

INTRODUCTION

OUR MIND UNIVERSE

Welcome to our mind universe of the Master Thesis named; *Stories of Transparency – In the Scene of Sticks'n'Sushi*. The thesis is rooted in our passion for; food, sustainability, design and innovation. Furthermore this Master Thesis is based on our professional environment as students on Integrated Food Studies, where we have encountered our inputs of academic substantiation.

Thus in our profession of Integrated Food Studies the field covers a holistic interdisciplinary approach to food relations. We engage as students on Integrated Food Studies, within the future food related challenges in the food industry. We focus here on, how to address opportunities for creating sustainable solutions. We work with innovative product designs, as well as development of food systems in the public and private organisations (Aalborg University, 2014). In this Master Thesis we focus on the context of, how to navigate a complex sustainable food problem, in the private sector, through the use of creative design tools, to display an alternative product innovation process (Aalborg University, 2014). Consequently our overall approach within this Master Thesis characterises as being experimental, creative and somewhat un-traditional in the investigation process, making the work fairly challenging. We attempt to make use of design related perspectives not previously used in our profession to communicate our results in a narrative scene.

THE CASE OF STICKS'N'SUSHI

This Master Thesis bases on the case of the restaurant chain Sticks'n'Sushi, from hereon written as SNS. SNS has for many years played a central part, in both of our lives. The to us significant role of SNS includes; SNS being our part time jobs during our studies; SNS being a social aspect embracing many of our friends; SNS as inspiration in other projects, and now as the focal case of our Master Thesis. A further description of SNS is accounted for in; Chapter 2 – The Framework of SNS, in order to clarify the specific scene of this Master Thesis. However to briefly serve, which impressions in the eyes of SNS, we mainly cover the sustainable values at SNS. These following quotes from the official webpage at SNS, covers in our view, the key sustainable values approximately:

“We devote an exceptional amount of time and resources to the well-being of our employees and promoting public spirit. Simply because a good company culture breeds a good workplace. Or is it the other way round?”

(Sticks'n'Sushi , 2014 (b)).

“A company can always improve. Make less mess, purchase more environmentally correct, and act more properly. It’s all a process. Not a conclusive result, but an endless journey”

(Sticks’n’Sushi ,2014 (d)).

“We employ people with personalities. People who think WE rather than I. (...) Attitudes like that never scared away a customer or a colleague. And it’s an attitude we rate highly. Because it breathes a good atmosphere into every working day and brings happy whistling to the kitchen”

(Sticks’n’Sushi, 2014 (b)).

However from desired ideals in these quotes, we find in our optic, wonders developing in relation to societal issues. One perspective especially, catch our interest: The newly introduced sustainable principle of: *Transparency*, a perspective within the Sustainable Program at SNS named: *Sushistainable*. Precisely the relation of; *Transparency* being an indefinable, abstract and open-ended sustainable value, and not currently, a clearly defined and specific concept, with measurable goals at SNS, are the consequence of our wonders in this Master Thesis. We may locate the obvious terms in the terminology of; *Transparency* as featuring; clarity, honesty, visibility, accountability, compliance and many others words, which to some extent creates capability of a meaning (Collins English Distortionary, 2014). Even tough the sustainable initiative; *Transparency* is still in its infancy, we find grounds to map out, not the specific meanings of, what SNS in business relations, can gain from this principle. However in our view we find investigational grounds on more importantly: What can the employees at SNS, including our self, demand from; *Transparency*, and which issues and opportunities can the initiative foster in the SNS workplace culture? Consequently the introduction of; *Transparency* at SNS, evolves many complexities, that builds upon our wonders created from personal experiences at SNS.

OUR WONDERS

When employed at SNS many different types of internal information are received every week. The internal information are sent either through social media, at the internal Facebook page called: *Social Sushi* or through internal emails called: *Weekly* - which as the name states, sends news every week. In the summer of 2013, a complete *Weekly* was dedicated to the term of; *Radical Transparency*¹ (Picture 1).

¹ Clive Thompson (2007) from *Wired Magazine* lays open a new business trend. Thompson (2007) describes the term of *Radical Transparency* as; “Companies used to assume that details about their internal workings were valuable precisely because they were secret. If you were cagey about your plans, you had the upper hand; if you kept your next big idea to yourself, people couldn’t steal it. Now, billion-dollar ideas come to CEOs who give them away; corporations that publicize their failings grow stronger”. Companies who try to remain secretive, better come clean before someone else share the negative story, they thy to hide (Thompson, 2007).



Picture 1. Displays the internal mail of Weekly from Sticks'n'Sushi week 30, 2013.

The term covers in the view of SNS; telling everything, telling the truth and everyone from guests to employers are to know. Furthermore the *Weekly* address some overall headlines of issues in relation to; *Radical Transparency*, they read: The Rotten Food System, Power to The People and A Great Task Ahead. SNS insinuates a revolution is somewhat necessary, and radical changes of food product directions are in order. The statement of SNS in this *Weekly* is clear; the development of our current food system must continue to be designed for the better, and major steps are required for this to happen. Since this *Weekly*, we have not received any physical signs or communicative elements of; *Radical Transparency*, at SNS. The next encounter of; *Transparency* came at SNS' Grand Staff Meeting: *Sunday Session*, in January 2014, when SNS now covered a slightly altered version, in the appearance of; *Transparency*. Here the principle of; *Transparency*, addressed a new focal point in the Sustainable Program; *Sushistainable*, and in addition SNS presented the overall ideas of, what they find; *Transparency* cover. What we especially took notice of, was the attention appointed towards; telling the true stories, both the bad as the good stories. SNS are especially concentrated on the truth in relation to; *Transparency* of foods.

We wonder however, how these are carried out in practice, and what influences the initiative of; *Transparency* have in the organisation, within the employer's workplace setting at SNS.

THE PERSPECTIVES OF TRANSPARENCY

We state from our interpretations, the principle of; *Transparency* shelters alone in the terminology many aspects. In addition SNS make use of the principle; *Transparency* in a fairly undefined manner. The approach used in the sustainable development means; whatever, however and whenever SNS selects, when referring to; *Transparency*. Consequently all means of the concept, in our perspectives, clarify the complexity of working in practice with; *Transparency* as a sustainable principle. The following examine shortly the main reasoning's of; *Transparency*, when being a sustainable trend integrated in business relation. Moreover how we view the connection of; *Transparency* to the concept of; *Authenticity* to make use of an already theoretical used principle. We argue in this regard; *Authenticity* comparable with; *Transparency*.

A Sustainable Trend

The society of today focus on sustainability in so many directions of being responsible, whether the agenda is attended from the Government, Companies or Civil Society angle (Porter & Kramer, 2011:4). They all want to participate in the play, and from these constant reinventions of sustainability, the trends become inevitable difficult to navigate in. The new trend in the regard of corporate settings, and the case of SNS is; *Transparency*, and here implies some level of a businesses being open in their work (Lloyd, 2008) (Trienekens et al., 2011:55). Many reasons argue on this matter, and originate among global threats such as the; financial crises, climate changes, obesity epidemic and our complex food systems. These societal challenges, just to name a few, relate to concerns of discourses emerging like; *Transparency* (Trienekens et al., 2011:56). When we then further discover, the current complex food system is one of many concerns creating a potential reason for a sustainable trend like; *Transparency* to emerge. Subsequently we find it necessary to cover; *Transparency* in relation to the complexity of our *Food Supply Chain*². Since the food supply chain is yet another issue, that addresses many perspectives depending on, which type of food supply chain the question relates. What seems to be the unavoidably issue in this relation, is that not many know about the food they eat, and further this is somewhat impossible to figure out (Trienekens et al., 2011:56).

² *Food Supply Chain* is a term used in many broad ranges of production, distribution and consumption considerations (Trivette, 2012:39). The more general terminology of *Supply Chain* characterises any movement of a product/service from supplier to consumer. Furthermore the *Supply Chain* termed as a system of organisations, people, information, activities and recourses that are positioned within the products distribution of something from one to another (Collins English Dictionary, 2014).

The issue of foods origin places serious questions towards foods security and health, when we cannot place and trace them. The questions further evolves the authorities on National as well International level³, which take an interest in the challenges to develop better solutions to our complex food system (European Commission, 2002). Consequently many companies joins the; UN Global Compact in order strive towards 10 principals of contributing to a more responsible and sustainable world (United Nations, 2014). SNS is guided by the terms of the Global Compact through an overall approach, and SNS are somewhat more homemade in their sustainable strategy (Chapter 2)(Sticks'n'Sushi, 2014 (e)).

The Experience Economy forms Authenticity

Creating *Transparency* is one out of many sustainable trends that captures the attention of businesses, like sustainable trends of food waste and renewable energy. Pine & Gilmore (2007) state the devotion on; *Transparency* forwards, because society of today is switched to the; *Experience Economy*⁴, that currently demands a desire of *Authenticity* by consumers (Pine & Gilmore, 2007:1). Meaning people want an experience, which extract of the real, in an else somewhat unreal or artificial world (Pine & Gilmore, 2007:1). Consumer's no longer treasure the quality of foods being enough, or any other services for that matter, people want the real, and the truth of way they eat or buy. One of the reasons behind this position is by some theorist like Pine & Gilmore (2007) viewed as a resistance when products are perceived fake (Pine & Gilmore, 2007:1). We view a consequence is here stated in the aforementioned complex food system. Consequently businesses are today all about being real; *Original, Genuine, Sincere, Authentic*, and in our view *Transparent* (Pine & Gilmore, 2007:1).

³ *Transparency is incorporated in the EU Food Safety Regulation (2002): Transparency is included among risk analysis and prevention, the protection of consumer interests and the free circulation of safe and high-quality products within the internal market and with third countries (European Commission, 20102). Transparency is one of the basic principles of the; European Food Law, which states that food safety and the protection of consumer interests are of increasing concern to the general public, non-governmental organisations, professional associations, international trading partners and trade organisations (European Commission, 2002).*

⁴ *Pine & Gilmore (2007) identifies four overall historical economies of business successive imperative (Pine & Gilmore, 2007:6). Within the businesses imperatives are found the related consumer sensibilities/demands. The four economies cover the; Agrarian Economy, Industrial Economy, Service Economy and our current economy of the; Experience Economy. The historical economies supplant one another and moving backwards the Experience Economy (renders Authenticity) transmits from the Service Economy. Characterised by the consumer demands of improving quality. Further the Service Economy supplants from the Industrial Economy - which displaced the controlling of cost. And last the Agrarian Economy required availability of supply (Pine, 2004) (Pine & Gilmore, 2007:6).*

Authenticity stage Transparency

We grasp here the bond of; *Authenticity* and *Transparency* based on their compatible twosome, and how individuals potentially are offered the fundamental same sensibility of; what they want. Fournier and Avery (2010) talk in their context of; *The Age of Transparency*, transparency being a powerful theme, when businesses embed their brand on *Authenticity* (Fournier & Avery, 2010:595):

“Authenticity is the critical currency in establishing transparency, and the qualifications are difficult and high. An authentic brand demonstrates veridicality and genuineness in the brand’s claimed position; its messaging, assertions and behaviors are all supportive and aligned. The authentic brand adjusts its face to the risks that confront it; the brand is justifiably who they say they are. The authentic brand is willingly open and honest. You see what you get with an authentic brand for that brand has nothing to hide”.

(Fournier & Avery, 2010:595).

The quote expresses where - in which we discover the concept of; *Authenticity* being the essential link to our field of interest in; *Transparency*, and illustrates, how the information received must be perceived authentic. The appearance of *Experience Economy* may initiate some organisation to act on them, in order to gain the possible success this experience offers. The businesses are in addition, in many concerns those, who convert the sensibilities of; *Authenticity* and/or *Transparency*, and form them to something specific for the demanding actors.

Transparency in the Business View

When companies integrate specific sustainable initiatives, they force additionally a set of values upon the internal employees (Llopis, 2012). Here initiative of; *Transparency* fosters a popular workplace demand of eliminating everything unknown and providing the employers with clarity (Llopis, 2012). In the early beginning of this Master Thesis process, we conducted two interviews with respectively the Chief Corporate Officer (CEO) of SNS; Kim Rahbek, and Corporate Social Responsibility (CSR) Manager at SNS; Jakob Gaard. These conversations gave useful insights, which creates the basis for our investigation, and further bounds our problem field, within the employers understanding of; *Transparency*, when being communicatively encountered. The interviews assess the management level perspectives, in relation to SNS sustainable business strategies, and expectations of the future. They provide multisided perceptions on the perspectives of internal relations of; *Transparency*, between prioritisation of idealism in the CSR Managers view, and the profit making business in the CEO’s perception:

CEO Kim Rahbek:

“I especially think, if you are to succeed in our placed segment; in the upper high-end. Then it is important that we are constantly striving to work on the improvement of our chain of value, and make this work even better. Our suppliers are to

be even sharper, the quality of our food even better. Consequently we are able to tell where our food comes from, and that makes sense. Additionally this provides profit on the bottom line, because the better we are in terms of our product, the less likely you going to discuss price"
(CEO – Kim Rahbek (2014) Appendix 1 & 2)

CEO Kim Rahbek:

"No, the understanding of transparency could be improved. It is a process we have just started. However a 360-degree of transparency in an organization, I think that can help motivate. We are not to motivate people, when they come here, people have to desire motivation from the start, our mission is however to inspire (...) and visibility/clarity or transparency may very well be a tool in that direction "
(CEO – Kim Rahbek (2014) Appendix 1 & 2)

CEO Kim Rahbek:

"I think we can become more open about the sustainability work we practice. I would like that, we are to develop more in that area. Now we have certain level, and we have not managed to really move in that department in the past year with projects and stuff. Jakob Gaard (CSR manager) knows this very well, something extra is lacking"
(CEO – Kim Rahbek (2014) Appendix 1 & 2)

CSR Manager, Jakob Gaard:

"I think first and foremost the initiative of transparency is the right thing to do. In fact, transparency is the only right thing to do. There is not really any other way, as I see it. This does not only apply SNS, it is a generally application in companies, especially the companies called business-to-consumer companies. Transparency will become the overall theme on the agenda. Consequently there is not really any way around it"
(CSR Manager, Jakob Gaard (2014) Appendix 3 & 4)

CSR Manager, Jakob Gaard:

"So in fact it is very grotesque that we in so many years, have lived in a world, where you cannot figure out, where the history of foods are hidden. How things are produced, or whether you receive half at truth, etc."
(CSR Manager, Jakob Gaard (2014) Appendix 3 & 4)

CSR Manager, Jakob Gaard:

"So we need to bring a lot of time in dressing the staff on. Since it would be a very unfortunately situation, if an employer ends in a position, where guests know, or have heard more, than the employers who tell about it. Then you appear very unprofessional and uncool. And furthermore you place going the employers in a really bad situation. So if we are just to sit in here (Backhouse) and write a lot of fine words, and throw them on social medias and website, and other places - and additionally have not informed the employers, who are those in daily dialogue with guests, then we have a problem"
(CSR Manager, Jakob Gaard (2014) Appendix 3 & 4)

CSR Manager, Jakob Gaard:

"Then there is the equation called the internal. Which is enormously important in order to inform our guests in a proper manner. However the internal affairs are also to be anchored in the company in an appropriate way. But that is where my

focus is now. Fortunately we have the Human Resource and Finance Departments, which also view a great potential in the initiative of transparency. And I think it is cool to open up, and have nothing to hide"
(CSR Manager, Jakob Gaard (2014) Appendix 3 & 4)

CSR Manager, Jakob Gaard:

"The internal element is something that have been assign on the agenda a little later. It was only until recently I figured, this perspective is hugely important. Whereas before I had been very focused on the external (...) But then I realised (...) For some strange reason, I had not considered the internal communication. However the waiters are the most important, and off course the chefs. But compared to who are communication the external information, the waiters are the most important tool, like we have talked about earlier"

(CSR Manager, Jakob Gaard (2014) Appendix 3 & 4)

The listed quotes expresses some main identifications, in which creates the clarification and perspectives of this Master Thesis. The quotes specify, the future challenges, when practically working on the form and position of; *Transparency*. Creating social responsibility is not only about benefitting society and the environment around, among companies they recognise the possibility for winning on the bottom line, which in the perception of a CEO, is a fundamental aspect of running a business (Llopis, 2012). Furthermore the companies mastering the sustainable initiatives on a coherent matter, experiences motivating and helping their employers become more safe and committed in their work (Llopis, 2012).

In the following Chapter 2 - Framework of Sticks'n'Sushi, we account for the scene of SNS, which the elements of; *Transparency*, are placed, and we give in details explanation of the workplace in order to create the employers picture of SNS.

Our creative challenge is, how to present the many different understanding and perceptions identified in a company's many expectations, when implementing a sustainable initiative like; *Transparency* at SNS. Since our presentation is to make sense in the context of SNS, and give meaning to many types of employers.

PROBLEM FIELD

Overall the challenges related to; *Transparency*, are sourced in, how to create and in practice work, with this field of openness and honesty in the context of specific organisations. Consequently the difficulties in regards of; *Transparency* are how, what and where to share internal information. The potential outcome creates a common understanding, which is further beneficially between the people involved.

The perspectives addressed in the aforementioned interviews of; CEO, Kim Rahbek and CSR Manager, Jakob Gaard, are what builds further upon our assumption, that currently the employers at

SNS, do not necessarily share the same view of the initiative of; *Transparency*, as the management level at SNS. Based on our hypothesis that: *Transparency is a perspective with conflicting potentials and disadvantages in the integration of a sustainable business strategy, given the principle are a somewhat undefined phenomenon*. Add to this hypothesis, we find means, for representing the employers encounter in relation to their understanding of; emotional assessments and the communicational confrontation of; objects and actors⁵, when entering the scene of SNS.

The possible additional issues related to mapping the understanding of the employers experiences, are why we have chosen to work with the organisational or likewise referred as; internal communication of; *Transparency*. Consequently we do not cover our problem field in relation to perspectives of; *Transparency* in the view of guests at SNS. Given the guests at SNS are addressing challenges of communicating; *Transparency* externally. We acknowledge the employer angle as more needed in our understanding, since our design of investigation, is addressing the shared organisational information in an employer perspective. The employers at SNS present consequently the angle in our Master Thesis, with the aim to contribute with knowledge of their work. The employers are likewise representatives of a general consumer demand towards; *Transparency* in society (Fournier & Avery, 2010:595). We recognise the employer-related-view are utmost significant to build upon our investigation. Given the employers at SNS are the only individuals, who can facilitate their own needs and understandings. Furthermore we locate in the employers optic, the most beneficial opportunities for affecting their influence.

Accordingly the aim of this Master Thesis is like the introduction prescribes, designed with an explorative and descriptive purpose. We intend to map out, and visually present, where the communicative perspectives of transparency are positioned in the employer's work place environment, in the specific setting of SNS. Here the main interest is to view, the employers understanding in the exchange of internal information of; *Transparency*.

The investigational process is on the explorative level based on the field of interest; *Transparency*, not previously examined in the context of SNS. Moreover we explore new approaches of using design tools in the illustration of employer experiences and attitudes of; *Transparency*. We aim to contribute with knowledge of, how to visually tell the employers stories of; *Transparency* at SNS. The knowledge can possible develop tools, in the management of the future practical integration of; *Transparency*, in the specific context of SNS.

⁵ The parameters of; emotions, objects and actors are here covered in the employers activities, when working at SNS. The parameters refer to our methodological approach used in our analysing paragraphs in Chapter 5 & 6 in the approach of Customer Journey Maps. The emotions, object and actors are therefore likewise accounted for in Chapter 3 – Philosophical and Methodological Approach.

However in order to address, how to creatively present the communicative parameters of; *Transparency*, we are to uncover, how and what the employers understand of; *Transparency*, when being at work at SNS. Therefore we will descriptively address, how and what the employers understand in the encounter of communication of; *Transparency* at SNS, which is created on the basis of our empirical investigation. In addition we hope this Master Thesis could have potential in an academic use of inspiration, when other students are working within the field of using: Design related tools in sustainable development, in private as well as public organisations. Moreover we imagine contributing in the future debate at SNS, of how a company like themselves could potentially create a shared transparent understanding in practice between employers. The debate is especially influential in regard of SNS' internal openness, trust, and honesty. These possibilities are what; *Transparency* enables (Trienekens et al., 2011:55).

RESEARCH QUESTION

Based on own experiences and our the problem field - in which have been presented, this Master Thesis attempts to answer the following research question:

How and in what form are the employers understanding of transparency in the case of Sticks'n'Sushi?

When the sustainable principle of transparency is newly introduced internally in the program of sustainability at Sticks'n'Sushi.

And what design tools can be integrated to map out and visually illustrate the employer's encounter of transparency in the approach of organisational communication of Sticks'n'Sushi?

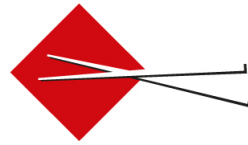
READING GUIDELINE

The purpose of this section is to account for the structure of the Master Thesis by illustrating how the individual sections are connected in order to improve the reading experience of the thesis. Due to the thesis investigation and problem field related to the question of; how and what, aiming at a descriptive and explorative purpose, we find a specific structure using neither a deductive or inductive approach could be used alone. The abductive approach has therefore been applied in the thesis, which is experimentally based and uses the combination of rules and experiments based investigation designs. This means in the thesis is build like a the usual deductive format, meaning the methodological approach, and theories required to answer the research question, will be accounted

for prior to being applied on the empirical data. However this is not how we have carried out the investigational process in real life. The intention with the; *Reading Guideline*, is therefore to clear out the written correlations of the thesis and hereby create an overview and increased readability (Ankersborg, 2013: 93).

FRAMEWORK OF STICKS'N'SUSHI

THE HISTORY



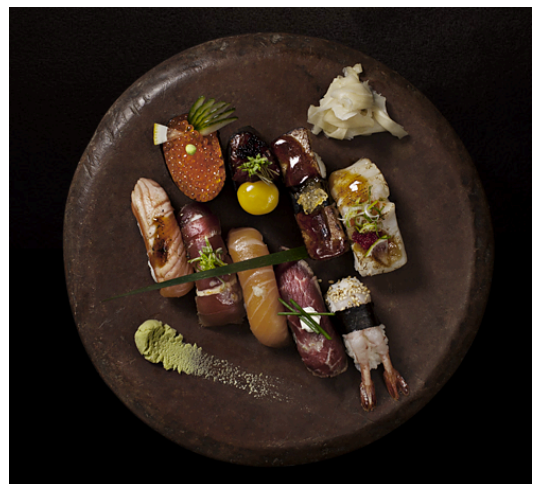
STICKS | N | SUSHI

Figure 1. Displays the logo of Sticks'n'Sushi (Sticks'n'Sushi, 2014 (a))

'Irasshaimase' - A traditional Japanese welcome to the scene of SNS. SNS is a dining concept based on Japanese culture and inspired by Copenhagen life. The first restaurant opened in 1994, and since then 10 restaurants can now be found located around Copenhagen. SNS is a constantly growing company and has just recently stepped in the international business scene, with two openings in London - and with plans of more to come in other countries. The expansion of SNS now means that the company includes around 600 employees and counting more than 26 different nationalities (Pedersen, 2013) (Sticks'n'Sushi, 2014 (a)). The food is a mix of quality sushi, traditional Asian yakitori-sticks and elements of Nordic delicacies combining the best of two worlds (*Picture 2 and 3*) – with the intention of creating a restaurant that; CEO, Kim Rahbek describes as: *'We are affordable luxury'* (Aguna, 2011:29).



Picture 2. Displays oysters from the menu card at SNS (Sticks'n'Sushi, 2014 (f))



Picture 3. Displays a nigiri menu from the menu card at SNS (Sticks'n'Sushi, 2014 (f))

THE WORKPLACE CULTURE



Picture 4. Displays an employer working at Sticks'n'Sushi (Sticks'n'Sushi, 2014 (d)).

The values characterising the employers at SNS, are what SNS describes on the official webpage as: *“People who think WE instead of I”* (Sticks'n'Sushi, 2014 (b)). The quotes express a certain SNS mentality and personality ruling in the workplace culture of SNS. SNS internal handbook of; *That's us'*, presents the corporate visions and philosophy, and therefore includes the foundation of values made available (Sticks'n'Sushi, 2014 (b)) (Sticks'n'Sushi, 2013). The environment and culture forms a unique SNS universe, perhaps bit out of the ordinary, however a feature acknowledged by the guests, who know the restaurants. The following quotes from; *'That's us'*, specifies some of the essential points in the philosophy and characterisation of people at SNS:

“Big smiles and small egos”

“Don't act good – Be good”

“People who take their work but not themselves too seriously”

(Sticks'n'Sushi, 2014 (b)).

These statements do not originate out of nothing they are created at SNS, and they cover a scene of information exchanged in various ways. The available internal information includes; *Tamigo*, the intranet and work schedule and; *Weekly*, the mail of news. Further is found various information on the social medias like Facebook in; *Social Sushi* and more on; *Instagram* and *Pinterest*.

When entering employment, the training process is highly focused. Given the demands of working as chef, waiter, restaurant manager among others, requires routines in offering good service experiences, and further sharp minds to work in a busy restaurant environment. The goal is, creating

quality food and excellence service. The individual focus on service is attended on what; CEO, Kim Rahbek portrays as: *“It has to be a pleasure to please others”* (Aggersbjerg, 2008). The employees are to enjoy their work, and serve in a personal style with honesty and openness in order to create the right kind of SNS atmosphere. At SNS numerous responsibilities are appointed to employers in the restaurant, these includes; *Senpai’s*, being the assistants in the training process of new employments; *Representatives of Safety*, as the representative of union in the workplace environment, and safety/well-being of colleagues, and a further assignment is the; *Fishtankers*, who focus on development of practicalities in the restaurant.

In addition to the employer opinions and approaches of the workplace culture at SNS, several responsible consideration are integrated at SNS. The following illuminates the meaning, thoughts and practical work behind the program of sustainability at SNS called; *Sushistainable*.

CORPORATE SOCIAL RESPONSIBILITY

The responsible considerations have not always been an integrated part of SNS. In 2007 two employers placed a new focus on the agenda. From these employers; CSR Manager, Jakob Gaard included, awareness was appointed, and the Management of SNS Backhouse (The Administration Office) decided to steep into the world of; *Corporate Social Responsibility*. The pronouncement converts SNS to a somewhat more responsible company, and thereby the physical CSR department was created.

