then everyone becomes responsible. All become project leaders, which can mess things up. Everyone are to answer every question, but no one really knows.”

She believes that the employees come to GP with a certain feeling of what GP is, an external picture of the brand that reflects in culture, but that this picture soon will erase itself in exchange of something different. That people might feel too secure for always be on their toes. This is an effect of what she thinks is a lack from GP to implement brand-culture in the recruitment procedure.

Head of Telemarketing Ander has worked at GP for the last four years, and sees clear differences in how things are being done here in contrast to other companies she has

worked with. The fact that GP is a family owned business adds to this difference, and the fact that the union is strong and the employees traditionally have had a lot of influence. She emphasizes the difficulty in making radical changes, since employees feel very secure in their work situations.

“We are not a top-down managed company, and very careful about getting the employees involved in our processes. We work very visionary and open, in order for everyone to get on the train.”

She explains that there are several rumors and myths about how things are being done in the editorial staffs. That the journalists first and foremost want to write the articles that interest themselves, and are resistant towards pressure from management and even the readers. She thinks these rumors fluctuate around the market department, since their mission is completely different. She emphasizes the fact that they are completely commercial, which infers that they need to listen to the customers and be open-minded towards what they want. They also have another relationship to management, which is more defined and result based.

“At first here, I saw so many possibilities to connect marketing with editorial parts of the work. I was not a stranger to the idea to give the advertisers publicity space in the paper, that is how radical I was. Over time I think we have calmed ourselves and understood the value of being trustworthy, and how much our sales department gain from that.”

She believes the organizational culture deviates much depending on which department you work at GP. She believes that the Telemarketing team does not feel that loyal to the newspaper, and thinks that this are connected to their age in many ways. She thinks that young people, more explicitly people from the generations after the 80's are more individual and selfish. When having your salary based on provision and other incentives, loyalty fails even more, she says. But this is something she have worked on for many years, she says.

“What we have tried to do over the years, is to raise the status of being a sales employee here at GP, since our sales people have not felt as a part of the company earlier. We have had the executives here at the department lecturing and also selling, which has been much appreciated. “

Sales person in the TM-department Winbäck sees himself as a part of the company, but makes clear that his relationship to the newspaper is more transactional in the sense that he sees his job as something temporary and good for a couple of years. He is not fully updated in the core values of the newspaper, but sees it is as a standard morning paper that focuses on credible

news reporting. He interprets culture as the mentality and the way you address people within the firm. He feels a certain warmth within GP, and a feeling of security.

Analysis

This chapter analyses our empirical findings in combination with the theoretical frame, and combine them both in a continuous discussion. Starting with the descriptions of the concepts identity, culture and image we go on to connect the expressions and relate them to each other. The consequences of their interaction are then analyzed.

5. Analysis

5.1 Identity Analysis

Throughout this thesis the understanding of organizational identity is vital for connecting the pieces and justifying conclusions drawn. Albert, Ashford and Dutton (2000) claim that organizational identification is central to staying ahead on a competitive market and further strengthen this statement by claiming that the world has never seen such competition as today, and as a consequence, corporations return to their core, their central identity. Authors Albert and Whetten (2004) go on to specify to concrete purposes for this identification, one being the possibility to view the organization from a scientific viewpoint, and the other the possibility for members within the group to create a collective vision. We are hence aware that our analysis require certain generalization but cannot disregard from the architecture of values and beliefs found in the shadow of the GP facade. Hatch and Schultz (2002) present a model for organizational identification were they claim that interaction between culture and image, is the underlying dynamics that can explain the organizational identity. The authors, however theoretical their contributions to the discourse might be, seem to share the view of the practicing corporate world of identity as a competitive instrument. The view on organizational identity as a shield against competition as well as a sword in the battle for attention is also commonly shared by members within the GP administration. Furthermore, management at GP restates the central message of Hatch and Schultz who claim that this includes every layer of the organization and not only marketing departments. That the attempt to create an identity should involve the entire organization is pointed out by all interviewees, the view on what this identity should and does entail is however divided. Interviewees in a management position all promote discussion around any attempt to soul search so that the whole organization can meet and finally own a collective brand, interviewees on the editorial side sees no real difference between new and old brand platforms and already considers themselves owners of the GP identity. This rift is addressed as a part of structural analysis below.

Albert and Whetten (1985) formulated a set of questions associated with the search for identity such as “*who are we?*”, “*what business are we in?*” and “*what do we want to be?*”. These questions are according to Hatch and Schultz (2008) part of an ever-changing circuit of questions, answers and new questions, something that becomes very apparent in the GP case when for example Lundvall talks about readers response to GP as “*an old man with a hat*”. Her view of GP, although it is only what she believes external impressions are, demonstrates how GPs employees believe others see them and these projected images will further influence actions and values within the organization. This view hence mirrors back on to the identity and help

reshape it. Because GPs identity hence is a dynamic concept, the explicit definition of it is made through combining and dissecting underlying aspects of the organization, culture and brand, in light of its context and structural identity, the news agency organization.

Knowing that collective identity is a compilation of those salient features shared by individuals within the collective, help us understand why there can be certain rifts between departments. From our observations and interviews it is obvious that departments are separated and gathered to create synergies and walls between daily activities. The editorial section is hence separated from the market side since readers have to know that the reporting is not influenced by advertisers and so on. When this separation is done, the collectives created will most probably be founded on different shared features, than if the whole organization would work side by side. These shared features will be closely associated with professional mission and attributes as well as the shared mind-sets within professional groups. Hence, the editorial section will come together around the journalistic mission and the market department will unite around values such as topping quarterly sales, for example. These collective identities will further strengthen individual identity and more explicitly those shared by the collective.

