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Preface

I would like to thank my supervisor Bill Davey for his expertise and dedication through my Master's thesis process. I would also like to thank Svitzer for their corporation. In particular, Svitzer's Managing Director, Torsten Holst Pedersen, and Svitzer's Branding and Communications Manager, Jens Viby Mogensen, played a big part in the practical making of the thesis. Thank you for a great collaboration.

I dedicate this Master's Thesis to my family and my boyfriend. Thank you for your love and support.

Abstract

This thesis illuminates the issue of attracting and retaining organization appropriate employees from the perspective of an intercontinental organization. A case study of the intercontinental towing and salvage organization, Svitzer, is the focal point for the research of the recruitment issue.

The thesis is founded in the hypothesis that coherent conceptions between the employer and the employees are an imperative for successful attraction and retention of potential and current employees. Within the field of organizational theory lies the theory behind employer branding. This illustrates the importance of developing and maintaining a strong employer brand which is characterized by the unique attributes that the employer offers the employees: the Employer Value Proposition. Employer branding is the strategic work of aligning the management's desired employer brand with the actual experience of working for the organization in question. Finally, the theoretical foundation and the hypothesis are applied to the case study.

The paradigmatic standpoint of the thesis is a combination of social constructivism as an ontological stance and existential hermeneutics as the epistemological stance. In other words, I as the researcher believe that phenomena are socially constituted and interpret communication based on meaning and intention. Therefore, the two conceptions of the employer brand are illuminated by analyzing Svitzer's management's communication through Svitzer's websites and job adverts and by interviewing several of Svitzer's employees. Furthermore, the intercontinental dimension plays a part by the comparison between the central organization of Svitzer, represented by Svitzer Head Office and Svitzer Scandinavia, and another continental region of Svitzer: Svitzer Australia.

The intersubjective conceptions of the employer brand prove a minor misalignment between the management's strategic vision, the profile, and the organizational culture and the stakeholders' images.

Finally, it is discussed how to improve the alignment. Moreover, the inferences and implications of the misalignment are discussed. The discussion leads to the conclusion which in short terms is: attracting and retaining organization appropriate employees requires an appropriately adequate alignment between the employer's conception and the employee's conception of the organization as a place to work. The external communication must be consistent and coherent with the internal communication.

Introduction

The introduction to this thesis provides the reader with a description of the topic of the thesis. The topic stems from my personal and academic field of interest which is narrowed down to a formulation of the problem at hand. The problem formulation is the focal point of the research and the thesis.

Field of interest

Within the wide field of organizational theory lie the aspects of attracting and retaining employees. Organizations might be built on the business it makes but the enterprise of the organizations, are the employees. This lucrative human resource makes the wheels go round, directed by the management. Thereby, employees have an essential role within an organization which makes it important for management to focus on attracting the right candidate for the position and for the organization as a whole. The right employee has many faces as the requirements vary from organization to organization and from position to position. Hence, the employee must be appropriate for the specific organization and the specific position.

Attracting organizational appropriate employees implies communicating the positive qualities of working for a specific organization in order to attract potential candidates. This concerns the organization as a great place to work and the actual content of the position. It requires keeping the communication about the work place consistent with the job description in question. If an employee is employed under false or misleading pretenses, the employee might resign within a short period of time. This point leads to the aspect of retention.

Retaining employees is likewise complex as it is assumed that the management must understand the elements that retain the employees. Needless to say, this varies from employee to employee. Social events like organizational outings or parties might enhance certain employees' satisfaction concerning working for the organization and the job as such. To others, Christmas bonuses have greater value for the employee's satisfaction as a whole. Retention concerns directing the attention, to where there is a need for attention.

A practice that specializes within attracting and retaining employees is the practice of employer branding. Employer branding is interesting because it incorporates the two organizational fields: branding and human resources. The combination provides a holistic view on attracting and retaining organizational appropriate employees which qualifies employer branding as relevant for applying to the thesis.

Human resource management implies a pragmatic approach to attracting employees by defining the need for fulfilling a position, conducting a job analysis, description of the position and employee profile, and choosing the media to announce the vacancy (Larsen, 2010). The thesis takes a holistic approach by relying on employer branding, rather than the pragmatic human resource management.

Employer branding represents the organization as an employer and how this employer relates to its employees. Not just the current employees, but potential employees as well. It is about branding and positioning the organization as an employer – as a great place to work (Seldorf, 2008). Consider the scenario of not being perceived as a good place to work. The organization does not attract any good applicants to its vacancies and its current employees are not satisfied with their jobs, and become disengaged and eventually leave. Employer branding is crucial because it is important for organizations to attract, engage, and retain the right employees who are committed to the company and thus enhance its competitive edge. The employer branding field combines communication with HR by the foundation of the employees' work lifecycle (HR) and the focus of communicating it both internally and externally (communication) (Seldorf, 2008). I soon realized that there is not much in-depth literature on the subject and the few books I located are built on a practitioner approach¹. While a "best practice" view is very informative, I see it as a welcoming challenge to approach the discipline with my humanistic perspective on the phenomenon. The challenge is not to list from A to Z how an organization builds its employer brand but how to approach the phenomenon from an academic perspective.

Adding to the field of interest is the intercontinental dimension in relation to organizations. The management of organizations often self-proclaims their organization as "global", but for an organization to be truly "global" it would imply operations throughout the entire globe. I sincerely doubt that even an organization as Coca-Cola actually delivers its soft drinks to the jungles and mangrove swamps of Central America. The concept of "international" is also inadequate because it implies interrelations between all nations. However, "intercontinental" implies interrelations between continents, which applies for most organizations, e.g. Coca-Cola, MacDonald's, and Maersk.

The interest concerning the intercontinental dimension revolves around the intercultural elements that the dimension entails. Operating across continents involves new cultural meetings. The cultural meetings are not necessarily face-to-face meeting but an intercultural understanding that the management must achieve, to appropriately address the issues of

¹ For example: Simon Barrow and Richard Mosley: *The Employer Brand®: Bringing the Best of Brand Management to People at Work* (2005). Brett Minchington: *Your Employer Brand: attract, engage, retain* (2006). Birgitte Seldorf: *Employer branding* (2008). Anders Parment and Anna Dyhre: *Sustainable Employer Branding: Guidelines, Worktools and Best Practices* (2009).

attracting and retaining employees across continents and nations. As attraction and retention differs within and between employees and employers, so is it presumed to do within and between national cultures.

The interest, wonderment, and assumptions concerning the intercontinental dimension and attracting and retaining organization appropriate employees lead to the problem formulation of the thesis:

Problem formulation

How does an intercontinental organization attract and retain organization appropriate employees?

The field of interest involves considerations about my presumptions as a researcher. The presumptions are based on my experience, my assumptions, and my understanding of the phenomenon which leads to a hypothesis. This is a part of the hypothetic-deductive research method which is fully described in the chapter of methodology in the section "Hypothetic-deductive method". The hypothesis is presented below since it is derived from the introductory considerations.

1. It is assumed that there must be coherence between the management's conception of the intercontinental organization as a place to work and the employees' conception of the intercontinental organization as a place to work.

Case study: Svitzer

The problem formulation could merely be answered by a theoretical approach drawing on multiple extractions of cases. However, I argue that an in-depth case study will uncover

interesting dynamics and new tensions between issues which provide a new understanding of the phenomenon.

An advocate for case studies is Bent Flyvbjerg. He argues against misunderstandings concerning case studies (Flyvbjerg, 2006). Flyvbjerg mentions that it is seen as impossible to generalize from a single case in social sciences and counter argues by referring to Karl Poppers' famous example that "all swans are white". It only takes one case of finding a black swan to falsify the thesis. Hence, all phenomena can be argued to be valid until proven otherwise. That is, a single case is valid and attests importance to the research, or as Flyvbjerg concludes, "(...)"the force of example" is underestimated" (Flyvbjerg, 2006, p. 228). However, one must consider which case to choose for the research. The conditions for the case concerned are that the case is fully representative to the research area. The case relates directly to the overall topic: employer branding in an intercontinental organization which constitutes the case as representative to the thesis.

The case study of the thesis takes its point of departure in the intercontinental towing and salvage company, Svitzer. The company operates worldwide with head office in Copenhagen, Denmark. The Managing Director of Management and the Branding and Communications Manager were both willing to and intrigued about cooperating in scrutinizing Svitzer as a place to work. To understand the case, the reader must understand Svitzer. Therefore, this section provides the reader with a description of Svitzer as a case study.

Why Svitzer?

Svitzer has since 1833 provided safety and support at sea by its two major functions: towing and salvage (Svitzer.com). Below are a few facts to give an idea about Svitzer's size and capacity:

- Approximately 4,500 employees work for Svitzer.
- Operates in approximately 40 countries.
- Fleet consists of 500+ vessels.
- Annual turnover DKK +5 billion.

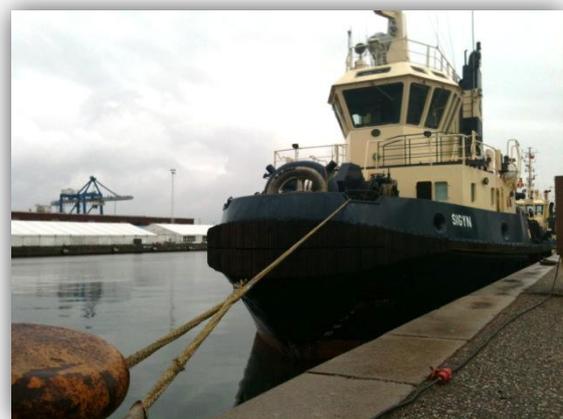


Image 1: Photo from my visit at Svitzer's Head Office April 25th 2012

The operations on an intercontinental scale are divided into regions with each individual Regional Management. Denmark is the location for the Global Head Office which is conveniently located at a harbor near central Copenhagen with mooring spaces for some vessels (Sundkaj). Image 1 shows the tugs in Sundkaj on the opposite side of the Global Head Office.

35 employees are based at the Head Office working within administrative and management function, e.g. Finance, HR, Technical, IT, Newbuilding, the COO and the CEO. The Branding and Communications Manager also has his office here but many branding and communication jobs and processes are executed by an external agency, Core:Workers. One of the major tasks that Core:Workers manages is the employee magazine “Lighthouse Magazine”. It is distributed amongst the employees and is not publicly accessible.

The locations of Svitzer’s intercontinental operations are illustrated in screenshot 1, taken from Svitzer’s official website: Svitzer.com. The regions are listed below:

- Svitzer Americas
- Svitzer Asia
- Svitzer Australia
- Svitzer Euromed (The Netherlands)
- Svitzer Asia, Middle East & Africa
- Svitzer Scandinavia
- Svitzer UK



According to the top management², the heart of Svitzer is at the Svitzer Head Office in Denmark. Svitzer as a central organization is characterized as a combination of Svitzer Head Office and the regions Svitzer Scandinavia and Svitzer UK. [Screenshot 1: Svitzer.com, Contact us.](#)

The central organization is referred to as Svitzer and the rest of the continental regions are referred to as their full name, e.g., Svitzer Australia, Svitzer Asia, etcetera.

² The statement is based on a phone meeting I had with the Managing Director – Management, Torsten Holst Pedersen, and Branding & Communication Manager, Jens Viby Mogensen.

Svitzer is a part of the A.P. Moller - Maersk Group which is a worldwide conglomerate (Maersk.com). The Maersk Group operates in 130 countries with 108,000 employees and owning one of the world's largest shipping companies. Maersk is well-known in most countries and I believe it is safe to assume that the Maersk Group has received kudos for the creation of an empire.

Svitzer is a complex organization as it is composed of the corporate world and the maritime industry. Svitzer names the two categories of employment: marine employees and office employees. The "marine employees" includes the employees on the vessels, employees on the bunker barges, engineers, and etcetera. The "office employees" involves all employees at the offices, e.g., office assistants, operations managers, HR employees, Finance employees, and the management in general.

Only office employees work at the regional offices but the ports also have office employees located at the specific port. For instance, Australia's regional office is located in the very center of Sydney in a high-rise block on the 23rd floor. See image 2. This is where the Regional HR Manager and the rest of the regional management are based. Svitzer Australia operates in more than 30 ports around Australia and two of them are near Sydney: Port Botany and Port Mackay. Port Botany has a small office at the port with a Port Manager, an Operations Manager and an Office Assistant. The office employees are physically close to the marine employees as there are 10 steps from the office to the tugs, whereas the tugs are half an hour's drive away from the Regional office at Hyde Park in Central Sydney. The communication between the crew and the office employees at Botany Bay is face-to-face on a daily basis. In contrast, these marine and office employees do not experience the same close communication with the management at the regional office.