With the introduction, SNS’ created their own concept of, how to work strategically with sustainability in the aforementioned program called; *Sushistainable* (Sticks’n’Sushi, 2014 (d)) (Figure 2). The strategy of; *Sushistainable*, consist of; three different levels of working responsible within the organisation, they are found in Figure 2.

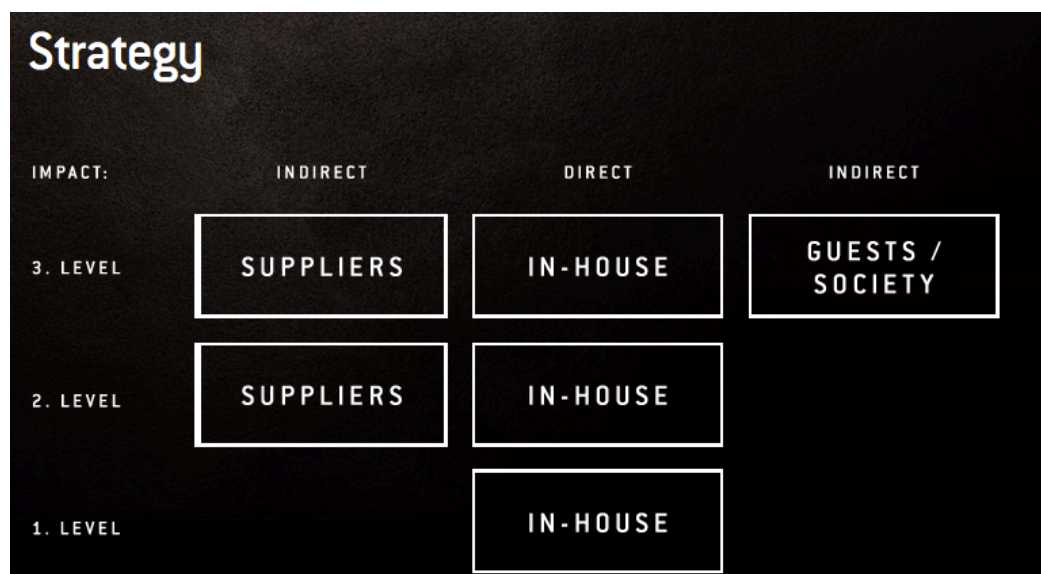


Figure 2. Display the strategy of *Sushistainable* (Sticks’n’Sushi, 2014 (d))

The three different levels cover the actions on 1. Level of IN-HOUSE; including all the initiatives, and projects launched within SNS. The 2. Level address SUPPLIERS; and implies the collaboration between the suppliers and SNS. Furthermore the 3. Level conceals SOCIETY/GUEST; containing the sharing of knowledge, to influence society as a whole (Sticks'n'Sushi, 2014 (d)). SNS state they constantly move around the three levels, working to improve their responsibility, and from here be open in their sustainable work (Sticks'n'Sushi, 2014 (c)). SNS have established an approach in the attempt of improving the sustainable initiatives, through the use of; *Ambassadors of Sushistainable*. The; *Sushistainable Ambassadors*, are typically employed by waiters in the restaurants, in order to build contact between the CSR department and other employers.

Additionally from the homemade strategy of sushistainable at SNS, the organisation are to some extent guided by another code of conduct. The focal is the; *United Nations - Global Compact*, and from here SNS try to integrate some of the 10 principles of working responsible (United Nation, 2014) (More information in Chapter 1 – Introduction, A Sustainable Trend). The focal principles at SNS covers; human rights, labour claims, environment and anti-corruption, and from which SNS discover the most important perspectives to stay committed.

Stepping from one commitment to another very devoted focal at SNS, are the settings of the restaurants. In the following different scenes of each individual restaurant are expressing various experience, atmospheres, histories and interior designs of SNS.

THE DIFFERENT SCENES AT STICKS'N'SUSHI

Even though SNS are placed in the typical segment of a restaurant chain – work are dedicated towards creating restaurant with individual vibes based on the location history and community environment. The development of the restaurant scenes aims at creating restaurants, which are not alike in design. However only share the same service and the foods and drinks served.

The inspiration of historical aspects illustrates, in the restaurant at Gl. Kongevej in Copenhagen, the characteristic curtains of book prints (*Picture 5*). The former antiquarian bookshop inspires the book-printed curtains, which was located prior to the restaurant opening in 2007 (Sticks'n'Sushi, 2014 (a)). In the Istedegade restaurant, guests eat closely together at big common tables, in order to stimulate the atmosphere of solidarity and sense of community – which is a characteristic of the people living at Vesterbro (*Picture 6*).



Picture 5. Displays the Sticks'n'Sushi restaurant at Gl. Kongevej ((Sticks'n'Sushi, 2014 (d)))



Picture 6. Displays the Sticks'n'Sushi restaurant at Istedegade (Sticks'n'Sushi, 2014 (d)).

Moreover the Tivoli restaurant, placed on the 12th floor of the Tivoli Hotel creates a spectacular view over the rooftops of Copenhagen. The restaurant is more decadent and formal in the interior design, being located at a Hotel. In addition the atmosphere is more metropolitan since the local community around the Tivoli Hotel is really not an inhabited area, but more a small country of office buildings placed at Kalvebod Brygge. Besides from the restaurant scene, this specific restaurant offers multiple settings such as; a sky bar with swings as seating's placed towards the view of the city. Furthermore the option of dining in the area of; *Tatami*, creating a fusion of traditional Japanese sitting style

combined with the Danish demand for comfort (Picture 7, 8 and 9). The purpose at SNS is generally, to create an experience sometimes out of the ordinary, or just providing a quality meal in the everyday life, depending on the emotional scene of life. The quotes from the internal handbook; *That's us*, frame how the entering of SNS restaurants are aimed:

"We will try to feed both you and your senses"

"Leave the real world for a while"

(Sticks'n'Sushi, 2013).



Picture 7. Display the Japanese section Tatami in the Sticks'n'Sushi Tivoli restaurant (Sticks'n'Sushi, 2014 (g))



Picture 8. Displaying the swings in the Sky bar at Sticks'n'Sushi Tivoli (Sticks'n'Sushi, 2014 (g))



Picture 9. Display the Sticks'n'Sushi restaurant in Tivoli Hotel (Sticks'n'Sushi, 2014 (g))

PHILOSOPHICAL AND METHODOLOGICAL APPROACH

PHILOSOPHICAL APPROACHES

This paragraph cover our overall approaches used to create new knowledge within this Master Thesis. The passage is divided in two sections. First we shortly account for our; Philosophical stands of; *Hermeneutics* in combinations of; *Constructivism*. These create our epistemological foundations, and from then we can discuss and outline our methods. Given that a major part within this Master Thesis is based on our own empirical gathered data the philosophical aspect are only shortly related, in order to understand, how we view the world's reality. Further our process of learning through; *Abductive Reasoning* encounters our experimental approach of learning. When basing our problem field on a hypothesis that; *Transparency is a perspective with conflicting potentials and disadvantages in the integration of a sustainable business strategy, given the principle is a somewhat undefined phenomenon*. The hypothesis is gained through a deductive approach, however we test our assumption through an inductive approach.

The second paragraph account for our full recipe of the methodological approaches applied, when creating new knowledge through our; *Preconceptions* in the; *Qualitative Research*. Then we explain the ethnographical research of our data gatherings in: *Semi-structured Interviews*, *Observations* and *Focus Group Interviews*, and last the analytical tools used of; *Personas*, *Customer Journey Maps* and *Storyboarding*. On the basis of our chosen approaches in our investigation, we are able to clarify, the way in which, we understand and create new knowledge, further how we used methods for analysing, and last how we have reached our results and conclusion (Brinkmann & Tangaard, 2010:221-122).

Science seeks the truth and to find it, we are to cover, from which grounds we view the truth of working scientific. The following gives sense of, how we relate to the scientific disciplines, when we investigate interdisciplinary, and therefor connect multisided views.

INTEGRATED APPROACHES APPLIED

Given we as Students of Integrated Food Studies cover an integrated approach to our problem field, which in general terms reflects; how *Transparency* is shared internally, and what this encounter prospect. We deal consequently from our studies, with different aspects to the disciplines of:

Human- and Social Sciences, and usually we also cover, however not in this specific Master Thesis: *Natural Sciences* (Aalborg University, 2014).

Human sciences describe discipline that investigates the understanding and interpretation of man, as a cultural being (Thúren, 2008:106). The method in our case is the individual interpretation of; emotions, relations, meanings and impacts and so forth, which we cover ideographically, in our analysis by describing the specific and concrete employer experiences, within a specific time setting (Hylgaard, 206:30).

Social Sciences investigate the study of man, as a social being, and the *Environmental Social Sciences*, are generally the methods of understanding phenomena's in a generalized way (Hylgaard, 206:30). This we investigate, when discussing what in the employer's encounter of; *Transparency*, creates impacts. Furthermore we acknowledge these in our interpretation centre on discourses interplaying in society of today. Moreover the employers perspectives of; *Transparency* creates an understanding, that interact in the disciplines of *Social Science*, which we integrate, in our additional understanding of transparency, and in what way the phenomenon is faced, and where it is of relevance to a private company like SNS.

When we do not make use of disciplines in; *Natural Sciences*, that studies natural laws, where everything is ordered and predictable, and consequently measurable (Thúren, 2008:106). This is due to our investigations process in this Master Thesis, and that we actively chose not to use quantitative data, within the answers to our; *Research Question*. We argue, the explorative aim and in general our experimental approaches applied in this Master Thesis not related to predictable laws.

Further connected these scientific disciplines melt with their philosophical origin, which in the following account for the premises of this Master Thesis. Form which we draw experimentally on two ontological positions not usually linked, given they conflict in the eternal debate of structure versus subjective actor (Hylgaard, 2006:25).

PHILOSOPHICAL ONTOLOGY

When we as students are working scientific within this Master Thesis, it is necessary for us to create an overall reflection of our epistemological stands, and mirror which norms situates in our investigation process. Within this Master Thesis the ontological stance is characterized by the qualitative subjectivism (Hylgaard, 2006:25). Given the ontology studies the being and the connection in this knowledge, and we consequently view our positions before starting the

investigation (Hyldgaard, 2006:25). When doing a quantitative study, the world is circled upon an objective manner, and therefore exists independently of the researchers. However on the contrary in a qualitative study, the world cannot be separated from the researchers, from who studies the world, which is how, we work within this Master Thesis (Hyldgaard, 2006:30).

Subsequently we are present throughout the thesis as interpretative beings however additionally we acknowledge these embeds from structures in society.

The Ontological Premises - when combining Constructivism and Hermeneutics

Our ontological position within this Master Thesis is found in the premises of; *Constructivism* in a combination with *Hermeneutics*. Even though the two philosophical stands are in scientific terms conflicting, being either structurally or individually based, or in other words; are the human being understood as objective or subjective manner (Hyldgaard, 2006:21).

Our assumptions prior to this Master Thesis, leads more towards the structural being, however we also acknowledge, we as researchers are interpretative, emotional and rational thinking human beings. In the specific settings of this Master Thesis we try also to cover actions of the employers, in a given workplace culture, and here we evaluate their norms, motives, values, attitudes, and emotions in relations to one another. Consequently we move in within a field of the subjective and constructed paradigm in our investigational process of the; *Semi-Structured Interviews*, *Focus Group Interviews* and *Observations*. We acknowledge in these processes, the human being, as structured by the social worlds around, acting in a world of anonymous laws, and where you cannot define the social worlds with definitions (Hyldgaard, 2006:21). We argue from this perspective, the phenomenon of; *Transparency* is connected and depended on the social interactions, and further the initiative of; *Transparency* is somewhat a result of the constructions around SNS.

We approach the; *Focus Groups Interviews* from a constructivist angle, which mean we understand the knowledge produced as contextual, relational and potentially changing (Brinkmann & Tangaard, 2010:221-122). Hereby we see the data produced in the; *Focus Group Interviews*, as being socially performed, and therefore the analysis is based on the forms of interactions, of where the interactions of transparency are found at SNS, and from the employers perspectives (Brinkmann & Tangaard, 2010:221-122).

Within constructivism we try to seek for something beneath the surface of, why the employers interact the way they do, and which consequences the rooted and symbolic parameters have at SNS (Hyldgaard, 2006:91). Our personal recognition of; *Transparency* structures in many

concerns the phenomenon, and on these grounds, we discuss and evaluate, what we find most relevant to address in our analysis. First and foremost we acknowledge this in our process of creating knowledge in the; *Focus Group Interviews* as being a consequence and the criteria, when applying this in our investigation (Bjerg & Villadsen 2006: 132).

When we then further connect the approach of; *Hermeneutic*, this is caused by our urge to interpret in an empathic way. We cover the humanistic interpretation method, when we as researchers analyse meanings of the data collected, through the use of emotions, experiences and relations (Hyldgaard, 2006:32). What is essential in the hermeneutic tradition are to really understand, and not just quickly grasp something. We find means for creating this deep comprehension of the employers at SNS, their actions, their relations in the workplace culture and additionally the results emerging from these relations and actions (Thurén, 2008:116).

We only relate to these philosophical stands as an overall guidance, and we will not explicitly use them. Meaning we only acknowledge they proceed from our types of investigations, and subsequently the views are bounded in our empirical work. Our philosophical combination expresses additionally, how we work experimental in this Master Thesis. The following symbolises our creative structure of acquiring knowledge.

ABDUCTIVE REASONING – WHEN CREATING KNOWLEDGE

The creative and experimental process of learning within this Master Thesis characterises by being *Abductive*. The *Abductive Reasoning* is a somewhat undefined view, when producing knowledge (Kolko, 2010:4). Previously the methodical learning processes distinguish between being either inductive or deductive, when structuring an academic paper (Ankersborg, 2013:86). We apply this process of learning, because we find, the elusive course of our investigation, sends us back and forth, and consequently the; *Abductive Reasoning* give sense to, how we learn in a creative way (Kolko, 2010:1).

The way we plan our investigation design cannot be uncovered in the two typical approaches of learning through the; *Inductive* or *Deductive* structure. Characterisations of an inductive thesis imply the empirical work as the fundamental element. Whereas the deductive structure specifically chooses theories to either test or apply them within the thesis (Alvesson, 1994:41).

The way in which we seek knowledge within this Master Thesis, is through creating our own hypothesis, interpretations, and models to suggest possible areas of; *Transparency*, in our given problem field, our challenge and wonders (Kolko, 2010:12). Our hypothesis is created on the basis of

our preconceptions in the field of SNS, and further in a somewhat deductive learning process from our studies. Prior to our investigation design we to some extent use the existing knowledge from literature in a combination, when finding new ways of this creative thinking (Kolko, 2010:12).

We test this hypothesis through the; *Inductive Structure*, across our empirical data collection, that conducts our thesis. During our investigation process, we switch back and forth in our study, when new knowledge approaches, and at last we present our Master Thesis with an; *Deductive Structure*, given we illuminate our theoretical perspectives (Chapter 4) prior to the actual analysis. Thereby we do not examine the methods applied while they are additionally reflected on (Alvesson, 1994:42). Thus we to some extent both display an; *Inductive* and *Deductive Structure*, they cannot alone cover, how we work scientific within this Master Thesis. Consequently we use find the; *Abductive Reasoning* more relevant in our process of creating knowledge.

We account in the previous paragraphs of, how we cannot withdraw our-self as researchers from this Master Thesis, and therefore the creative process traces roots from our preconceptions. The following aligns for the qualitative approaches used, and further we acknowledge here our presumption, which additionally grounds in the aforementioned hermeneutics (Hyldgaard, 2006:32).

METHODOLOGICAL APPROACHES

The Preconceptions of Working Qualitative

In accordance to our previous premises in the hermeneutic approach, we shortly account for, how the qualitative work of creating new knowledge, in our optic is based from our preconceptions. The hermeneutics clarify our general approach of working within this Master Thesis, given we are creatively forwarded. Thus we are able on the basis of our preconceptions to ask questions to the unknown and interpret the answers found (Ankersborg, 2013:21). From here we constantly move in circled movements of addressing our research question, and we find a never-ending development of our preconceptions⁶, given every new preconception we gain, results in new ones (Alvesson, 1994:116). Consequently our preconceptions are reviewed in spiral movement like in the aforementioned *Abductive Reasoning* (Alvesson, 1994:45). We align for these in our overall Master Thesis, since preconceptions create the necessity for a constant modification of our problem field,

⁶ Hans Georg Gadamer, a German philosopher (1900-2002). Hans Georg Gadamer contributed with a perspective within the hermeneutic philosophy in relations to the learning of preconceptions. He criticised the ideal of objectivism and freedom of prejudices. Gadamer attempts to retrieve a positive conception of prejudice (Hyldgaard, 2006:36).

when new knowledge emerges. On a practical manner this express our continual changes made within our introductory chapters. However they form the process of realisation, and illustrate only a holistic expression of how, we persistently obtain new knowledge in this Master Thesis. The main results from our preconceptions places conditions in our investigation. Since our preconceptions are a fundamental in order to even understand and interpret any thing in our work, and from these we recognize we are conditioned by our prejudices. We cannot neglect we work in a field with prejudices, since we have a personal and professional relation to the case investigated (Alvesson, 1994:4). The consequent is not necessarily an obstacle it is on the contrary precondition of our ability to understand.

Investigational Approach

The Following paragraph continues from the philosophy of science and our structure of the; *Abductive Reasoning* process. These builds further upon clarifications of, how we apply our methodological approaches in this Master Thesis. The overall approach creates on the basis of; *The Bow Tie Model*, which serves our intention of structuring our Master Thesis process, when working experimental (Wasson, 2002:71-85). First we explain, how we gather our empirical data through the use of the qualitative research methods of; *Semi-Structured Interview, Focus Group Interviews* and *Observations*. Furthermore we describe, how we apply our methodological approaches in our analysing parts through the use of; *Personas, Customer Journey Maps* and *Visual Maps* in the use of *Storyboarding* (Chapter 5 & 6).

Empirical Data Collections

We choose the qualitative data collections, because we follow the object of interest; *Transparency*, in various ways, in order to find understanding on a coherent matter, and for us as researchers in a recognising fashion. We actively decided to use the qualitative data collections, in order to investigate the field of interest, with an explorative approach. In addition this is also one of the weaknesses, within the qualitative research design. Since we make more analytical selections, when analysing the data. However given we unlike the quantitative data have less guidelines of, how to use and analyse the final data, we can apply our methods less systematic (Bjerg & Villadsen 2006:25). We practice freely in the qualitative research, what we find interesting, and what we link to the given problem field of: What the employers encounter as; *Transparency* in their perspectives (Bjerg & Villadsen 2006:26). However this does not mean, we do not qualify and verify our data, without specific methodologies, and interpret and acknowledge the data found scientifically (Bjerg &

Villadsen, 2006:26). The process of interpretation within the qualitative research is a creative process, which requires empathic skills. The empathic skills qualify the ability to listen to the collected data, and combine the found in sometimes untraditional manners. We examine these later in our use of analysing tools of; *Personas*, *Customer Journey Maps* and *Visual Maps* through *Storyboards* (Launsø et al., 2011:118). However in the meantime the disciplines within our academic field are essential for our interpretation of the investigation design, and support the theories we use in this Master Thesis (Chapter 4). The following explain in details of the ethnographical field studies, we apply to collect data.

Semi-Structured Interviews

The first investigations made in the thesis are the; *Semi-Structured Interviews* of the; CSR Manager, Jakob Gaard (*Picture 10*) and the; CEO, Kim Rahbek (*Picture 11*) at SNS. The interviews abduct the function as an introductive approach in our investigation. They are consequently used in the introduction of our Master Thesis, where quotes are integrated. The interviews creates the basis for our later focal of our problem field, in the specific relation of employer's encounter of; *Transparency*. Here's to CSR Manager; Jakob Gaard, functions as our second supervisor in the specific study of SNS. Thus we not only receive guiding advice at SNS, during our Master Thesis process. We additionally discuss our; *Research Question* and *Methods* used during our investigations. From this we gain a further practical understanding of, how SNS operates organisationally, and the company indicates interest within our work.



Picture 10. The picture is showing CSR Manager Jakob Gaard from SNS. Jakob Gaard is the only employer in the CSR department.

For further details of the interview, look in Appendix X. with the fully translation of the Interview (Appendix 3 & 4).



Picture 11. The picture is displaying CEO Kim Rahbek of SNS. Kim Rahbek is the founder of SNS. For further details of the interview, look in Appendix X. with the fully translation of the Interview (Appendix 1 & 2).

Observations and Focus Group Interviews

The *Observations* (Picture 12) and *Focus Group Interviews* (Picture 13) of the restaurants and employers within SNS, creates the basis for our; *Customer Journey Maps*, their connected; *Fictional Stories* and the; *Storyboards*. *Observations* known as; *Field Study* or *Field Mappings*, which characterises as; *Empathic Design* approaches. The observations initiate the thinking processes, within individuals - in which we try to relate their experiences in order to understand other people (Mattelmäki et al., 2011:79). Our methods bases more or less on this type of ethnographic research, which describes experiences of people. The research methods evolves from participatory observations in the SNS restaurants to include more interaction, conversation and co-creation when we explore idea generation while conducting the; *Focus Group Interviews* (Mattelmäki et al., 2011:79). We observe the employers in the restaurants in a specific time-range, given, we had already carried out the; *Focus Group Interviews*, and from here experience grounds for observing the employers within the given time. From here we where able to further understand, consider their work, follow their work rhythm, and discuss and make small conversation when being in the field (Brinkmann & Tangaard, 2010:60).

From the empirical gather of data, we are now capable of going further with the tools we apply in our analysing parts of this Master Thesis. They all characterises by being creative design related approaches, not previously used in the specific context, that we integrate them, which will cover our explorative aim of this Master Thesis.



Picture 12. Observational setting displaying the scenario of employers from SNS, when eating staff food in the restaurant department of Lyngby



Picture 13. The pictures illustrates our; *Focus Group Interviews* settings. The data was collected, in the Backhouse at SNS. A professional and familiar scene to the employers used in empirical investigation (Appendix 8,9 & 10).

ANALYSING APPROACHES

The Bow Tie Model

In order to create readability of our many methods applied, we introduce; *The Bow Tie Model* (Figure 3.), as an overall approach in this Master Thesis. *The Bow Tie Model* covers the overall methodology to guide our explorative investigation process (Wasson, 2002:71). *The Bow Tie Model* works from the premises of going from concrete; 'As it Is' → Imaginary; 'To Be' (Wasson, 2002:84). The model we find useful as a tool in our creative process, when we apply an explorative aim. The model is further useful in our comprehension of the employers experience in a combination with; *Customer Journey Maps*, when we apply the concrete to the potentials of imaginary. The following explain in details, how we use the *Bow Tie Model* and capture the steps within the Master Thesis:

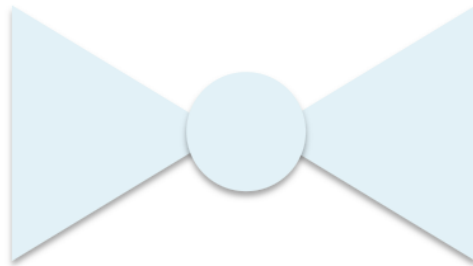


Figure 3, Display The Bow Tie Model (Wasson, 2002:71).

1. The left *Bow Tie Slip*, covers the description of the field to the analysis of the concrete data collected; 'As it is', within field studies. The descriptions of our studies are found, within this methodological section of qualitative work. The further descriptions of our findings are physically presented within the stories in; Chapter 5 – The Employer Experience of Transparency, and will be further analysed in Chapter 6 – From Scene of Sticks'n'Sushi to Review.
2. The centred *Knot*: 'Ties the knot', with the theoretical framework relevant to our specific investigation. This theoretical framework are physically placed in; Chapter 4 – Theoretical Perspectives, which we account for prior to our descriptions and further analysis in Chapter 5 and 6. We choose this approach, given the examined theories in Chapter 4 are better told and supported, when we further substantiate these in our analysis Chapter 6 – From Scene of Sticks'n'Sushi to Review.

3. The right *Bow Tie Slip* steps into the imaginary; 'To be' and reveals the discussions and evaluation, when prototypes and design concepts are developed. The imaginary examine our found issues from the analysis, and reveals the further possibilities for change in Chapter 7. - *Perspectival Discussion*.

We do not however chronologically use; *The Bow Tie Model*, in our written format in the Master Thesis. This means we encounter the theoretical framework, prior to the analysis. However this will in our perspective only add other layers to the analysis. Subsequently we do not in our practical investigation process, account for our theoretical perspectives at first, which the final Master Thesis then presents. We find however in order to present our analysis with more clarity, as well argued - we benefit the readers understanding, as to our analysis by covering these theories first.

Personas

Given we as researchers are working within an already known field of SNS, since prior to our thesis investigation, we are ourselves employees at SNS. This means the work of the employers through the; *Personas* used, are also building upon our own observations, when we work and understand our employment at SNS. Consequently our approaches to these personas construct from different perspectives prior to our investigation, and furthermore the empirical data build upon these understandings (Grudin & Pruitt, 2002:2). From here we throughout our work at SNS obtain assumptions of, how especially sustainable initiatives possibly could be better integrated in the specific context of SNS.

Therefore we capture the employee's experiences of comprehending the sustainable principle of; *Transparency*. The essential aspects of using the methods of; *Personas* covers the means of understanding and engaging a specific group of people's life-worlds experiences (Grudin & Pruitt, 2002:2). Through the; *Personas*, we present, evaluate and reflect upon representatives of many employers; thoughts, emotions, relations, attitudes and ideas coming to mind, when discussing the overall theme of; *Transparency* in the; *Focus Group Interviews*, which ultimately forms our final personas (Stickdorn & Schneider, 2013:178)

Meet two typical employees at Sticks'n'Sushi

In a combination of our preconceptions, our empirical work during observations at SNS and Focus Group Interviews - we have designed the; *Personas* of: Emilie and Rasmus. They represent two generalized versions of employees at SNS (Stickdorn & Schneider, 2013:178).