5.2 Structure and Identity at GP

Claiming that organizations differ in how they operate, with respect to what they produce; the common characteristics of the members, and where they operate, is supported by Mintzberg (1981) who puts a clear definition over the different organization-types that exist. Mintzberg would probably categorize the news paper as a professional bureaucracy, because of the employees' high autonomy and the standardized product they produce. Kärreman (1996) would instead call it a semi-professional bureaucracy, where employees still have a managing staff, making the managerial decisions. We would not say that the entire organization can be placed within only one of these categories we instead see a clear difference in organizational structure between the departments within GP, where a line is drawn between a market oriented section and an editorial. Our observations and empirical data, supports our claiming that the market department is run more like an ordinary firm, with a classical hierarchy, and where employees do not work as autonomously as in the editorial departments. Interviewee Ander, also suggests that the market department focuses in satisfying the end consumers and are in direct contact with them every day, as a primary task. She believes that, within the editorial department, some journalist are more loyal to themselves than the actual readers. The editors of both the culture and consumer counseling departments, are very clear with their mission at GP, which is to maintain and enforce the credibility of the journalistic products GP stands for. Editor of

consumer counseling, further emphasizes the self-endorsed commitment for these values to be maintained, among her editorial staff. Conclusively we believe that identity is very much aligned with where the employees' are situated, a collective identity phenomenon stemming from the structure of the news paper. GP provides a spatial distinction between the departments which simplifies the existence of two structures that houses two different kinds of organizations. One semi-professional bureaucracy and one ordinary run firm.

Kärreman (1996) describes four perspectives within news agencies, and we have observed all of these perspectives in different places of the organization. The institutional view is a perspective shared by Editor Byström, who emphasizes the importance of being a media for maintaining democratic moral and ethics and he claims to see this in the brand platform created by management. The profession perspective is praised by the journalists we spoke to, the editor of consumer counseling, and generally everyone we asked in the editorial department. The organizational perspective is the main item from market communicator Henell as well as the distribution managerial and economic perspective. We understood that there is no clear perspective that can be applied on a certain employee, and that most of these perspectives where combined in the view of our interviewees.

We experienced a strong independence as well as spatial division between the departments we visited. Sales director Dobber, as well as Journalist Svensson think that the departments have come closer over the year, and that the interaction has become stronger. We, on the other hand, see the departments as still very far apart from each other. The same also goes for the different departments within the editorial and market section. The sales people at the advertisement department have no connection and contact with the sales people at the subscription department, and we did not see anyone saying hello to one another in the corridors, as we were there. Hence, Byström confirms that loyalty stays within each department, which we also suspect is the situation, since we acknowledged the atmosphere within the departments as seemingly positive and close. Communication manager Henell, does not split this view, and thinks departmental loyalty is very limited if not completely absent, due to the continuous movement of personnel between the departments. Our interviews give us relatively different answers, regarding where loyalty has its root at GP. This will be addressed from another perspective later on in this chapter.

The news paper identity, forged from its specific structure, is relevant for our conclusion partly because it provides us with the fundamental insight that GP probably is viewed as a different organization depending on who you talk to, the four perspectives on the news agency, but also because it explains the sometimes schizophrenic identity of the

organization. The question we bring for further analysis is whether this is a disease that needs to be cured, the two need to become one, or whether it is a desirable state for their mission at hand.

5.3 Culture Analysis

It is clear that the interviewees have difficulties in interpreting the exact meaning of the term culture. As our approach and the nature of our questions created different interpretations, it also gave us a sense of their instrumental view of the subject, as a variable or an ontological concept, and thus captured their subjective view on the subject. However, this approach may cause a wide range of interpretations with varying substance.

Market communicator Henell sees culture as an independent variable that can be molded in to a certain shape. She emphasizes the difficulty in doing so, but thinks it is manageable and vital in order for an identity change to be made. We determine Sales director Dobber's view on culture as an independent variable, as he speaks of the importance for the culture to change in order to be competitive in the far more competitive environment. Her implementation of a culture-enhancing program is further evidence of her view on culture, as something controllable. Both of the market executives views' links to Eriksson-Zetterquist et al's (2005) characterization of a corporate way of acknowledging culture, a not very surprising view belonging to the creator of the brand platform.

Editor Byström was convinced that many cultures exists within the company, but emphasizes that the main culture was in line with the journalistic mission and the core value of being credible in their work, which clearly shows that he has sees culture, to some extent as an internal variable. He also thinks that culture comes from the departments themselves, since they are seemingly isolated from one another. The editor for consumer counseling concurs with Byström, and emphasizes the professionalism of her employees as normative for the culture. Journalist Svensson, who has been around for long, acknowledges a change in culture, from being more self-righteous towards being more open-minded, and states this as a consequence of presently having more young people in the staff.

We can conclude that most of the employees do not see culture as something metaphorical, but more as an independent, controllable variable, even if some interviewees in the editorial staff had a more open mind towards culture as something internal. We fear that this, in many ways simplified view on culture, can undermine a complete appreciation of the impact of culture. When viewing culture from a root-metaphorical perspective culture will determine the outcome of all activities, and thus make the concept hard to interpret and use

effectively for any constructive contribution of how to effectively enhance culture. What is better for GP, viewing culture as a variable or as a whole? We believe that the corporate view on culture is dominant, but we also consider that the results of any managerial actions affect culture in an anthropological sense. The belief that culture can be influenced by the brand platform may be better than doing nothing or viewing the culture as an unmanageable result of all organizational actions. However, any expensive attempts to brand culture may be wasted if they do not consider the anthropological perspective as well.