Image 2: Photo of Svitzer Australia's regional office on 23rd floor. Taken from my visit to collect empirical data on February 27th 2012.



Svitzer as an organization operates on an intercontinental scale and the management encounters different cultural meetings in relation to its employees. It is interesting to scrutinize how Svitzer attracts and retains its employees. Svitzer's management has some obvious challenges in regards to a coherent and consistent expression of how Svitzer is as a place to work. One must assume that there is a chasm between marine employees and office employees, as well as a chasm between employees and employers of different nationalities. The different nationalities and the differentiation between them are illuminated through comparative research of a subsidiary of Svitzer which is Svitzer Australia.

The issues are some of the central topics for the case study of Svitzer as a place to work. Therefore, the problem formulation is applied to Svitzer as a method of research. The description of the research method is presented in the following chapter.



Image 3: Photo of Port Botany, after collecting empirical data. Taken from an aircraft on March 11th 2012.

Methodology

The process of creating a thesis is not about writing x number of pages per se. It is the considerations *behind* the writings that are crucial. There is a difference between the methodological approach of a student from the Faculty of Humanities and a student from the Faculty of Computer Science. A student within computer science would build the thesis on a computer program as a tool for recruiting employees based on a functionalistic approach. As a student from a merger between the Faculty of Humanities and the Faculty of Social Sciences³, I have determined my worldview and my conception of valid knowledge which this section presents.

My paradigmatic stance determines and explains my perception of the different phenomena and the process as a totality. My paradigmatic stance is the very foundation of the thesis as it is my understanding of values, beliefs, and normative principals. These are combined in a paradigmatic framework as defined by the conceptual founder of the paradigm, Thomas Kuhn (Jacobsen & Collin, 2007). I confess to social constructivism as a representative for my ontological stance and I confess to existential hermeneutics as a representative for my epistemological stance. The understanding of my worldview and of knowledge outlines my process of conducting research as it directs a search for humanistic meaning and thereby focusses primarily on qualitative research. After illuminating the paradigmatic foundation of the thesis, my research method is illuminated.

The ontological stance

Ontology is the study of the nature of being. It represents the philosophical perspective of what makes phenomena exist. In relation to the above, the computer science believes phenomena exist of 1s and 0s (binary codes), the natural science believes phenomena exist of protons and electrons, and I, as a student of humanities and social sciences, believe that phenomena are socially constituted. To clarify my belief in socially constructed phenomena, an illumination of the concept of social constructivism is required.

Most paradigms have one or two founders, e.g., Heidegger, Lipps, and Gadamer's hermeneutics⁴, but social constructivism is a tangled paradigm with no reference to primary

³ The link between the two Faculties is stated at cgs.aau.dk (cgs.aau.dk).

⁴ (Pahuus, 2007, p. 149)

literature. Notwithstanding, the perplexed discussion of the difference between social *constructivism* and social *constructionism* adds confusion to a clear definition of the concept itself. The lack of well-defined literature resulted in Søren Barlebo Wenneberg (Wenneberg, 2002) deciding to write a comprehensive book on social constructivism. He conceptualizes social constructivism from being a melting pot of various perspectives and conceptualizations, to being a defined paradigm. Wenneberg distinguishes the social constructivist ontology as an idealistic ontology.

The **idealistic ontology** states that the social reality is created through our understanding and recognition of it, and that social facts and social institutions exist because they are socially constituted (Wenneberg, 2002, p. 117). Phenomena are socially constituted by the way they are talked about as a part of a process of negotiation. Social phenomena exist because we talk about them, but also because we talk about them into being.

By conceptualizing phenomena; phenomena are constituted and reinforced. For instance, an organization exists because the frames of the institution have been agreed upon through a discursive and collectively negotiation between management, employees, and people with an interest in the organization. The existence of a building with a sign on top with the writing "Svitzer", does not constitute the organization "Svitzer". It only constitutes a building with a sign on top. Employees showing up at work, management giving employees directions, clients buying its services, and stakeholders conceptualizing Svitzer as an institution, all contribute to constituting Svitzer as an organization.

The discourse and social interaction between members of the organization are essential for the social construction, but intersubjective perceptions are just as important for the existence of concepts. Intersubjectivity is the relation between subjects; in this case the communicative relation between Svitzer's stakeholders. Thereby, the intersubjectivity signifies the social interaction and discourse that produce an agreement on a concept between subjects. Svitzer as a brand is perceived differently by different people, but if there were no conception of the existence of Svitzer as a brand, there would be no brand. A logo, a building, and some tugs would physically exist, but they would not by their very existence constitute the concept of a brand, in the same way that a building with a sign on top does not constitute an organization. Concurrently, I do not dismiss the factual existence of manifest artifacts. However, they do not have a socially collective meaning until these artifacts are intersubjectively agreed upon and recognized as features of the phenomenon as a whole. Hence, differentiating between social facts and artifacts is crucial to the understanding of social constructivism and the ontological stance of the thesis.

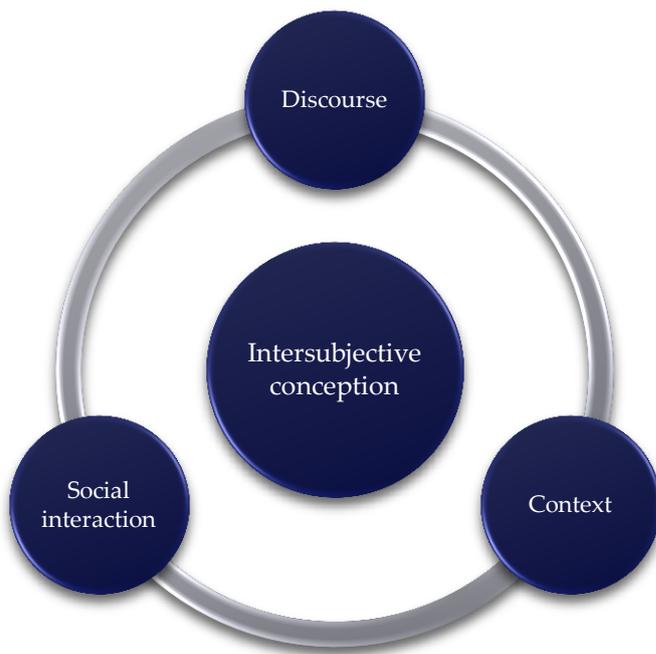


Figure 1: Ontological social constructivism

to work, but if he/she receives negative word-of-mouth about the working conditions then the potential employee will adjust the conception accordingly. Hence, the intersubjective conception of the phenomena is affected by other's conceptions.

The discourse, the social interaction, and the context of the social construction change constantly and thereby change the intersubjective perception of the specific phenomenon. The elements of the social construction are illustrated in figure 1. Perception is an essential concept in relation to the epistemological stance of the thesis because it plays a vital role within the discussion of 'justified true belief'.

The epistemological stance

Epistemology is the theoretical position of knowledge. It is a paradigmatic stance on one's justification of what is true. Within philosophical circles, the definition of knowledge is: "justified true belief" (Wenneberg, 2002, p. 98). The justified true belief prompts that for something to be true, it must be justified. The existential hermeneutics explains justification by recognizing the human as a social entity (Pahuus, 2007, p. 50). The social entity does not only observe the surrounding world but it is also a part of the world by its interaction with

The context of the social construction influences the social construction itself. For instance, the context of Svitzer's employer brand depends on the perspective on the employer brand and the surrounding elements affecting Svitzer's employer brand. Svitzer's employer brand is perceived differently by Svitzer's management, the employee, and the potential employee, but also elements of national culture and organizational culture affect the intersubjective conception of the organization as a place to work. The potential employee might have a positive image of Svitzer as a place

the world. The social interaction complies with the ontological stance which describes the world as constructed by social entities.

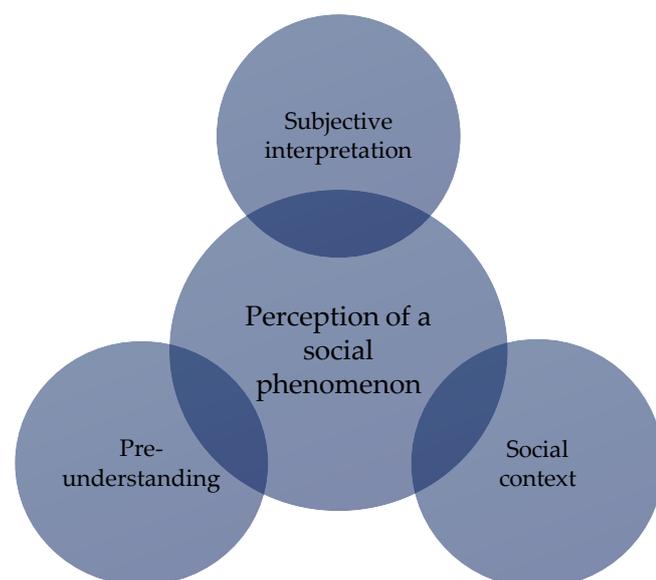
Interpreting meaningful phenomena is the core of hermeneutics. The meaningful phenomena are the social facts, institutions, and interactions because they imply an intention behind the social phenomena, e.g., the intention behind a recruitment campaign or the intention behind an employee speaking of his/her job. Hermeneutics presuppose that there is a meaning behind all phenomena. Striving to understand the meaning is a way to make sense of the world, and understanding the meaning of the social phenomena is based on **interpretation**. It is granted that the interpretation is subjective, since social entities understand social phenomena based on their pre-understanding of the given phenomena. Everyone has presumptions about given situations and other people which is the starting point of making sense of the new or unfamiliar phenomenon.

The **pre-understanding** consists of the interpreter's current situation and historical context which is compared to the new phenomenon in order to make sense of the phenomenon in question. In general terms, the pre-understanding derives from what is perceived as common sense, which is the frame of what already makes sense for the single social entity and perceived as common knowledge for many instances. For example, my pre-understanding of attracting and retaining employees involves my own experience with being attracted to an organization and working for an organization, my knowledge of other's experiences, and my theoretical knowledge of the phenomenon.

This pre-understanding is utilized to make sense of my research by comparing and evolving my pre-understanding. More accurately, this is done by applying new theoretical knowledge, and a scrutiny of the empirical data to the phenomenon encapsulated by the problem formulation. Another humanistic researcher would interpret the social phenomena differently because the researcher would have another pre-understanding, and the researcher would focus on different aspects throughout the research.

The more compatible two person's pre-understandings are, the easier

Figure 2: Perception of a social phenomenon



it is to understand and relate to each other which are the epitome of intersubjectivity. Cultural diverse people are therefore likely to find it difficult to understand and relate to each other, which might show to be an issue for Svitzer's management since it correlates with different nationalities

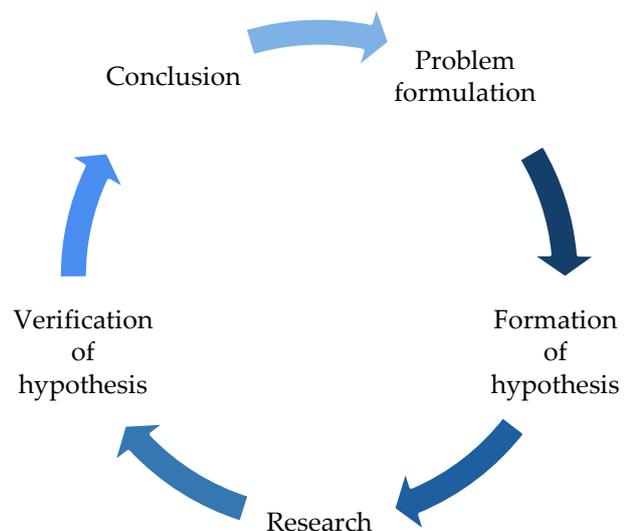
The empirical data are likewise subjected to interpretation based on my pre-understanding in order to make sense of the holistic meaning of the phenomenon. The interpretation underlies a great deal of subjectivity due to the pre-understanding which proves that perceptions vary and that there is no absolute truth to a specific issue. Researchers within the same paradigm will interpret social phenomena differently than I, but that does not entail all conclusions to be valid. A researcher must account for the methodological approach and argue and demonstrate his/her points.

In conclusion, the process of understanding a social phenomenon consists of pre-understanding, subjective interpretation, and the social context as illustrated in figure 2. The three aspects combined; the interpreter forms a perception of the phenomenon. The **social context** is the frame of the communication or interaction with the given phenomenon. The context varies and influences the interpretation and thereby affects the perception of the phenomenon. The hermeneutic approach to conducting research is defined as the hypothetic-deductive research method which is explained and applied in the following section.