The two types of employer's represent a; full time waiter, and in addition a part time kitchen staff member both of them as representatives of employers in the; Actors 'On-Stage' position (Stickdorn & Schneider, 2013:158-161). The Actors 'On-Stage' describes the position of employers, who are physically working in the restaurants. The waiters encounter the service of guests eating or picking up take-away, or the kitchen staff cook what is to be served by the waiters, making them closely connected during the work. The focal point in this thesis is experience in the eyes of these types of employers, when we cover our investigation. Consequently from these employers, we form our personas and from these positions, we analyse our work. These positions are relevant, given they cover, which types of employers are placed where, within the organisation of SNS. They will additionally be marked and presented in the following section on; Employer Journey Map referring to the methodological approach of; *Customer Journey Maps* (Stickdorn & Schneider, 2013:158)

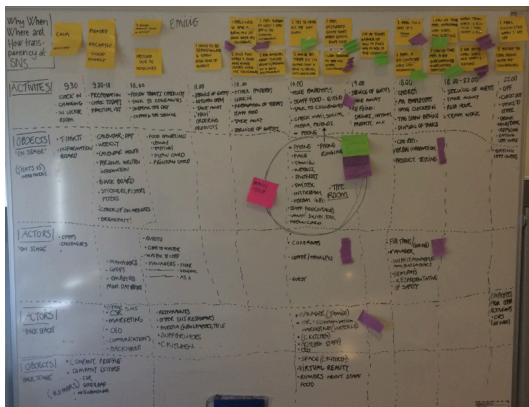
The Personas of Emilie and Rasmus display different angles of, how a day looks within SNS. Most importantly the two personas angles capture; when, where, how, and in which form they encounter transparency physically or mentally. The employees experience transparent perspectives in different views and the meaning can take different forms depending on the employer's perceptions. Therefore we do not just find physical missing of communicative parameters of transparency, we are to cover more complex relations to transparency through the use of; *Personas*. Following the; *Personas* applied in the approach of; *Customer Journey Maps* in order to create a more detailed insight (Stickdorn & Schneider, 2013:160). Even more so, when facilitating emphatic engagement, which is central in our perspective, we cover the emotional aspect in the; *Customer Journey Maps* (Stickdorn & Schneider, 2013:159). This method will further exhibit the; *Personas* real world perceptions and actions, when at work at SNS. However even though telling fictional stories, this will stage the real scene of SNS (Stickdorn & Schneider, 2013:178).

Employer Journey Maps

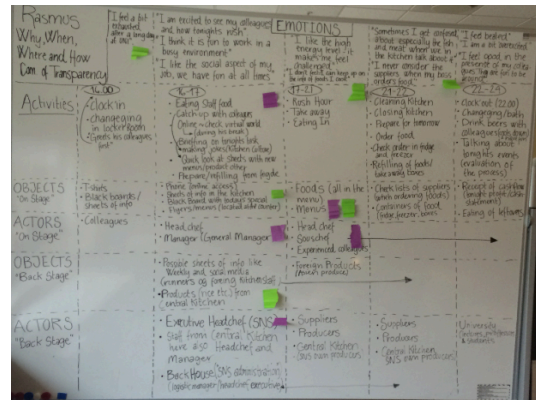
The approach of *Customer Journey Maps* is from here on written within our context as; *Employer Journey Maps* (Stickdorn & Schneider, 2013:158). We use the term of; *Employer Journey Map* in order not to mislead – given we use the approach (Customer Journey Maps) in the perspectives of employers at SNS.

The two pictures (*Picture 14*) (*Picture 15*) presents our first versions of our *Employer Journey Maps* and are to give means of how we have graphically developed our *Employer Journey Map* from covering many data, and until our final version presented in (Chapter 5). In the final *Employer*

Journey Map the amount of data have been reduced to our main finding, and additionally the data are covered to the fictional stories connected.



Picture 14. Display The Employer Journey Map of Emilie - This is our original and beginning version of creating the Customer Journey Maps (Appendix 12).



Picture 15. Display The Employer Journey Map of Rasmus - This is how we started out our work in order to identify what he encounters when working at SNS (Appendix 13).

The *Employer Journey Maps* and the connected fictional stories present our findings, and results from our empirical investigations of; *Focus Group Interviews* and *Observations* within this Master Thesis (Chapter 5 & 6). From these findings we are able to use the tool of; *Employer Journey Map*, in our later analysis of these findings (Chapter 6). Consequently through the use of this method, we are provided with an overview of these many findings, that involves all factors, of which influences the employers encounter of; *Transparency* at SNS (Stickdorn & Schneider, 2013:159). Through the; *Employer Journey Maps* we discover relevant and inspiring insight from our empirical data in the employer's comprehension of; *Transparency* at SNS. From this knowledge we reveal places of especially issues and challenges in relation to the employers encounter of; *Transparency*.

In our professional field, as students on Integrated Food Studies, we precede to this Master Thesis used an approach, which in many concerns are similar to *Employer Journey Maps*. The approach is; *Situational Analysis* - which in the same manner addressing; Actors, Objects and their relations in the same way, we within the; *Employer Journey Maps* cover the situations in SNS, through specific views of the employers. Therefore we end up with many similar results and findings, as if we use the approach of; *Situational Analysis* (Adele, 2003:554). The difference, however is how we use the approach of *Customer Journey Maps* given they provide us with a structured Visual Map of the employer's work experience (Stickdorn & Schneider, 2013:158). The *Situational Analysis* is on the contrary simultaneous with the addressed; Actors, Objects and their relations analysing the results (Adele, 2003:157). We are however, in our case, at first analysing the results in a deep

manner, from the *Employer Journey Maps* later (Chapter 6). This is done in order to create a better structure of what is findings of data, and what is our actual reflections based upon these results with the; *Employer Journey Maps*.

We are with the; *Employer Journey Maps* not only presenting the employers visual journey on the physical maps, we are additionally connecting the stories, that explain, how the stories evolved (Stickdorn & Schneider, 2013:161). The approach of using; *Customer Journey Maps* is a new and innovative methodology, developed to create new designs in relation to specific customer segments (Segelström & Holmlid, 2009:1). The *Customer Journey Maps* are usually used in the context of translating raw data into insight of customers experience when developing products (Segelström & Holmlid, 2009:1). Consequently the investigation in this Master Thesis, and here in the use of; *Customer Journey Maps*, are very experimental, and throughout this Master Thesis we act in scenery without a finally developed script. However we find the methods used, is very well linked to our other ways of working in the; *Abductive Reasoning* process and within the explorative field of; *Transparency* investigated in the eyes of employers, a project not priory explored at SNS.

We are within our; *Employer Journey Maps* looking for interactions with elements of understanding transparency and most importantly how we potentially can create a change from these elements. Therefore we are not in this case using the map in order to identify relevant customer interaction in order to create better sales of SNS products – which are usually how the approach is used. Meaning that typically a *Customer Journey Map* is used as a tool when organisations, like SNS wants to understand their customers in order to change behaviour for buying their product (Stickdorn & Schneider, 2013:159). Thus the approach is often linked when creating the more consumer centric company (Mattelmäki et. al., 2011:81). We are within this thesis trying to make the integration of; *Transparency* at SNS a more employee centric project. Serving the intention to put more focus within the organisation of SNS to understand the employers. This is given when the initiative is created to build respect and trust and are to be covered within all employers at SNS.

On this basis we are trying to cover all the different aspects found within the; *Focus Groups Interviews* and *Observations*, and convert all these thoughts in; *Touch Points* indicating either; issues, problems or challenges. The; *Touch Points* describes moments that matter. However more so, they are usually pinning possibilities, which we evaluate in our discussion (Chapter 7). The; *Touch Points* identify problem areas that enable us to further select, which stages in the employer work, we are to focus on and further reflect upon (Chapter 6) (Stickdorn & Schneider, 2013:161).

These identified; *Touch Points* are more than physically places, they cover; emotions, places, relations, thoughts, ideas and others. All of the factors initiate; *Touch Points* we in our; *Customer*

Journey Maps identify as problem areas of; challenges, problems or issues. The experience of the employers work journey's are analysed through two separate *Customer Journey Maps* presenting one day at SNS and viewed from two different restaurant locations. The two different work journeys creates the basis of our empirical work of; *Focus Group Interviews, Observations* in the field and together with our own experiences in SNS. Given we try to understand the world of the employees within SNS, we ask the respondents within our empirical investigation about; what implies, why and how in relation to transparency. Since we make more sense in our investigation, when we from the employer's perspectives cover the relations to, what and why of; *Transparency* before we argue and find the possible answers to how.

Within the approach of using; *Employer Journey Maps* and *Personas* in combination, includes the perspectives of, how to design the visual presentation in different formats. Our design process of storyboarding in this thesis includes our graphically chosen forms. These types of constructing storyboards are based on other considerations within the use of design thinking, which we cover in the following section of, how storyboards is an integrated part of our methodological process.

Storyboard Integrations

The use of storyboards in between; Chapter 5 – The Employer Experience of Transparency and Chapter 6 – From Scene to Review, creates the possibility to switch between written format, pictures and drawings. The collaboration of the different illustrations are a way, in which we chose to address not only our; *Employer Journey Maps* and *Personas* (Chapter 5), however also in our analysis (Chapter 6). Through the use, the storyboards presents at first our findings in the fictional stories of the; *Employer Journey Maps* with the; *Personas* of Emilie and Rasmus (Chapter 5) - which links the two different types of storyboards. The term of storyboarding is described as; types of drawings or pictures, which are displaying a visual presentation of a specific scenery in a given situation (Stickdorn & Schneider, 2013:186). Typically storyboards are used in order to form insight in customer experience for the purpose of developing prototypes for the customers use (Stickdorn & Schneider, 2013:187). Consequently in our perspective, we use the storyboards as visual clarifications of the; *Employer Journey Maps* and *Personas* (Chapter 5) to produce visual drawings to present our findings. Moreover later in the analysis through a; *Visual Map* (Chapter 6) to further give an overview of our analysis. Our *Visual Map* (Chapter 6) is created on the basis of the process of; *Strategic Visualisation*, which is usually a process management and communication tool, used for the purpose of facilitation specific results. The intention in the; *Strategic Visualisation* is to create an overview of a projects many words, which are then to be physically gathered in one picture, where

cartoonlike symbols and figures can communicate even the most complex problems and issues (Engvild, 2013). In our own context we use the; *Strategic Visualisation* as a type of storyboarding, and we specify the approach in the name of; *Visual Map*. The *Visual Map* refers to drawing our results from the analysis in; *Visual* manner. Moreover the; *Map* is added given, we map out specific locations, within the scene of SNS. First and foremost the *Visual Map* creates an overview of results from the analysis, and how these are placed, in what context and relation they are identified (Engvild, 2013). We argue, the method of visualising our analysis results in drawn map creates a deeper recognition, within our approaches when analysing. From these acknowledgments, we gain better potentials of navigating within the complexity of our analysis (Engvild, 2013).

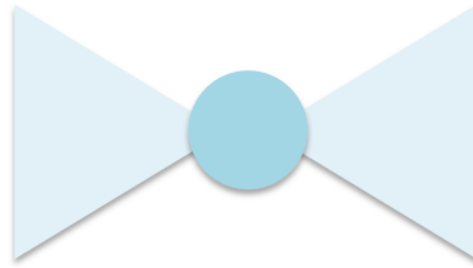
Thus these types of storyboards have more than one purpose, and are differently attentive, the storyboards cannot either stand alone, and are therefore to be supplementary addressed in written formats (Engvild, 2013). The characterisation of, how storyboards are constructed varies; the formats depends only of, how the designer of the storyboards are trying to address the illustration of the stories behind (Stickdorn & Schneider, 2013:187-189). In our methodological approach, we develop our storyboards and allow the stories to be told in:

1. Chapter 5 - shows our empirical findings, and views two sets of fictional stories of the personas; Emilie and Rasmus. In connection are found two sets of; *Employer Journey Maps* of each of the; *Personas*. The illustrations of the; *Employer Journey Maps* and the; *Personas* (Chapter 5) are constructed in a graphical formed approach, easily and clearly displaying the stories linked. These are somewhat fictionally created, however based on our empirical findings. The experience creates imaginary scenarios of the work experience at SNS, in the perspectives of Emilie and Rasmus. In addition to the graphical illustrations of the; *Personas* and *Employers Journey Maps*, real-life experiences from SNS, are regularly documented in photography's within the written fictional stories of Emilie and Rasmus (Chapter 5) (Stickdorn & Schneider, 2013:160). These create a further comprehension of, what the real-life experience implies, when being at work at SNS.
2. Chapter 6 - demonstrate our analysis of the fictional stories of Emilie and Rasmus presents in the; *Employer Journey Maps*, the empirical data from our; *Focus Group Interviews* and further builds from our reflections with theoretical perspectives. Furthermore we integrate a; *Visual Map*, that serves as an illustration of physically showing, where within the employers work at SNS, they encounter the problems and issues with comprehending; *Transparency*, which our problem field tries to cover. This extra; *Visual Map* covers the stories of transparency at SNS in an even further imaginary sketched scenario (Stickdorn & Schneider, 2013:185). We do this through pinning up all the relations, meanings, themes

found within our empirical work, at the two; *Customer Journey Maps* and they will be clearly marked in the visualised; *Customer Journey Maps*.

On the basis of our chosen epistemological foundations and approaches within our investigation, we are able to clarify, the way in which, we understand and create new knowledge, and from here how we reach our results and conclusion (Brinkmann & Tangaard, 2010:121-122). In the following Chapter 4 – Theoretical Perspectives, we examine the structure of theories related to topics and themes within organisational communication perspectives. This following part of this Master Thesis is consequently a result from all our previous work processes, and is only clarifying, how we within the thesis formation are in a constant movement in the abductive learning circle.

INTERNAL COMMUNICATION



*Figure 4. Display The Bow Tie Model; Tying The Knot
(Wasson, 2002) Our adjusted version.*

This chapter illustrates, *The Knot* presented (Figure 4) within our overall Theoretical Framework of; *The Bow Tie Model* based on Christina Wasson (2002) (Chapter 3, Figure X.). The paragraph serves the intention to; *Tie The Knot*, or in other words; discuss the theoretical frameworks in relation to findings within our investigation presented later (Chapter 5 & 6). The following concepts create a platform of a theoretical framework, providing an agreement within *Internal Communicative* parameters.

Within this theoretical discussion we integrate for us the relevant framework of theories in relation to our problem field: Of the employers understanding of; *Transparency*, when being communicatively encountered. The theoretical discussion enables our later analysis to draw from the theories of organisational communication, which can discuss and create complex and substantiated argumentations. The paragraph is divided in different themes within overall concepts related to Internal Communication. From here we further discuss the theoretical perspectives within subtopics of: *Types of Communication, Identity Gaps in Organisations, Sustainable Communication Degree, Communicating Authentic and Motivation Theory.*

We choose the focal aspects within *Internal Communication* perspectives, given our problem field within this investigation is related to the employer's encounter of transparency. We find in the term of understanding a link towards; *Communication*. Based on our interpretation that, in order to understand; one must be in a process, act or state of mind creating the capacity to understand. We only discover this possible if communication follow through. Within the connection of employers versus internal relations, we find the link: *Internal Communication*. The internal relation is essential when addressing the perspectives of a workplace, where the aim is to understand the employer's world. There's to combining the selected focal perspectives give the outcome of: *Internal*

Communications. Consequently we assess the relevance in stating within this framework the definition of *Communication*:

“Communication is the transmission of information’s, ideas, attitudes, or emotions from one person or group to another (or others), primarily through symbols”

By Georg Theodorson & Achilles Theodorson (1969) (Windahl & Signitzer, 2009:12).

The quote expresses, what generally defines the overall term of *Communication* as being any activity of passing information through and creating an exchange of thoughts, messages and/or information. The path of communication creates alone or in a combination of; speech, visualization, signals, written material or performativity etc. (Windahl & Signitzer, 2009:16). Within the activity of *Communication* some variables are required; a *Sender* (creator of content), a *Message* (content being communicated), a *Channel* (media through which content is sent) and finally a *Receiver* (source decoding the content communicated). The variables S-M-C-R represent a linear model of *Communication*, however they do not reflect the dynamic outcomes, when humans use them in reality (Windahl & Signitzer, 2009:94). Additionally a different dimension valid in some other theorist perspectives is the concept of; *Communication* only being completed once the receiver perceives the sender's message and a mutual understanding is reached (Windahl & Signitzer, 2009:12). The different definitions broaden the concept of *Communication*, and consequently result in a splitting of theories and practices in relation to *Communication* (Windahl & Signitzer, 2009:12). In the context of organizational practices we find the importance within the development of relationship between *Communication*; the *Sender* and *Receiver*. This dynamic within the organizational relational processes are especially the core of another perspective to *Communication*. Here the term of; *Organizational Communication others refer to Internal Communication activities* further develops on relationships within a company like SNS (Windahl & Signitzer, 2009:109):

“Organizational Communication is the process of creating and exchanging messages within a network of interdependent relationships to cope with environmental uncertainty”

By Gerald Goldhaber (1986) (Windahl & Signitzer, 2009:109).

Communication within the Internal organizational setting becomes an essential tool for us to discuss within these theoretical perspectives. The problem field within the internal communication practice constantly changes and gives additionally means for transmission in a company. The discussion can thus help covering, which factors could potentially be influential in our analysis of the employer’s workplace, and from whom the introduction of transparency requires coping. With these perspectives in mind, we discuss in the following paragraph possible *Types of Communication* used in a context of organizational practices like at SNS.

Types of communication

We address in the following different *Types of Communication*, presented in the table; *Four Communication Types (Figure 5)*. Herein we discuss the theories relevant in context of SNS and the typical approaches to communication developed by James Grunig & Todd Hunt (1984) (Laljani & Ludvigsen, 2009:26) (Wingdahl & Signitzer, 2009:117). This provides a theoretical understanding of the different ways of using communication and additionally to form an overview of, which of these types of communications are useful in internal relations.

When further addressing these types of using communication within sustainable initiatives, it requires additional reflections to the continual process, which is challenging and complex (Laljani & Ludvigsen, 2009:25). The on-going process of communicating sustainability is necessary to endlessly develop, given a company is never finish improving the sustainable initiatives, a business can always perform better. The same setting is essential in relation to the introduction of transparency at SNS. Laljani and Ludvigsen (2009) explain how internal communication plays a leading role, when sustainable initiatives are being carried out. Herein they state the importance of integrating *Communication Management* to create relations and dialog. If this integration is not achieved, then the *Communication Management* is perceived mechanic and deterministic (Laljani & Ludvigsen, 2009:25). Potentially this creates an imposed attitude for some employers in an organization if pressured a set of sustainable values one not comprehend.

According to Laljani and Ludvigsen (2009) the various *Types of Communications* presented in *Figure 5*. developed by Grunig and Hunt (1984) are still recognized by modern communication managers despite it being the original model of its types (Laljani & Ludvigsen, 2009:26). The model was developed in the field of public relations, due to a lack a scientific theory. Consequently the development of *Types of Communications (Figure 5.)* by Grunig and Hunt is a construction based on their actual practical experiences as well as theory (Wingdahl & Signitzer, 2009:117). Even though Windahl and Signitzer (2009) criticises the model for being no means unique, due to the many described types of communication situations. Which Windahl and Signitzer (2009) state to often based on intuition rather than scientific principles (Wingdahl & Signitzer, 2009:117). We find however, still basis within our purpose of this theoretical discussion, the model adequate enough to cover, which communication forms are used within internal relations like at SNS. The model identify for us the current communication form at SNS, and further what would be beneficial for SNS to aim for in their approach to internal communication. Given we are not communication students we can briefly create an overview of how internal communication approaches are used at SNS. This is due to the model only illustrating a few parameters, which makes it simple to identify which communication types SNS make use of.

	Publicity	Public Information	Two-way communication	One-way communication
Purpose	Propaganda	Information dissemination	Scientific Beliefs	Mutual understanding
Communication form	One way, the total truth is not necessary	One way, truth is important	Two-way, not balanced	Two-way, balanced
Communication model	Sender → Receiver	Sender → Receiver	Sender → Receiver → Feedback	Group — Group

(Figure 5. Types of Communications by Grunig & Hunt (1984) Our adjusted version (Laljani and Ludvigsen,2009:26)

Looking into; *Types of Communications (Figure 5)* the model displays in the first column; *Publicity*, characterized as communication going from *Sender* to *Receiver*; where the purpose is stated as propaganda. Typically practiced in settings of product promotion or services, like in commercial advertisements, in order to manipulate and persuade the audience as desired (Wingdahl & Signitzer, 2009:119). The form represents a *One-Way Communication*, within here disagreement or questions are possible and consequently do not invite for discussion or feedback.

The second column presents the; *Public Information*, this type is likewise going directly from *Sender* to *Receiver* in the form of a *One-Way Communication technique*. The purpose is to disseminate information; however in here the information is required truthful. Even so an undisputed power relation characterizes this form. Donating the *Sender*, potentially a business like SNS, all power and control of what is communicated, and how the process develops (Wingdahl & Signitzer, 2009:119) (Laljani & Ludvigsen, 2009:26).

Thirdly the column illuminates the; *Two-Way Asymmetric*, this form is known as imbalanced and asymmetric. Given the technique takes use of the inclusion of feedback and in addition to the original *Sender* to *Receiver* dynamics. However the aim is to influence and persuade the audience to behave as the organisation desires (Wingdahl & Signitzer, 2009:118).

Finally the forth approach is displaying the; *Two-Way Symmetric* column, illustrating a balanced type of communication with mutual understanding. This form of communication is characterized by the *Sender's* enthusiasm towards feedback involvement, and herein providing a constructive response. This approach is consequently group-oriented, which results in respectful relations in between the organisation, and the audience like when addressing employers at SNS (Wingdahl & Signitzer, 2009:118-119).

Wingdahl and Signitzer (2009) acknowledge the communication form of; *Two-Way Symmetric*, for its ability to move in direction of dialogue, whereas the other communication approaches are characterized by monologue-conditions (Wingdahl & Signitzer, 2009:118). We observe a potential in the *Two-Way Symmetric*, in light of dialog relations displayed, are potentially the most appropriate relations in terms of implementing sustainable initiatives. We spot a potential here based on sustainability at times initiate employer questions, if the content communicated is unknown or difficult to understand.

Consequently the communication approach would within a SNS context, lead to the possibility of managers in the organization exchanging views and perceptions with the employers. Because the internal communication creates a possible shared understanding, and from here mutual dialog of all employers. A possible further achievement from this is the potential of influencing and adjusting all sides within an organization towards attitude and behaviour change (Wingdahl & Signitzer, 2009:118) (Laljani & Ludvigsen, 2009:29). In the context of SNS this would transmit a potential common understanding of; *Transparency* not only from Backhouse and Restaurant Managers to restaurants employers however additionally imply the other way around as well.

Forwarding from the addressed theoretical perspectives of *Communications Types*, we will in the following paragraph, build further upon, where within an organisation identity gaps occurs. The theory within *Corporate Branding* enables us to discuss, which parameters potentially influences the chosen communications forms, and from which demands awareness in the context of SNS.

Identity Gaps in Organisations

In the subsequent paragraph we discuss the theoretical grounds of importance, if gaps - symbolising missing's or challenges, can be identified within an organization. On the basis of our context of SNS, the focal aspect within this theoretical discussion related to employer involvement, when a company introduces new sustainable initiatives like transparency at SNS.

Majken Schultz and Mary Jo Hatch (2008) are the authors behind the model; *Corporate Branding Gap* (Figure 6) which presents the evaluation of how the involvement of employers is managed, and additionally what companies achieves from creating employer integration (Schnoor & Pedersen, 2009:122). There's to the; *Corporate Branding Gap* give grounds for a discussion of implications created on the basis of any identified missing's in employer involvement (Schnoor & Pedersen, 2009:122).

The potentials, of applying the principles of the *Corporate Branding Gap* in relation to SNS, give sense of how transparency possibly creates relevance and value for all employers.

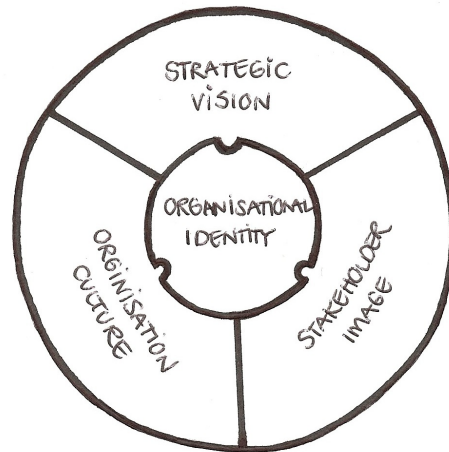
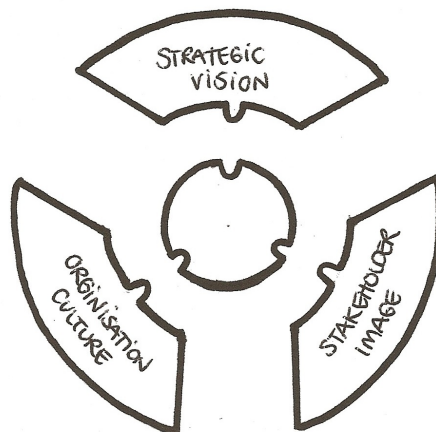


Figure 6. Displays the Vision-Culture-Image Model of; the successful Corporate Branding, which are based on a correlation between; Strategic Vision, Organisational Culture and Stakeholder Image, Corporate Branding Model by Schultz & Hatch, (2008)). Our adjusted version.

This Gap occurs when employers create their own actions detached from the Company's Strategic Vision



This Gap occurs when Stakeholders do not find confidence in the Company's ambitions from which are perceived as 'hot air'

This Gap happen when the company creates expectations and promises, it cannot deliver within concrete actions

Figure 7. Presents the less successful corporate branding. The figure illustrates, how a company develops gaps by Schultz & Hatch (2008). Our adjusted version.

The *Corporate Branding Gap* (Figure 7) presented by Schultz and Hatch's (2008), displays a model where companies develop gaps within the organisation, in relation to its corporate branding. The model divides the potential gaps into three elements of; *Vision*, *Culture* and *Image*. Schultz and Hatch (2008) describe how the ideal situation, is to balance the connection between all three parameters:

Vision, Culture and Image - which is the situation displayed within *Figure 6*. (Schnoor & Pedersen, 2009:122). The elements to consider within the model are (Schultz & Hatch, 2001:130):

- *Vision*; refers to the top managements expectations of the future for the company.
- *Culture*; address the organisational values, behaviours and attitudes shared by the employees, and creates an understanding of the company culture.
- *Image*; expressing a general external impression of the company.