The iceberg model can be applied at GP in many perspectives, and the benefits of using it to separate different cultural parts of an organization, helps to highlight the subject from different perspectives in order to understand the multilateral face of culture better. Categorizing the culture according to the iceberg model also help us understand on what levels a change will be received, and what a change might not be able to influence. The tip of the iceberg, that corresponds with the artifacts, can be viewed as many things within GP. The former GP-spirit, that Journalist Svensson spoke of, can be one example of a myth that put its mark on the culture during its period. We also see it in the editorial staff, where we understand the “journalistic mission” as something more than a guiding principle. Myths exist, and head of TM Ander mentions one myth of the editorial staff as being smug. The new brand platform is also an artifact in many senses, creating a redundancy in how employees should interpret the brand GP and create an image around it. Our conclusion regarding the tip is that there are very different artifacts, to which different meanings are attached, that our interviewees brought up during our interviews. We could not find a specific artifact that was normative for culture that all of our interviewees shared. For example, the brand as a label was shared by many. But what it was a label on, differed. Across the editorial departments the label was on editorial plans of action while the market side referred to revenue plans as the substance behind the brand.

The espoused beliefs within GP can be found in the ever-recurring appraisal of credibility, which is both emphasized within the editorial department and the market department. The journalistic mission, as a guiding principle, is praised by the editorial staff, but absent in the market department. The TM and Advertisement sales department has an espoused sales-culture, which takes credibility in to account, but is not the most essential. Dobber's implementation of FFF is yet another belief to follow for certain employees. We have understood that the espoused beliefs stems from the different departments, and not from top management.

The basic assumptions seem congruent between journalists and editors. Credibility and loyalty towards the readers are praised. Many of the interviewees at the editorial staff were very aware of what GP stands for, and how this inflicts on how they take on their

tasks. As we see it, this is a self-created perception on GP's identity, where some assumptions among some employees were valued differently. Dobber emphasizes the need to be updated and fresh as a basic assumption that needs to be incorporated in the minds of the employees, in order to be more competitive. The editor of consumer counseling expressed that her position demanded her appreciation of core values; otherwise she would not be the right person for her position. Hence, basic assumptions are explained as the nurturer of all the other levels of culture and are therefore difficult to substantialize. In spite of the small rift in basic assumptions across departments their still seems to be intersubjective view and a consensus that basic assumptions are shared. Maybe the discussion around a new brand platform will shine some light on these differently projected basic assumptions. We fear though, that the nature of these basic assumptions will rather fuel further sensemaking of any attempts to brand culture.

The iceberg model shows us that artifacts are interpreted differently, that the espoused beliefs origins from the different department and obligations to profession, and that the basic assumptions on how things should be done is derived from a combination of all external and internal factors. As we see it, the culture is not homogenous within GP, and to steer it with general guidelines that dramatically inflict on the organizational culture would in our opinion create two risks. The first is that experienced staff would leave the newspaper. But more probably the content of such a change would be subjectively interpreted to such extent that any managerial purpose would get lost in translation and the results highly influenced by risk, since loyalty to basic assumptions is high. On the other hand, when management serves an image-creating brand platform that is aligned, and consequently redundant enough, with the current values and beliefs, the result may turn out successful. Unfortunately this will probably not result in any remarkable renewal or enhancement of the culture, but merely encase it. Henell anticipated the fact that a brand change might be taken for non-sense by some employees, but emphasized participation as a key tool for effective implementation, something by which we concur.

Creating a homogenous culture for both the editorial and market staff, is in our opinion an evidence that management have a simplified view on culture, as we earlier stated as a corporate view, where culture is seen as an independent variable. The iceberg model shows us how culture consists of different element, deriving from the basic assumptions of every employee, and since these assumptions work on a sub-conscious level, and is a result of continuous processing of stimuli, a one-way change from management will not accomplish a new collective culture among the employees, which furthermore is difficult due to the different views on culture that exists between the editorial and market departments.

Changing culture takes time and is affected by numerous variables that we intend to analyze through the Organizational Identity Dynamics Model further down.

5.4 Image Analysis

5.4.1 Brand vs. Image

During conversations about how GP appear to its readers we have experienced that the use of the concepts brand and image differs. We are however certain that the general view on what a brand is can be collected under a shared theoretical definition, although consensus regarding what it entails and what potential it carries, is hard to achieve. The views on the brand differ especially between the market and editorial departments who also disagree on what kind of possibilities it entails. In light of Woods (2000) definition of a brand, as a strategic and manageable asset, we can however shine some light at what first seems to be very fragmented brand comprehensions as well. In spite of the split opinions of what traits characterize a brand and what a brand should be used for, they all seem to view it as a strategic tool and thereby concurring with our suggested brand definition. Ander points out that it is vital to have a functioning brand in order for her staff to provide the customer with an offer while Byström emphasizes that the brand has to go hand in hand with the journalistic mission so that the credibility of the paper is maintained, both revealing a very instrumental view on the brand.

As earlier mentioned, their views on the contents of the brand however, differ on certain accounts. While our interviews on the editorial side all seem to suggest that they view the brand as a label on already founded values, luckily, the collected impression of these interviews is that defensible values are and should be imprinted in this label. The market oriented view on the brand is that it has the potential to brand culture and that it is the product of constant dynamics at work, considering both present and future positions. Dobber refers to this as the constant search for an identity to keep up with the competition. This optimistic view of the brand is however not shared with some of the journalists who refer to this “surface” as almost above GP, and rather prefer it as a summary of tradition and journalism ethics. Journalist Svensson for example, sees little need for a produced brand because GP, in his mind, is unlike any other product, something we further connect to the overestimating of individual attributes and missions due to shared and hence fueling collective identity.

When Editor Byström states that GP should be “for all” he further demonstrates the difference in opinion of what the brand should stand for. In contrast to Henell’s intentions, that the brand is aimed at more lucrative and long term target groups, he sees himself as the readers’ advocate and hence his loyalty is towards content, journalistic mission and serving qualitative reporting to all readers. Henell, on the other hand, seems to be of the opinion that the

brand is meant to be a tool for marketing the company and the product. Although she points out that the new brand platform is meant to unite the organization it is apparent that the ultimate goal is to manage an external picture of GP. She is trying to create a uniform paper that rests on shared values. The questions concerning these split views are whether the brand is really resting on common values, whether it has the potential that some of the managers chose to believe, and if it should rest on the journalistic mission, is it possible to ever change the brand platform to something else? If not, this is the proof of that the brand is purely a label on traditional values. As a tool, the brand can be used in many different ways and we go on to talk about the consequences of this usage.