Hypothetic-deductive method

In reference to the considerations above concerning the theory of knowledge, the hypothetic-deductive method specifies the process of this thesis (Pahuus, 2007, p. 148). This thesis is problem-oriented which entails that the thesis revolves around a specific issue, which is stated as a problem formulation. The hypothetic-deductive method implies proposing one or more hypotheses about the problem formulation. This is then verified by testing the validity. In other words, the research method of this thesis has its origin in the problem formulation which represents the question to be answered

Figure 3: Hypothetic-deductive research method



and which is based on the research conducted. See figure 3.

The problem formulation generates a hypothesis which is based on the research area. For the case of this thesis, the hypothesis addresses a presumption that attracting and retaining organization appropriate employees implies conceptual coherence between the employer and the employee. The hypothesis is subjected to theoretical, empirical, and analytical scrutiny as means of academic research which positions the foundation of verifying the hypothesis. This implies that my pre-understanding of the phenomenon is adjusted as a part of the hermeneutic process, which expands my horizon of understanding within the specific field. Thereby, I am able to present a qualified conclusion to the problem formulation of the thesis. In principle, the process could start over, because the conclusion represents a new pre-understanding of the issues within the specific field and a new problem formulation could be formulated. Knowledge does not cease to evolve after an answer. It generates new questions to be answered based on the new knowledge.

Hypotheses

The hypothetic-deductive method operates on the basis of the following hypothesis. It represents the specific elements of the problem formulation for the process of the thesis to be as logical and translucent as possible. The problem formulation embodies two issues in particular which are attracting and retaining organization appropriate combined with an intercontinental context. The hypothesis is presented in figure 4.

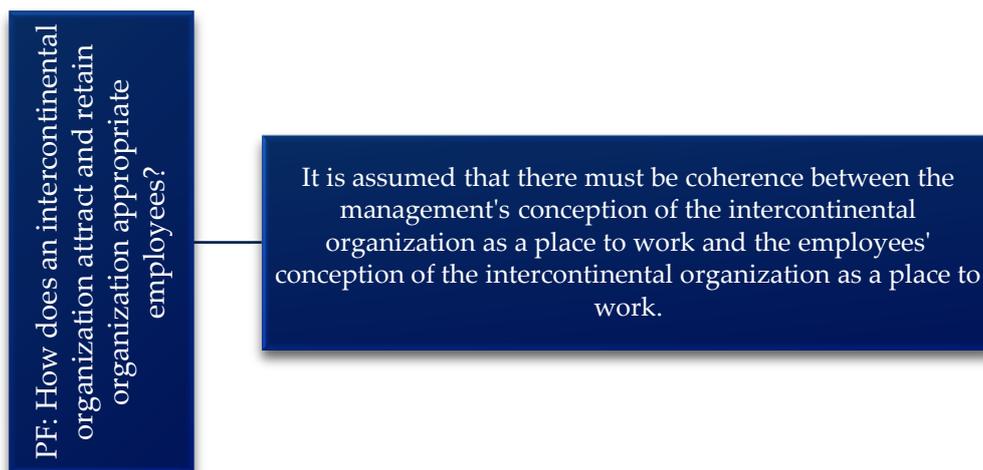


Figure 4: Problem formulation and hypotheses

Course of action

The course of action of the research was initially planned differently. Therefore, this section explains how some circumstances redirected the research and the redirected course of action.

A small hiccup

Initially, the research for the course of action was designed to take its point of departure in focus group interviews unfolded on one day with participants from various positions within Svitzer. The focus groups would negotiate the meaning of how Svitzer is as a place to work, in alignment with the ontological and epistemological stances. As the focus group interviews unfolded a specification on what makes Svitzer a great place to work would be extracted. These final statements would identify Svitzer's Employer Value Proposition⁵ and give Svitzer's management an in-depth understanding of the elements the management should augment through its employer branding initiatives. Unfortunately, it turned out not to be possible because Svitzer's crews have to respond to missions within an hour.

The research plan was slightly downsized to include one-on-one interviews with employees in Australia and employees in Denmark, and questionnaires filled out by 45 employees in Denmark, Sweden, The United Kingdom, and Australia. These regions are the biggest work areas and are placed on two continents, far apart, but are all a part of the western world which is assumed to implicate both cultural challenges as well as cultural common ground.

I, as the researcher, conducted 8 interviews with employees in Australia represented by different job positions. In addition, an interview with the regional HR Manager in Australia was conducted. The questions of the last interview vary from all of the others because the intention was to research the dimension of the current employer branding initiatives in the Australian subsidiary. In Denmark, I conducted 7 interviews with office employees at the Global Head Office and marine employees on tugs in Sundkaj, Copenhagen.

A second hiccup was the delayed distribution of the questionnaires by the managers of Svitzer and the lack of reply on the questionnaires. In fact, only three questionnaires out of 45+ were filled out and returned. The questionnaire focusses on an overall inquiry of aspects of attraction, expectations, and job satisfaction, whereas the interviews focus on an in-depth inquiry of the same matter. The template for the questionnaires is attached in Appendix E. Consequently, the few completed questionnaires are inadequate for statistical measurement and are therefore not used.

⁵ The EVP is defined in the "Theoretical foundation".

Subsequently, additional empirical data is included. It consists of a hermeneutic scrutiny of the Svitzer's official websites, including Svitzer.com, the career site in particular, and the Australian website Svitzer.currentjobs.com.au. The hermeneutic scrutiny implies an analysis of the meaning of the texts, as parts and wholes, in contrary to applying a semiotic method. Semiotic research includes a micro analysis of signs and its connotations which align with the paradigm of structuralism, and not existentialistic hermeneutics or social constructivism (Gregersen, 2007, p. 200).

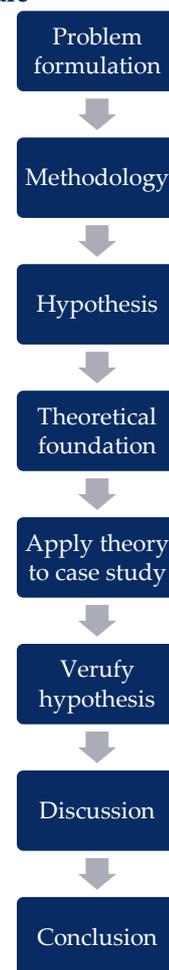
With this hiccup in mind, the following section accounts for the methodological approach to the research of the thesis.

Reorganized course of action

The hypothetic-deductive research method directs the course of action of the thesis. The thesis takes its point of departure from the problem formulation, but the research is led by the hypothesis as the verification of these will answer the problem formulation as a whole. The structure of the thesis is illustrated as an outline in figure 5. Therefore, the hypothesis directs the structure of the thesis from the determination of the problem formulation till the conclusion of the problem formulation. The process in between is yet to be described. The hypothetic-deductive method denotes verification based on research which, for this thesis, is by applying the theory to the empirical data. The problem formulation generates two themes which require a theoretical foundation, both, to verify the hypothesis and to illustrate a profound academic understanding of the subject which is applied to the empirical data.

The first theme of attracting and retaining company appropriate employees entails a theoretical understanding of the framework of recruitment. For this theme, a focus on the theory behind employer branding is chosen because it enlightens different dimensions to branding an organization as a great place to work. The theory incorporates a reflective perspective on how the potential employee perceives the organization as a place to work. Simultaneously, the employer branding theory enlightens the retention of current employees. The perspectives are represented by an academic approach and a practitioner approach and revolve around the management's strategic work with employer branding. The theoretical stance is utilized for the case study applied to the thesis.

Figure 5: Overview of thesis structure



As described, the subject of the case study is the intercontinental organization, Svitzer. Employing the problem formulation to the case study involves an inquiry of which aspects attract employees and retains employees at Svitzer and how the intercontinental dimension of Svitzer impacts the subject. The inquiry consists of qualitative research.

The inquiry is primarily based on one-on-one interviews with a representative selection of the current employees at Svitzer, which are partly employees from Australia and partly employees from Denmark. The comparison enables an illumination of the influence of the intercontinental dimension which involves the employees' perception of working for an intercontinental organization with employees of different nationality. The interviewees are both from onshore and offshore positions. However, the majority are offshore employees since these represent the far vast amount of positioned employees.

The ontological stance of the thesis advocates a thorough insight to the employees' perception of Svitzer as a place to work. The case study is connected to the hypothesis by scrutinizing the management's conception and the employees' conception of Svitzer as a place to work. Furthermore, the analysis of the case study is divided between an illumination of Svitzer as the parent company and the Australian subsidiary of the organization. It provides an overview of the conflicting conceptions of the organizational. This results in a discussion of the research as a whole. Moreover, the result is a verification of the hypothesis. Finally, the conclusion on the problem formulation is presented.

The research method of the interviews is accounted for in the following section.

Qualitative research method

The professor of Pedagogical Psychology, Steiner Kvale, is commonly cited on qualitative research methods within academic arenas due to his philosophical and practical approach to qualitative research methods. This section provides the reader with a reflection on Kvale's (Kvale, 1997) literary considerations and the relevant considerations behind applying the qualitative approach to the thesis. The practical approach to conducting interviews is only briefly mentioned because it is assumed that the reader possesses a common knowledge about the pre-briefing, de-briefing, guiding questions and similar practical matters that are a part of conducting interviews (Kvale, 1997).

The qualitative research interview is applied for the thesis to achieve an insight to the interviewee's frame of understanding. The interviewees' perception and conceptualization of the organization as a place to work is accredited as essential to understanding the dynamics within achieving job satisfaction. The qualitative research interview is thereby aligned with social constructivism since the qualitative research interview emphasizes Svitzer's

employee's socially constructed conceptualization of Svitzer as a place to work. The qualitative interview is also aligned with the existential hermeneutics by seeking the expressed meaning or intention behind what is articulated by the employee.

The research interview is composed by the themes that are relevant to the research which overall are attraction and retention of the Svitzer employees. In other words, the interviews research the single employee's expectations to working for Svitzer and how the expectations were met. All the interviews are transcribed and attached in Appendix D, and Appendix B contains a template of the interview contract that all the implicated interviewees read and signed. The transcription is conducted by writing the employees' answers in a comprehensible and flowing manner. This means, that it is not transcribed as a conversation analysis dictates it but as quotes are written in the paper (Nielsen & Nielsen, 2005). The comprehensible transcription helps the researcher and the reader to keep an eye on the bigger scale of all the single interviews combined. Furthermore, the structured interview method involves that all the employees have been asked the same questions. This implies coherence throughout the interviews and the transcription, e.g., question 6 contains the same formulation of a question for all the interviews, except the Australian HR Manager whom were asked other questions overall.

The conceptions of the interviewees are interpreted according to my paradigmatic stance. However, the interpretation of the intercontinental dimension needs to be further illuminated.

National culture and organizational culture

Clarifying the intercontinental dimension to the hypothesis implies an understanding of the differentiations within culture. Culture is defined as the common beliefs, norms and patterns of a group of people. Achieving an understanding of cultural differences within the organization and across nations brings an understanding of how to strategically attract and retain employees across borders and industries.

Inger Askehave, Malene Gram, and Birgitte Norlyk argue that there are two approaches to cultural understanding: the functionalist approach and the interpretivist approach (Askehave, Gram, & Norlyk, Culture in a business context, 2006, p. 8).

The functionalist approach represents a pragmatic perspective on cultural differences. In a business context, the functionalist relies on a distinction of the cultural patterns by different cultural groups. The patterns are located as expected behavior put into a systematic framework which generates stereotypes. Askehave, Gram, and Norlyk characterize stereotypes as: "(...) *not facts, but rather preconceived ideas about the 'Other'*" (Askehave, Gram,

& Norlyk, Culture in a business context, 2006, p. 17) Stereotypes are often associated with national stereotypes, e.g., French people are arrogant, Chinese people are polite and work all day, Australian people are laid-back, and German people are thorough and efficient in everything they do. The positive aspect to the functionalist approach is that the framework of national cultures is user-friendly and offers an understanding to the intercultural meeting. Conversely, the functionalist is criticized for putting national culture and national identity into the same box which generates a one-sided perspective which overlooks the complexity of individual's differences.

The interpretive approach challenges the functionalist's framework with a perspective on culture which focusses on the variations of interpretations in the cultural meetings. The interpretive perspective conforms to the hermeneutic paradigm which complies with the paradigmatic view of the thesis. The interpretive perspective advocates the understanding of cultural differences, and appreciates the various interpretations. This approach is more complex for the reason that there is no specific framework to rely on and relate to. The openness to new cultures urges an unreserved mind to interpret the culture individually.

Both approaches apply to the thesis because the national stereotypes that are present in the case study give an understanding to possible differences within the same organization. The organizational culture involves the common beliefs, norms, and patterns of behavior amongst the employees. The interpretivist observes the behavior that is taken for granted by the employees and based on that, the interpretivist outlines the characteristics of the group of employees.