We look however mostly, on the parameters which are preferable in relation to the; *Vision-Culture Gap*, based on our field of interest, within the borders of internal branding integration. If the potential of creating a common understanding within SNS company culture the employers must know the expectations of transparency stated by the top managements.

However additionally we broaden our perspective by addressing the Culture-Image Gap as well. This gap express the potential of employers misleads wrong impressions and attitudes of the company culture to external stakeholder⁷, which from here can misinterpret identity values. However even though not explicitly addressing this gap it is somehow relevant in the overall *Corporate Branding*, given all gas are linked and influence one another.

However we shortly present this gap anyhow, due to the possibility of employer's potential misleading attitudes and behaviours, and from here they could potentially exchange misinterpret identity values to external stakeholders. Entering further in the model of the; *Corporate Branding Gap* a significant pointe is stated. In the identification of gaps in relations to inconsistency between organisational *Visions, Culture and Image*, the organisation risks' employers not acting in accordance to brand identity (*Figure 7*).

The Vision-Culture Gap

Within the organisational perspectives a gap can occur, when the Managers on top level, introduces an initiative within a strategic direction the employers cannot follow or understand (Schultz & Hatch, 2001). In the context of SNS Managers on top level represents the CEO, and additionally employers like the CSR, HR and Communication Managers from the Backhouse. Potentially from here the gap within the; *Culture-Vision Gap* creates mistrust and distance amongst the employees. Not only can this gap results in an unbalanced relationship from management level to employees, however also in between employers; like Backhouse to restaurant and back again (Schultz, 2008) (Schnoor &

⁷ The term of Stakeholder's refer in the context of the *Corporate Branding Gap* as; all outside agents/people including; customers, consumer, shareholders, media and the general public etc. (Schultz, 2001).

Pedersen, 2009:122). What typically happens, when this gap appears is; the vision initiated is too ambitious in order for the organizations' further implementation. The indications following from this is usually a division between, what is verbally said, and what is actually realistic (Schultz & Hatch, 2001).

Another potential *Vision-Culture Gap* is the classic mistake entering from this situation, is withholding Corporate Branding *Visions* within the CSR department. This position is explained by some theorist within *Communication*, as a sign of the integrated CSR principles failing (Mogensen, Christensen et. al., 2011:90). In order to become more successful, the point is here not only managing the typical task within the CSR department like; *trend spotting, knowledge sharing and sustainable development* (Mogensen, Christensen et. al., 2011:90). However initiated work within other departments, like within HR or Communication, creates a strong relationship in between the corporation. In order to build a bridge and create solid bonds in between the organization, the work could be initiated through the use of *Issue Owners*. The *Issue Owner* is assigned a responsibility within a CSR related agenda, and hopefully from here they can potentially grasp the values the company promotes within the organisation (Mogensen, Christensen et. Al., 2011:91). In the specific context of SNS these relates in addition from the Backhouse departments to the; Sushustainable Ambassadors, Senpai's and/or Representatives of Safety located in the restaurants.

The Culture-Image Gap

However looking at identity gaps in broader perspective, problematic situations potentially occurs, when companies delve within the organisational *Culture*. This happens if a company become to oblivion of the influence from the external stakeholder's perceptions of the corporate *Image* (Schnoor & Pedersen, 2009:122). Consequently some companies tend to focus excessively on consumer demands, and their appreciation. However on this path they forget own *Cultural* grounds, which potentially result in a loss of identity (Schnoor & Pedersen, 2009:122). The main point from Schultz and Hatch's (2008) *Corporate Branding Gap* is thus; a *Corporate Brand* creates the basis of its relations between all parameter of *Vision, Culture and Image* represented within the corporation. A key task is here for the main employers on management level to perform a stable and clear overview and additionally be open-minded in solutions creating solid relations (Schultz, 2008).

We view on the basis of the; *Corporate Branding Gap* three parameters of; *Vision, Culture and Image* being inseparable linked, when creating identity value for all employers in an organization. This comes to term especially, when initiating sustainable principles, while involving all employers in the matter. The model states, only through this balanced priority of the corporate *Vision*; the company achieves mutual identity, within the *Culture*, that in addition matches the

Image. Moving further from the discussion of corporate identity, we clear out the intensity level of sustainable communication. Thus we include; *The Quadrant Model*, which describes, how a company behave in their communication practice (Laljani & Ludvigsen, 2009:99).

Sustainable Communication Degree

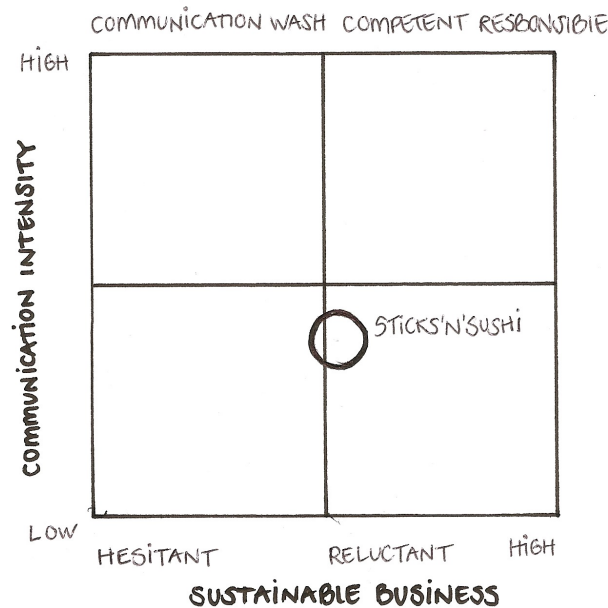


Figure 8. *The Quadrant Model* (Laljani & Ludvigsen, 2009:99) Our adjusted version.

The following paragraph illuminates on the basis of; *The Quadrant Model* (Figure 8), where within a company, grounds of their sustainable values are found, and consequently the model is used on an internal basis. Ken Wilber (1995) created the original version of; *The Quadrant Model*, views the possibility of increasing the perception of a given phenomenon, within four perspectives (Tønnesvang, Hedegaard et. al., 2013:3). The work focuses on creating understanding in; *The Quadrant Model*. Which is done to generate an effort towards unity and complexity of the specific phenomenon (Tønnesvang, Hedegaard et. al., 2013:3). However the model is now used in a further developed version accounting in sustainable perspectives within companies and is created by Karin Laljani and Lars Ludvigsen (2009) (Figure 8) (Laljani & Ludvigsen 2009:99).

Additionally *The Quadrant Model* is often used, when accusations of *Greenwash*⁸ or *Communication Wash* are planted on new initiatives introduced internally (Laljani & Ludvigsen,

⁸ The term of: *Greenwashing* was develop in an essay (1986) by Jay Westerveld, written about the Hotel Industry. In 1999 *Greenwashing* was included in the *Oxford English Dictionary* 1999. The original point of *Greenwashing* in Westerveld's essay was; *Greenwashing* is

2009:91). The two terms of *Greenwash* and *Communication Wash* are within the same terminology. However *Communication Wash* refers within *The Quadrant Model*; of a company's allegations towards a product, service or production methods being sustainable or just more sustainable, than other rivals in the same business sector. But in reality the claims are not according to the truth and this defines *Communication Wash* (Laljani & Ludvigsen, 2009:92). These representatives of terms include misleading or undocumented communicated information. The new initiatives result in crucial consequences in terms of the sustainable initiatives success rate, and from this occurs - in short, a dishonest communication strategy. Which Laljani & Ludvigsen (2009) only advise against (Laljani & Ludvigsen, 2009:99).

Laljani and Ludvigsen (2009) understate within; *The Quadrant Model (Figure 8)* the importance for companies to consider; how to incorporate an anchoring of sustainable initiatives in their business strategy. Given the companies cannot juggle the projects in terms of own inclination (Laljani & Ludvigsen, 2009:91). Laljani and Ludvigsen (2009) find potentials of creating a higher rate of employer's acting in accordance to the company values. However this only applies if the initiatives communicated are deeply integrated, and gives sense within the employers work (Laljani & Ludvigsen, 2009:91).

The Quadrant Model (Figure 8) identifies four basic perspectives within each box; *The Hesitant*, *The Reluctant*, *Communication Washing* and last; *The Competent Responsible*. Starting out from; *The Horizontal* axis displays; how deeply a company engages in sustainable business practices. This is identified as either low or high sustainable engagement within the company. The level of engagement is dependent on; how deeply the sustainable initiatives are rooted. The identifications create the basis of employer's knowledge and understanding of these. Secondly *The Vertical* axis illustrates, the intensity level of communication in relation of a company's sustainable development (Laljani & Ludvigsen, 2009:98).

Looking further into; *The Quadrant Model*; *The Hesitant* box (lower left) characterises companies, who is hesitant to act until discourses or laws compels them to. This creates a tendency of passivity, or what Laljani and Ludvigsen (2009) express being companies, who do not care (Laljani & Ludvigsen, 2009:98). We perceive this is somewhat a disputable overstatement, given other motives could create, this resistance towards using a low level of communication intensity.

Within the next box of; *The Reluctant* (lower right) is demonstrates a reluctant engagement in sustainability, cause an inability to communicate sustainable processes. The companies within here fears of accusation of *Greenwashing* or generally, they decline to brag of their sustainable initiatives. The reluctant choices are mostly proactive considerations, and these

deceptive marketing/promotion based on claims that cannot be proven. The claims made are based not on facts, however more on hunches and popular discourse in society (Westerveld, 1986).

companies tend to seriously engage in their on-going sustainable work (Laljani & Ludvigsen, 2009:98).

The following box of; *Communication Washing* (upper left) defines a company with very little engagement in sustainable initiatives. This is even though they express themselves; with better judgement and boastful attitude towards, what they communicate of sustainable perspectives. In here companies cannot deliver any concrete documentations or plans of the work carried out.

The last box in; *The Quadrant Model*; *The Competent Responsible* (upper right) recognizes a company equally balancing the relationship, between communication engagement, and the sustainable business practices. From this, these types of companies understand to communicate their actual work and progresses without further overstating. Additionally they acknowledge, they require finding room for regular improvements. These companies enable to create an honest and authentic picture of their sustainable work; external as internal (Laljani & Ludvigsen, 2009:90). In the context of SNS, we find within; *The Quadrant Model* by Laljani and Ludvigsen (2009) expressions of the importance of creating dialog, overview and progress. In addition this is essential in the work with *Transparency*, and fact-based communication principles, which we later reflect upon in our analysis (Laljani & Ludvigsen, 2009:97). The theoretical aspects consequently present comprehension of communicative relations, within the implementation of sustainable initiative like *Transparency*. We consider these perspectives in the following analysis (Chapter 5 & 6) within the problem field of internal communication addressing sustainable principles at SNS.

To further discuss, what are essential parameters in the implementation of sustainable initiatives from a theoretical perspective. We will in the next paragraph, find means in the elements of addressing; how to communicate authentic, which we find closely linked to the integration of; *Transparency*.

Communicating Authentic

In Chapter 1 - Introduction we illuminate, how we link between *Authenticity* and *Transparency*. It is important to state even though we do not investigate within a field of external branding, we still cover, which parameters creates possibility for an internal branding comprehension of; *Transparency*. The following focal aspect within the theoretical perspectives covers the theme of *Authenticity*. We discuss here *Authenticity* in relation to the internal communication of foods, which we acknowledge as naturally connected to our previous theoretical discussion of how sustainability is communicated internally. This we find naturally linked based on the simple matter that many sustainable issues relate to foods.

We view how the perspectives of; *Transparency* cannot be boxed in one definition, however the perspective addresses multiple complexity and diversity (Chapter 1). Consequently the concept of *Authenticity* discuss in relation two different perspectives within Pine & Gilmore (2007) understanding of *Experience Economy* and additionally Zukin's (2008) view of authenticity in spaces. The two different perceptions give means to *Transparency* in either consumer demands or real estate, which covers the complexity of addressing the encounter of; *Transparency*.

Sharon Zukin (2004 and 2008) address *Authenticity* in relation to the actual spatial consequences of values and discourses – and how they interact. Even though the perspectives relate to real estate, we use in this thesis her argument. Given we acknowledge the possibility of; *Transparency* being possible to encounter in spatial elements. Zukin (2004) further discuss, how public areas like restaurants and bars are more likely to be perceived *Authentic*, if they remind the receivers of their old neighbourhood (Zukin, 2008:724). This is due to the specific authentic aura, which occurs if space reminds the receivers of something familiar, for instance a specific context they had once lived in (Zukin, 2008:735).

Pine & Gilmore (1999 and 2007) due on the other hand discuss *Authenticity*, because they find the term now being a universal concept, in relation to consumer demands. They find *Authenticity* is based upon a fundamental change in society, with a current focus in the *Experience Economy* created from the consumers desire to *experience Authenticity* like earlier described (Chapter 1). Even though this is not how we intend necessarily to use the term – we acknowledge the concept of *experience*, being another part of communicating *Transparency*. We have however within this thesis, chosen not to reflect further on the theoretical perspectives in relation to *experience*. The terms of *experience* uncover a whole new range of positions to relate, and since we are not to create a solution within our problem field of; the employer's encounter of; *Transparency*. Subsequently we only acknowledge the *experience* of; *Transparency* can create possible means for an improved understanding of; *Transparency* in a specific setting.

Spaces fabricate Authenticity

In an attempt to create the true and real stories of what is consumed, the concept of *Authenticity* arises in the communication of foods. Meaning that consumers are increasingly demanding to know how food is produced. *Authenticity* has become the new way of staging food, not only in the restaurant business like in our case of SNS trying to stage *Transparency*. However also in terms of rural spaces fabricating a stage of “*getting closer*” to nature and the foods they feature. The authentic foods are sought, when alternative consumption or shopping areas are created (Zukin, 2008:724). The idea behind creating *Authenticity* additionally express in, what Zukin (2004) explains as an attempt to serve specific products ‘*back story*’ (Zukin, 2004:184):

“Looking for these spaces engages gentrifiers in a voyage of discovery. They lack the producer’s knowledge to change a cucumber into a pickle, but they have a consumer’s knowledge of how a good pickle tastes. To be a smart shopper for food demands a sensory appreciation of its character, a modest understanding of its place in the status chain, and the imagination to construct its ‘back story’ a social narrative of the cultural tradition from which it comes. Offering their products’ back story’ helps consumption spaces to fabricate an aura of authenticity (Zukin, 2004:184-185).

When the history, of the many production facets meaning the foods system and in the restaurant relation meaning the *farm-to-table*⁹ perspectives, is served together with the food, a certain level of authenticity comes along (European Commission, 2014) (United Nation, 2014). Whether or not the history is good or bad, the story is presented at some level. Within here lies the possibility for a better comprehension, when the real story is shared – which should be the original intention behind communicating transparent, one must think. No foods found, cannot not have a history viewed here as the; ‘back story’. Not only can the real story displays authenticity, it can also upgrade and revitalize the foods. Given the receivers are at times unsure or have no knowledge of, what covers the way of real foods (Zukin, 2008:728). This is how challenges occur in relation to businesses trying to integrate values that are to create authenticity. Whether it is intended for internal or external use – if the receivers do not follow the stories communicated, then authenticity cannot be linked, to the given foods or any other matter. This means whatever is communicated, the sender like in our case covers the; backhouse of SNS, must create a connection for the receivers; employers (Zukin, 2008:728). However the connection to the foods communicated should additionally be communicated in a truthful and realistic manner.

Especially when the intention is to create, at the same time a transparent story of foods like in the case of SNS. Consequently all stories should be told, whether or not they are difficult to address and write about. And thus, the companies can only expect these ‘bad stories’ will potentially develop certain ethical and morally dilemma’s. Then they should, even so - address these problematic societal issues like in the case of SNS related to; fish stokes, animal welfare or problematic concerns in the production of foods served. If a company seek to become *Authentic* in their approach of addressing food stories, then the ‘bad ones’ serve the possibility of creating credibility between the Sender and Receiver. Even more so, the ‘bad stories’ commits the company to somehow manage the improvement of foods, with a bad story behind. Or hopefully the company starts a discussion of, how to solve the issue in the future.

⁹ No clear definition on: *Farm-to-table* is made, and the phrase still remains a phrase different to different people. *Farm-to-table* (*Form-to-fork*) refers to the stage of the production of food. *Farm-to-table* also refers to a movement concerned with producing food locally and deliver that food to local consumer (Scott, 2011).

The *'bad stories'* connected to societal issues can only enlighten what it means, when a company chooses to communicate about the foods authenticity - which will create a potential for a more transparent communication (Fournier & Avery, 2010:8). Additionally more and more global companies like in the case of British Petroleum¹⁰ have over the recent years in no way obtained advantages in trying to legitimize secrecy within the organisation (Fournier & Avery, 2010:4).

However more so these *'bad stories'* have resolved in a demand for internal communication, and with this certain risk follows. These risks should potentially only resolve in relevant and necessary discussion of the foods history, and here meaning the production of some and their journey from *farm-to-table* – which is the whole story and not just the good stories.

Individual Perceptions

To follow further on Zukin (2008) and link her argumentations to Pine and Gilmore's (2007) theoretical discussion of authenticity, both perspectives share a common understanding within the concept. Both of their theoretical discussions in relation to authenticity covers the individual receivers potential to grasp, how the term is perceived and experienced, when being communicated (Zukin, 2008:728) (Pine & Gilmore, 2007:87).

There's to they both find these relations in an inspirational grasp of the principle of authenticity within William Shakespeare's (1564-1616) *Hamlet*¹¹ - where the most fake person of all in the play; Polonius advises his son Laertes:

"This above all, -- to thine own self be true; And it must follow, as the night the day. Thou canst not then be false to any man"

(William Shakespeare, Polonius in Hamlet 1603).

The quote express, how Lord Polonius gives a fatherly advice to his son Laertes; always be true to yourself, and always follow what you preach, since you then will not be perceived false to anyone. As

¹⁰ British Petroleum had for ten years proclaimed itself as the environmentally friendly petroleum company. Changing its logo to a green sun, hosting a website called *The Green Curve*, and building eco-friendly gas stations. The company proclaimed environmental concerns as one of the brand's four primary values. However after the fiasco of the leaking *Deepwater Horizon* oil rig in 2010, the disaster unfolded with the protracted and painful daily exposure of details regarding shortcomings in company environmental policies and procedures, the brand's green positioning was revealed as the marketing game that it was also known as green washing. The story provides a striking case of the very real risks the proclaimed authentic brand confronts (Fournier & Avery, 2010: 4).

¹¹ The dilemmas in *Hamlet* are endless: *Hamlet* meets a ghost, who is pretending to be his father's ghost and whom requires a promise of revenge in return. However now *Hamlet* must find out whether he believes in the story of his father's murder. From here the most cited quote is taken; *"To be, or not to be: that is the question"*. The question of authenticity is here clearly resulting in either being true or false – which unfortunately ends tragically for not only for *Hamlet* himself however additionally most of the involved in the play (William Shakespeare, *Hamlet* 1603).

within here from the play of Hamlet, Pine and Gilmore (2007) argues; this is where you find the core of *Authenticity*, and in the stage of businesses these should additionally follow the advice given by Polonius (Pine & Gilmore, 2007:X).

Sharon Zukin (2008) are likewise referring to Shakespeare, in her the inspirational source to insight, when explaining how receivers of authentic communication are individually characterized:

"Is it real? (...) These are peculiarly modern questions. In Western culture, the idea of authenticity arose between the ages of Shakespeare (...) when men and women began to think about an authentic self as an honest or a true character, in contrast to personal duplicity, on the one hand, and to society's false morality, on the other hand"
(Zukin, 2008:728).

Pine and Gilmore (2007) argue whenever and where else the concept of authenticity is depending on the whom-ever is individually experiencing authenticity. Most importantly it is argued, why companies cannot just create this authentic concept, given businesses are to influence the receivers in experiencing authenticity on an individually level (Pine & Gilmore, 2007:87). Which is our field of interest to find means within SNS that can possible create understanding of; *Transparency* for the employers. How the perception of an individual receivers perception of *Authenticity*, is according to Pine & Gilmore (2007) created on the basis of presuppositions - in which are different to all depending on everything from demographics, social economics, cultural background and even the individual's own capability to reflect on information's given (Pine & Gilmore, 2007:99). Within the context of SNS this does not simplify the communicative content of transparency to the employers.

What can however be altered in the receivers perception is by whom the individual is influenced. The most influential point is the argument of; how Pine and Gilmore (2007) find certain external elements creating an influence for alteration, like others beside themselves. At SNS these alterations could be the altered by the; Restaurants Managers, Head Chef or the Backhouse Managers, who have the poser to alter through an Authentic message and conditioned they send a message of influence the employers cannot reject, because they find it *Authentic* and potentially meaningful. These are the actors who Pine & Gilmore (2007) argue potentially modifies and develop the receiver's experience of, what usually is perceived authentic (Pine & Gilmore, 2007:99). Whereas Zukin (2004) more relates to these external elements as being the; housing around people, or in general terms the; spatial surroundings, that alter the individual perception of what is authentic (Zukin, 2008:728). An example of the potentially whom to influence employers could in the context of SNS be anyone not yourself like; a Colleague, a Manager, a Sushustainable Ambassador or Representatives from the Backhouse etc. Like earlier discussed lays here the importance within the context of SNS, to additionally communicate truthful, given this is not necessarily the focal aspect,

when communicating authentic. The key at SNS is to communicate the real stories, given we acknowledge are the only ones really transparent. However Pine & Gilmore (2007) argues the communication of authenticity in companies can only potentially achieve the goal of influencing the receivers over a long period of time and through creating a solid basis, when featuring the authentic communication (Pine & Gilmore, 2007:81).

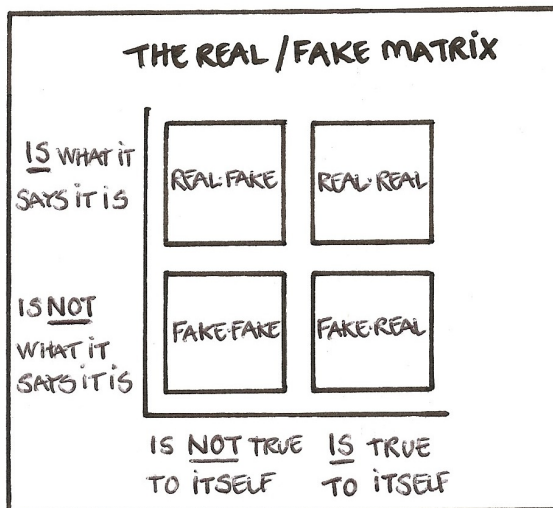
Being Fake or Real

In order to further discuss, how the receiver's perception of authenticity can be altered, we must address how a company manages the communication of authenticity. The management approach is here presented through Pine and Gilmore's (2007); *The Real/Fake Matrix (Figure 8)*, presenting a great tool to determine what is; *Real* or *Fake* within a company's approach in communication or specifically in marketing relations.

In overall there are two dimensions to *Authenticity*. Even so related to marketing, the model displays two x two dimensions – in the definition of how businesses address being authentic or NOT. One dimension to authenticity is; *Be True to Yourself* - Is inner directed. This dimension addresses the principle - of which adjustments are needed in the relationship between a person/business and one's own self – which is aligned with being consistent and clear (Pine, 2004). The other dimension covers; *Be What You Say You Are* – Is outer directed. In which covers the regulations necessary between the persons or businesses others – which is found, when being honest and trustworthy (Pine, 2004).

In the *Fake/Real Matrix (Figure 9)* (Pine, 2004), these two dimensions; *IS true to itself* or *IS what is says it is*, referring back to the just mentioned two dimensions, can additionally be inflicted in broader perspective. When further adding two downsides within the two dimensions, which covers, when a company is; *NOT being true to itself* or *NOT being what it says it is (Figure 9)*. The possible outcomes from; *The Real/Fake Matrix (Figure 9)* explores the results: *Real-Real, Real-Fake, Fake-Real, and Fake-Fake*:

- **Real-Real** - If you are what you say you are, and you are as well true to yourself.
- **Fake-Fake** - if you are the opposite of being *Real-Real*, then you are a *Fake-Fake*. Companies are always to be found, who deliver the fake, because there is a demand for fake.
- **Real-Fake** - It is what is say it is, but is NOT true to itself.
- **Fake-Real** – It is true to itself, but NOT what is says it is. Because it is a fake reality.



(Figure 9. The Real/Fake Matrix
(Pine & Gilmore, 2007:96)
Our adjusted version.

The other two sides are both better than being *Fake-Fake* in terms of *Authenticity*. The easiest what NOT to be Real-Real – is NOT to understand the company’s inheritance (Pine & Gilmore, 2007:103). The key parameter is being true to yourself and knowing who you are - as a business. The one thing essential, if a company wants to be, what it says it is; is to provide people, the customers, with the experience of who the company is (Pine & Gilmore, 2007:112).

According to Pine and Gilmore (2007) the possibility for alteration is placed in; how the company chooses to manage the concept authenticity. In the authors regard, this can specifically be done in teaching; of how receivers can recognize businesses; ‘faking it’ or is being ‘true to itself’ (Pine & Gilmore, 2007:97). These recognitions are regardless of this perspective being thoroughly reflected upon, in the assessment of fulfilling consumer demands. Within the context of SNS, we can draw from these evaluations, when attending the employers in the comprehension of a consumer. The principles must like any other type of product be judge by an audience of employer’s - in which are just as likely to view the perspective of transparency as being either; fake or real. Pine and Gilmore (2007) argue in addition, what all consumers’ relations are in general terms about; to look at the rest of the world as; being either real or fake (Pine & Gilmore, 2007:93).

In the earlier mentioned quote by Polonius from William Shakespeare’s; *Hamlet*, these are the two questions in focus, when businesses extract the meaning of authenticity. The aspects in relation to businesses reproducing authenticity are first to explore what; authenticity really means within the organization, and secondly how companies can approach the dimensions both thoughtfully and thoroughly (Pine & Gilmore, 2007:96).