From this discussion of brand, we, the authors, take it upon ourselves to form an opinion about the common view on image, the “me”, the external picture of the newspaper, as it is perceived from the inside. Going from the discussion about the view on the brand as a variable, the image concept measures the impact of the brand, among other things, and has the potential to capture, not any intensions or wishes associated with the brand, but the actual view on the corporation, as they believe others see it. We view the brand platform as an attempt to brand culture, identity and image. However, referring to Langer’s definition of image, it almost has its own life, and is affected by a lot more than just aimed brand attempts, such as environmental factors, reader’s reactions to the change and so on.

Whether we agree with Henell, who points out that the view on GP should be shared across both sides of the organization, editorial and market section in order to achieve harmony and “steer the boat in the right direction, we have to keep Kärreman’s definition of the split news paper identity in mind. Henell seems to agree with Kärreman who claims that the two departments should be separated in the sense that journalists should not be influenced by any operational or marketing relations and vice versa. The problem hence arises when you try to unite two departments in heart when they in reality should be separated in mind. We interpret this as management attempt to enforce common mind-sets but maintain split practices in an organization. According to Kärreman (1996) this is the undeniable identity of the news paper agency and hence a fundamental precondition when working with its identity. When considering the content of the new brand platform we can however see potential. The brand platform advocates core values of the organization and leaves the interpretation of these values up to all different professions within the organization. As long as these values do not interfere with any basic assumptions or espoused beliefs, that according to earlier analysis are hard to change, and creates an opportunity to apply them with different instrumental focus, we see a potential to create a stronger identity, but an identity split in two different instrumental once. On the other hand, if the brand platform is not designed with this application in mind, this redundancy can

serve to create an ever bigger fragmentation of the culture when every department makes their interpretation and you could possibly end up with even more confusing identity, and a brand platform only serving as an artifact and a show-up for interested stakeholders.

Putting aside the split identity within the newspaper, Henell believed that we would encounter yet another two views on GPs image, the internal and the perceived external view, inside the administration. In connection to this she feared that the employees across all departments probably were unaware of how appreciated GP really is among its readers. More explicitly she believed that the GP appreciation is strong inside the house but that they probably think the readers view it as unfashionable. Hence, one of her main intentions with this brand change is to enhance cooperation between department and increase loyalty towards the mission. The problem with this unification is to define the mission. In the brand platform the mission is explicitly stated; to pursue journalism with the support of a satisfying profitability. To some, it is obvious that the organization is fragmented.

With the confusing mix between professional pride and perceived external image in mind, it becomes clear that collected image is interpreted differently within the organization. When Ander points out that the market departments are in closer contact with readers and advertisers and hence have a better view on reader opinions, she is partly right. On the other hand, these departments have an optimistic view on brand potential and might as well only see what they want to see, the same signals as they send out. Believing that your marketing efforts have potential to change customers (and employees) view on the brand might in other words affect how they view responses. On the other hand, if the brand is interpreted as a label on old and established values, as among a majority of the journalists interviewed, the papers content will appeal to a certain reader circuit appreciative of this kind of journalism, fueling the believe among the journalists that brand and journalistic values go hand in hand. This can be successfully connected with the definition of loyalty towards your professional mission as the basis for image and identity perception.

5.4.2 Loyalty

Loyalty seems to originate from very different sources at GP. Loyalty within the editorial staffs originates mainly from the journalistic mission, and the editorial plan of actions. Byström and Svensson base their loyalty on such ground, but emphasizes that the GP image is in line with these values. Henell is stressing the problem with intersubjective perceptions on GP's mission among the editorial employees, that many are loyal, but towards different values than the market department sometimes have in mind. The editor of consumer counseling states that loyalty towards the readers, and making a paper that justify the readers expectations is their main task. Ander, thinks that the loyalty within her staff is limited, due to the relative low status

of the telemarketing profession generally and explicitly at GP. She accentuates her continuous effort to influence in this matter, and explains that the situation is better today than it was a couple of years ago. As a way of getting forward in this process, she has invited executives down to the TM-department and promoted her staff and their achievements during meetings with management. Svensson also stresses the fact that GP is the top job for a journalist in the south-west of Sweden, and points out that this may be a reason why employees stay so long at the company.

When tying these different stories to the loyalty-concept defined by Alvesson (2000), we see a clear difference between the foundations of loyalty, as a consequence of departmental belonging. The editorial staff emphasizes loyalty towards journalistic ethics, the editorial action plan and the readers. It is clear that their enthusiasm stems from the meaningfulness in their job, according to our empirical data, and that this can be classified as identification-based loyalty. Even if we have no empirical proof from the editorial staff, we can assume that instrumental loyalty also exists to some extent within the editorial staff. We base this assumption upon the fact that unemployment rates are high in the journalistic profession, and that GP is a major employer in the field. Svensson also mentioned this indirectly, as he stressed that GP is a high-status place to work as a journalist, as well as Ander, who points out that a view of the editorial department, as a bunch of smug and unworkable journalists writing only what they self have interest in, exists as rumors in the market department; which could be connected to an instrumental loyalty based on power.

The market departments have a varied sense of loyalty. Ander thinks that loyalty is relatively low at the TM-department, as salaries are provision-based, that employees are rather young and that the workplace hence is not an end-destination for these people. We can clearly acknowledge a seemingly instrumental view on loyalty at the TM-department. Winbäck does not consider himself loyal to GP in the sense that he identifies himself with the company or finds his job more meaningful than the pay he receives for it, partly because the high employee turnover shatters collective identity. Empirical observations at the TM-department also give us an idea that the employees work there is highly influenced by provision as a main incitement.