The functionalist prefers to rely on the preconceived stereotypes. For example, the laid-back Australians might have a carefree attitude towards the specific organization as a place to work which proves the stereotypical characteristics of Australians. The maritime industry might also prove to consist of a stereotypical man's world which focusses more on the ability to do hard physical labor.

The stakeholders' images are also related to culture because of the internal and external stakeholders' perception of the organization as a place to work. A potential employee in Denmark is bound to have a more positive perception of a Danish organization's reputation than a potential employee in Australia would. In other words, the Danish person has a preconception of Danish companies that the Australian person is not able to have.

The functionalist approach offers a pragmatic framework of intercultural understanding by relying mainly on stereotypes. However, it is crucial to apply the interpretivist approach to the case study to achieve an *interpretivist understanding of the cultural elements and issues* in regards to how an intercontinental organization attracts and retains company appropriate employees across continents.

Literature review

Searching for literature on the topic employer branding quickly proved that only a limited amount of books and articles directly addresses this topic. The majority of the books are practically orientated by describing best practices within the field. The retrieved articles are mostly extracts from the books described below and only few brought a new perspective to the subject. Therefore, few articles concerning employer branding are referenced throughout the thesis. Only those of relevance and containing a new outlook on the subject at hand are included. This section reviews the primary literature and makes account for what literature will be the focal point of the thesis. The literature review is essential to present because it points out the challenge of limited academic literature on the topic.

One of the first books published about employer branding is Simon Barrow and Richard Mosley's book from 2005, "The employer brand®: bringing the best of brand management to people at work". The content of the book is described by Barrow to consist of a contextual description of employer branding and a "how to" formula (Barrow & Mosley, 2005, p. xvii). The first part of the book describes the need for change in relation to the employer brand which is Barrow's registered trademark. The second, and biggest part, concerns the "how to" formula which makes the book a predominantly practical book.

Another book with a practitioner's approach is Brett Minchington's book from 2010, "Employer Brand Leadership: a global perspective". Minchington is also the author of the book from 2006, "Your Employer Brand: attract, engage, retain". Minchington traveled to 20 countries to work with employer branding in a global perspective and his list of professional experiences is impressive (Minchington, Brett). Nonetheless, his book from 2010 only represents a practical view on employer branding. He has created a variation of models, tools, and frameworks to assist in creating the given organization's global employer brand strategy (Minchington, 2010). He works thoroughly with various categories that he has identified through his work with global employer branding. Many of the models and figures are exemplified at the end of the book based on his work with specific companies from different countries, e.g., Vestas (Denmark), BASF (Germany), The Australian Wine Research Institute (Australia), etcetera. The specific frameworks and models are elaborated in the "Theoretical foundation" to demonstrate how employer branding is operationalized in the analysis.

A Danish contribution to the literature on employer branding emerged in 2008 with Birgitte Seldorf's book, "Employer Branding". The book is a short textbook which provides the reader with a general overview of the discipline and a toolkit to "do it yourself" (Seldorf, Employer Branding, 2008). The lack of in-depth theory limits it to be a short introduction to the field but not a book that qualifies as primary literature in the thesis.

A practical perspective is definitely relevant when operating with employer branding, not least of all throughout this thesis. However, I find that an academic approach combined with a practitioner's approach is most representative to the process of work on the thesis. Therefore, I focused on depicting literature with an academic approach in order to obtain a holistic view on the topic.

The only literature with an academic approach was found in Henrik Engelund and Brit Buchhave's book from 2009, "Employer branding som disciplin"⁶. This book will be the focal literature of the thesis in regards to employer branding. In particular, the first part of the book focusses on the fundamental theory and methods of employer branding (Engelund & Buchhave, 2009, p. 17). First part is a clarification of the concept as a whole. The second part of the book includes examples of how the theory and method have been converted into practice, similar to Minchington's book.

Unfortunately, Engelund and Buchhave's contribution to the field is not adequate in regards to a holistic perspective on branding. Therefore, the branding experts, Mary Jo Hatch and Majken Schultz's contribution to a holistic approach is involves. This provides the reader with a well-rounded theoretical and methodological frame on the concept of employer branding.

This section outlined the literature concerning employer branding and accounted for the selection of the primary literature consisting of both an academic approach and a practitioner's approach. Following chapter scrutinizes the theory and method to enable the operationalization. The following section outlines employer branding as a theoretical and practical field which is affiliated with branding in general.

⁶ Translation: "Employer branding as a discipline."

Theoretical foundation

The introduction establishes that the thesis revolves around the problem formulation which is also perceived as a research question. In regards to the problem formulation, employer branding is a theoretical area that directly addresses the issue of attracting and retaining employees appropriate to the organization in concern. However, the employer branding theory is far more complex. This complexity is made account for in this chapter since the chapter scrutinizes the employer branding theory and its relevance to the thesis as a whole. First, the foundation of branding is scrutinized with a focus on a holistic approach which is not otherwise addressed by the employer branding theory. This lays the foundation for a holistic model. Second, the academic approach to employer branding is illuminated because it sheds light to the theoretical reflections concerning the relevance of employer branding. Third, the practitioner approach is presented which implies a practical approach. This leads to the operationalization of the previous theory to sum up the approach to the analysis. The theory of employer branding does not stand alone, as it is not an absolute all-inclusive theoretical foundation. The theoretical foundation includes other theoretical perspectives, which are demonstrated where appropriately applicable, e.g., corporate branding involves a holistic standpoint on the very substance of employer branding.

Figure 6: Content of employer branding theory



The origin of branding

Employer branding is closely linked to the field of branding per se. In year 1700-1800 a brand originally referred to livestock branding. Branding was the practice of burning a mark on a beast to mark ownership which may also have had an implication on quality (Buhl, 2008, p. 42). This still applies to the contemporary meaning of branding. Nowadays, branding is about positioning the given product, corporation or employer, and concerns adding value to it in a way that attracts the targeted audiences.

The employer branding experts, Henrik Engelund and Brit Buchhave, refer to Claus Buhl's definition of branding, that a brand is a promise about added value to the audience, both emotional and functional, and that a brand is a promise about its uniqueness (Engelund & Buchhave, 2009, p. 22). They state that a brand is not an artifact but a concept that exists in the minds of the audiences. I do not believe that it is possible to completely separate the two, since a brand is not constituted merely by the thought of the audiences. A brand originates from an artifact or a product. A product is also a service, e.g., Svitzer's towing and salvage service. However, it is the connotations that are connected to the artifact or product which makes it a brand. Hence, a brand is socially conceptualized.

Moreover, a brand is in constant change by the interpretations of the audiences and cannot be controlled by the sender, but it can cause an effect. For example, Svitzer is a brand which is a product of towing and salvage service. Svitzer has existed for almost 200 years and started out to be a shipping company in Denmark. Since then, Svitzer's services and markets have expanded due to a demand by its stakeholders. Svitzer's management promotes its services as safety on the sea and appeals to stakeholders as such. The stakeholders correlate to Svitzer's brand as a whole which enables Svitzer to grow as a company to accompany the demands of the services at sea. Hence, Svitzer's management relates to the consumers' demands.

Therefore, a company is able to influence the perception of a brand by being engaged in what its stakeholders are engaged in and create initiatives based on the engaged relationship. This point is illustrated in figure 7 by showing the relations between the company's conceptions and perceptions, the employees' conceptions, and the consumers' perceptions.

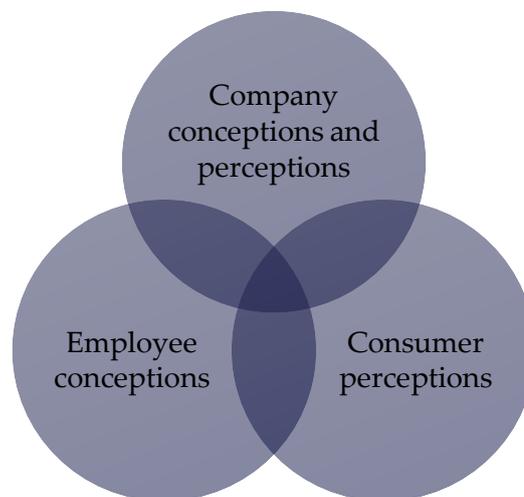


Figure 7: Company and stakeholders' conception of the brand.

The model captures Buhl's concept of how the perceptions affect each other and produce new conceptions. Not only does the company and consumers affect each other's perceptions, but the employees are also affected and vice versa since these are ambassadors for the brand. The employees are ambassadors due to their relations with the consumers and the company as a whole.

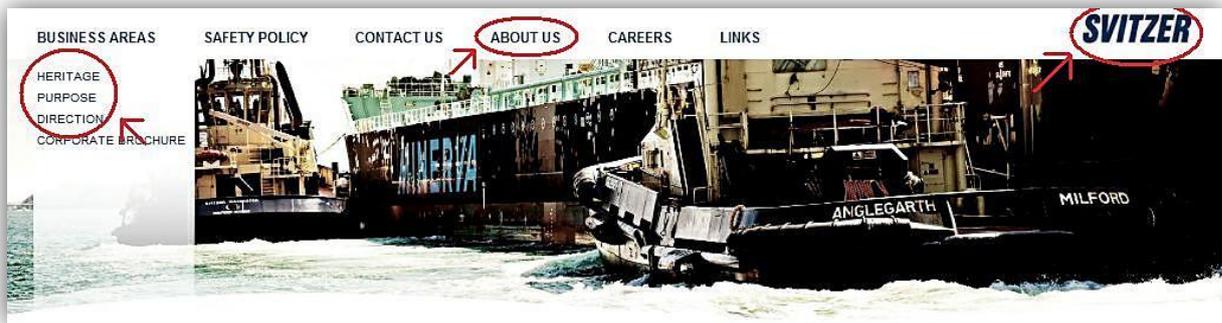
Organizational identity

Engelund and Buchhave claim that the aim of branding is to align the brand's **identity**, **profile** and **image**. Engelund and Buchhave characterize **identity** as the organization's view on itself. The organization's eyes are its employees by their perception of what the organization says and does. Engelund and Buchhave only address the concept of identity elusively and therefore another perspective is illuminated.

The branding researchers, Majken Schultz and Mary Jo Hatch, address identity more thoroughly by distinguishing between corporate identity and organizational identity. The differentiation applies to the organization as a whole and is thereby addressed to a holistic perspective on internal and external organizational communication.

Corporate identity is characterized as strategically orientated and as communicating "who" it is, what it does, how it does it, and what it wants to be (Schultz & Hatch, 2000, p. 13). This strategic definition of its present and future is predominantly defined by management which makes it a top-down perspective on identity. Schultz and Hatch also note that the corporate identity is often seen through a visual manifestation, e.g., the organization's logo, strategy, vision, etcetera.

Svitzer.com presents the logo at the top of the page and the menu has the point "About Us" which contains "Purpose" and "Direction". See screenshot 2 on the following page. These elements are commonly known as the vision and mission of the organization. Svitzer's management has hired an agency which operates with employer branding. The owners are Henrik Engelund and Brit Buchhave who wrote the book "Employer Branding som disciplin". They argue that the common use of "mission" and "vision", in connection with an organization's strategy, should be replaced by "purpose" and "direction". The reason is that these words are more accurate in regards to the intention behind the concepts and mission and vision are often mistakenly confused with each other by the reader (Engelund & Buchhave, 2009, p. 81). Consequently, Svitzer's management uses the key words "purpose" and "direction".



Screenshot 2: Svitzer.com's corporate identity.

Organizational identity is by Schultz and Hatch characterized as the perception of the organizational members. This represents various views on the identity. In contrast to the visual corporate identity, the organizational identity is holistic and floating in its communication. It is not specified as a concrete artifact but rather as a *holistic bottom-up perspective on communicating identity within organizations*. A bottom-up perspective implies listening and responding to the employees which makes them organizational members⁷. The employees illustrate the actual experience of being a part of the management's communication externally and internally on a daily basis.

Schultz and Hatch have directed their research towards corporate branding in more recent literature. Their book "Taking Brand Initiative" revolves around one model in particular which illustrates the elements that necessitate alignment for the corporate brand to work⁸. See figure 8. This model represents the holistic approach of branding. Therefore, the model is directly transferred to address employer branding as a field within branding.

Schultz and Hatch define the **Strategic Vision** as what top management wants to accomplish in the future as a greater vision for the organization. It is a clarification of where the management wants to direct the organization towards.

The **Organizational Culture** is the common beliefs, norms and patterns of the organizational employees and the **Stakeholders Images** are defined as what the external stakeholders expect or desire from the organization (Hatch & Schultz, 2008, p. 11). However, stakeholders also exist internally since the employees' perception of the company influence the totality of the stakeholder images. Hence, the organizational culture is the employees' 'way of doing

⁷ A comparison of the organizational identity and Engelund and Buchhave's definition of a brand is attached in Appendix A, "Engelund and Buchhave's brand identity".