Knowing who you are as a company is crucial, in order to do better. The company have to provide an experience, where the receivers can comprehend, who the company really is. The

experience have to provide in the context of SNS, the employers with an experience of what the company is about, values, initiatives, project plans and goal etc. But most importantly they should recognize the authentic version of what transparency is really all about. Here the communication management about the initiative like transparency is neither enough or about advertising about it. Because what is here found essential is to create an experience of what is perceived authentic. The following will draw further on the individual employers and their perceptions, given we find inhere relevance of examine motivational theories. A major work task of the organisation lies within integrating sustainable initiatives, since many are to follow the information that follows. And as states in the previous theoretical discussion many obstacles lies in the communicative work practice as well. Consequently we examine which parameters are necessary to relate in employer involvement.

Motivation Theory

Stepping from the creation of authentic communication in to the aspects of finding motivational parameters. We now address the theoretical perspectives on *Motivation Theory*. As discussed in the paragraph of authentic perceptions, and the individual employers capability of deconstructing knowledge for use, when being faced with specific communicational parameters to interpret on. In the following we discovered through the perspectives of, how these come into play when being presented the managed focal points chosen to be shared, and the question of being real or fake must additionally give grounds for being motivated within the employers work or if perceived phony then motivation might be lacking.

Within the following section the theoretical aspects to motivation of the employers with be further discussed in relation to the theory of Goal-Setting Theory by Edwin E. Locke and Graham P. Latham (1990) to give sense of how the employers can possible be motivated when at work. This we find necessary to draw theoretical perspectives, given we are to develop a possibility for change for a specific group of employers and the solution must take the motivations as mean for change.

Most of the research done in relation to education and training are concentrated around the perspectives of cognitive learning processes¹² (Drillings & O'Neil, 2009:1). This is especially the case, when employers at SNS use their perceptions and capability to reflect upon the knowledge and tools shared in period of training, in order to be used in their work. However with the use of more focal relations to the conditions, in which can motivate such as; Goal Setting Theory by Locke & Latham

¹² *Cognitive learning processes refer in this perspective to the performances and activities concerned, with the psychological result of perception in learning and reasoning. The concept is additionally in the concept of; basic cognitive learning addressing the cognitive processes, in which involves the obtaining and storing of knowledge (Collins English Dictionary, 2014).*

(1990), here is found grounds for influencing which variables like environment and individual differences are used in the approach of motivation (Drillings & O'Neil, 2009:1). Drillings & O'Neil (2009) encourage to apply more 'alternative training strategies' given they are found functional in business relation. Additionally the type of strategies can be integrated in a shorter implementation period. Here the intention is to make use of employers within the organisation, they refer to these as motivational speakers, to motivate other employers (Drillings & O'Neil, 2009:4). The speakers are to create inspiration and render the company's values, like is has been the intention of the implementation of different types of Ambassadors at SNS meaning the Sushustainable Ambassadors or the training responsible of Senpai's.

Goal Setting Theory

Edwin E. Locke and Graham P. O'Neil (1990) presented the fully develop Goal Setting Theory in 1990. A key identification within this theoretical approach to motivation is the use of goals as motivation factor. The theory is still today an integrated part of many employee management processes, however now moved in many directions, but currently also used at SNS (Drillings & O'Neil, 2009:27). Even though the; *Goal-Setting Theory*, is used in terms of focus on employers increasing performance and productivity. We will discuss, however the strengths of using *goal-setting* as motivation being likewise preferable - when replacing the link between *goal-setting* to employer comprehension. The outcome can potentially become beneficial given the premises within the theory is based on; that human action is purposeful and directed by goals. Broadening the perspective on motivational theory then Locke (1969) finds an important point in the human capability to reason, an acquisition only the human race has acquired. From here humans have option of power to persuade what goals they long for (Drillings & O'Neil, 2009:15).

When looking in the perspectives of a workplace Locke and Latham (1990) address a key question: "*Why are some employers more likely to perform better than other when at work?*" Here Locke and Latham state the simplest reason is found within difference in goals as motivator (Drilling & O'Neil, 2009:15).

Generally the idea behind integrating a goal must be thought to establish a common ground to pursue for all employers, top to bottom. In SNS the; *Goal-Setting Theory*, takes form of a newly introduced *reward programme* that cannot yet be measured in failure or success, given the end-result first are to be released in December 2014. However the hope is unquestionably to make more

money on the bottom line¹³ and give the employers some measurable goals to strive for. Here is placed a clear goal to motivate the employers, however only if the system is communicated well. The actors involved can from the goal-set potentially gain; initiators have provided a successful project, the investors have earned some money back, the directional board have obtained further value and respect, and employers who are responsible of goal results are awarded with a check. However until then the approach of *Goal-Setting Theory* has reached it's first round of earning-based results, the programme cannot be appointed a success or failure in the context of SNS. However based on the results from Locke and Latham's research it is stated that clear goals and appropriate feedback will expand motivation in the employer's performance when working (Drillings & O'Neil, 2009:15). Ultimately what affects the employers work practice are depending on the how specific, difficult and realistic the goals are in the given context. Therefor Locke and Latham argue the strategy of creating motivation requires certain steps to follow, when applying the *Goal-Setting Theory* into practice in the hope of improved employer productivity or in our case in the hope of creating comprehension. Here the application of using steps to reach the improving of employer motivation are; 1. Create a purpose of the goal - which requires employer's commitment. 2. Creating meeting of development with employers, given the goals has to be very specific to the employers. 3. Developed an action plan 4. Ensure employer's supply for researching goals required. 5. Creating meeting of feedback from employer's, to further work on employer's commitment within the work of reaching their goals (Drillings & O'Neil, 2009:17).

The challenging parameters within the presented motivational theory are related to the complexities within employers work task. Here it must be aligned for when planning strategies to overcome the goals. The critical aspects of possible failure in *Goal-Setting Theory* are caused by not managing to create a specific and clear goal and additionally not following up with the employers. However using the steps firmly and addressing the critical relations then the *Goal-Setting Theory* can be a valid tool in improvement of employer's motivation of work. Thus it must be further development upon in the given context introduced and align potentially risk prior to introduction. Addressing Locke and Latham's (1990) theory within the setting of SNS we are to further account in our analysis of potential premises differently related when using goals as a mean of motivation in our conceptual solution.

¹³ The Bottom line refers to a company's net earnings, net income or earnings per share (EPS). Bottom line also refers to any actions that may increase/decrease net earnings or a company's overall profit. A company that is growing its net earnings or reducing its costs is said to be "improving its bottom line" (Collins English Distortionary, 2014).

Summary of Theoretical Perspectives

The following present a sum up, of our main theories discussed. The key theoretical term covers in this chapter the Organisational Communicative parameter also referred as Internal Communication. The paragraph have been divided in different themes within overall concepts related to the most important aspects to related when addressing the integration of a sustainable intuitive like trans. Consequently we discussed the theoretical perspectives within subtopics of: *Types of Communication, Identity Gaps in Organisations, Sustainable Communication Degree, Communicating Authentic and Motivation Theory*. These theories of communication are covers from; *Types of Communication* the general approaches to communicating creating a clear overview of which types are useful in internal relations. The perspectives on; *Identity Gaps in Organisations*, enables us to discuss, which parameters potentially influences the chosen communications forms, and from which demands awareness in the context of SNS. The theory within the; *Sustainable Communication Degree*, illuminates where within a company, grounds of their sustainable values are found, and consequently we are to discuss the degree of communicating; Transparency, and how to possible increase the perception of this given phenomenon and where within the sustainable work, a company must focus on creating understandings for the employers. In the section of; *Communicating Authentic*, we discuss *Authenticity* in relation to the internal communication of foods, which we acknowledge as naturally connected to our previous theoretical discussion of, how sustainability is communicated internally. This we find naturally linked based on the simple matter that many sustainable issues relate to foods. In the last theoretical perspective of; *Motivation Theory*, we discuss the means of how to manage the aspects of finding motivational parameters. The motivational factors are important in our context given the lack of motivation in an employer setting have major influence, of the capability to understand a principle like Transparency.

All these parameter discussed are overall connected in communication relations, and further within, how and in what form a company are to create an understanding for, when communication sustainable initiatives internally.

WORK STORIES OF EMILIE AND RASMUS

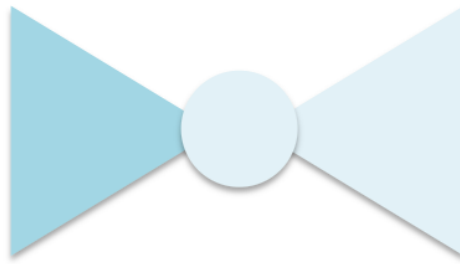


Figure 10. Bow Tie Model (Wasson, 2002).
The model displays the first bow tie slip; 'As it is' of our empirical analysis.

This paragraph elaborates through, in some parts of the analysis use *Storyboard* integration; in the approach of two sets of; *Employer Journey Maps*. We find the approach of; *Employer Journey Map* an essential tool to understand the work of the employees at SNS in different ways (Stickdorn & Schneider, 2013:158). From here we reflect upon where in their work they experience and relate to perspectives of *Transparency*. In addition the stories of these two different employers work journey will be connected within the; *Employer Journey Maps* and from here further be interpreted and reflected upon in the analysing chapters (Chapter 5 & 6).

We are within our *Employers Journey Maps* looking for interactions with elements of understanding transparency and most importantly how we potentially can create a change from these elements. Therefore we are not in this case using the map in order to identify relevant customer interaction in order to create better sales of SNS products – which are usually how the approach is used. Meaning usually a Customer Journey Map is used as a tool - when organisations like SNS wants to understand their customers in order to change behaviour for buying their product (Stickdorn & Schneider, 2013:159). Thus the approach is often linked when creating the more consumer centric company. We are within this thesis trying to make the integration of transparency at SNS a more *employee centric project*. Serving the intention to put more focus within the organisation of SNS to understand the employers. This is given when the initiative is created to build respect and trust and are to be covered within all employers at SNS. However in that sense the project of understanding transparency within this thesis is also related to finding relevant opportunities to change not the employer's behaviour - however their views and perspectives. Consequently this master thesis are interested in finding the necessary needs for change to create a conceptual solution for all the employees to understand transparency.

In details our *Employer Journey Maps* can cover the experience of how transparency is currently placed, experienced and/or communicated within SNS in the perspectives of the employers working within the restaurants. The chapter will therefore work further on the basis of our assumption that; transparency is not currently communicated in a potentially beneficial form for all employers. Secondly we hope these challenges and issues found can support and build upon the possible opportunities for change (Stickdorn & Schneider, 2013:158-159).

Prior to the actual *Employer Journey Maps* we will in the following present the two personas of Emilie and Rasmus (*Figure 11 & 12*). The two personas will serve the meaning of experiencing the reality of their specific work journey. Firstly Emilie will be presented and there's to her *Employer Journey Map* in a combination of her work story. Secondly Rasmus' work story and *Employer Journey Map* will follow in order understand the two personas different experiences of a day working at SNS (Grudin & Pruitt, 2002:2) (Stickdorn & Schneider, 2013:178).



Picture 16. Employer of SNS
(Sticks'n'Sushi, 2014)

EMILIE

BACKGROUND INFO

- Emilie is 19-Years-Old.
- She is working as a full time waiter at Sticks'n'sushi in Nansensgade, Copenhagen.
- This job is her first full time job after High School.
- Emilie finished High School almost 2 years ago.
- Born in Risskov, Aarhus, Jutland.
- She worked in a clothes store in Aarhus - when she was in High School.
- She has been working at SNS in Nansensgade for less than a year.
- Recently Emilie moved from her parents in Risskov and moved to Copenhagen.
- Now she lives with her boyfriend, who is also from Aarhus.
- Her Boyfriend Jonas is studying BSc in International Business and Politics at Copenhagen Business School.
- Her parents bought Emilie and Jonas an apartment on Frederiksberg.
- She enjoys running sometimes, however she has no firm commitment to exercise or a specific type of sport.

CHARACTERISTICS

- Income comes from her job at SNS - however her parents support her financially at times.
- Emilie is unlike her peers friends not a person who go out to bars that often.
- She is very contemplative and some say also quite her own.
- She is restrained and reserved.

ACTIVITIES AND MOTIVATIONS

- Emilie dreams of perhaps studying Communication or Marketing at Copenhagen Business School.
- Her idea at this point is to work within SNS one more year before applying for University. Her hope for the future is to work within PR in the fashion industry.
- Emilie is very properly and rational. She considers her choices for a long time before taking action. Her considerations concerning University are due to this prolonged.
- She believes in accuracy.
- She loves meeting up with friends at cafes and likes to visit new places.
- Emilie follows many blogs on foods and fashion due to her interests within here.
- Emilie uses a bit of money on expensive clothes - however she is also reasonable - when it comes to saving up money for her studies.
- Emilie is very keen on getting a good and well-paid job eventually and she feels motivated for her future studies.
- She is a very driven character, raised not to be lazy and knows she must work really hard to succeed.
- Emilie enjoys living in a new city and especially here in Copenhagen – where the atmosphere is vibrant and thrilling.
- However Emilie misses her family a lot, but at the current moment she works to travel more often to Aarhus and visit her parents.
- Emilie is the type of employer - who tries to read everything handed out at SNS.
- Emilie is though a bit uncertain at times especially in her job at SNS. She cannot figure out why. Perhaps it is due to her being away from home and living in a new place.
- She makes a virtue out of making the right impression and always considers everything she says.
- At times Emilie can feel stressed - when she is at work because SNS requires a lot, she thinks.

TOUCH POINTS

- Emilie has 3 close friends living in Copenhagen and they also work at SNS.
- She got the job through a friend who is Floor Manager in another SNS restaurant.
- She has no previous experience in the restaurant business.
- She works at SNS because she are to study somewhere in Copenhagen at some point.



Picture 17. Salmon Carpaccio and Edamame beans.
Emilie's favourites from the menu at SNS
(Sticks'n'sushi, 2014 (f))

(Figure 11, Displaying the Persona of Emilie).

The Experience of Working at Sticks'n'Sushi - In the Footsteps of Emilie

Prior to reading the following story of Emilie – Find and unfold only the Employer Journey Map of Emilie in Appendix 12. (*Employer Journey Map Emilie, Appendix X*). The Employer Journey Maps are created with the intention to be read continuously with the following story in physical reach. When finished with the story of Emilie turn the Employer Journey Map back and follow the next instruction for Ramus.

Early Morning 9-10 – Getting Ready for Work

A day for Emilie starts like any other day around nine o'clock and a long day wait in the restaurant at Nansensgade in midtown Copenhagen. Emilie must change clothes in the locker room like the rest of her colleagues before stepping in the restaurant area. She is to represent the company and that includes a certain loose styled "company uniform" of a SNS t-shirts, an apron and proper footwear for a day walking many miles.

Emilie can throughout her stay in the staff room be exposed to information in different formats like through a blackboard, posters and her working T-shirts displaying different statements. Typically the information on the blackboard and posters are communication about new things happening in the company. The content can relate to everything like foods or menus changing, information specific to the restaurant – in which she works - or sometimes the information can be about social arrangements. The social arrangements are an important part of SNS and therefore information with suggestions of staff parties, meeting or others; invites the employee's considerations. Additionally the Restaurant Managers can display information from the staff meetings for everyone to notice. Emilie do not usually spend that much time in the dressing room especially not during the morning since she has to be ready in the restaurants area when it opens at 10.00. Therefore she often cannot find the time to read everything of information displayed in here. Emilie tries to remind herself to find the information elsewhere. Emilie is at this current moment not within a position - where she is completely within the mind-set of being at work. She still prepares herself to be ready for a long day and feels calm (Look; Employer Journey Map Emilie, Getting Ready for Work 9-10: Appendix 12).

Morning 10-12 - Setting the Mood

When Emilie enters the restaurant area the atmosphere is calm and quiet since most of the employees were off the clock not many hours ago. Once again the staff is up early and ready for another day at work. They turn up the music to start out the day positively and the music ensures a good vibration throughout the long day.

Emilie stills feels quite new in her job even though, she has been employed in Nansensgade for a little

less than a year. She finds her job is challenging at times, but with this job being her first real employment since High School - she wants to do well. She has been through a long training process and finds the work in SNS being different in relation to the many hours SNS places in training the employees. She finds her job in SNS motivating and fun and then she likes the many sustainable initiatives being carried out around the company. Thus she tries to stay updated on all the information in this relation by reading the internal information like weekly (printed version), flyers (in the counter area), and at times also looking through the menu cards in order to stay informed (Look; Employer Journey Map Emilie, Setting the Mood 10-12: Appendix 12). Therefore she has also considered being an Ambassador of Sushustainable - however she is not sure how to manage this extra task within her work. She finds the extra task's difficult to navigate in given the materials about Sushustainable are not easily accessible. The only things she remembers being communicated in this relation is what the CSR Manager presented - when she had the introduction course a year ago. There's to she has read the fish flyers physically placed in the counter of the restaurant's. However one of the fish is already altered and only a little more information is available on the official webpage of SNS. However no additional readings or courses are available - when signing up for the task as Sushustainable Ambassador. These considerations have resulted in Emilie not taken this extra responsibility on her shoulders.

Noon 12-16 - The Time of Preparations

When Emilie is working in the restaurant a busy and hectic life are what is waiting just around the corner and she prepares herself for that. However in order to be ready for what the work is really all about; serving guests, most of the mornings and noon activities implies a lot of preparation. Preparation means all tasks' and assignments that is required throughout the day. All the preparations are done to serve the menus in the restaurants in the best and fastest way. At SNS Emilie is taught that prior to good service and a great meal experience comes the work of preparing foods, cleaning, checking all is in it's place. Sometimes she starts the day checking which speciality is written on the blackboard or flyers of information are to be found at the counter area. It is her job to ensure the blackboard is updated and the flyers are available for the guests. However often the Backhouse (Administration Office) has not updated the flyers - which bother Emilie due to her perfectionism in general. This means the physical and practical tasks' of working within a restaurant is characterised by though work and structured schedules to follow. As a full time waiter Emilie has not only tasks that implies for her to be present in the restaurants when serving guests. Emilie's job also requires checking the daily information from the calendar written by her colleagues the night before or by her manager. In addition checklists created by her Restaurant Manager or the monthly calendar given from the Backhouse (Administration office) concerning which events like concerts happening in the different restaurants areas - which can influence the level of bustle on specific dates

of the event. Another physical sheet with information that is usually only found online is; Weekly which is printed and displayed in most kitchen areas for all the employers to look at, when available. Additionally the different departments from the Backhouse (Administration Office) will inform the full time employees with their own top priorities send from either the CEO, CSR, Marketing, Communication and/or HR department. Mostly these types of information are randomly sent often through emails or with physical meetings in the restaurants or Backhouse. Most often the physical meetings are handled by the SNS Service Manager - who is in charge of training and service education within SNS. Also the CSR Manager at SNS visits the restaurants on different occasions like also the Operational Manager ensures the different restaurant operations are efficiently run by being physically working in the restaurants. There's a lot of information is flowing within SNS and as full time waiter her job also requires to maintain the overview in order to pass information on to her other colleagues. The overview of important information is usually the Restaurant Managers job to deliver -however mostly the many information are juggled in collaboration with the managers and full time employees. Emilie finds that her job of creating an overview for the rest of the tonight's team can be a bit stressful and she is afraid to forget important information. Here's to she puts an effort in puzzling all the information given (Look; Employer Journey Map Emilie, The Time of Preparations 12-16: Appendix 12)



Picture 18. Displaying the work of waiters in the restaurant in Lyngby (Sticks'n'Sushi (h))

Given that the full time waiters like Emilie must maintain the plans and decide what and how things get done. She is responsible for everything being in order and with the help from the rest of the team; she can manage to serve a full restaurant every night. So Emilie runs through the checklist created by her or the manager and from here she prepares and fix everything on it, until the tasks' are done. All these practical elements are done simultaneously with the service of guest eating in during lunch – where she a lot of her service includes explaining the menus and present the finally selected dishes. Emilie knows that even though guest might not be present in lunch hours - then she has the time for

more practical work - which can create an even better options and room for good service during tonight's busy settings in rush hour. Her job can at times mean helping out with small handling of foods in preparation for the guest this means usually products the waiters use throughout the evening like extras, lemons for the water and tasters for counter area. This gives the waiters an opportunity to also have interaction with the kitchen during the day and the small times spend in the kitchen creates a relationship with her kitchen colleagues. The interactions happening during the day is important for the overall workplace culture at SNS and ensures a good environment within the staff - when the restaurant later becomes busy and everyone must work as a team to make good experiences for the employees and most importantly the guests. In Nansensgade that is the smallest of all the SNS restaurants they are to cook the staff food themselves – which also means creating a staff food menu, shopping for groceries and prepare the food. Additionally finding an employee from the kitchen in charge of cooking the staff food can often be a quite discussed assignment – given this is mostly an extra task - which can take up time from the regular work.

Afternoon 16-17 - The Break when Eating Staff Food

From here the activities changes from practical character to a more excitable buzz when eating hours approaches both in the perspectives of employees and guests. Around 16.00 the staff food is usually ready to be served and this is an important time for the employees at SNS. Emilie is especially looking forward to staff food since she has now been to work for many hours and perhaps she has only had small amounts to eat during the day. Other of Emilie's colleagues meets in at 16.00 to eat before work. Then employers have the opportunity to join the interaction with other colleagues and catch up before work. In addition Emilie and her colleagues now have some time for building a closer relationships - which is a valid perspective to most of the employees at SNS. Spending most of her days and evenings with long shifts at SNS Emilie finds her relationship with her colleagues important and therefore Emilie enjoys having a break to catch up with small talk and relaxing with her colleagues (Look; Employer Journey Map Emilie, The break when Eating Staff Food 16-17 Appendix 12). And when being new in Copenhagen friendships becomes even more important to her personally.

When the employees eat staff food they do not have a specific place where they can go and eat in private and be completely free from duty. If food are ordered from guests during this time, the kitchen staff have to help out in the kitchen depending on how big an order and the amount of employees working at the time. But also in the restaurant waiters may experience that they have to step in and help during the staff food break - if the restaurant is suddenly full of guests or many have ordered take-away. In the summer the staff in Nansensgade, where Emilie is working, like many of the other restaurants has private outdoor spaces. Here they can sit in the sun and eat. The employees

appreciate these areas and they enjoy sitting, relaxing and having fun with each other here. Emilie finds the workplace culture is an essential part of working within SNS and this motivates her in her work.

During her break when eating staff food Emilie might also use her smartphone to check messages, personal email, social media or surf around the Internet. Within the Virtual Reality hides additionally news from newspapers, television the additional official SNS webpage amongst everything you seek are to be found in here almost - which can be quickly accessed through here. Emilie finds many problematic considerations occurring from here - when different issues are raised. Often the perspectives can develop discussion within the context of SNS and they often take the times to argue this over staff food. The issues discussed could for example be in relation to level of antibiotics in shrimps from Vietnam that one of Emilie's colleagues read in the newspaper (Look; Employer Journey Map Emilie, The Break when Eating Staff Food 16-17 Appendix 12). Here they can argue whether or not they will recommend their shrimps to guests, if they at all believe in the article or this is even an issue in relation the shrimps on the menu of SNS. However many different opinions are usually expressed - when discussions of sensitive topics like food security are taking place at SNS.

When working within a busy restaurant she does not have time for small breaks throughout the day and she therefore cannot use her phone like others when she is at work. Therefore she enjoys the time she has to follow up on friend's comments on Facebook. Especially after moving to Copenhagen from Jutland Emilie enters the Internet more often. She now lives much within the virtual reality in order to maintain her relationships to friends no longer close to her. Here she also takes a little time to check Social Sushi (on Facebook) if something interesting or fun has been posted. However most of the time she does not use her break - when working at SNS to read mails from work and such - she reads these at other times.



Picture 19. Displays the restaurant at Østerbro in the late afternoon (Sticks'n'Sushi (h))

Late afternoon 17-18 - The Transitional Time

When finishing her staff food break she finds time before the rush to refill, begin the services of guests and create an overview of the evening's bookings. Emilie can at times feel unease when transitioning from break to the beginning of rush hour. Especially if tries she created a new overview a newly informed messages that perhaps she is unsure of how to address. Sometimes the information communicated can relate to problematic and heavy content like in relations to fish stocks, food waste and/or food production – which are topics not familiar to Emilie. Often rumours of the work carried out within the CSR department occurs from these information - given they are not always updated correctly and creates further confusion for employers. Consequently Emilie tries to puzzle all of these amounts of information being accessible on the Internet and Emilie must accept that she cannot further reflect upon them within this time range. She rather checks all the different places of information like Tamigo and/or Weekly later - when she has more time to do this and reflect upon the information. Given that Emilie still feels somewhat new at SNS - she finds it necessary to use extra time to read most information in order to be updated on the new materials and especially when the information is addressing the foods served. However she can feel unsure of the new information given especially when the message behind them is not always clear (Look; Employer Journey Map Emilie, The Transitional Time 17-18 Appendix 12). Within the latest years SNS has expanded restaurant to not only including Danish restaurants – SNS are now presented in two locations in London and with more to come. Emilie finds however with the current expansion of SNS the focal points in concerns of project and initiatives have created inconsistency.

Evening 18-22 - The Rush

In this time range just before rush hour is about to begin Emilie is busy and she are to juggle many different task. Usually every waiters and kitchen employee is meeting before 18.00 and she are to pass over important information before too many guest have been seated at the tables. In order to do this the waiters gather up around the counter area in a somewhat organized "Chorei" - which is Japanese for briefing. Here Emilie, another full time waiter or the restaurant manager will briefly run through the evenings focus points, new information on foods to take notice of, competitions between the waiters or other valid information they have to be aware of during the evening. Usually Product/food tasters can be used at Chorei to put focus on new products introduced or foods are changed or a review of the season menu is made. Chorei is ended with the battle cry in Japanese; "Ichi, Ni, San.... GO!" (One, Two, Three... Go!). Chorei is created to set the bar of the restaurants tense atmosphere and high energy level in order to make every employee ready. However Emilie finds that often too little information is given in order to create understanding or the verbal communication within Chorei is down priorities or interrupted if the restaurant is already filled with guests they must

attend to (Look; Employer Journey Map Emilie, The rush 18-22, Appendix 12). The Restaurant Managers, Sushistainable Ambassadors, Senpai's (Training responsible), Fishtankers and Representatives of safety (responsible of Employer welfare and working environment) plus the Full time employers can express which contents of information is necessary information to consider. However often Emilie experience no follow up is carried out. Emilie usually ask more experienced colleagues herself, if she has questions - however she notice that some of her other colleagues are not as interested in Chorei as her. She wonders if they are informed later or the information then is lost.