Dobber has an older staff, with many of whom have stayed for over 20 years at the department. He thinks a part of the reason to this phenomenon is the security that GP stands for, and the fact that even during the economic crisis, GP have not let any of its employees go. We think that loyalty here derives from both the identification-based and the instrumental-based types. Security is to be considered as a transactional and instrumental variable, where a safe pay-check is appreciated over the meaningfulness of the job-activities; but can also be identification-based,

in the sense that employees may believe in what they sell and values the way things are being done at GP, and thus stay loyal.

5.5 The Organization Identity Dynamics Model

From the categorization above we can carry our discussion further through applying the conditions on the Organizational Identity Dynamics Model and there through viewing the situation from a unifying perspective. The interactive nature of the concepts culture, image and identity has been introduced loosely above but will be applied in an analysis that discusses the circuit identity-image-identity-culture-identity and so on, in line with the model.

5.5.1 Image-Identity Relationship at GP

From the discussion on image perception we then go on to connect image to the bigger picture, the identity-image circuit creating the “me”-part of the split identity in Hatch and Schultz’s (2002) Organizational Identity Dynamics Model. Since the eternal nature of the circuit makes it impossible to determine a point of origin the identity impressions on image is initially addressed solely based on random choice.

Hatch and Schultz (2002) declare how identity affects image through impressions. When GP markets its paper through distributing the actual product, but also through advertisement, telemarketing and brand platforms, they create a reaction and an image among the present and possible readers. Henell’s intensions with the brand platform is closely connected with this part of the identification process since it tries to create a unified work force that will create a unified impression on outer image. The actual view on the newspaper, from the readers’ point of view will not be addressed since we have no interviews with readers or advertisers and furthermore this view is only interesting as the basis for how it further affects the employees within the organization and mirrors back on to organizational identity.

The external view on these marketing attempts and on the journalism however, is internally interpreted and an image is created through a projected picture of the paper. The process through which the results of the marketing are interpreted on the inside is by Hatch and Schultz (2002) referred to as mirroring. There are many examples of the validity of this mirror metaphor. The old man with a hat, as Lundvall so vividly illustrated it, is one of many examples of an outer image that an employee registered and somehow adopted, not to mention Svensson’s thoughts on how the newspaper is probably seen as an inert giant. Byström pointed out that the impressions of the entire reader circuit are almost impossible to generalize. It is however obvious that everyone still attempts to generalize, or sense-make, as would be a reasonable explanation to the behavior.

A common perception among the entire staff is that GP, in spite of that Henell thought otherwise, is much appreciated by its readers and holds an unquestionable position on the breakfast table. When the editor of the consumer counseling department refers to GP as “the paper” among her readers she makes a clear judgment call and speak for the readers in a way that reveal her own valuation of these opinions as well. We can never be sure that these are the readers real opinions of the paper, however, we can be sure that this is what she thinks but also what she chooses to hear, what she can relate to and what she acts on.

Although the reader circuit has opinions available for everyone within the organization, different parts will be more or less exposed to these opinions. For this reason the “real” image, how homogenous or heterogeneous it might be, will be projected differently across departments. The TM-department, for example, although claiming they have the best contact with their customer through continuous market interaction, only meets the customer when they approach with an offer or when reader evaluations are made. Dobber and Ander for example, feel that the paper is somewhat safe although they also see tradition as a necessity. The nature of these encounters affect the view shared by the readers as much as when journalists only hear about their work through applauds or complaints and during reporting assignments. The editors both describe the paper as engaging for example. We are aware of the generalization within these two groups, and of the fact they too are private persons functioning and comprehending a common view on their workplace from other sources. Because they meet their customer in varying environments, a once clear message is interpreted differently within the organizations and this mirrored image help create the split identity. We can however not disregard the overall common view on the GP image as a credible source of information, fundamental for professions across the departments and closely connected to basic assumptions in the organizational culture.

The picture of GP as an old man with a hat is central to how identity is shaped within the organization. It not only illustrates how they believe others see them, it also influences who they write for and how, and overall what kind of journalism that remains within GP. In short, when journalists think readers want the old man with a hat at their breakfast table, they put on their hat themselves and start writing. Soon there will be hat stands placed in the entrance of the office and the hat is here to stay.

5.5.2 Culture-Identity Relationship at GP

The relationship between culture and identity is referred to as the “I” in the model, and can be described as the collective cultural attributes, skills and skill practice of an organization, that creates a cognitive map (Hatch and Schultz, 2002:10) containing basic assumptions, espoused beliefs and artifacts, as cultural components referring to Schein (1983). Hence, in order for an

interpretation of the "I" to be completely made, knowledge of the "Me" must firstly be acquired. Hence, who am I if the others see me as an old man with a hat? It would be reasonable for anyone to believe that I in fact am what others see, this fact is though influenced by other attributes and actions within the organization.

In the Identity Dynamics Model by Hatch and Schultz (2002) they show that the reflection of the identity embeds itself in cultural understandings, and that the identity also is expressed through cultural understandings. The circuit can be applied at GP in the sense that the current identity is reflected in the culture, as the culture itself shapes the identity. An identity at GP that everyone would conform to is the fact that it is a newspaper with related skill practices, which creates a certain identity itself. The match-up between this and the way things are carried out at GP – the culture - together constitute this relationship which Hatch & Schultz (2002) refers to as the "I".