⁸ The background for the VCI Alignment Model by Schultz and Hatch is attached in Appendix A under the headline: "Background for the VCI Alignment Model".

things' and the internal stakeholders' images are the employees' perception of the organization. Schultz and Hatch emphasize that the central message of their book is, "that the greater the coherence of vision, culture, and images, the stronger the brand." (Hatch & Schultz, 2008, p. 11). Coherence becomes a vital element in managing the corporate brand as the company cannot just be considered a top-down corporation but a holistic enterprise consistent of management, employees, and external stakeholders. These all have separate conceptions of the organization but when aligned, the brand equity strengthens.

The VCI Alignment Model illustrates the organizational identity at the center which holds the vision, culture, and images together; when these are in synergy, they constitute who "we" are. The sense of "we" is as abstract as the human identity is.

Schultz and Hatch's perspective on corporate branding is relevant for the thesis because it addresses the cultural dimension and the importance of the employees which neither Buhl nor Engelund and Buchhave do to the same degree. Clearly, Engelund and Buchhave address the importance of employees but not with a distinct perspective on culture. Schultz and Hatch argue that listening and responding is

crucial within corporate branding. For example, the employees' perceptions of Svitzer as an organization must be understood by Svitzer's management to be able to build the strategy *with* the employees, not *for* the employees. *When employees are listened to and responded to, they become more engaged in their job* (Hatch & Schultz, 2008). Therefore, acknowledgement and motivation go hand in hand and motivated employees constitute an organizational culture that supports its corporate brand, which is expedient for Svitzer (Hatch & Schultz, 2008, p. 129). Listening and responding to external stakeholders align the strategic vision with the stakeholders' images, and listening and responding to the employees align the culture they constitute with the management's strategic vision.

As described above, Engelund and Buchhave argue that a brand consists of identity, image, and profile, and that the aim of branding is to align the three elements. Conversely, Schultz and Hatch argue that the alignment is between the strategic vision, the organizational culture, and the stakeholder images which revolve around the organizational identity. The elements that set the two perspectives apart are the dimension of culture and the

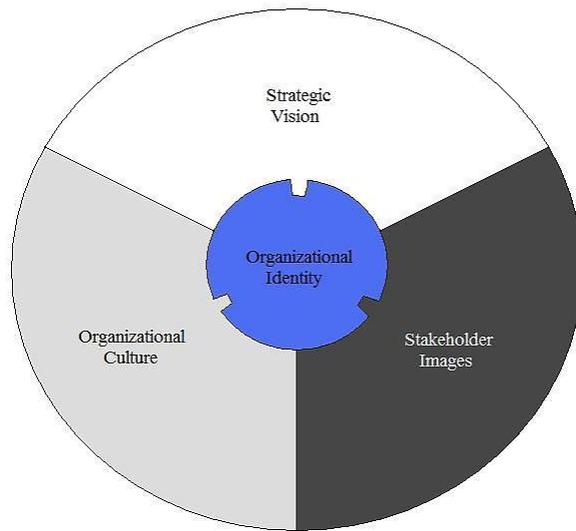


Figure 8: The VCI Alignment Model by Schultz and Hatch.

organizational profile. Therefore, I suggest a combination of the two perspectives with a starting point in Schultz and Hatch's model. See figure 9 which includes all the elements. This model will be discussed in relation to the theory behind employer branding.

To sum up, strong brands entail an alignment between the organization's profile, culture, vision, and the stakeholder images. Employees' motivation to live the brand is affected by the management's ability to listen and respond. Similarly, this must be apparent in relation to the employer brand which is the focus of the following section. Furthermore, this section classified an organization's brand to be a promise to the receiver and branding as a discipline was characterized as a strategic communication process to affect the receivers' perception of the brand by relating to the receivers by listening and responding.



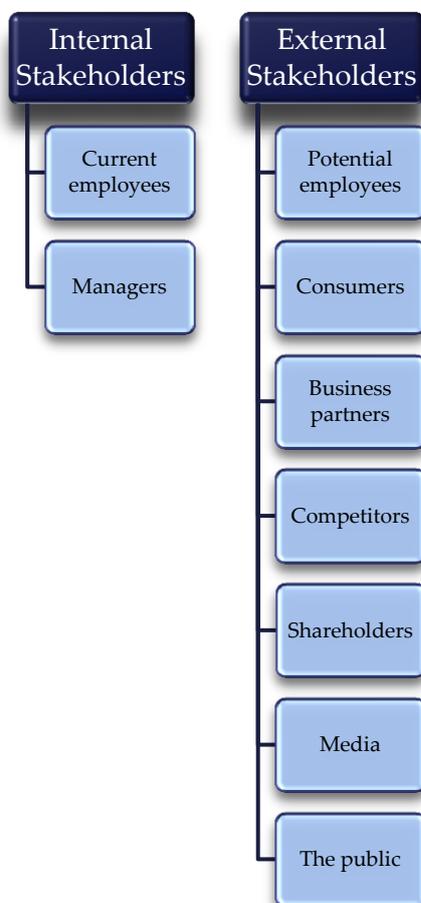
Figure 9: The PPCI Alignment Model

Behind employer branding

Branding is an overall theoretical discipline which is commonly affiliated with product branding and corporate branding. Employer branding operates within the same branch but at the same time it is separated from those two areas of branding. Employer branding is not about positioning one specific product or positioning the organizations as a whole. It is about *the organization as a place to work*. It is about *attracting new and suitable employees to the organization and retaining the current employees*.

Undoubtedly, the employer brand is intertwined with the corporate brand and the product brand because the communication from an organization always represents the organization as a whole. If a product is branded poorly, the negative image reflects upon the management, the employees and the organization as a whole. Conversely, an organization that is branded as a great place to work will generate a positive perception on the organization as a whole and contribute to the **total brand value**. For instance, McDonalds won the title of being Denmark's best place to work in 2011 in the category "large

Figure 10: Employer brand stakeholders



workplace" (McDonald's Denmark, 2012). The positive publicity McDonalds receives and produces itself, affects the public's perception of McDonalds as a whole.

Moreover, many employer branding initiatives may be implied in the corporate branding or the product branding without being a direct product of employer branding efforts. What differentiates employer branding from more traditional branding areas is the targeted audience. Employer branding's targeted audiences are potential candidates and current employees. External stakeholders are inevitably a targeted group as well since employer branding is tangible. It is also crucial to differentiate between the organization, the management, and the employees.

The **organization** is viewed as a whole which includes all aspects of the organization as clarified in the previous section concerning organizational identity. When referring to the organization, the organization as a whole is implied.

The **management** is referred to as the decision makers of the organization because the management develops

organizational strategies, approved politics, and directs the organization as a whole. The **employees** are the internal stakeholders of the organization. Hence, they are not just a human resource to the organization, but also a stakeholder whose opinions and actions are important. On one side, it is important that the employees feel acknowledged and are engaged in their jobs. On the other side, it is important that their communication to external stakeholders and the public is appropriate and portray a positive image of the organization as a whole, which attracts potential employees. Similar to the corporate brand's stakeholders, the employer brand stakeholders are divided into two groups: the internal stakeholders and the external stakeholders. The stakeholders are listed in figure 11.

Defining employer branding

As mentioned above, employer branding directly means the branding of an employer. Branding an employer is positioning an employer as a good place to work in order to attract, retain, and engage employees (Minchington, 2010, p. 24). Attracting employees refers to attracting the potential employees who are any person that considers employment with the specific employer. Retaining employees refers to the current employees since it is in the company's best interest to retain these.

The employer branding field operates with a clear differentiation between employer branding and the employer brand. Engelund and Buchhave's definition of **the employer brand** is:

"An employer brand is a company's trade mark and is created by internal and external stakeholders through the dynamics between the company's identity, profile, and image as a place to work."
(Engelund & Buchhave, 2009, p. 27)

Engelund and Buchhave stress that the employer brand is dynamic by the way it is in constant change and is influenced by internal and external circumstances, e.g., Svitzer entering new global markets, change in the mentality of the external stakeholders, a tragic accident on the tug boats, etcetera.

Their definition correlates with the PPCI Alignment Model in figure 9 by its focus on the profile and images. However, the PPCI Alignment Model has two additional elements: the strategic vision and the organization culture. This is made account for in the previous section, "Organizational identity".

Employer branding is defined as a strategic process. It characterizes the work with the employer brand which is strategically managed by the company through strategic planning,

communicative efforts, and practical execution. Later in this section, this is elaborated upon. Engelund and Buchhave divide the employer brand into two: the actual employer brand and the desired employer brand. The **actual employer brand** is the internal and external stakeholders' perceptions of the organization as a place to work. The **desired employer brand** is the brand that the management ideally aspires to achieve. Therefore, the strategic process exists in affecting the brand, with the intention of matching the actual employer brand with the desired employer brand as possible.

To achieve this, Engelund and Buchhave argue, the management must work with the organization's profile to change its image and thereby change its actual employer brand. It is not argued that the actual and the desired employer brand should match completely since the organization must continuously reassess where it is headed and where it aspires to go. The continuation of setting new goals implies constant work on improving the actual employer brand, which Engelund and Buchhave argue is done by working on the profile. Hence, Svitzer's management should, per definition, work on aligning the desired employer brand and the actual employer brand which also verifies the hypothesis of aligning conceptions.



Screenshot 3: Svitzer.com home page 4

The management's responsibility in regards to working with the profile is somewhat limited to the strategic decision making, whereas the work is actualized by the employees on a day to day basis; both line managers and the common employee do the actual work. For instance, Svitzer's offshore and onshore employees are actualizing the work experience, and the CEO, the board, and the upper management strategizes the employee and organizational policies. The profile was formerly defined as the company's intentional self-representation. Therefore, profiling is to a large degree affiliated with the external communication of an organization by communicating a positive image of the organization as a whole. This attracts potential employees. For instance, the home page on Svitzer's official website shows a headline, which reads,

“Excellence is when a 79 kilo man can make a 170,893 ton vessel behave like a trained poodle.”
(Svitzer.com)

This example shows the entanglement of corporate and employer branding. See screenshot 3 on the previous page. The message is communicated on Svitzer’s official website and basically communicates that Svitzer employees do an excellent job. This affects the external stakeholders to perceive Svitzer positively which includes potential employees. Not only does it affect the perception of potential employees but it also amplifies the current employees’ perception of their workplace by giving them kudos. Hence, profiling serves multiple purposes and multiple audiences, and in the above case, it attracts and retains employees.

The strategic process of working with the profile affects the internal and external stakeholders’ perceptions of the employer brand. To illustrate this, the PPCI Alignment Model has been modified further by incorporating the reflexive relationship between the desired employer brand and the actual employer brand. The modified model is renamed “The Employer Branding Model” since it incorporates the core alignment of employer branding in a holistic perspective. The model is illustrated in figure 11 below.



Figure 11: The Employer Branding Model

The model is related to the PSCI alignment model since the strategic work requires a holistic perspective on the organization, making it a reflexive relationship. The profile, vision, culture, and images all contribute to the strategic process of aligning the actual employer brand with the desired employer brand. However, the culture amongst the employees parallels the actual employer brand since the actual experience of working for a specific employer is to a great degree embedded in the culture of the organization.

To sum up, the organizational profile incorporates the strategic work of affecting the actual employer brand and affecting stakeholders' images of the employer in a positive direction.

Engelund and Buchhave state that the aim of employer branding is optimizing the organization's ability to attract and retain the right employees to ensure that the organization has the necessary human resources to realize the management's business strategy (Engelund & Buchhave, 2009, p. 28). This definition prompts one obvious question: what, or who, is the right employee?

The organization appropriate employee

For some organizations the right employee is the most service-minded employee and for others it is the most tech-savvy employee. Academics are not necessarily right for a job at McDonalds and might be denied an advertised position due to the candidate being "over-qualified" for the position. Being too competent for a position might not seem to prompt an issue, but after a certain amount of time into the employment the "over-qualified" employee is destined to lack academic challenges and personal interest resulting in his/her resignation. Once again, the employer has to invest human and financial resources into recruiting a new employee. Had the employer recruited an employee, one that is happy to work in a hectic but scheduled working environment that requires service-minded skills rather than academic skills, the employer would have saved time, money, and man-power on the recruitment and induction process. Consequently, the problem formulation of the thesis does not concern the best employee, but the employee best suited for the specific organization and for the specific job position.

Attracting potential employees and retaining the current employees are intertwined components that are influenced by word-of-mouth. The current employees' perceptions of the employer brand affect potential employees and other external stakeholders. For example, if most of the employees at a given organization have a negative perception of the workplace, they will tell others, e.g., friends and family, about their negative perception. The negative word-of-mouth is communicated to various potential candidates and is likely to

change their minds about applying for a job at the given company depending on the severity of the word-of-mouth.