Picture 20. Illustrates a busy evening in the restaurant in Valby (Sticks'n'Sushi, 2014 (h))

Like Chorei many Japanese traditions are part of the rituals the employees integrates when working. Emilie thought it was difficult at first to learn all of them. But now she has fun with the many small traditions creating the special atmosphere within the restaurant. The employees also have fun shouting out: "Irrashimase"; Japanese for welcome and when expressing: "Domo arigato"; between the employees to express gratitude. All of which creates an atmosphere and energy that Emilie feels is something out of the ordinary. In addition the Japanese traditions makes Emilie's work fun as well as creating an experience for the guests. Depending on the day Emilie will be divide a specific task area either in the position of handling take-away, being responsible of a specific set of tables or hosting. Given that Emilie is also full time waiter it is expected from her to be helping out colleagues and clearing out possible challenges throughout the evening. The rush hour within SNS requires for everyone to be on their marks and keep the level of energy high. This Emilie knows is not possible unless the employees work closely together as a team. A good teamwork can also create an experience of being at work. Most of the times the teamwork is so well incorporated within Emilie's day and they can handled the most pressured times and still have fun. However this would not be possible if not all employees work their best in this period of rush hour. When being to work at such a busy environment often small things can feel challenging and Emilie is still struggling to feel well informed about foods and projects within SNS. Especially if the guests were to ask or she could

incorporate these elements when presenting the menus. Also Emilie knows these information are expected knowledge from here side. In addition she is also to give these information on to her part time colleagues if asked.

Evening 22.00 – Finally off from Work

Emilie is off from work a little before her other colleague's since she opened the restaurant this morning. However she always stays a while to cool down from a hectic but fun day. Here she has the time to go through important moments that perhaps did not go as planned or moments where she did well. She often asks her more experienced colleagues for advice. Most of her colleagues also stays after work and enjoys the social element of being part of a young and culturally diverse environment.

RASMUS



Picture 21. Employer of SNS (Sticks'n'Sushi, 2014)

BACKGROUND INFO

- Rasmus is 25-Years-Old
- He studies Techno Anthropology at Aalborg University, 3.Semester.
- Single
- Born on Østerbro in Copenhagen
- Lives at Vesterbro with 2 other roomies
- Enjoys crossfit training
- Plays football regularly assembled with a team of old colleagues from SNS and new ones.
- He has a passion for bikes and owns one for summer and one for winter.
- He listens to many different types of music but enjoys electronic music the most. However he has a weakness for boybands like his teenage idols from Backstreet Boys.

CHARACTERISTICS

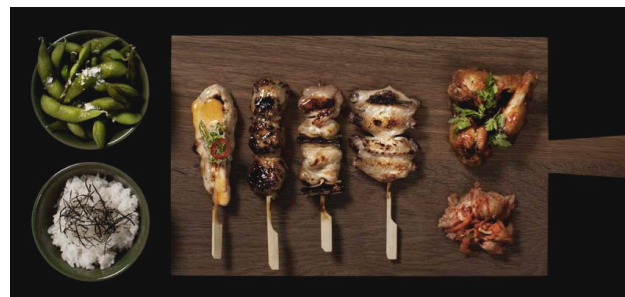
- Rasmus' income comes from public support of education (SU) and additional from his part time job at SNS.
- Rasmus is young and at times he lives a crazy life with full speed ahead. However even so he is a boy - who is also very reflective and in his daily life especially when he is at University.
- Rasmus is a well-liked colleague at SNS and a popular friend everywhere he is social.

ACTIVITIES, MOTIVATIONS AND QUOTES

- Rasmus dreams of doing well in concern of a good job - when he is finished with his studies. However he does not always study hard in order to achieve good grades.
- Rasmus is not always too thorough in his studies, but he manages. He rather chill with his friends and engage in sports.
- He likes living freely and with a lot of time for social activities.
- He loves meeting up with friends to drink beer. This gives Rasmus a relaxing space with locker room mentality.
- Rasmus describes his life like; *"Living is chilling"*.
- Rasmus thought his career would be as a chef at SNS - however he did not feel challenged enough and decided to start studying like many of his friends.
- *"The best thing about my job at SNS is the social aspect - we always have fun - wherever we are"*.

TOUCH POINTS

- Works in the kitchen at Sticks'n'sushi in Hellerup.
- Has been working at SNS for six years. Before his studies he was a full time chef.
- Many of his friends are from his work at SNS and he is very social with his colleagues.
- He is experienced in his work with foods at SNS being a central part of the kitchen for many years.
- His brother also works at SNS in another restaurant as a full time waiter.



Picture 22. Chicken Extreme from the menu at SNS and Rasmus' favourite dish (Sticks'n'Sushi (f))

(Figure 12. Displaying the Persona of Rasmus)

The Story of Following Rasmus – One shift at Sticks'n'Sushi

Now the story of Rasmus will be presented and before reading further into this work story - the Employer Journey Map must like in Emilie's case be found within back of the thesis – now within Appendix X. (*Employer Journey Map Rasmus, Appendix 13*).

Early afternoon 16.00 - From one Thing to Another

Rasmus comes straight from University when starting his shift at SNS in Hellerup. He bikes all the way from the other end of Copenhagen so he is already quite tired after a long day - when arriving at work. Rasmus turns up the music in his earphones - when he goes down in the dressing room to change for work. The music always sets him in the right mood as long as the music is loud and fast. Rasmus never really notice anything of what goes on in the dressing room, even though he knows sometimes information are displayed in here.



Picture 23. Showing the preparation of foods before the rush hour begins in the restaurant in Hellerup (sticks'n'Sushi (h))

Afternoon 16-17 – Mentally Preparation

When arriving changed and ready for work he always starts his shift greeting everyone with a hug and makes sure to say hello to every colleague in the restaurant. Rasmus is hungry and he is looking forward to staff food. Usually he never knows what to expect of the staff food served since they here in the Hellerup department receive staff food from the SNS Central Kitchen. Rasmus does not really know where the Central Kitchen is physical located, but he knows is far away. He rarely considers who and what goes on out there. Rasmus admits to himself – him and his colleagues can at times feel distanced to the employers cooking the food they eat and he is generally confused of what they are served. This at times results in Rasmus and his colleagues not appreciating staff food as much. However Ramus has heard some bad rumours about staff food in other departments where they cannot eat the food and is poorly cooked.

However first Rasmus has to cash up with his colleagues and be briefed about possible needs or other relevant situations - which must be fixed before they can all, eat. However usually Rasmus are to ask for briefing himself since this is not a regular part of the kitchen programme. Usually Rasmus addresses the Head Chef and is told of tonight's position in the kitchen. Rasmus has due to his many years in the kitchen always a level of responsibility when working, because he works fast and knows his job very well. Within the kitchen several sheets of information are displayed for the kitchen staff to be informed in various ways. This is mostly to help employees in the kitchen in their work - when new menus are presented. The staff can here learn from the written sheets of information and photos visualising the plates/menus during the hectic rush hour. Here the information sheets can also address new ingredients or in general new products from the Central Kitchen – which is a major part of foods (rice, sticks and dessert) and products (dressings and soya) passing through the kitchen. Rasmus has due to his many years in SNS become familiar with all of these many different foods and products entering the kitchen. However he do recognized you, as a new chef must quickly become acquainted with these objects given they are used in almost everything in the menu.



Picture 24. Displaying the restaurant in Wimboldon, London and the open kitchen landscape a identical feature at all the Sticks'n'Sushi restaurants (Sticks'n'Sushi, 2014 (h))

When being briefed from the Head Chef Rasmus can help out with the last refilling and preparations of foods. However generally some information are not cleared with everyone within the kitchen since the employers in here do not, like the waiters, have Chorei (Briefing) before the rush begins. When Rasmus has followed up on relevant tasks he is free to join the rest of his colleagues for staff food. He always enjoys this time of day and him and his colleagues can always have fun and make jokes within one another. Ramus finds the workplace culture in a major motivation in his work at SNS. Even though they are different in many ways culturally and personally they all know each other well after

spending many years together in the kitchen. Then at times new employees join the team but it is fun with some diversion within the working environment in the kitchen. Usually Rasmus and his colleagues speak English given most employees in the kitchen at Hellerup have representatives amongst others; Ghana, Poland, Canada, Sweden and Cambodia.

During Rasmus' break he always have his smartphone nearby even though it has been assessable all day - he cannot seem to put it away. He rarely checks some of the online information from Social Sushi on Facebook or Weekly, given he wants his space, when being at break (Look; Employer Journey Map Rasmus, Mentally Preparation 16-17: Appendix 13). He is mostly interested in the social aspect of being at work and therefore he rather talks with his colleagues, and stress down from a long day at Uni.



Picture 25. Shows the busy environment in the kitchen a high energy level and a good team spirit (Sticks'n'Sushi (h))

Late afternoon 17-18 – Ready to Rumble

Rasmus must admit he rarely looks closely at all the information sent from Backhouse. He thinks too much information is floating around and often the information is sent at bad times - where he does not have the time to read it. He finds other things occupy him more (especially on his phone) and he rather use his time to reflect on these interests' instead. Rasmus enjoys staff meeting and information given by his managers instead of reading materials. Some of his resistance towards all the internal information also derives from the fact that he has been part of the company for many years. Thus he has been reading about new initiatives, projects, foods changing and new menus being replaced several times, and he does not find these changes interesting. At times he feels overwhelmed with information and confused of what to consider next and why. He choses therefore not to read the internal information - when he is at work because he rather wants to relax and get ready for work (Look; Employer Journey Map Rasmus, Ready to Rumble 17-18: Appendix 13).

Evening 18-21 - Busy Busy Busy

When rush hour arrives in Hellerup this often means that Rasmus and his colleagues in the kitchen are on a tight schedule. They are not only to cook and prepare food for the guest's eating in - they also have a lot of take-away orders. Here Rasmus can draw on his experience when dealing with the stressed working environment - where they are to work fast in order to send out food as fast and with as high a quality as possible - here mistakes are not an option. They always listens to a little bit of music to set the pace and at the same time it loosen up the atmosphere in the kitchen. Rasmus and his colleague's work in an open and visible kitchen given them a clear view to guests entering. Together with the waiters they welcome everyone entry with the traditional Japanese; "Irasshaimase". Rasmus has through many years in the kitchen become accustomed with the tense feeling of rush hour and he feels challenged. However in this time range Rasmus does not consider the specific foods in details when cooking. When the menus have changed he can despite his experience become a bit uncertain of information given prior to handling the foods. Rasmus is aware that in these situations he should have been proactive and found the necessary information on his own – which in most cases are found within the internal messages. There's to Rasmus feels guilty off putting himself in this position even though he cannot relate to the information given. He always thinks of following up on these information later in order to know the next time - however he recognizes that he does not always get this done. Consequently Rasmus can at times end up struggling to keep up within information even though he managed the high energy level quite well (Look; Employer Journey Map Rasmus, Busy Busy Busy 18-21: Appendix 13.).

Late evening 21-22 – When Night Turns Over

When the night turns over and guest start leaving the restaurant is gives time for preparation of cleaning. A big part of the evening is cleaning the kitchen properly and this is not exactly the most fun part of the job of working within the kitchen. However the preparations are a major part of the work. Here within the last part of tonight's shift the Head Chef or Sous Chef manage the new orders of foods before ending their work. Rasmus does not really consider the suppliers (here everyone delivering to the restaurant kitchens; food suppliers, producers and the SNS Central Kitchen) of all the foods and products - only if they are given specific info about the fish or meats origin. Even when these information are specifically given to Rasmus, he can find it a bit confusing. Mostly his confusion is related to him not having ridden the information send confusing (Look; Employer Journey Map Rasmus, When night turns over 21-22: Appendix 13). However Rasmus rather use this time - when cleaning to joke around and create an atmosphere that is not too serious. He acknowledges his lacking engagement and attitude towards the many different types of foods and products – which is the essential part of his work in the kitchen - creates a lacking respect and can at times distance him from his work.

Late night 22-24 - Cool Down and Enjoy

Rasmus shift usually ends around 22.00 - when the kitchen is closed and they have been cleaning everything in the kitchen. Some always have to stay a bit longer due to the dessert kitchen being opened half an hour later than the sushi kitchen and then more cleaning must be done. Rasmus often goes down to take a bath since working in a kitchen can be quite sweaty and it makes him fresh again. Then Rasmus and the other colleagues being off from work meet in the counter area of the restaurant and drinks beers. Here they can talk, make jokes and laugh. Sometimes they are lucky to eat leftovers from the sushi kitchen - which is prepared by the colleagues left in the kitchen. This is Rasmus favourite part of the day and he might go out for more drinks since he does not have classes at University before 12.00 tomorrow.

The End of Stories

The scenes of Emilie and Rasmus'; *Employer Journey Maps* at SNS are now ended, and from these stories, we have gained a deeper understanding within the two different employer work journeys *Maps* (Employer Journey Maps of; Emilie & Rasmus, Appendix 12 & 13). What was experience in the scenes of Emilie and Rasmus' creates an overview of their work, and addresses what the employers at SNS, encounter of; *Transparency* when informed in different ways. Additionally the; *Employers Journey Maps* express how the employers perceive the information in various ways depending on the employers attitudes and emotions within the specific time and setting, encountering the information of; *Transparency*. We further identified in the; *Employer Journey Maps*, results in our findings of specific; *Touch Points* (Stickdorn & Schneider, 2013:160)(Employer Journey Maps of; Emilie & Rasmus, Appendix 12 & 13). The *Touch Points* mean here; moments that matters within the employees day at SNS. The moment that matters in the relation to Emilie and Rasmus are the positions, where we find the possible encounter of; *Transparency*. In order to ensure an overview of our analysis these; *Touch Points* are displayed in a; *Visual Map* (Visual Map – Touch Points, Appendix 14). Within the; *Visual Map*, the overall *Touch Points* of issues, of how and in what form the employers understand as; *Transparency*. Given the issues became the key focal of our findings in the; *Employers Journey Maps*. The issues consequently serve the essence of our main concepts of; *Internal Communication* towards *Transparency*, within the analysis in the following Chapter 6. The theoretical concepts will in here further substantiate the; *Touch Points* in the *Visual Map* in a theoretical evaluation in the analysis. However do not leave the; Employer Journey Maps of Emilie and Rasmus just yet, they might come in handy when the further reflections are created on the parameters pinned (framed in boxes).

REFLECTIONS PINNED AS TOUCH POINTS

In the subsequent chapter, we will step from the scene of the; *Employer Journey Maps* of Emilie and Rasmus at SNS, and enter our further analysis created on the basis of; Emilie and Rasmus' work experiences in the; *Employer Journey Maps*, the *Focus Group Interviews*, and last connect these to our found relevant; *Theoretical Perspectives* (Chapter 4). We incorporate quotes from the *Focus Group Interviews*, within our reflections in order to argue, how within SNS, we can find the employers encounter of *Transparency* - given we only in the optic of employer's can support our final statements. The analysis will be divided in overall themes of; *Touch Points*, identifying issues found in the; *Employer Journey Maps* of Emilie and Rasmus. The division of; *Touch Points* themes in the analysis are: 1. *The Relational Gap*. 2. *Hidden Internal Information* 3. *Inauthentic Employer Scene*. 4. *Mechanical Information Sharing*. 5. *Absence of Employer Motivation*. Furthermore the; *Theoretical Perspectives* are integrated in assurance of creating substantiated argumentations within the following analysis. Within the last part of this paragraph the identified; *Touch Points*, addressing the employee's main challenges and issues in relation to the encounter of; *Transparency* will be summed up within a; *Visual Map* displaying the analysis sub conclusions (Stickdorn & Schneider, 2013:186).

The Relational Gap

The challenges pinned (framed in boxes) in the; *Employer Journey Maps* of Emilie and Rasmus addresses the; Actors 'Back-stage': The Managers in the Backhouse; CEO, CSR, Human Resource, Marketing, Communication, Logistics, Executive Head Chef, Service, Operational etc. In addition the Central Kitchen Managers: Head Chef and Floor (They are not physically placed in the Backhouse, however a central part of the Backhouse). And further the Actors 'On-stage': Employers in restaurants; Waiters, Restaurant Managers, Kitchen Staff, Head Chef and Sous Chef.

In the following paragraph we reflect on the relational gap found between: Actors 'On-Stage' (Employers in restaurants) and Actors 'Back-Stage' (Backhouse), The relational gap, we find in the; *Employer Journey Maps*, are related to, what is indicated in the; *Focus Group Interviews*, as a distance in between the employers at SNS. In the stories of Emilie and Rasmus we viewed how, they both tend to struggle with the internal information's received from the Backhouse (Actors 'Back-Stage'). Emilie and Rasmus represent different viewpoints, and in addition multisided attitudes towards the Backhouse. However what is identical in their perspectives are their lacking capability of comprehending the vision of; *Transparency* (The Story of Emilie 12-16 - The Time of Preparations, Page 60-62) (The story of Rasmus 16-17 - Mentally Preparation, Page 68-70. & 21-22 – When Night Turns Over, Page 71-72).

We discovered in the; *Employer Journey Maps* two gaps, within the communication of SNS visions applied in the sustainable initiative of transparency. The two gaps cover; First a gap in between the employers placed in the Backhouse (Actors 'Back-Stage'). Secondly we uncover a gap from the Backhouse to the employers located in the restaurants (Actors 'On-Stage' and Actors 'Back-Stage'). The reflection in relation to the first gap identified, are based upon examples in the following quotes from our Focus Groups Interview (Focus Group Interviews, 2014: Appendix 8,9 & 10). The employers from SNS explain, how they experience challenges of not only relating to the sustainable information given. But in addition reporting of never receiving the focal aspects of transparency, which have been presented to some employers internally. However they in addition also indicates these are cause by missing's in the Backhouse, or the Backhouse' approaches to communication are running short:

"In my perspective it was very surprising, that transparency has now become an important focal at SNS. Because I cannot remember, I have ever read about it in Weekly? Even though I read Weekly every time. I think this example express, that we can identify some missing in this system or a lack of clarity in visions with this principle of transparency. Especially if SNS have introduced transparency at Sunday Session (Grand staff meeting inviting all employers) and not taken into account of recording the information for those, who were not able to attend. Or they have not send out a summary afterwards. How can one get an impression of what, all these new things such as transparency are about, if they do not tell us? I think it is hard to figure out, what SNS wants with this transparency "

(Focus Group Interview 2, 2014: Appendix 10).

"All this about involving people. We all can agree on, that the things happening in here at the Backhouse (Focus Group Interview is placed in the Administration offices) are often a little shaggy. So consequently it can be difficult to involve people, since they are not used to be involved in their matters"

(Focus Group Interview 1, 2014: Appendix 9).

The quotes from the employers in the Focus Group Interviews, expresses how the sustainable work within the Backhouse (Actors 'Back-Stage') are perceived confusing. In addition they address here the possibility that the execution of transparency, within the Backhouse employees (Actors 'Back-Stage'), is not functioning. From the issues attended in the quotations, we evaluate, that the information on transparency are somehow gone in oblivion or even detained within the Backhouse departments. Within the *Theoretical Perspectives* (Chapter 4.) we addressed the model of the; *Corporate Branding Gap* (Figure 7) (Schultz & Hatch, 2008). From here we find it possible to argue, that a classic mistake occurs, when withholding the *Corporate Branding Visions*, within the CSR department at SNS, which are most likely the case of the transparency principle (Mogensen, Christensen et al., 2011:90). This we evaluate on the basis of the; *Corporate Branding Gap*, presenting where the detaining information are most possible controlled. In relation to our context of transparency, this is found within the CSR department, given the agenda of sustainability are spotted, shared and developed here (Figure 7) (Schultz & Hatch, 2008). However an additional task is

the management of initiating the sustainable work practice, through distribution and sharing of responsibility within other departments like: In departments of *Human Resource* and *Communication*, which could potentially be appointed specific responsibility in the implementation of transparency (Morgensen, Christensen et al., 2011:91). These employers are in the theory describes as; *Issue Owners*, and they create the possibility for building a stronger relationship in between the organisation at SNS. The missing *Issue Owners* further create an inadequate situation of missing initiators within the Backhouse. The missing initiating work in the Backhouse of SNS are referred in theoretical perspectives to the; *Visions-Culture Gap* (Schultz & Hatch, 2008). The situation covers the withholding of the *Corporate Banding Visions* of transparency, and we evaluate, that SNS should in the organisation acknowledge, that the information of transparency are meaningful for all employers: Backhouse employers in between and all others above and beyond. When this *Vision* of transparency at SNS are hindered the first of our identified; *Visions-Culture Gaps* are created (Morgensen, Christensen et. al., 2011:90).

Our second reflection of the relational gap at SNS are based on the; *Touch Points*, identifying a issue of distance from the employer's in the restaurants (*Actors 'On-stage'*) and the Backhouse Managers (*Actors 'Back-Stage'*). We argue, this concern is indicated, within the; *Focus Group Interviews* (Focus Groups Interviews, 2014: Appendix 8,9 & 10). In which employers address; they cannot grasp many of the information, and feel detached from the initiatives communicated by the Backhouse Managers (*Actors 'Back-Stage'*). The *Focus Group Participants* recounts here, how they view this relationship, and how it effects their perception of the Backhouse:

"One of the problems with all these initiatives carried out (Sustainable projects), I find is caused given they are happening in the Backhouse (Administration office). And in the restaurants we might think: No more initiatives! They tend to forget us employers working in the restaurants, and the thoughts behind never leaves the Backhouse (Many of the other focus group participants are nodding in agreement). The Backhouse should create an working group of employer, a so-called; tank of thoughts"

(Focus Group Interview 1, 2014: Appendix 9).

"My thoughts in this relation are, why are SNS even beginning to initiate this transparency? As I see it, then they do not have to. Are they not just doing it because everyone else is doing it, or is it because they have received complaints about the perspective? They do not prioritise it enough. I do not know, if we have received information about why we introduce this initiative. I do not think, I have read about it in Weekly"

(Focus Group Interview 2, 2014: Appendix 10).

"I think it is a natural progression, and a natural thought. That as soon as something (a company) gets bigger it becomes harder to implement such initiatives, and additional have the same standard. It may have little substance. In concerns of the recent focus on the profits, but in addition SNS would also like to have all these initiatives and projects running, that do not earn any money. There are a lot of great ideas and initiatives. The problem is however no clear strategy is created. It is great to have good ideas, and a CSR strategy and further this transparency. However if you do not use resources on, what you want to implement, like in the example of this principle of transparency, then what does it matter? The all the initiative can

accomplished is appearing like free marketing. We at SNS will in many regards like to be environmental friendly and transparent. But you might get the idea, that it is a free of charge game where they are likewise to clean their personal glory"

(Focus Group Interview 1, 2014: Appendix 9).

We elaborate on these citations, that the relational gap is potentially created, when the Backhouse employees, do not manage to involve the other employees (Actors 'On-Stage') in the implementation of transparency. From this we interpret, some employees at SNS (Actors 'On-Stage') are imposed a vision, they cannot comprehend, and creates critical employer attitudes towards the Backhouse (Actors 'Back-Stage'). In this position, they are disconnected and cannot enthusiastically support the initiative of transparency. Consequently we argue, that currently the SNS *Vision* of transparency is not communicated in consistent with SNS *Culture*. In the theoretical perspectives (Chapter 4.) we discovered within the; *Culture-Vision Gap* (Figure 7), that organisational gap happens typically: When Managers from the Backhouse, on top level (Actors 'Back-Stage') introduce a sustainable initiative; with a strategic direction the employers cannot follow or comprehend (Schultz and Hatch 2001). Additionally the model indicates, what typically occurs, when this gap appears. This second identified issue of the; *Culture-Vision Gap*, are generally created, when the transparency vision initiated, is too ambitious in order for the organizations' further implementation. The indications following from this, is usually a division between; what is verbally said, and what is actually realistic (Schultz & Hatch, 2001). We argue here, the employers in the Focus Group Interview address these indications in the aforementioned quotes. Furthermore the type of; *Culture-Vision Gap* identified at SNS, will present argumentations in the; *Corporate Branding Gap*, that create mistrust and distance among the employees (Schultz, 2008).

The following reflections are building further on the elaboration of, how to use sustainable communication in the focus of employer engagement, when introducing transparency at SNS.

Hidden Internal Information

The issue pinned in the; *Employer Journey Maps* of Emilie and Rasmus addresses the: Objects 'On-stage': Employers own Phones within here are the access of; Social media, Intranet of Weekly and Tamigo. The Menu-cards addressed; foods, products. And in addition their work dress code of; SNS T-shirts.

Objects 'Back-Stage': Internal handbook of SNS values; '*That's us*'. Virtual reality referring back to the endless possibilities of information potential to find in here like; News and Television addressing concerns in relations to sustainability and transparency issues. And last the Official webpage of SNS communicating the sustainable work practice.

In the following paragraph we will reflect on the hidden internal information identified in the: Objects 'On-Stage' and Objects 'Back-Stage' in the: *Employer Journey Maps*, of Emilie and Rasmus. We argue the level of internal communication are mostly experienced as being, somewhat hidden in the employers day at work. In addition the following will build upon the Focus Group Interviews.