A main problem with the relationship between culture and identity at GP, is the obvious difference in perceived identity that exist within the organization. As a semi-professional bureaucracy, the organization depends on autonomous individuals with major responsibilities and a great deal of freedom. Their perception on culture creates different views on the "I", which in GP's case is excelled by a situation where the mixture of newly employed and seniors is very fragmented. Furthermore the isolation between the market and editorial departments separates employees even more. On top of this the fact that different departments' missions clearly focuses on two different aspects – making a newspaper vs. financing and market a newspaper – enhances the breach in identity even more. The reactions to the illustration as an old man with a hat may differ depending on mission. The market department for example, sees an unprofitable and short-term customer and a need for change while the journalists perhaps a loyal and appreciative one.

As we earlier stressed the "I" cannot be correctly interpreted without an understanding of the "Me". The mirroring effect that the different departments is exposed to, comes from different stakeholders, where the editorial department mirrors the reader reaction and the impact their contributions have on authorities etcetera; and the market department fuels from enterprises advertising and non-customers. As the "Me" differ between the departments so will the "I", closing up the circuit, and thus creating two different identity models within GP.

5.5.3 Our Diagnosis

A collective culture and image together constitute one collective identity. This situation is however non-existent at GP, due to a rift in both the "I" and the "Me". Different employees from

various departments, with different experience, age and time in the company, all have diverse individual perceptions of GP's identity. This condition is common, but presumably an even greater force at GP, as an outcome of employees staying at the company for a long time and the fact that it is family owned. The grounds for the "I" for a senior employee were perhaps created twenty years ago, and are most probably not the same as for a newly employed worker. The "Me" has changed over the year, as a consequence of the emergence of new generations, and different ideas. Most obvious and in accordance with Henell, would be the emergence of new sources for news, such as the internet and free newspapers and different morning habits. It is also derived from the contact every employee has with its respective customers/readers. The editorial staff get their feedback through letters from readers at best, and other medias. The market department gets theirs through standardized form reviews; the Ad-sales-department obtain an external view from the enterprises that advertise; and the TM-department get theirs through telephone conversations when selling subscriptions. It is obvious that different stakeholders have a different relationship to the newspaper and hence, different pictures on its image.

The details of the brand platform, which are attached in appendix, seem to suggest that management is aware of the complications involved with branding culture. We notice that they are trying to meet and overcome as many obstacles as possible on the way to a united and stronger identity through a clear and well balanced message. By creating transparency and making room for redundancy they, with or without knowing it, create good preconditions for making every process in the dynamics model easier. We cannot however disregard the instrumental nature of these variables, culture and image, can be questioned, and then cultural branding does not have the potential that the management at GP anticipates.

The interaction between culture, image and identity is not balanced at the moment. When Dobber mentions that GPs search for an identity is much too focused on internal soul search rather than on forming an opinion about the external view on GP, and there finding its strengths, we interpret this as a classical example of narcissism. This is also supported by our impression of the intentions behind the brand platform, after talking to Henell. Although Henell points out that the platform is a conscious attempt to unite already well known and well received core values among employees along with the feedback from reader evaluations, the organization is looking within itself to find an identity that needs to be found in relation to others. This since organizational identity, according to Alvesson and Björkman (1992), in contrast to organizational culture, incorporates the dynamic relations between work force and core activities, along with a relation to other organizations.

Since we have stated there are different opinions regarding the GP image, although everyone agreed on the view on GP as a credible and local source of information, we can assume that one of these, or none, is closer to the “truth” about external view, than the other. As a result one of these, we can assume both to some extent, is more based on sense-making. Another possible explanation is that the organization has adopted an image of themselves that originates from something else than reader opinions, such as the desire to brand culture. Is the attempt to brand culture a way to get closer an alignment with the image, the “me”, or is the platform the proof of a schizophrenic organization that has confused culture and image, the “I” and the “me”, a diagnosis called the identity game? Whether management has discovered a rift between the “I” and the “me” and is trying to mend it, or the brand project in fact is an indicator for narcissism could both be defended. It has been stated that the new brand platform is perceived to be an updated label on old values and existing plans of action and therefore will be defended across the entire organization. Conversely there is also reason to suspect that management is underestimating the difficulty in changing culture, and hence, that their perception of culture is a little too instrumental.

5.6 Göteborgs-Posten Organizational Identity Dynamics Model

The Organizational Identity Dynamics Model can be seen as an applicable and general model for examining the identity dynamics and interactive nature of culture, image and identity. We however feel that, in the light of the special nature of the news agency, and the case of the split identity, this model can be further extended. During the course of this analysis, it has become apparent to us that variables within culture and image help to create a split identity within the umbrella identity of the organization.

Firstly, the process through which image has an impact on identity, by Hatch and Schultz (2008) referred to as mirroring, affects different departments differently since they meet their customers in different situations. This helps to create two different personalities within the organizational identity. Although these two are affected differently by reader opinions, to the reader of the newspaper as well as advertisers these will only show as one shared identity, the result of the dynamics between the two.

Secondly, as a consequence of this two-sided mirroring process, the attempt at GP to brand culture, bring the organization together around one identity has to be made through redundant and wide brand platform, one that can be interpreted and adjusted for all professions within the company. The process of expressing, when the collected opinions and values of the organization affects patterns and behaviors within the same, is interpreted differently due to

situational reactions and the barriers between departments. We have earlier discussed the impact of basic values credibility and so on, that of course will play a role in how stimulus is received. This stimulus on culture will ultimately create a variety of reactions which will reflect back on to identity and also here possibly be one reason for a split identity. We illustrate this extended interaction with the GP Organizational Identity Dynamics Model. In conclusion we have noticed that their profession, whether they work in the editorial or market side of GP, serves as a filter for how they interpret stimulus and other experiences from image and culture. This filter helps to create mainly two personalities within GP. We draw the conclusion that this rift is essential to GP as a news paper to maintain their core brand, identity, culture and image values, credibility. That way advertisers do not have an impact on content, credibility and image is preserved which ultimately serves advertising and profitability, also serving their new mission, journalism through satisfying profitability. One could say that in able to compete and maintain one identity externally the inner identity has to be split in the editorial and market department. We do, however, want to point out that the importance of credibility across both departments has been settled through the very dynamics behind the model in question and is the very reason for the continuing existence of the GP identity. Finally, this divided identity is internal while the readers create one identity based on their impressions of the GP image.