In conclusion, there is a differentiation between the employer brand and employer branding. The employer brand regards an image of an organization as a place to work, and employer branding involves the strategic work within a dynamic organization of aligning the actual employer brand with the desired employer brand as shown in figure 11. It is argued that Engelund and Buchhave's definition on branding lack a cultural dimension. Hence, the Employer Branding Model is created to incorporate all aspects and to operate as a holistic view on the employer branding processes. The following section focusses on the lifecycle of the employees to illuminate which stages the employer brand efforts are most important.

Employee lifecycle

The employer branding process is basically about *the relation between the employer and the employee* as means of attracting and retaining employees. The employer communicates to the potential and the current employees which gives this receiver value due to their interpretations and perceptions of this communication. Different arenas require different communication which is divided into the employee lifecycle. Engelund and Buchhave have created a model of the stages of the employee lifecycle which includes Attraction, Recruitment, Induction, Retention and Development, and Farewell (Engelund & Buchhave, 2009, p. 53). See figure 12. This section will address the two stages that are relevant for the case study: attraction and retention⁹. In addition, a perspective concerning transparency is integrated.

Consistent and coherent communication throughout the employee's lifecycle represents a trustworthy employer brand promise. The culture, benefits, values, and possibilities the *employer promises the employee must be kept to retain and engage the employee* throughout their lifecycle at the specific organizations. If the promise is not kept, it is likely to have negative consequences for the employee's trust, motivation, and engagement. In addition, the employee is prone to resign.

The Danish Professor and specialist in corporate communication, Lars Thøger Christensen, emphasizes the concept of **transparency** as a crucial element in regards to corporate communication (Christensen, 2002). He states that the aim of corporate communication is to "(...) organize an organization's communication activities as one coherent totality." (Christensen, 2002, p. 162). Christensen argues that an organization should be perceived as a 'body' which

⁹ The other stages are presented in Appendix A under "Employee lifecycle stages".

incorporates all communications through a coherent and holistic approach to corporate communication.

The coherency implies transparency, which means that the organizational communication must be recognizable and truthful to all stakeholders. However, transparency does not necessitate communicating every detail about the organization. For example, it is not necessary to inform potential candidates that all bathrooms are equipped with the softest toilet paper. Conversely, an organization producing environmentally friendly hand driers, will find it lucrative to inform potential employees that all bathrooms are equipped with biodegradable toilet paper and energy saving appliances. This information is relevant because it creates coherence between what the organization says and what it does. Thereby, the relevant and coherent communication creates transparency for the internal and external stakeholders. The consistency and coherence must be withheld throughout the employee's lifecycle at the specific organization.

The first phase of the employee lifecycle model is **Attraction** which involves all communication directed towards potential employees, both intentionally and unintentionally. The intentionally directed communication consists of attracting employees that are appropriate for the organization by possessing the right qualifications, fitting into the organizational culture, and realizing the vision of the organization. Basically, they must fit into the elements of the Employer Branding Model. Attracting potential employees involves communicating a positive and strong image of the organization as a place to work. Simultaneously, the employer must stay true to the actual employer brand and the vision. By doing so, the employer brand is perceived as trustworthy.

By having a holistic perspective on employer branding, management must acknowledge that all external communication is also communicated to potential employees. For instance, the screen shot of Svitzer's homepage (screen shot 3) communicates that Svitzer possess excellence by its extraordinarily competent employees. It is a good selling point for customers but, in addition, it appeals to potential employees by communicating that employees are recruited based on their skills and are challenged on a daily basis. This communication is, intentionally or unintentionally, targeted competent tug boat employees.

Engelund and Buchhave characterize **Retention and Development** as regarding:

*"(...) ensuring continuing and relevant communication for the employee to create understanding, motivation, and involvement. Motivated employees are loyal, proud, and effective, and employees who can see the meaning with what they do, and understand where they are headed, rarely leave the company."*¹⁰

¹⁰ The quote is translated from the original Danish text.

(Engelund & Buchhave, 2009, p. 57).

This underlines my point that consistent and coherent communication is a crucial element to create motivated and engaged employees. Keeping the employer brand promise is a process that is undertaken throughout the entire employee lifecycle. The Retention and Development phase might be the most important phase because it is usually the longest period of time of all the phases. Just because the company appropriate employee has been employed, does not imply a managerial indifference to keeping the employer brand promise. Employers must invest in its employees to ensure their engagement.

Overall, this chapter describing the academic approach to employer branding has proven various aspects to the employer branding theory. Most importantly, the significance of working with the profile, the strategic vision, the culture, and the stakeholders' images is the foundation of the employer branding process. *By working coherently with the whole of the organization, the total brand value strengthens.* Creating coherence and continuous evolvement between the desired employer brand and the actual employer brand is essential for the practice of employer branding because it represents attempting to achieve the management's vision for the organization.

Top management and managers are responsible for the coherent, consistent, and transparent communication throughout an employee's lifecycle. The specific strategy and communication of the process is further elaborated in the practitioner's approach to employer branding.

The practice of employer branding

The methodological approach to this thesis is formerly specified as having a focal point on the various perceptions of a given phenomenon. On one side, the academic approach concerns the perception of the employer brand and employer branding relations. On the other side, the practitioner approach concerns the strategy A-Z but still with a focus on the full picture. The academic approach is therefore aligned with the paradigmatic approach. However, presenting parts of the practitioner approach is a necessity to illustrate a full picture of the aspects regarding attracting and retaining employees. The parts included concerns developing an employer branding strategy and the communication processes that follows.

Employer brand strategy

Creating a communication strategy involves dealing with different components of the communication. Engelund and Buchhave emphasize the components: goal, target audiences, messages, channels, and enactment plan as their model illustrates in figure 13. The **goal** is the background for the communication strategy: Why does management involve employer branding? What is the vision? The goal must build on and correspond with the organization's overall strategic vision.



Figure 12: Engelund and Buchhave's strategy model.

Svitzer's management has revealed that they do not have a specific employer branding strategy. This is surprising considering that they have hired an employer branding agency to manage some of the employer branding initiatives, e.g., the employee magazine, which implies that the management does recognize the overall need for employer branding. This sparks an interest in how the management can improve attracting and retaining employees.

Target audiences are those groups of people the employer branding communication is targeted which have been characterized as, primarily, potential and current employees. Prioritizing those two audiences is a necessity, similar to the necessity of knowing the audience. As Engelund and Buchhave argue, “(...) *if you want to create an effect, you cannot just know whom to aim, but also understand what it is that the target audience attaches importance.*” (Engelund & Buchhave, 2009, p. 69). For example, offering free oranges to employees at an apple juice factory is not target audience appropriate. This represents the organizational culture because the communication must be relevant for the current employees.

Considerations concerning national culture are likewise important due to the overall differentiation of perception. For example, offering British employees green tea and coffee during their afternoon tea break does not represent appropriate considerations to the British tea culture, whereas Danish employees would not be directly offended.

Messages are the communication that the management wants the targeted audiences to receive. The unique attributes of an organization as a place to work are central to the messages and the uniqueness is a part of the employer brand promise which is described in the following section.

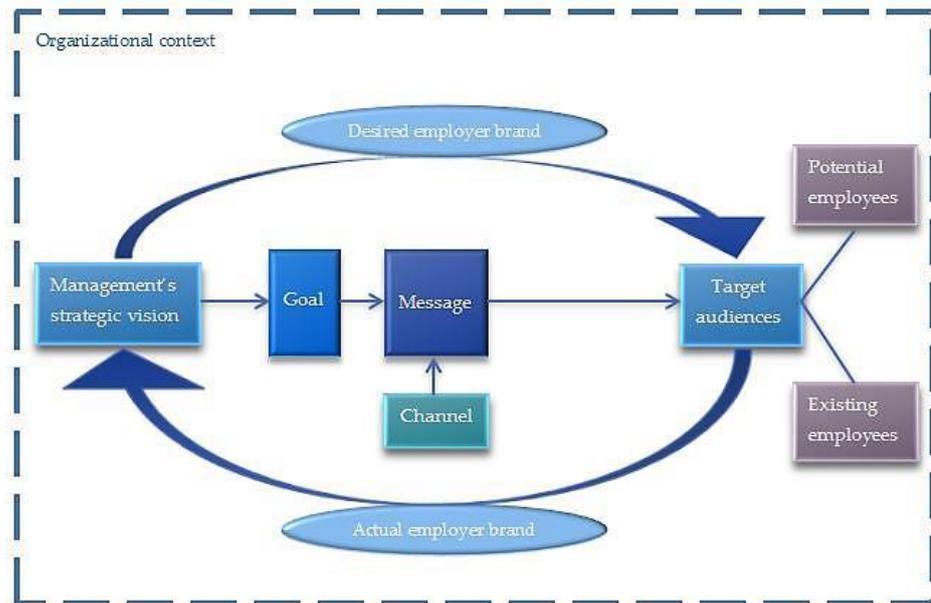
Channel is, according to Engelund and Buchhave, anything that can carry a message (Engelund & Buchhave, 2009, p. 70). Hence, channel is everything from a verbal delivery of a message to the written transformation of a message in a magazine or through social media. The challenge is to deliver the message through the appropriate channel. For example, if the target audience is current employees and the message is that management has arranged a company picnic, then the appropriate channel is the intranet, the employee magazine, or a direct verbal message from the managers to the employees. It depends on which channel is the preferred channel for the receiver of the communication.

The last component is the **enactment plan**. Basically, it is a plan of the vision for the employer branding strategy. As this DIY¹¹ model is a strategy, it is implied that a plan is created based on the other four components and the vision is implied in the setting of the goal. I propose a modification of Engelund and Buchhave’s model in figure 13. Unsurprisingly, this model is circular, but I argue that these components are more accurately presented in a model shaped as a more traditional communication model, e.g., Claude Elwood Shannon and Warren Weaver’s classic communication model (Askehave, 2006, p. 35). See figure 21. This model illustrates the flow of communication from the management’s strategic vision to one or both of the targeted audiences. Hence, the model illustrates the communicative plan behind working with employer branding.

Management forms its message based on the goal of the communication and delivers the message though a specific channel. The reflexive relationship is illustrated by the arrows creating a circular motion from management imposing its desired employer brand on the

¹¹ DIY = do it yourself.

targeted audiences. Moreover, the lower arrow directs the targeted audiences' perception of the actual employer towards the management's strategic vision. As previously argued, management



should ideally listen and relate to

the potential and current employees' perception of the employer brand and incorporate this into the strategic vision for the communication regarding the organization as a place to work. If this is not the case, the employer branding communication is prone to not be perceived as trustworthy due to conflicting perceptions. The model is framed by a dotted line to indicate that different organizations imply different contexts.

The message transmitted and received is the focal point of the communication between management and the target audience. The content of the message is an outcome of how the management wants the target audience to view the organization as a place to work. The following section elaborates a categorization of the messages that are specifically relevant for employer branding.

Employer brand promise

All communication from the organization must reflect the organization positively as well as staying true to its strategic vision. Attracting and retaining employees involves portraying the organization as a unique place to work and as a unique organization in general. These unique qualities are characterized as the **Employer Value Propositions (EVP)** (Engelund & Buchhave, 2009, p. 79). The Australian employer branding specialist, Brett Minchington, defines the EVP as follows:

“In its simplest form, your EVP is a set of associations and offerings provided by your organization in return for the skills, capabilities and experiences an employee brings to your organization.”
(Minchington, 2010, p. 70)

As previously mentioned, the EVP is a promise of emotional and functional benefits that the employee gains by working for the specific organization. This employer brand promise aims to attract and retain the employees by promising attractive and unique qualities that are not found elsewhere.

Positioning concerns the unique employer brand promise and involves two elements: differentiating and belonging (Hatch & Schultz, 2008, p. 22). The brand is **differentiated** by setting itself apart from competitors, by being something they are not, which strengthens the brand’s uniqueness. Moreover, a strong brand generates a sense of **belonging** to a like-minded community, e.g., employees at Svitzer are a part of an organization with a long history within the maritime industry which sets the Svitzer employees apart from most people.

Minchington states that all organizations have an EVP – it just needs to be discovered (Minchington, 2010, p. 71). The PPCI Alignment Model supports Minchington’s statement. The synergy between the profile, vision, culture, and images positions the organization. Through the process of working with these elements the EVPs can be articulated. The uniqueness is already there, it just needs to be articulated, which is the essence of social constructivism. For instance, Svitzer communicates in various ways that safety comes first which applies to salvage and towing, and to the safety of the employees. The maritime industry includes large vessels on large oceans, and should an accident occur the help is far

Figure 14: Engelund and Buchhave's message model



away. ‘Safety first’ offers employees the security of knowing that their welfare and physical safety is the top priority during salvage and towing missions.