The experienced in through Rasmus and Emilie, how they are to physically open and find the internal information themselves. They are to through the access of their own phones or through other online approaches (The Story of Emilie 16-17 - The Break when eating Staff Food, Page 62-63) (The story of Ramus 16-17 – Mentally Preparation, Page 68-70 & 17-18 - Ready to Rumble, Page 70). From here the employers can read the information in the intranet system of: Weekly and/or Tamigo and additionally at an internal closed group on Facebook called Social Sushi. The employers thereby have to voluntarily enter the virtual reality of Internet. Additionally these information requires the employer's individual "translation" and reflection, given they are to perceive an image of the contents' value and context. Furthermore the employers often do not have access to these online information, when being at work. Consequently the employees are required to have read and understood the information given, prior to entering their workplace. Here quotes from employees in the *Focus Groups Interviews* recounts (Focus Groups Interviews, 2014: Appendix 8, 9 & 10), where within a day at work, they experience different types of hidden or less mentioned communicative elements of transparency, and how they are considering these not as a typical way of communication. The different types of medias used refers to the internal handbook; '*That's us*', the SNS t-shirts and the Menus-cards here addressing foods and products. These items represent more elusive information channels. Meaning the messages within here contain statements the employers have not considered in depth, prior to the *Focus Group Interviews*. They describe from here within their work, they encounter the information at work:

"Our t-shirts are a good example of such; 'Live long - Die poor' or 'I want a new boss'. I think these t-shirts are displaying semi-transparent statements. And during my training as waiter, much information was centred on where things came from. However after half a year I forgot it. Additionally if something is changed, which happens often, then you do not get any information about it. Consequently I feel the level and consistency has gone downhill, especially in relation to information about the origin of fish, etc. When I worked in Lyngby, we had some colleagues who took the responsibility of following up on the new information and sharing them to the rest of us. But it was only a few waiters, who made us aware of it. Our managers would share a little ones in a while, if you asked about specific information.

(Focus Group Interview 1, 2014: Appendix 9).

"In 2005 we where told from a Manager in Hellerup, to tell guests, if asked specifically about the tuna, that the fished originated from Spain. However the tuna was in fact from Senegal. And that is the exact opposite of transparency! It was not in any way clear or understandable to me, what I had to say or why? Or what was the truth of it all. In addition, we have in one of our existing rolls, 2 types of fish (a minced white fish and tuna), but only one of the fish is described within the roll?"

(Another focus group participant believes, however this is now corrected). We need to be honest, like in that sushi roll you will find two types of fish"

(Focus Group Interview 1, 2014: Appendix 9).

"In response of what you are saying (quote above). This is exactly the problem within our internal manual; 'That's us' containing SNS values (a book distributed to employees at SNS). The book contains all these formulas of how to fit in all these different boxes. However it collides slightly when the progress is constantly changing. Now we address this focus and then we change it. This fact just does not seem consistent with being transparent. We shoot in different directions, in hoped of being fully covered within all boxes. And then consequently they hope to strike the right box. However the context is constantly changing".

(Participants Focus Group 1, 2014: Appendix 9).

We argue, this from these citations, that the specific term of transparency or just what are related to transparency, are not presently communicated internally through the specific articulations of transparency and in written formats. In stead the employers have to individually reflect on, what creates transparency in their optical perspective. The angles could take form of; statements displayed on SNS t-shirts, the Menu-cards or even in the internal handbook: 'That's us' – last of which are not physically located in the restaurants. These evaluated Objects 'On-stage' to 'Back-stage', found in the; *Employer Journey Maps* represent different levels of transparency communicated, and we argue they do not express transparency in the same shape and consistency. When placing the responsibility of constructing own opinions in the hands of the employers, we evaluate: the employer insight are not developed in the introduction of transparency, and are thus not in agreement with the initiators vision. In addition we elaborate, the employer's from the Focus Group Interviews indicate, that these internal messages are not always memorable, if a matter in relation to transparency are not articulated specifically. Another quote from one of the Focus Group Interviews indicates, how concerns are expressed in relation to the emphasis of the newly introduced project. Here it is described, how a tendency of distrust towards especially the ideas behind presenting transparency as an initiative within Sushustainable (Focus Group Interviews, 2014: Appendix 9 & 10).

"I really find it hard, to know how much this initiative (sustainable initiatives of transparency) are prioritised. While we do not know how much money, is being spend on the initiative. At one point, I sensed Jakob (CSR Manager) insinuated, he struggles with the integration. It is as if those, who want transparency, they have to fight for it. So it is hard to comprehend, how they rank it. We support the initiative of course, but I do not think, we have the money for it. We have only Jacob in the CSR Department, how is he going to implement the initiatives alone? Because how much do the company really support transparency? Is it something they all want? Or is this idea just something, they have agreed to, because they find it funny. "

(Participant Focus Group 1, Appendix 9)

The quote here address a big concerns, that if SNS are not to use the actual communication of transparency, and prioritise the initiative more. Then transparency will continue to be communicated through hidden information channels, like currently the case. We argue, this will not further develop the comprehension of transparency in the future. All of the aforementioned quotes in this paragraph address this concern of employer uncertainty, and how it affects their attitudes towards the initiative of transparency. From all of these quotes it is clear that all of the employees at some level at SNS can be exposed and faced with concentrations of transparency, however not in the specific relation of staging transparency in internal communication. We argue on this basis that the employers especially in the restaurants are not equipped properly for the task of comprehending transparency. We elaborate this is caused by lack of physical available information on the matter of transparency in respect to their work.

In the theoretical perspectives (Chapter 4.) we presented; *The Quadrant Model*, which can give sense to SNS sustainable internal communication approach, and the intensity of engagement within the sustainable work practice (Laljani & Ludvigsen, 2009,99). We evaluate on this basis, that SNS are placed in practice of sustainable internal communications between; *The Hesitant* and *The Reluctant* position. Both *The Hesitant* and *The Reluctant* boxes represent a low sustainable communication intensity, and sustainable work practice (*Figure 8*). We find here reasoning for inserting SNS within these locations based on the lack of internal communication specifically concerned with transparency. SNS do not currently address transparency explicitly in their communication practice. The only actual communication of the principle, have been informed twice: Once in internal mail of Weekly, in the summer of 2013. In addition once at a grand staff meeting in the beginning of 2014. However many employers have not read this specific Weekly or remembers the content, neither they have many employers attended the staff meeting, and no further follow up has been communicated internally since. This is an indication of SNS being in; *The Reluctant* position in the integration of transparency. *The Reluctant* is in; *The Quadrant Model* (*Figure 8*. in Chapter 4.) described as the level of engagement being dependent on; how deeply the sustainable initiatives are rooted in the organisation (Laljani & Ludvigsen, 2009:98). We evaluate on this basis that the level of employer engagement, within the sustainable initiative of transparency, are not in the case of SNS imbedded. This is identified through the missing employers experience, and capability to acknowledge and comprehend transparency, as giving only elusive examples of transparency. In addition to address our augmentation, of somewhat placing SNS in; *The Hesitant* box, which is characterized by companies, who are hesitant to act until laws compel them to (s. in Chapter 4.). This is resulted on the basis of SNS tending to be passive in their sustainable communication approach. It can be discussed however, that SNS's reasoning of not communicating transparency thoroughly, could be a result of fear in risking to be accused of; *Communication washing* (Laljani & Ludvigsen 2009:97). The

term is described, as companies with very little engagement in sustainable initiatives, but even so express better judgement and brag of sustainable matters, without specific documentation or plans (Laljani & Ludvigsen, 2009:98). We do however not argue SNS, are a company, who do not care; based on the aforementioned quotes used in general we evaluate that SNS sustainable communication approach in relation to transparency continues being hidden to many employers at SNS. This we argue is a result of a transparency being a less prioritised initiative and caused by tendency at SNS to lack employer engagement. When the employers find grounds in the information of *Transparency* being hidden and invisible, then *Transparency* will in the following section be elaborated as an approach of inauthentic internal communication.

Inauthentic Employer Scene

The issue pinned in the; *Employer Journey Maps* of Emilie and Rasmus addresses the: Actors 'Back-Stage': Backhouse Managers in relation to their management approach in relation to sustainable initiatives. Further the Actors 'On-Stage': The Managers within the restaurants are to address their management approach to communicating transparent. And last the Objects 'Back-Stage' and 'On-Stage': Covers especially the foods: Foods in general, Asian Products, Central Kitchen food and products, Drinks. These Objects are given a special notice in regards of the challenges addressed in relation to authenticity.

In the following paragraph we will reflect on the Inauthentic Employer Scene identified in the: Actors 'On-Stage' and Actors 'Back-Stage' within the: *Employer Journey Maps*, in which we have found the employers in the restaurants (Actors 'On-Stage') cannot perceive transparency as authentic, when within the SNS scene. In addition the following will build upon the Focus Group Interviews.

We have throughout the stories of Emilie and Rasmus experienced a tendency, concerned with the legitimate reasons of communicating transparency to the employers. Emilie struggles with feeling comfortable in the much information of the sustainable work, and how to adopt them in her work (The Story of Emilie 18-22 – The Rush, Page 64-66). Rasmus however is in general more critical towards transparency, sustainability and the motives behind, and he does not find the Backhouse Managers (Actors 'Back-Stage') open and honest in this regard (The Story of Rasmus 17-18 – Ready to Rumble, Page 70).

In the Focus Group Interviews the employers find the content communicated internally, are not always in complete affiliation with the truth (Focus Group Interviews, 2014: Appendix 9 & 10). Or they tend to question, why the less attractive stories, of foods mostly, are not addressed within the internal communication. Quotes from the Focus Groups Interviews is addressing this issue and

represent a general theme of concern at SNS (Focus Group Interviews, 2014: Appendix 9 & 10). The employers are especially questioning, why the Backhouse Managers (Actors 'Back-Stage') are only concentrating on reporting the good stories, and from this forget to address foods of concern, which would be a transparent communication approach, they find:

"I think creating a more simple profile would change it in my concerns. Then of course things can become a bit overly controlled. If I was only told about the reasoning's, I mean, I need a proper and legitimate reason in order to tell things. The explanations of why we (SNS) do not also we have the best quality. Then the slightly worse story might be a good way to show, that you are a transparent company. Then I tend to think I feel more faithful, and give a slightly better service, than if I tell a story that is just a lie. Then I also believe, the slightly bad story can give something good"

(Participant from Focus Group 1, Appendix 9 & 11).

"Telling the bad story, is a way to accommodate, what is found of bad stuff, but told in a good way. We can probably learn something from this approach"

(Participant from Focus Group 1, Appendix 9 & 11).

"The information could also be displayed on the official SNS website or through social media. It could be presented in a video, about where we get our foods from. The film could tell a little about how the fish is caught, we are alongside the fishing boat? And further something about how they are transported? This is how you show, not a bad picture, but the whole picture"

(Participant from Focus Group 2, Appendix 10 & 11).

"I think, we ought to start creating transparency by developing, how to tell the bad stories. Like the case of our; foods, wages and lack of employer agreement. I do not think you can achieve this "transparency", if you begin by only addressing the good stories. Consequently we continue to wrap the real stories, and thus you are to additionally display the things you are less proud of "

(Participant from Focus Group 2, Appendix 9 & 11).

The quotations from employers in the Focus Group Interviews express, how they lack the whole truth and here 'bad stories' are welcomed. In the context of internally addressing issues in relations to transparency, we argue the less staged version of foods is beneficial to create the necessary insight for the employers. We interpret from these concerns within the Focus Group Interviews; the employers are not experiencing the current internal communication as being always truthful and in alignment with SNS values.

On the basis of our *Theoretical Perspective* (Chapter 4.), we evaluate in this regard of; a prioritisation in the specific settings, in which the sustainable work, is communicated internally (Zukin, 2008:724). This we base on Zukin's (2008) point in the importance of creating authentic areas like when employers are in the workplace setting. Which is forming spatial scenery, which can communicate the SNS internal vision of transparency. Currently the settings at SNS do not remind the employer's of, what is perceived transparent, and consequently they are less likely to recognise the intended

vision of *Transparency* (Zukin, 2008:724). In the use of Zukin's argumentations, we furthermore evaluate, SNS are to fabricate this scene of *Transparency* in the internal use, and in here feature the foods real 'back story' (Zukin, 2004:184). Which Zukin (2008) describes as; the foods journey and are to explain the whole story of the specific foods voyage in the status chain (Zukin, 2004:184). If SNS can manage to share both good and bad stories, the journey of foods will in the eyes of employer' potentially become more authentic, in means of what SNS are defining being transparent. Or in focus of the real journey of foods will display an authentic aura when being placing in a setting displaying transparency (Zukin, 2008:728). The specific connection between the foods 'back story' and the employers, are to be served to all employers at SNS. We evaluate from here the potential of eliminating the current uncertainty experienced by the employers, and in addition the unclear communication of *Transparency*, we experienced in our investigation. Especially we argue this argumentation, is beneficial in the work of Rasmus, and his other colleagues in the kitchen. Here employers spend much time, with foods of Asian origin, potentially challenging them if they are uninformed. In addition many other types of foods; here especially the fish changing often, can give problems in their work – if they do not engage in knowing. Ultimately SNS end up with employee's; chefs to waiters, who are only slaves of the work being stated by Backhouse and Restaurant Managers (Actors 'On-Stage' and 'Back-Stage'). Potentially we evaluate this creates a workplace culture, which do not consider their work and the foods authenticity, which is the basis for implementing a principle like *Transparency*.

Another approach presented in the Theoretical Perspective (Chapter 4) is in Pine and Gilmore's (2004); *The Fake/Real Matrix* (Figure 9). Here we presented, how a company manages its approach to communicating authentic - which is either being perceived *Fake* or *Real* ((Pine & Gilmore, 2007:87). The model offer for us means to argue, why companies like SNS cannot just create this authentic concept of transparency. The principle of transparency cannot be formed unless SNS understand to influence and alter the individual employers perception in the experience of, what is transparency in the standpoint of SNS (Pine & Gilmore, 2007:87). However prior to findings grounds for alterations of the individual employers, we argue, SNS are to find methods, which will create this for the employers. *The Real/Fake Matrix* (Figure 9), displays for us a main problem at SNS - which is found in the employers tendency of experiencing SNS *faking it*, in relations to the internal communication on transparency. From just stated, if the individual employers do not perceive transparency or transparency being communicated authentic, then their perceptions cannot be altered. We evaluate on this basis within; *The Fake/Real Matrix* (Figure 9), that SNS are positioned as being; *Fake-Real* (Pine, 2004). We interpret this on the basis that the approach of communicating *Transparency* is not done in relation to; 'What they say - they are'. Like expressed in the internal mail in Weekly, and in some other internal information contents', they can at times give information

many employers, do not find completely open and honest. Most importantly not all food stories are told truthfully, like in some fish stocks issues, which cannot even by SNS be figured due to a complex food system chain. Consequently we evaluate, SNS do not offer; what they say, they offer the employers. Furthermore the communication in specific relation to transparency enhances less credibility, when not addressing the principles in an authentic manner. The challenge is here to integrate the employees, within the purpose of *Transparency*, in a more credible and authentic way. Addressing all stories good or bad, will only in employers optic, create a vigorous and multisided discussion, regarding possible problematic societal issues, and from this SNS can address these issues constructively. An approach to integrate the employers within what and in what form, the communication of *Transparency* is encounter, the following will reflect on, how the use of employers to inform through a more balanced and intimate approach of communicating.

Mechanical Information Sharing

The issue pinned in the; *Employer Journey Maps* of Emilie and Rasmus addresses the: Actors 'Back-Stage': The Backhouse Manager approach in the use of internal communication types. In addition the Actors 'On-Stage': The employees in the restaurants; Restaurant Managers, Head chef, Sous Chef, Waiters, Sushistainable Ambassadors, Senpai's, Representatives of Safety and Fish tankers in their approaches of using internal communication. Moreover the Object 'On-Stage' and 'Back-stage': Within Chorei (Verbal Internal Communication Approach), the objects of foods are used to inform of news's mostly specifically related to new menus. Additionally the employers own; Phones contains the access of internal information. Within the Phones: the Virtual reality (Object 'Back-stage'), refers back to the endless possibilities of information potential to find in here like; News and Television addressing concerns in relations to sustainability and transparency issues. And last the Official webpage of SNS communicating the sustainable work practice. And furthermore the Internal handbook of SNS values; '*That's us*' is internal communication, grounding the employers comprehension - however the book is not physically present in the restaurants.

In the following paragraph we will elaborate on the Mechanical Information Sharing identified in the crossings between; Object 'On-Stage' & 'Back-Stage' and Actors 'On-Stage' & 'Back-Stage', in which we have found in the; *Employers Journey Maps* of Emilie and Rasmus, and in addition the Focus Group Interview.

In the; *Employer Journey Maps* of Emilie and Rasmus, we experienced, how they receive most of their internal information through the use of online access. They found within their difficulties in spending time reading the information given through this approach. In addition Emilie expressed a concern in, of how to address questions and who to turn to, when reading news's and she puzzle the

information given (The story of Emilie 12-16 – The Time of Preparations, Page 60-62). Her concerns are especially related to her responsibility, in her task of passing important information on to her colleagues, an overview she cannot always manage. Rasmus on the other are more passive in the matter of reading internal information. When he enters work, he is already quite exhausted, and he is not willing to use his staff food break on reading internal messages from SNS (The story of Rasmus 16-17 – Mentally Preparation, Page 68-70). They are both here address with one type of commination, which we will elaborate, not being the most beneficial in the use of communicating transparency internally.

Employers in the Focus Group Interviews state how they think SNS, are good at communication through the virtual reality of Weekly or just in general means (Focus Group Interviews, 2014: Appendix 9 & 10). However they cannot express the explicit examples, of where and how is comes to term in specific relation to transparency. While other employers from the Focus Groups Interview explain, how they have never heard of transparency. The can however recognise, many good sustainable initiatives are well intended:

"In the context of SNS, and for my own account as an employee of SNS, then it is probably a place like Weekly that SNS are good in terms of telling about what the organization is doing and what is happening. Or additionally simultaneously in relation to Sushistainable and other initiatives, it is within Weekly, that SNS are good at telling, what we're doing "
(Focus Group Interview 2, 2014: Appendix 10 & 11).

"I actually can not even remember hearing or transparency mentioned in Weekly? But generally I do not feel, we hide, what we are doing. So there is some level of transparency"
(Focus Group Interview 2, 2014: Appendix 10 & 11).

"We properly do a lot in relation to sustainable initiatives compared to elsewhere. Otherwise that is just an illusion I have"
(Focus Group Interview 2, 2014: Appendix 10 & 11).

"I sense that Sticks'n'Sushi have a department of CSR - who brings in a lot of thoughts"
(Focus Group Interview 1, 2014: Appendix 9 & 11).

"SNS just send out so many information that no one can not keep up. There are many good intentions and projects in between. However with the expansion of SNS, consequently many information are really fallen out and potentially passed into oblivion"
(Focus Group Interview 1, 2014: Appendix 9 & 11).

The listed quotes from the Focus Group Interviews illustrate, how the current communication type does not invite to an open dialog and development of feedback in between the Backhouse Managers (Actors 'Back-Stage') and the employers in the restaurants (Actors 'On-Stage'). There is a possibility for feedback within this communication form. However as viewed in the quotes, we evaluate that

does not happen, when the employers do not know specifically, who to turn the question towards. A setting creating potential for feedback and in here dialogue requires and additional proactive action from the employees. This would require the employers either phoning or e-mailing the Backhouse Manager (Actors 'Back-Stage') if questions or wonders surface. In the Focus Group Interview employers requests other types of communication internally, if transparency are potentially to be remembered or create possibility for dialog and feedback (Focus Group Interviews, 2014: Appendix 9 & 10):

"It is as SNS work a lot, also Jacob (CSR Manager), in order to improve ourselves on many concerns. However it is like we do not talk out loud about it. We are humble about our sustainable work, in a weird way. I mean, I think it is funny to appoint so much energy in something; as finding the right lemons, fish and filtered water, etc. And then we do not tell much further about the work carried out? We (employees) are missing some information from both the Sushistainable team, however in addition on our SNS website, in order to tell our guests. Like we (SNS) have just completed with the switching from one chicken to another, it is actually really damn good"

(Participant Focus Group 2, Appendix 10 & 11).

"I can clearly grasp that the sustainable perspectives are something we (SNS) would like to address more. In example we want to tell where the fish origins. We want to do everything to be as obvious as possible. But it is like our practice of it does not really work. As you say (addressing another Focus Group participant), we try too hard and, in incorrectly. It is a aspiration within the Backhouse, but the reasoning are taken out of to inconsistent a frame"

(Focus Group Interview 1, 2014: Appendix 9 & 11).

"The information became to complicated at the end. The amount was too much, and was changed back and forth. Then they replaced the tuna, and then it was the white fish they switched. In the end; Be done with it! "

(Focus Group Interview 1, 2014: Appendix 9 & 11).

"When I started at SNS, I also knew where all the fish originated. But when the fish and other foods were replaced several times. Then I could not grasp and familiarise to the information any more, even though I am a Sushistainable Ambassador.

They (SNS) demand too much from us waiters at SNS

(Focus Group Interview 1, 2014: Appendix 9 & 11).

Herein the citations from the employees in the Focus Group Interviews, explain how they are aware of the sustainable initiatives. However mean while they describe, how SNS methods of using communications types are not functioning in relation to sustainability.

Within the theoretical discussion we viewed the table; *Types of Communications* presented in Chapter 4. (Figure 5) (Gruing & Hunt, 1984). From this we interpret SNS's transparency initiative is placed in a; *Two-way asymmetric* communication form. The technique is characterized by imbalance and being asymmetrical, however open towards feedback (Windahl & Signitzer, 2009:118). We argue, the aforementioned quotes illustrate, how the Backhouse Managers (Actors 'Back-Stage')

communicate in the *Two-way asymmetric* communication form. We base this on the employer's expression of not naturally being invited in dialogue, in the current type of internal communication. This however is applying naturally on Facebook at *Social Sushi*; here transparency is not explicitly focused nor is sustainable matter addressed in a serious form, and in addition many employers do not use Facebook. This means even though this communication type is; *Two-way Symmetric*, many employers would not be reached, if SNS only communicated internally on *Social Medias*.

What we argue however is the currently; *Type of Communication* being; *Two-way Asymmetric*, in the regard of transparency, is experienced as an imbalanced relationship - which is being perceived as mechanic and deterministic by the employer's in the restaurants (Laljani & Ludvigsen, 2009:25). Herein the aim becomes to affect the employees in a specific direction, and influence them to behave as the organisation desires (Windahl & Signitzer, 2009:118). As stated in use of *Social Medias* using the; *Two-way Symmetric* form could create a more balanced type of communication, with mutual understanding. However in contrast to the use of Facebook, we argue it is necessary to create a dialogue and feedback with seriousness and relevance to the specific issue addressed. Hopefully in this favour a; *Two-way Symmetric* form, when addressing transparency internally can become more balanced and invite to group dynamic (Windahl & Signitzer, 2009:118). The issues experienced in the employer's quotes above here indicate in our view, that currently within SNS, you cannot find the right tools for communicating transparent. The employees do not express taking responsibility for ensuring a clear comprehension of the given information for themselves or others. We argue, this is due to lack of responsible employers passing important messages on to others colleagues; this could potentially create possibility for a new type of employer's involvement. As we addressed earlier (The story of Emilie 18-22 – The Rush, Page 64-66) the use of Chorei, as a verbal communication type implies a certain face-face communications. In here we argue, that relevant employers (Actors 'On-Stage') like; the Sushistainable Ambassadors, Representative of Safety, Senpai's, Fish tankers, Restaurant Managers plus from the kitchen; Sous Chef, Head Chef's could inhere create the means in the; *Two-way Symmetric* form (Windahl & Signitzer, 2009:119).

Absence of Employer Motivation

The challenges pinned in the Employer Journey Maps of Emilie and Rasmus addresses the; Actors 'On-Stage': This covers the employers working in the restaurants like; waiters and their Restaurant Managers, the kitchen employers and their Head Chefs and Sous Chefs. In the following paragraph will reflect on the employer's motivational process as a challenge in the implementation of internally communicating transparency, when working in the restaurants. The staff is assembled by a various types of employers. Some employers are engaging in other interest, and work only at SNS part time. Consequently their full attention is perhaps not always addressed in the direction of SNS agendas of sustainable work practice and SNS visions.

The following analysis will cover the reflections of Emilie and Rasmus' work, in the; *Employers Journey Maps*, and in addition the Focus Group Interviews. In the stories of Emilie and Rasmus, we found mainly the issue of motivational absence in Rasmus' Employer Journey Map (The story of Rasmus 16-17 – Mentally Preparation, Page 68-70). The difference within the two personas; *Employer Journey Maps* expresses a distinction in personality and interests. Emilie being a full time employee has more responsibility within her work. There's to being somewhat new in her position - she tends to read and reflect upon the internal information more firmly than Rasmus. However even so Emilie finds the many various information unclear, and she experiences a struggle in creating an overview (The story of Emilie 17-18 – The Transitional Time, Page 64). Rasmus on the other hand, is the type of employee, who has worked within SNS for many years. Consequently he is more confident in his work, and takes information and especially the sustainable initiatives more lightly than Emilie.

Generally the employers at SNS are very committed in their work, however motivational challenges occur, when the employer's are constantly being faced, with much internal information about sustainable topics, they do not find interesting. Here's to the employer's express this is due to being at times concerned with the high level of expectations towards them. We find argue within the quotes from the Focus Group Interviews, reporting the level of interest in relation to communication of the sustainable work, and how they are not addressing their interest. And in addition how the level of expectations are challenging, to some employers in their work, when only being a part time employer. Some employers in the Focus Group Interviews are not as interested in the sustainable materials, like it is the case with Rasmus - given they find other aspects of interest more relevant. Consequently these employers experience this affects their personal space, and the time range they have - when being at work:

"But it is very difficult, in some ways, to stay informed. Because suddenly you begin demanding form a part-time waiter earning 110,- Danish crones, that the employers are to familiarise and learn a lot of material. Just to have a job"

(Focus Group Interview 2, 2014: Appendix 10 & 11).

"Maybe SNS are perhaps at times, requiring a bit too much of the employers, who only work, once-or-twice a week, for five-to-six hours. However then you might ought to demand more of those employed, and raise the bar of what is expected"

(Focus Group Interview 2, 2014: Appendix 10 & 11).

"It would be a good idea, if the waiters could provide some more information. Only if the guests request it, and in that case, the waiters are to be accurately informed. However I do not know, how well the waiters are to provide information, since I am not a waiter (Chef explaining). You part-time waiters are perhaps partly working to enjoy the company of your colleagues and friends, and maybe you do not mind the details of the many information here myself included"

(Focus Group Interview 2, 2014: Appendix 10 & 11).