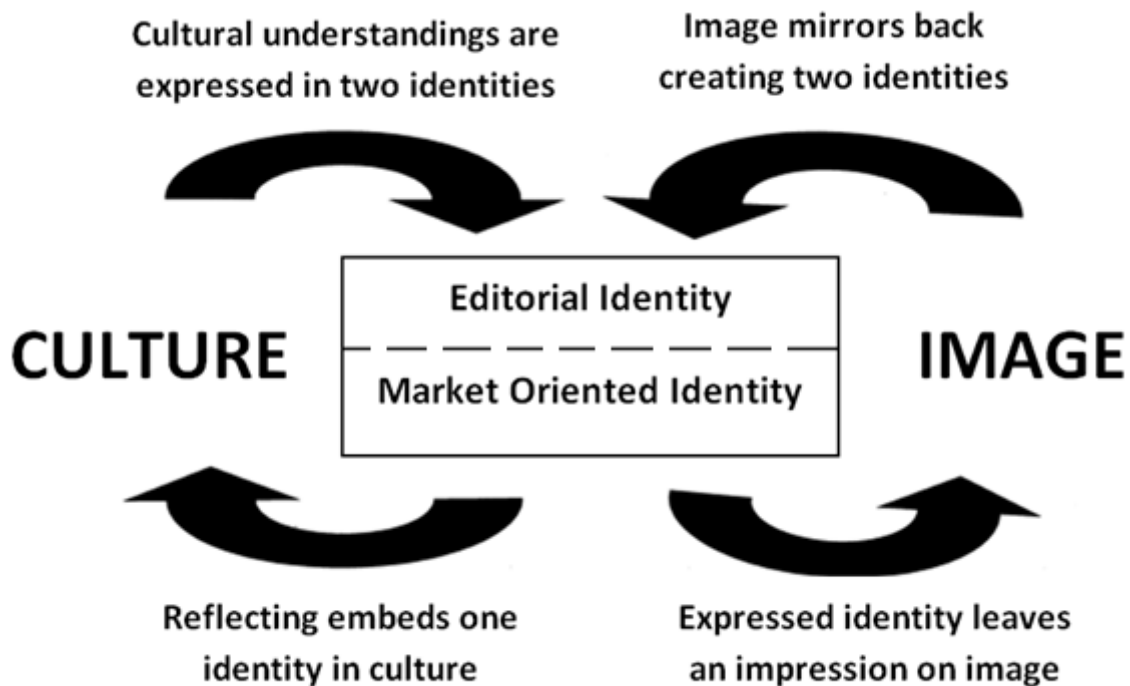


Figure 5.1: The Göteborgs-Posten Organizational Identity Dynamics Model, our extension of the earlier identity dynamics.

Conclusion

In our conclusion we share our most important findings from this study and present our answers to our initial research questions. These are all selected mile stones from our analysis and hence there you will find further reasoning and support to these conclusions.

6. Conclusion

From this case study of the organizational identity at GP we can draw the following conclusions, all resting on the empirical material collected. The Organizational Identity Dynamics Model is our chosen tool for dissecting these empirical findings and this model deconstructs identity into two subcomponents, image and culture.

How does the relation between identity, image and culture at GP look?

GPs image, their perception of what their readers think about them, can be described as an engaging, reliable and credible source of information but is also illustrated as a the dependable and handholding friend, the old man with the hat. There are different opinions of whether GP is a news paper or whether it is a media house. We believe that this view is split because the marketing department wants to see an instrumental image, one they can vitalize and aim at certain profitable groups, while the journalists want to reach as many readers as possible and stay credible and faithful to their journalistic and democratic mission. The different perceptions of the external view of GP are also due to the fact that different readers' response to image impressions reaches different departments within GP. By this we mean that the marketing department meets the reader when marketing the product and the editorial staff primarily come in contact with their readers either when their work is appreciated or disliked, that is when the readers care enough to contact the signing journalist.

GPs culture, the basic assumptions, espoused beliefs, but also symbols and artifacts within the organization can also be connected to the different professional missions within the company. Since we have discovered that the values and ethics of the journalistic mission is closely related to credibility and serving the readers need for reliable information, the editorial staff are loyal to their reader and to their department secondly. The high age-structure at GP and the family ownership also suggest that old traditions and ways of doing things are imprinted in the walls and that there is a high autonomy at GP, in line with the definition of Kärremans (1996) definition of a general news agency and Mintzberg's definition of the professional bureaucracy. Within the marketing department however, there is an established sales-culture, where mission is derived from primarily economic goals and results.

Our conclusions are that when these two influence organizational identity they create a seemingly shattered identity. Furthermore, this shattered identity is the reason behind the new brand platform and according to the creators of this the intentions are to unite the organization so that they can build one unified facade externally. We have found that these identity dynamics at GP are better illustrated by the GP Organizational Identity Dynamics Model where the core identity is split into two sub-identities, the editorial and the market oriented identity, and

further that this rift is essential to GPs existence. Although we believe that the creators of the brand platform are aware of this rift we want to point out that the attempt to reform identity, is resting on the transparency and redundancy of the information and that it needs to have the potential of suitable and varying interpretations across both departments. The brand platform can be seen as a stimulus that highlights the identity dynamics circuits well and that has raised awareness of image and culture within GP. Although there are different opinions of what the brand platform is and does, the project is still seen as an instrument for changing identity as well as culture and image. If this shows successful, it probably would have been because the brand is a true reflection of culture that is exposed to their readers, one that all employees can relate to, something very difficult since the cultures differ on various accounts. Reasons for a failed project could be that the brand is merely seen as a label on everyone's own mission, and hence nothing changes but the further fragmentation of image and culture across departments. We agree with the creators behind the project, that it needs to be a collective effort and discussion, in order to unite the employees.