Engelund and Buchhave propose a model to operationalize and define the EPV of an organization (Engelund & Buchhave, 2009, p. 79). See figure 15. The model operates as a message platform for defining the EVP within six themes, which are: foundation, people, work, organization, possibilities, and benefits.

The **Foundation** is the meaning of the organization. This is expressed through the organization's strategy, vision, mission, values, and story. The meaning and direction that the organization's mission and vision define are a part of the representation of the exclusive community that employees are members of. Furthermore, management must sustain the meaning and vision in order to retain the employees. If not, the employee sees it as a breach of the employer brand promise and is likely to resign. Therefore, what the organization stands for and where it wants to go is an important communication theme in regards to attracting and retaining employees.

People are defined as the colleagues, managers and management in the organization. In this context, people are defined as people within the organization but it does not exclude people outside the organization. Customers' behavior can also affect how the employee feels about his/her job. Employees often spend more time with their colleagues than their own family. Employees living and working on a vessel with other employees are naturally concerned about having a great relationship to each other.

It is likewise important that managers lead by supporting the employees based on consideration, trust, and respect, according professor of Social Psychology, S. Alexander Haslam (Haslam, 2001, p. 59). However, all leaders are different and all employees expect different behavior from their managers. Surveys show that many employees leave their jobs because they are not content with "the boss" (Talent Me). Management's reputation and direct impact on the employees also play a significant role in attracting and retaining employees. An organization's management imposing strict policies on their employees is obviously not the most attractive place to work.

Work is basically a clarification of the job description, Engelund and Buchhave argue. The essence of this theme is to endorse clear communication concerning what the job contains to ensure clear expectations between the employee and the manager/management. Unclear communication results in misperceptions of what the job includes, e.g., specific functions, responsibility, benefits, work environment, work/life balance, personal influence, and involvement possibilities. Hence, an unclear job description can result in resignation because of a breach of expectations and of the employer promise.

Organization is similar to the foundation but is differentiated by revolving around the organization's reputation which is how it is judged (Engelund & Buchhave, 2009, p. 83). To make the differentiation clear throughout the thesis, I suggest renaming the theme to "Reputation" because it concerns the reputation of the organization, not just the organization. An organization is judged by various stakeholders and therefore has multiple reputations depending on the different perceptions. In spite of the variations of the reputations, I believe, that most often there is one overall shared perception of the

organization. This is based on the elements of the organization that is being judged. The external stakeholders have a perception of how the organization is as a place to work based on the internal stakeholder's communication about the workplace. However, the reputation is also based on the quality of the products, business results, social responsibility, innovation, advertisement, and etcetera. The organization's reputation is multifaceted, intertwined, and consists of various perceptions. Hence, the management must consider the brand as a whole when communicating the attractiveness about the organization as a place to work and as a holistic brand.

Possibilities are on one side defined as the personal possibilities an employee has within the organization in regard to promotions, pay rise, responsibility, and etcetera. On the other side, the possibilities are defined as the organization's growth and possibilities of evolving. For example, it is not attractive to seek employment at an organization that is struggling on the national and global market. Engelund and Buchhave point out: *"Most people want to be a part of the winning team."* (Engelund & Buchhave, 2009, p. 83) This relates to the reputation because being a part of a winning organization, you are perceived as a winner, which makes you feel like a winner.

The final theme is **benefits** which is, primarily, economic benefits. This involves wages, bonuses, maternity leave, employee discount, and etcetera. These rewards or material comforts appeal to the materialistic trait of being human. It is natural to humans to want to gain from working as well as it is a symbolic and direct acknowledge and appraisal of the work that is produced.

In relation to the problem formulation and the topic of the thesis, the intercontinental dimension is not a part of Engelund and Buchhave's themes. I suggest an additional theme categorized as "Global/Local".

Global/Local involves the attractiveness of working for an intercontinental organization. Some of the aspects that the theme addresses are the possibilities of job positions in other countries or regions of the organization. The theme also signifies the challenges of working across time zones with people of different national cultures.

The local aspect is based on my own presumption, that some employees prefer the organization to operate or focus on a local basis because it is relatable for the employee. I believe that an ontological resilience towards change and unknown cultures cause employees to be reluctant towards global or intercontinental organizations. Therefore, the theme represents a positive outlook on the challenges the intercontinental dimension brings, and a negative outlook by the preservations towards a lack of focus on the local cultures.

The choice of the word global, and not intercontinental, is due to the conceptualization of the word global. The concept of global is more familiar than the concept of intercontinental

because global is used as a wide-ranging concept which covers the expanding communication, transportation, and organization possibilities. The concept is used in its' familiar form but understood in its' implicit form which is "intercontinental". In other word, the concept of "global" represents the common understanding of the context, but the concept of "intercontinental" is the accurate term to use in this specific context.

My presumptions concerning this theme are a part of the research of the thesis. This theme is a concept in progress which is scrutinized through the hypothetic-deductive research. In particular, the interviews of the employees at Svitzer will enlighten this topic.

Gaining the desired effect of communicating the messages, the messages must be coherent with the reality of the organizations as a place to work; the desired employer brand must be consistent with the actual employer brand. Operationalizing the themes above also involves consistent communication. The messages must relate to each other to create consistency. Englund and Buchhave highlight the importance of the messages being truthful because the employees must experience the promises to be true throughout their lifecycle related to the specific organization (Englund & Buchhave, 2009, p. 86).

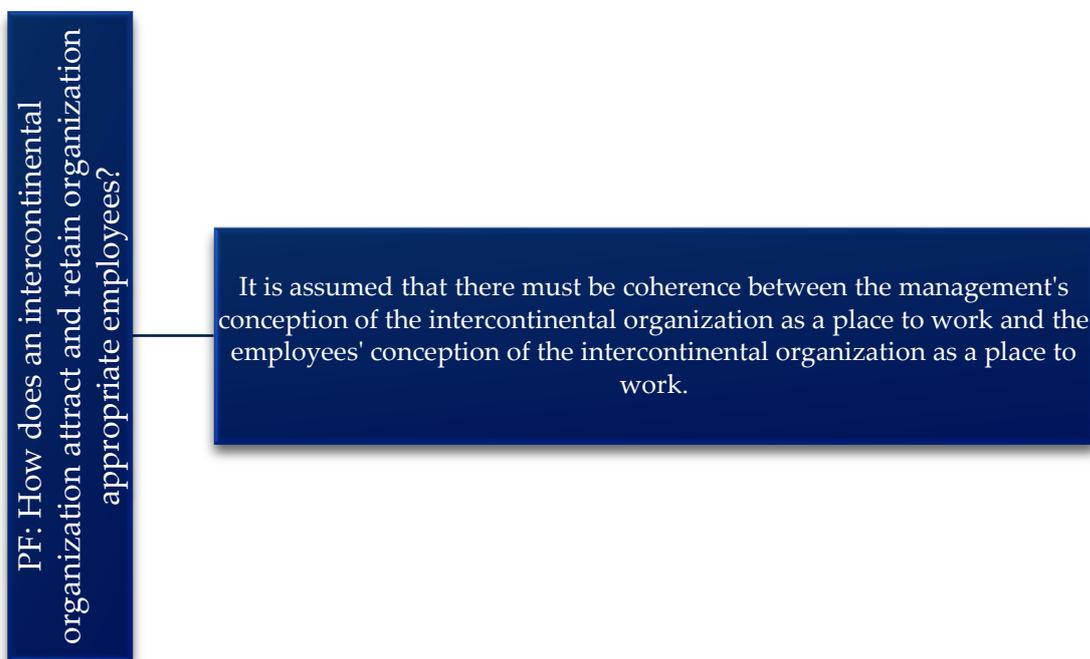
The practitioner approach demonstrated the importance of strategic communication when working strategically with employer branding. The communication model in figure 14 illustrates the important aspects of the strategic communication. In particular, the message is essential because it represents the Employer Value Proposition (EVP) which is demonstrated to include several themes to develop and communicate.

The employer branding theory is applied to the case study in the chapter subsequent to the operationalization. All the previously discussed elements are utilized to scrutinize the problem formulation of the theses. How the theory is applied to the case study, is illuminated in the following section.

Operationalization

This section provides the reader with a clarification of how the theory is applied to the case study. This chapter revolves around a holistic view on branding, an academic approach to employer branding, and a practitioner approach to employer branding. This section combines the methodological considerations and the theory with the impending analysis.

The structure of the analysis is based on validating the hypothesis that is presented in the introduction. The hypothesis represents the different components that constitute the problem formulation which is shown in figure 4:



The hypothesis signifies assumptions concerning how an organization approaches the difficult practice of attracting employees that are 'right' for the specific organization. The hypothesis also addresses the issue from an intercontinental perspective. The hypothesis generates different means to scrutinizing the case study which is elaborated beneath. However, many theoretical aspects are intertwined and, therefore, the overall analytical tools for the hypothesis are presented below. In general, the analysis revolves around the Employer Branding Model to establish to which degree the case study lives up to the ideal state of synergy. It determines any great issues to address in order to further improve the synergy and thereby the employer brand.

The theoretical foundation is illustrated as a mind map in figure 16 below, presenting the main aspects as components 1-5. 1-3 are main aspects from the academic approach, and 4-5 are main aspects from the practitioner approach. The mind map creates an overview of the theoretical foundation applied to the empirical data concerning the case study of Svitzer.

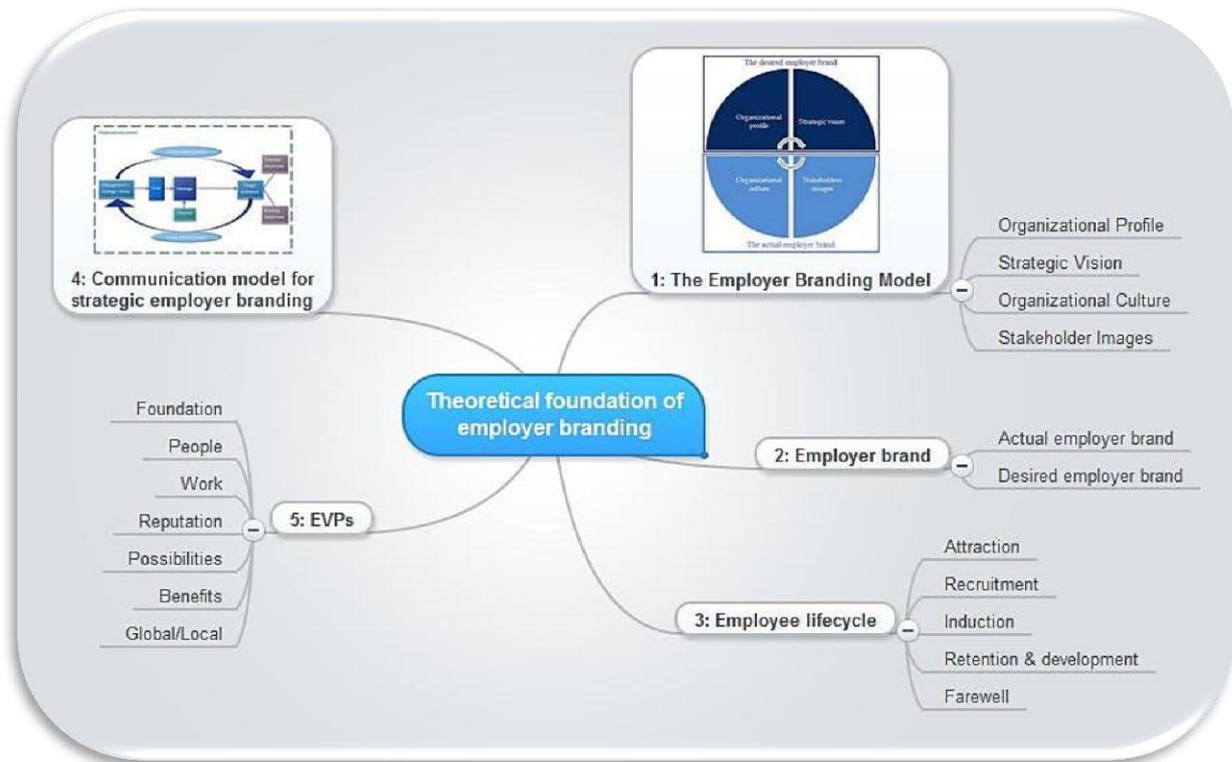


Figure 15: Mind map of theoretical foundation

Hypothetic approach

The hypothesis contains several aspects. Primarily, the hypothesis regards the coherence between the employer's conception of the employer brand and the employees' perception of the employer brand. This is illustrated in component 1 and 2. By scrutinizing the perceptions of the actual employer brand and the desired employer brand, the differentiations, if any, will be clear.