The quotes from the Focus Group Interviews explicit the difficulties in reaching all employers, within topics related to internal communication. Accordingly we interpret from these examples, that SNS should engage different level of motivation, in order to create an interest in the sustainable work practice, and in our context give means to comprehend transparency. We presented in the theoretical perspectives (Chapter 4.) The *Motivational Theory* is the use of employer engagement in the; *Goal-Setting Theory*. Locke and Latham (1990) presents means for creating sense of, how the employers can become more motivated in the implementation of transparency, when being at work. This we argues, is currently an issue at SNS based on the lack of encourage to apply more 'alternative training strategies' and use clear goals to motivate the employers for a better comprehension of transparency (Drilling & O'Neil, 2009:4). The key identification, within the theoretical approach of *Goal-Setting Theory* is in detail to motivate through the use of goals as the main focus. Locke and Latham (1990) in particular this approach functional in business relation, when employers are to find motivation in their work (Drilling & O'Neil, 2009:1).

FROM REVIEW OF SCENE TO PAINTING THE PICTURE

In our analysis of the; *Employer Journey Maps* of Emilie and Rasmus, and additionally the; *Focus Group Interviews and Observations*, we elaborate on five main issues identified in relations, to the internal hindering of understanding *Transparency* at SNS. The following paragraph creates subsequently a sub conclusion, in which will visually present our key findings in the analysis. From the sub conclusion of our findings, we are able to physically paint the picture within the *Visual Map*. Thus Prior to reading the following – Find and unfold the *Visual Map* in Appendix 14 (*Visual Map, Appendix 14*). This is done to give a deeper means of our sub conclusion, the touch points identified as key issues and they can be found in the *Visual Map* (*Visual Map, Appendix 14*) (Engvild, 2013).

In the *Visual Map*, five *Touch Points* of issues (listed below) represents locations; how and in what form at SNS. The five *Touch Points* are each presented in the *Visual Map* in their own scene (*Visual Map, Appendix 14*). The five *Touch Points*, in the *Visual Map* stages positioning's within SNS, where the internal communication of *Transparency* are hindered like in has been evaluated within the analysis. The *Visual Map* displays the employers of; Emilie and Rasmus' workplace in the time range from 16-18. This period is characterises by a period in the employers work, where everyone are to eat staff food and additionally the part time employers clock in. The scenery of the; *Visual Map* presents a time for social relations, use of spatial areas in the work environment in order to participate in the staff food break. In the five scenes of *Touch Points* found in the; *Visual Map*, we find in here the additional possibilities for future change at SNS. Consequently as what is presented

in the *Visual Map and from the analysis within this chapter*, we are now able to end this Master Thesis stories of *Transparency* at SNS. What we found from these five; *Touch Points* will be further discussed in the discussion, and last conclude on our final reflectional work within this Master Thesis.

TOUCH POINTS:

- Relational Gap
- Hidden Internal Information
- Inauthentic Employer Scene
- Mechanic Information Sharing
- Absence of Employer Motivation

PERSPECTIVAL DISCUSSION

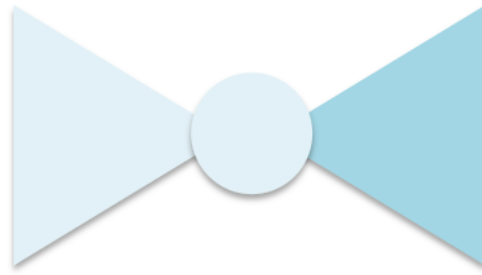


Figure 13. Bow Tie Model (Wasson, 2002).
The model displays the final bow tie slip of; 'To be'.

The Perspectival Discussion serves the intention to illustrate the final slip in the Bow Tie Model. The right *Bow Tie Slip* in; *The Bow Tie Model*, express the imaginary; 'To be', and we have now almost moved our way through the whole model. From the earlier Theoretical Perspectives in Chapter 4 we presented; 'The *Knot*', which is the theoretical framework relevant to our investigation, and was presented first in our Master Thesis. Moreover the Descriptive and Analysis chapters of; Chapter 5 and 6, concerned with the concrete; 'As it Is', accounted our findings of the employers understanding of Transparency in; Chapter 5 together with our further analysis in Chapter 6.

Although we address the right *Bow Tie Slip* we do not in this Master Thesis present a final solution. Typically this *Bow Tie Slip* discuss and evaluate prototypes and design concepts in as thorough a development of development, as we have evaluated the concrete setting at SNS. Which is why we cannot further integrate the Imaginary 'To Be' within this Master Thesis. We discuss however the overall potential recommendations, based on conceptual considerations of the employer's encounter of; *Transparency*. Here we form recommendations of how to incorporate *Transparency* internally at SNS. These recommendations are seen as a way for creating a space to incorporate the missing's of the *Touch Points*. Hereby we present the possibilities of where to reach employers encounter of; *Transparency*. We manage here to create an imaginary overview on, how the results of our analysis, are viewed from other perspectives and hereby hopefully can be useful in future perspectives.

The intension with this discussion is to challenge our stated preconceptions in our field, view our results critically and furthermore discuss our methodological approach of working before ending this Master Thesis. We address a wider perspective before look closer at how the stories of; *Transparency* at SNS, came to life and how we worked within the thesis process, with not to us prior

used methods. This perspectival discussion includes our future perspectives within our problem field of; how and what the employers understanding are encountered, when being faced with *Transparency* at SNS.

The overall discussing paragraph differentiates into three parts. The first part – Zooming Out illustrates, our elaboration of our analysis, and how our results can possibly contribute with new knowledge, about how to create the employer's internal understanding of a sustainable initiative when experienced at SNS; *Transparency*.

Secondly we discuss, how we in the future see a foundation for further developing within this field. Here we present and reflect upon recommend ideas for possible solutions within the future work, of how SNS can possibly practical work further on creating the employers understanding of; *Transparency* at SNS. This part is what we see the company of SNS would have the biggest interest in. Given SNS in the future can hopefully take use of our results and recommendations.

In the third section, we discuss our different consideration concerning our chosen methodical approaches. This paragraph illuminates our reflections towards these methods and approaches, and discusses how we could work differently.

ZOOMING OUT

The following paragraph discusses, how we critically view our findings within the Master Thesis, and consequently these are not to be understood as one final result. It is important to state, how this Master Thesis elaborates the employers encounter complexities of internally communication. In our analysing chapters in; Chapter 5 and 6, we identified five different *Touch Points*. These found *Touch Points* classify, what we elaborate in the analysis, as being problem or issue moments. These five *Touch Points* enable us to further select and reflect upon, places and areas to focus on, within the *Internal Communication* of; *Transparency* at SNS.

On the basis of our analysis we identify how SNS internally introduces the initiative of; *Transparency*, without evaluating and creating a context of clear use in the organisation. Herein we furthermore discover, how SNS do not have a strategic plan of, how the employer are to encounter; *Transparency*, they are not currently integrated in a strategic process of how to create understanding for all in the organisation. We locate meaning, in SNS introducing, *Transparency*, which is to create a more open and honest workplace, and we acknowledge further multiple reasoning's are additionally found for this introduction. However we do find, that SNS are devoted in creating a good workplace culture. We viewed this in the quotes in Chapter 1 – The Introduction, where SNS express, how they want to

reach their employers, so they can understand and externally communicate these sustainable perspectives of; *Transparency*. However again they here state, that the focal remains towards the external factors, and not addressing the proper attention on internal communication.

In the *Focus Group Interviews*, we explore how the employees do not perceive the introduction of; *Transparency* either considered or serious. Several of the employees state, how experience mistrust towards this specific introduction, because no plan exists and many never have heard or seen the perspectives in that relation. These results from the *Focus Group Interviews* help us understand the importance of involving the employers in the communication of; *Transparency*. This employer integration is, what we identify is missing in how SNS currently communicate internally. This is furthermore, what we identify in our Theoretical Perspectives in the; *Corporate Branding Gap* (Figure 7) (Chapter 4) being the key term of creating workplace value and employers commitment (Schultz and Hatch, 2008). The model explain, how the *Vision-Culture Gap* occurs if the employer involvement is missing and creates the employers detachment from the Visions incorporated at SNS (Schnoor & Pedersen, 2009:122). We here find potential for further development and recommendations on, how to improve the employer's encounter and understanding of; *Transparency*, by involving them in the communicative information being send.

We believe to create authentic scenery of what is; *Transparency*, it requires the initiative is communicated with an authentic appearance. This is additionally what we presented in our Theoretical Perspectives; Chapter 4 where Sharon Zukin (2004 and 2008) addresses authenticity from created from spatial dimensions. Zukin (2008) explains, how the receivers (employers) are to follow the 'back stories' of the foods being communicated (Zukin, 2008:724). We argue here the importance of the sender (Backhouse at SNS) are to create a credible, trustworthy, and authentic way of communicating these foods to the employers, because it must be essential the employers know the true stories of the food they serve, if they are to be connected and understand; *Transparency*. Herein we see grounds on the focus of the employer understanding. Given the employers are to communicate *Transparency* external to the guests, and for this to happen it requires an internal and common understanding of the perspective for each employer potentially being communicators.

On the basis on the above we find grounds to elaborate on alternative ways on communicating *Transparency* internally in the future. The following paragraph discuss different suggestions on the perspectives of, how to develop the employers encounter of; *Transparency*.

FUTURE INTERNAL INTEGRATION OF TRANSPARENCY AT SNS

In the following we discuss our reflections upon, how our investigation can be considered in future perspectives. Additionally we elaborate on our reflections of, how transparency at SNS can be integrated more internally, and hereby hopefully improve the employers encounter of; *Transparency*. We believe this is one of the most important parts for SNS, when this part realistically can be translated into values within the company. Firstly it is important to state, how we experience our findings of the different *Touch Points* relevant for SNS to consider in the future. When identifying the different *Issues* through the *Touch Points*, we here find essential grounds for SNS to focus on, how do the employer encounter these *Issues* in the future.

ISSUES VERSUS POSIBILITIES

When illuminating how the employers at SNS encounter of; *Transparency* we find it necessary to draw further from our *Touch Points* presented in the *Visual Map*. In this *Visual Map* we choose to present different *Issues* within the internally understanding of; *Transparency*. These identified *Issues* create a straightforward and clear opportunity to work further on the perspectives of *Opportunities*. The *Opportunities* are to create a possible solution on the different *Issues*. On the basis of *The Customer Journey Map* and the *Visual Map* following five *Issues* were presented:

- Relational Gap
- Hidden Internal Information
- Inauthentic Employer Scene
- Mechanic Information Sharing
- Absence of Employer Motivation

These *Issues* are clarified in the analysis (Chapter 5 - The Employer Experience of Transparency and Chapter 6 – From Scene to Review). On the basis of these *Issues*, our overall analysis and theoretical framework within this Master Thesis, we consequently give means for different recommendations towards solving these *Issues*. Our thought here is not to come up with one final solution, but to create the basis for potential conceptual solutions. Within our theory and our identified *Touch Points* we see potentials for continuing on working further on certain dimensions. These aspects are a result of, what we find missing within the internal introduction of; *Transparency*. We here believe these recommended aspects can provide the employer with a deeper understanding of; *Transparency* at SNS. The dimensions are also presented as an insight in possible further perspectives on how to

reach the employers. We choose the following *Possibilities* as the most beneficial and most importantly realistic areas to work further on:

- Filling the Gaps
- Visible & Social dimension
- Spatial Dimension
- Verbal Communication
- Employer Motivation

To *Fill the Gaps* SNS are to involve the employers at SNS when introducing *Transparency*. As (Schultz, 2008) explains in Chapter 4 – Theoretical Perspectives, this filling of Gaps can possibly create solid bonds in between the organisation (Schultz, 2008) (Schnoor & Pedersen, 2009:122). The Gap filling could be done through the use of *Issue Owners*. These are explained as being employers appointed responsibility, within the CSR related agenda (Mogensen, Christensen et. al., 2011:91). We see here grounds to make use of the different *Issue Owners at SNS*; Sushustainable Ambassadors, Senpai's and/or Representatives of Safety located in the restaurants. How the further practical involvement of these *Issue Owners* is to make sense we cannot currently give the solutions to.

To create a more physically visible and social dimension of, how and what the employers encounter of; *Transparency*, we argue how *Visible & Social dimensions* are worth considering in this process. We see herein a possibility of the encounter of; *Transparency*, being more visible and physically available in the restaurants. As identified in Chapter 4 – The Employer Experience of *Transparency*, we identified how most of the internal information is mostly found in the virtual reality. We believe, we on the basis of our empirical data and theoretical framework are to likewise integrate *Transparency* in *Spatial Dimensions*. If *Transparency* is to be understood and the employers (receivers) are to be connected Zukin (2008) argue the importance of the sender (Backhouse) to create authentic communication (Zukin, 2008:724). This communication is to be expressed through 'back-stories' to create the authentic meaning of what is communicated. They can from the spaces surrounding them at work grasp the information given in a performative manner when experiencing the sustainable information. From here we see reasons on the basis of Zukin (2004) to stage *Transparency* being possible to encounter in spatial elements. Additionally we discover *Verbal Communication* being an essential part in the employers encounter of; *Transparency*. As the *Two-way Symmetric Model*, presented in Chapter 4 – Theoretical Perspectives, expresses dialog as being important when communicating. This we see a potential in due to, how a perspective as *Transparency* is abstract and difficult to understand. From being faced with personal and intimate information deliver in front of you, create a serious addressing of the sustainable manners and when being provided by a colleague close to the employers. Finally we view a potential in *Employer Motivation*, given SNS covers a large group of employers, all of which have different attitudes,

emotions and feeling in regard of sustainability, Consequently many employers do not find a personal and natural interest within the initiative of; Transparency, further difficult to implement. Therefore the employers must find means within this initiative, which within the Chapter 4 - Theoretical Perspectives, align are creating through various motivational theories. We find however, the employer motivation a relevant concepts to address in the future integration of communicating; *Transparency*.

METHODOLOGICAL CONSIDERATIONS

Within this Master Thesis several methods are applied. This paragraph discusses our considerations of, what could have been done differently within our methodological approaches. These different approaches are evaluated on the basis of advantages and disadvantages. Herein we elaborate, how this Master Thesis can contribute with a new way of using methods as tools for creating basis for an analysis.

Overall Structure of Master Thesis

As presented in Chapter 3 - Philosophical and Methodological Approaches, our hypothesis state that; *Transparency is a perspective with conflicting potentials and disadvantages in the integration of a sustainable business strategy, given the principle are a somewhat undefined phenomenon*. This hypothesis is gained through a deductive approach, however we test our assumption through an inductive approach.

Within the inductive approach the risk only looking for specific patterns within the collected empirical data - which can verify the theory. If we were to use this inductive method explicit, we could end up by not reflecting on a critical level of the conflicting data (Ankersborg, 2013:88). Here the inductive approach would not either be adequate given the empirical data alone, which in our case could mislead us in the many perspectives of; *Transparency*.

If we where to follow only the inductive approach, we would have to generalise only from cases from our empirical work of; *Observations* and *Focus Groups Interviews*, in order to make an overall conclusion and common structure (Kolko, 2010:5). This is not, how we make use of our results, within this Master Thesis, consequently we do not only base our result on empirical gatherings. We make use of our deductive approach, when substantiating our analysis results, and findings with regularities, within the current literature and theories, and we can follow the results and give our conclusions more complexity and depth, in our specific case (Kolko, 2010:5).

In addition we find the more creative process within the perspectives of the; *Abductive Reasoning* relevant, within the explorative aim of this Master Thesis. Consequently this is specifically relevant because we need to find new ways to create knowledge, experiment, interpret and innovate within our problem field of, *Transparency* not before examined in the context of SNS, and through our use of; *Customer Journey Maps*. Here the abductive angle of learning can give sense, when we cannot learn from existing knowledge and theories of, what employers understand when encountering *Transparency* (Kolko, 2010:12). In addition there are no specific practical tools for, how to communicate and work with transparency in practise, which cannot alone be discovered in practise, when learning only in an inductive manner (Kolko, 2010:5). This is why it has not been possible to explain, the way in which, we create new knowledge in a traditional way of the deductive or inductive processes. We have experienced, that we on this basis, must find new ways for learning, when being in a somewhat more creative process of investigating.

The use of Customer Journey Map

The way of using the *Customer Journey Map* as a tool to understand the employer's views and attitudes towards SNS' sustainable initiative provides us with new findings in relation to areas not prior considered. In this research, we used the *Customer Journey Map* to identify the *Possibilities* and *Issues*. Originally the addressed this methods in our Master Thesis, in order to create insights, of where it was mostly likely to create changes of *Possibilities* within the introduction of *Transparency* of the employer's workday. This was due to our filed of interest being very solution oriented. And even though the method of; *Customer Journey Maps* and *Personas* gave us insight in these *Possibilities*, they also changed our focus and view of our investigations, which ultimately created a new direction of addressing the many issues found in the employers work. A first our plan was to investigate, how we could contribute with a recommended conceptual solution to archive a common internal comprehension of the term; *Transparency* at SNS. Therefore we searched for both *Possibilities* and *Issues* within the field, however ended up with multiple and complex issues we felt necessary to cover. We had an impression that we could identify *Possibilities*, and thereby come up with a proposal of the recommend solution. But even though the method provided us with the knowledge about these possibilities, they gave a deep insight in, how the employer from the *Focus Group Interview* mostly stated the introduction of; *Transparency* as an *Issue*. This insight in the employer's world and attitudes toward the introduction of; *Transparency* helped us in the process. What we in general found was *Issues* related towards the introduction of this new sustainable initiative. Given the employer's generally expressed a negative attitude towards; *Transparency*.

Consequently our general impression of the outcomes in the; *Customer Journey Map* created an expression from the employers of the *Issues* being the most dominant Touch Points. Since these findings appeared however somewhat expected based on our hypothesis, we stood with many areas of where these issues was placed and with no one to evaluate them. These consequently became our new problem field of; mapping out all these relations, and explaining their complexities, to create a better possibility to work towards a solution in the future. In general the employers expressed a distance towards the introduction of; *Transparency*. This could be a result of the general way of introducing new sustainable initiatives at SNS. We argue on this basis that the employer's expresses needs, and wishes towards introducing a new initiative, such better possibilities for comprehending the purpose within this new initiative. The work of developing on a recommend solution would not have been beneficial. When not knowing exactly, what the employers finds unclear and problematic, when trying to comprehend *Transparency*.

The process of experience and analysing through a relatively unknown tool, within our field, provided us with a deep insight in the employer's attitudes and emotions towards this new principle of; *Transparency*.

The Use of Personas

Another tool used in our Master Thesis was the methods of; *Personas*. This tool was used to create two fictive employers from SNS, on the basis of our *Focus Group Interviews* and our *Observations*. Given they were created to represent many perceptions of employers, who comprehends at SNS. We created two different employers to have a part time and a full time employer, and give further range of possibilities of types of employers to navigate within and hereby creating a wider understanding of multiple employers. We could have created even more *Personas* to experience wider amounts of understandings, and segmentations of the employers at SNS. We see inhere no problem of using only these two *Personas* to illustrate a general group of employees at SNS, given they covered many complexities and perceptions of their relation to; *Transparency*.

The Use of Visual Maps

The method of using the *Visual Map* is completely new and inexperienced for us, exactly like the *Customer Journey Map*. *Visual Mapping* is usually explained as a management communication tool, which presents results or strategies. In our analysis, we use this approach to present our conclusion of our analysis. This is to create a visual overview of our findings and reflection. What we experienced was, how our Master Thesis formed the content by the use of the *Visual Map*. The

methods made us recognise, how complex and overlapping our findings within this Master Thesis are. When we were to design the *Visual Map*, we became aware just how difficult it was to differentiate the five *Touch Points*. When we placed one *Issue* on the Map it unfolded yet another complex and differential *Issues*. Meanwhile we found it necessary to address these *Issues* in the *Visual Map* to create a clear overview of the how they have an affect on each other. If we were to continuing working on this project we find the *Visual Map* very helpful to visualise the written parts within a Master Thesis. We could imagine creating a Visual Map with only *Possibilities* to continuing to develop upon. We find this method a grateful tool, which create other considerations to arise. This could probably be a result of the difficult and interesting process of transforming written text into visual hand drawings.

From our discussions viewed, we still find a potential in the development of the employers encounter of; Transparency. And many further complexities are bound to the identified *Touch Points* of issues, enabling the further use of the Customer Journey Maps in relations to the discussed *Possibilities* currently placed elsewhere at SNS. Consequently the future perspectives of applying the *Possibilities* within a *Visual Map*, like we created the *Visual Map - Touch Points of Issues*. The new *Visual Map – Touch Points of Possibilities* could beneficially presents a border clarity and visible overview of, when, whom and what SNS are to address when integrating our findings within a practical forwarded solution, that benefits the employers in the restaurants. Even though the stories are within this Master Thesis coming to an end, the; *Stories of Transparency* continues in the real scene of Sticks'n'Sushi.

CONCLUSION

The End of Stories

Our stories of; *Transparency* now comes to an end, and we have in the process of this Master Thesis played in a; *Transparency Odyssey*. Meaning the course of this Master Thesis has been a long and eventful journey. The process in the current stage counts many stories of, how and in what form the employers understand of; *Transparency*. Therefore we have constantly gained new knowledge in this experimental approach, of working explorative and abductive. The creative methods applied have directed our process of recognition in new unexploited paths, as the experiences have rooted in our minds. Despite the design related approaches, has been somewhat challenging work, we have achieved insights on a personal level of interest. And in addition we have reached in our perspectives useful understanding of the employers at SNS, which we find usable in context of SNS.

Consequently we are on the basis of our empirical investigation, theoretical perspectives and our design tools applied in the analysis, now capable of answering our *Research Question*:

How and in what form are the employers understanding of transparency in the case of Sticks'n'Sushi? When the sustainable principle of transparency is newly introduced internally in the program of sustainability at Sticks'n'Sushi.

And what design tools can be integrated to map out and visually illustrate the employer's encounter of transparency in the approach of organisational communication of Sticks'n'Sushi?

The first questions cover the employers understanding of; *Transparency* being experienced in various ways and forms, and additionally how the employers attitudes is related to the encounter. We conclude, the factors, of how are depending on the individual employers perception, when experiencing the initiative. The many factors covered within our analysis of, how and in what form the employers experience *Transparency*, reflects our identified complexities found in the multiple perspectives of the employers work.

The conclusion in the regard of how and in what form, is stated in the five *Touch Points* of; *The Relational Gap, Hidden Internal Information, Inauthentic Employer Scene, Mechanical Information Sharing and Absence of Employer Motivation*. We conclude these reflections in our interpretation, are the main issues in communicatively forms and not currently accounted for at SNS. These five *Touch Points* are in our reflections located as the issues, influencing how the employers understand; *Transparency*. All of the factors initiate; *Touch Points* we in our; *Customer Journey Maps* identify as problem areas of; challenges, problems or issues. Furthermore they give means to the complexity of the; *Employers Journey Maps*, since they express where in the employers work journey, the issues

are identified, and they express much more than physically places, they cover; emotions, places, relations, thoughts, ideas and others. The *Touch Points* creates in general the overall perspectives of employers understanding of; *Transparency* as a principle encountered with uncertainty and unclarity. The principle of; *Transparency* is communicated in a form, the employers experience as a sustainable initiative without a plan, meaning, and physical informative availability - of which we interpret can potentially influence lack of clarity and motivation (*Absence of Employer Motivation*). Furthermore the relational distance from the senders (Backhouse) of the sustainable initiative and the receivers (employers) are creating an unbalancing relationship of mistrust, when the vision of transparency is eliminated and a critical attitude appears, when employers feel disconnected from the vision of; *Transparency* (Relational Gap). How the employers consequently encounter; *Transparency*, based on the five *Touch Points*, is an understanding - which is perceived; unclear, down prioritised, undefined and uninteresting. Therefore the employers are in the moment struggling to integrate the sustainable initiative of; *Transparency* in their work. The physical form of how transparency is currently placed are mostly only found when entering a virtual world through own phones and received, when not being at work. The Internal Communication approach of the sustainable work practice at SNS, are send in the use of mainly social media, in various forms of; Facebook of Social Sushi or Instragram, then Weekly. Furthermore the amount of sustainably communication is to be voluntarily entered (Hidden Internal Information). However not all information are available to everyone, and not accessible in an informative manner in a busy restaurants environment, when not being physical placed or verbally informed when being present at work (*Mechanical Information Sharing*).

In overall the Touch Points are interrelates, and they are together creating a necessity for an alternative internal approach of communicating the sustainable initiative of; *Transparency*. We conclude that SNS are to create more visible meaning of the sustainable principle, and goals of how the initiative influences the employers work journey. Additionally we conclude SNS are to create a sense of value and further integrate the employers in the process.

The second research question address what design tools we have applied within the Master Thesis, integrated through the methods of; *Customer Journey Maps*, *Personas*, and our *Visual Map* (Chapter 3 – Philosophical and Methodological Approach). On the basis of the integrated design tools we are able to conclude, without the Maps we had not gain as deep and profound illustrations of the employers understanding of; how and in what form *Transparency* is encountered at SNS.

Furthermore we experimented with creating an overall guidance of the Master Thesis presented structure through the; *Bow Tie Model*, applied to create the overview of going from the concrete; 'As it Is' → Imaginary; 'To Be'.

The first *Bow Tie Slip* (left) describes and analyse the concrete of our empirical work (Chapter 5 –

Employer Experience of Transparency & 6 – From Scene to Review). Moreover we have; ‘Tied the Knot’ (centred) through connecting these findings and results in our analysis, with a theoretical framework, of theories related to organisational communication (Chapter 4 – Theoretical Perspectives). And the last Bow Tie Slip (right) express the imaginary; ‘To be’, which we find means to elaborate on through our discussion the possibilities and future use of our results (Chapter 7 – The Perspectival Discussion).

We have in the use of these storyboard approaches of; *Customer Journey Maps* (written in This Thesis as; Employer Journey Maps), *Personas* and *Visual Map* found benefitting potential, in order to create an overview of our findings and results through the visual overview they form. From here we conclude the approaches are valuable in our investigation process when visually presenting an analysis through a various amount of data.

We can on the basis of the concluded state, that we view our hypothesis as confirmed, meaning we conclude that; Transparency is a perspective with conflicting potentials and disadvantages in the integration of a sustainable business strategy, given the principle are a somewhat undefined phenomenon, can be confirmed, which our results can finally state is true.

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