In light of the identity dynamics presently at work at GP, our fear is that the brand platform is made with wanted position in mind, forgetting the importance of a split identity and image perception, something referred to as narcissism.

So, will GP continue being an old man with a hat?

The identity dynamics at GP help to create a split identity, divided into two sub-identities, the editorial and the market identity, a situation that is necessary to the nature of the organization. These forces involved in the image and culture interaction presented above, also help to describe a situation where management and marketing departments are trying to keep up with competition by creating an updated and competitive identity across both departments. What the marketing department is trying to achieve is to brand the organization from the inside out. As long as employees believe that their product is perceived as an old man with a hat, the branding attempts will not have the planned effects since this picture will collide with the projected image. Changing identity is in our opinion a matter of changing the cultural filter through which we view our mirrored reflections and hence, the success of the project is depending on how deep into the layers of culture the brand platform has the potential to influence. Assuming that basic assumptions are solid and unmanageable, and the brand platform embraces these assumptions, there is a possibility of success. If identity is essential for competing, failure to brand culture will have severe consequences for the implementation and success of the new brand platform and maybe even the firm.

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Here we present a list of the theoretical contributions in alphabetical order of authors.

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Interviews

Åse Henell, Communications Manager, Göteborgs-Posten, Gothenburg, 100504

Nils Svensson, Journalist, Göteborgs-Posten, Gothenburg, 100506

Anonymous, Editor of the Consumer Counseling Department, Göteborgs-Posten, Gothenburg, 100507

Sarah Ander, Head of Telemarketing, Göteborgs-Posten, Gothenburg, 100507

Fredrik Dobber, Sales Director, Göteborgs-Posten, Gothenburg, 100511

Gabriel Byström, Editor of the Culture Department, Göteborgs-Posten, Gothenburg, 100511

Angelica Maligna, Head of Production at Telemarketing, Göteborgs-Posten, Gothenburg, 100511

Hannes Widbäck, Sales man at Telemarketing, Göteborgs-Posten, Gothenburg, 100511

Marie Forslund, Print maker, Göteborgs-Posten, Gothenburg, 100511

Ingela Lundvall, Göteborgs-Posten, Gothenburg, 100511

Appendix

1. *Interview guides*
2. *GP Brand Platform*

Appendix

Appendix 1; Interview Guides

2.1 Interview guide for interviewees with management responsibilities

1. *What is your position on GP?*
2. *How do you view the GP Brand?*
3. *Do you think that others within GP share your view on the brand?*
4. *Do you think the readers share your view on the brand?*
5. *Have you noticed any certain corporate culture here at GP?*
6. *How does this culture show?*
7. *Are you aware of GPs new brand platform?*
8. *What do you know about it?*
9. *How do think this will affect GP?*
10. *Do you think restated core values would have an impact on the organizational culture at GP?*

2.2 Interview guide for other employees at GP

1. *What is your position on GP?*
2. *How do you view the GP Brand?*
3. *Do you think that others within GP share your view on the brand?*
4. *Do you think the readers share your view on the brand?*
5. *How would you describe the corporate culture here at GP?*
6. *Are you aware of the new brand platform at GP?*
7. *If yes, how do think this will affect your daily work? If no, do you think restated core values would change anything?*

Appendix 2; GP Brand Platform

(Transcribed and translated circulating folder at the GP office)

GP Brand – Our mission, our core values and our vision

The Brand entails the feelings, thoughts, pictures and values that pop up in the head of those who meet GP. Above all this shows via the paper in all its shapes but you should not underestimate personal contacts, emails, phone calls, sponsoring, advertising, other media and so on. In the eye of the receiver, GP is a brand.

Our Mission

(Mission is a way of describing why a company exists. In our case this has to do with both our mission from our readers and from our owners.)

Fundamentally our mission is journalistic and democratic. We believe in the power of good journalism and open, unbiased media.

Journalistic independence require financial independence. Good journalism and satisfying profitability are each others preconditions. GP is meant to be a wide ranging and local news paper (To the readers GP is a news paper regardless of what shape meets them. GP is a paper online and in the cell phone, or when we create television online or meet the public in other ways. It is simply about the foundation of the brand.) with high quality in multiple channels. We observe and scrutinize. We also give room for debate and dialogue, understanding and destruction.

GP should be a good citizen.

Our Core Values

Core values are simple and often obvious words that illustrate the brand. Something to stay within, so that you act long term and consistent. The core values are based on what we ourselves want to be and what people think GP is.

LOCAL

Our sense of direction differentiates us more than anything from the competition. Gothenburg is our home field, and here no one can beat us.

By being close to people, we win them as readers and advertisers. We are a part of an international world, but we see it through the eyes of a Gothenburger and focus on what is relevant and essential to our readers.

CREDIBLE

You can trust us, and that is one of our greatest assets. Our credibility is crucial to our readers. But it is also very significant for the relationship with advertisers, partners and other people who are important to GP in this society.

High credibility gives us room to dare more. That means we can view ourselves from a distance and with humor.

OPEN

To be open is to be extrovert and curious of peoples interests, opinions and life. We listen to the surrounding world and strive for a balanced relation with our readers, focused on dialogue and participation.

It is also about being open to change, in society and with everything concerning new developments, new habits, diverse cultures and other ways of thinking.

Our Vision

A vision is something else than a measurable goal. Strong visions are challenging and almost unreachable. But to have a chance at getting there, it takes explicit strategies, hard priorities and explicit, measurable goals.

- *The world's best local news paper – that meets the readers through different channels, when, where and how they choose to.*