Defining the desired employer brand is achieved by a scrutiny of the management's external communication of Svitzer as a place to work because it is the positive representation of "who" Svitzer is, presented by the management. The communication involves the strategic vision and the organizational profile which is illustrated in component 1 in the mind map. The external communication of the desired employer brand is evident from the

communication at Svitzer's official website, Svitzer.com. Furthermore, the desired employer brand is implicitly communicated through Svitzer's job adverts. Finally, the desired employer brand is intentionally communicated on Svitzer's Australian recruitment website, Svitzer.currentjobs.com.au and through the job adverts on the specific site.

Overall, the management's and the employee's conception of the EVPs illuminate the differences between the conceptions of Svitzer as a place to work which enables a comparative analysis. This is illustrated by component 5.

The actual employer brand exists within the intersubjective conception between employees. This is articulated through the interviews with the Danish and Australian employees at Svitzer. Overall, the illumination of the coherence between the desired employer brand and the actual employer brand is illustrated in the modified PSCI Alignment Model: The Employer Branding Model (figure 11). See the model below. The model illustrates that the organizational profile and the strategic vision represent the management's desired employer brand, and the organizational culture and the stakeholders' images represent the actual employer brand.



Svitzer's Head Office is located in Denmark, and is by the top management characterized as a primarily Scandinavian company. Svitzer Australia is a subsidiary to the parent company, and thereby represents another continent. For future reference, the parent company is referred to as Svitzer and Svitzer Australia is always referred to as Svitzer Australia. The mind map in figure 16 addresses the intercontinental context through component 5.

Component 5 contains the Employer Value Propositions which have added the theme Global/Local. This theme focusses on the attributes of Svitzer as an intercontinental employer that offers both a local and a global working environment. The interviews will reveal how the employees conceive the local and the global context.

The intercontinental dimension is perceived as differences in national culture with a perspective on the Danish employees compared to the Australian employees. The interviews clarify the visible differentiation, as well as the degree of differentiation within organizational culture, e.g., in between offshore and onshore work areas.

Descriptors are utilized as a tool for the analysis. The descriptors are keywords that describe and categorize the implications and inferences of a given text. Utilizing descriptors correlates with the epistemological approach by retrieving the meaning of a text. The texts are the written texts online, the written texts in the job adverts, the answers in the interviews, and symbolic texts, e.g., photos. The intention behind, and the meaning of these texts are connoted through the descriptors. For example, the utterance, “I love my job because it balances my time at work and my family life”, indicates that the descriptor for the meaning of the text is “work/life balance”. The implications and inferences are illustrated in figure 17.

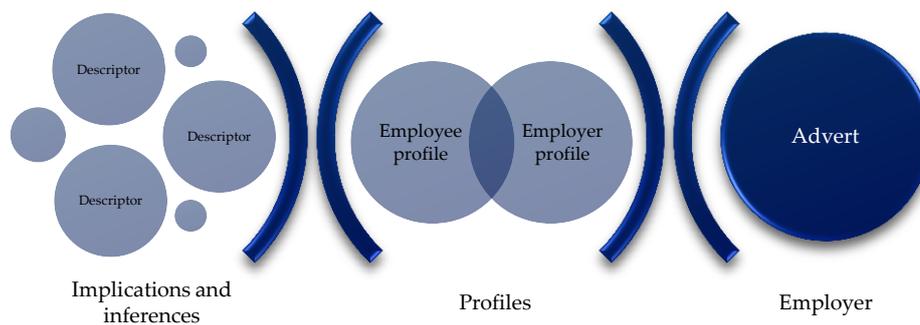


Figure 16: Descriptors for employee and employer profiles.

The analytical inquiry consists of the different EVP messages (figure 16, 5.) and the compatibility of the attraction phase and the largest employee lifecycle phase, retention and development (figure 16, 3.).

The research ahead is divided into two overall topics: the management’s conception of Svitzer as a place to work, and the employees’ conception of Svitzer as a place to work. The research will reveal to which degree the coherence between the two have a crucial effect on how Svitzer’s management attracts and retains employees.

Management's conception

The "Operationalization" accounted for the prospective analysis, for which the theoretical foundation is applied to the empirical data. Consequently, the case study provides the conclusion to the problem formulation in accordance with the paradigmatic stance.

The analysis is divided into two major parts concerning the different elements that constitute the topic: attracting and retaining organization appropriate employees in an intercontinental context. The analysis takes its point of departure in the hypothesis concerning coherency between the management's conception of the intercontinental organization as a place to work and the employees' conception of the intercontinental organization as a place to work. Accordingly, the analysis is divided into "**Management's conception**" and "**Employees' conception**".

Conception is considered socially constructed. Hence, the management's intersubjective conception of the phenomenon is detected in the management's communicative representation of Svitzer as a place to work. The employees' conception is detected in the employees' expressed perception of Svitzer as a place to work in the interviews.

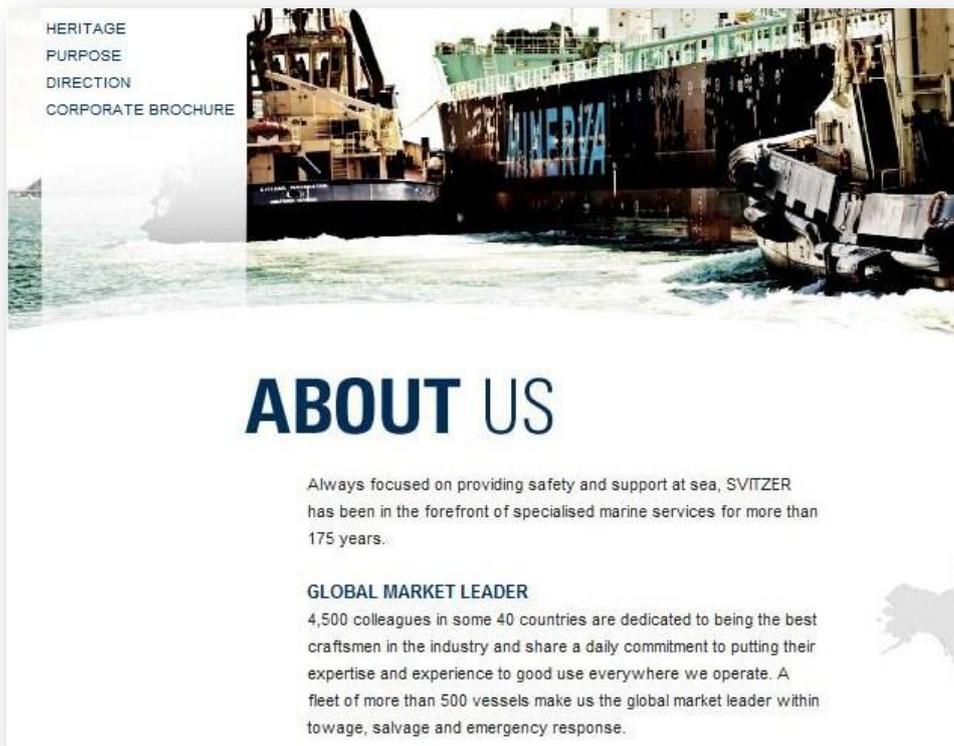
Illuminating the management's representation of Svitzer as a place to work is done by an analysis of aspects of the website, Svitzer.com, and a representative selection of Svitzer's job adverts. The intercontinental parameters are illuminated by the scrutiny of Svitzer Australia's communication connected to recruitment.

Latterly, the end result of the hypothetic-deductive method combines the hermeneutically verified hypothesis which leads to the conclusion.

The desired employer brand

As argued above, the management's conception of Svitzer as a place to work is the management's desires, hopes, wishes, and aspirations. This embodies the strategic vision of Svitzer which is communicated on the official website, Svitzer.com. Below "About us" in the menu on Svitzer.com, Svitzer's "Purpose" and "Direction" are listed as individual points. See screenshot 4.

The strategic policies and communication plans that the management has decided upon internally are not relevant as long as they are not communicated externally. The argument is, that the employee only benefit from what he/she actually experiences; not what is planned to be carried out. In addition, Svitzer's internal corporate strategy is excluded as confidential



Screenshot 4: Svitzer.com, About us

for this thesis, for reasons of market competition. Primarily, employer branding concerns the potential employee, the current employee, and the employer's external communication, both verbal and action based. Therefore, the scrutiny of the management's desired employer brand attends to the external communication on Svitzer's official platform for its profile: Svitzer.com. Therefore, the illumination of the website shed light on the Employer Branding Model's elements: the profile and the vision. The analysis is based on the content of the web site in contrast to an analysis based on the construction, e.g., web site analysis.

Svitzer(.com)

The immediate visual of Svitzer.com is one of six automatically changing images with text. The text of the first images is: *"It's a fact. Our new environmentally friendly tugs **don't run on sunshine or saltwater.** Not yet that is."* (Svitzer.com) The accompanying photo is shown below as screenshot 4.

The image of two tugs is accompanied by the message that Svitzer has new tugs that are environmentally friendly, but not completely harmless to the environment, yet. The text implies that Svitzer and its tugs are great and that Svitzer achieves to become even greater.

In accordance to the Employer Branding Model, the organizational profile is the intentional communication about “who” the organization is. This example illustrates an environmentally conscious organization which focusses on its vessels as a work tool, but also as a place of work. On one hand, the potential business partner entering Svitzer.com is assumed to focus on the environmentally friendly work tool. On the other hand, the potential employee viewing Svitzer.com is presumably focusing on the “ECOtug” as a place to work, or to work with if the person is a potential office employee. Consequently, the corporate branding, the product branding, and the employer branding are intertwined.



Screenshot 5: Svitzer.com home page 1

It is presumed that the current employee does not enter the official website on a regular basis, as it is not an employer/employee intranet. However, for the visiting current employees, the noble act of caring for the environment gives the employees cachet and reinforces the positive perception of working for Svitzer.

The other automatically changing images also signify both the corporate branding and the employer branding. Svitzer.com's home page 2 addresses the salvage service of Svitzer and below the primary text is a smaller sized text which includes: *"SVITZER's salvage experts stand ready to minimize the impact of accidents."* (Svitzer.com). The reference to Svitzer's experts appeals to the potential business partner or client by referencing the skills of expertise. It also appeals to the potential employee by emphasizing that employees working for Svitzer are competent and skilled workers. It conceptualizes an organizational culture of not just great employees, but experts at what they do. Svitzer.com's home page 4 also emphasizes the excellence of the employee's skills. This is argued prior in "Defining employer branding". See screenshot 2.

Keeping in mind that the desired employer brand is represented by the management's strategic vision, the examples above illustrate a part of "who" Svitzer is and implies where it wants to go. In brief, Svitzer is excellent in its field. Svitzer.com combines corporate and

employer branding which is also illustrated in Svitzer's management's purpose and direction.

Purpose and Direction

Svitzer's four anchors: Safety, People, Vessels, and Solutions are the foundation of Svitzer as an organization. On the page "**Purpose**", the four anchors are described as the essence of Svitzer and what Svitzer provides. This is characterized as Svitzer's mission.

- "**Safety**" involves doing every job safely or not at all. It is an emphasis of Svitzer's importance of protecting the customers, the vessels, the employees, and the environment (Svitzer.com).
- "**People**" concerns all of Svitzer's employees. As previously argued, excellence and expertise are keywords when Svitzer's management refers to its employees. Furthermore, the ambition is to continuously attract employees who fulfill these high requirements.
- "**Vessels**". Svitzer's management focusses on deploying the best vessel for each job.
- "**Solutions**" denotes providing second-to-none and cost-effective solutions derived from the alignment of great technology, great minds, and great technology. This anchor also acknowledges the skilled marine and office employees.

The four anchors manifest intertwined corporate branding and employer branding. The anchors present Svitzer as an organization intending to attract customers and business partners and as an organization as a place to work attracting potential employees. In addition, Svitzer's management acknowledges the competences and expertise from both marine and office employees. The anchors' representation in relation to the desired employer brand is employing the most capable employees within the field. Hence, the "**Purpose**" is intertwined branding with an intention to attract both potential customers and potential employees. In addition, it resembles the more commonly known term for this specific part of organizational strategy: the mission.

The page "**Direction**" describes where Svitzer's management wants the organization to go. Svitzer.com does not directly describe the desired employer brand, but the direction for the organization as a whole includes Svitzer as a place to work. At the start of the text is written, "*We do not necessarily want to be the biggest. But we do want to be the best – our Customers' preferred provider.*" (Svitzer.com). This also illustrates that Svitzer's management chooses

quality over quantity. "The best" is very illusive as a concept because it is not specified what *the best* is which makes it an all-inclusive concept of excellence.

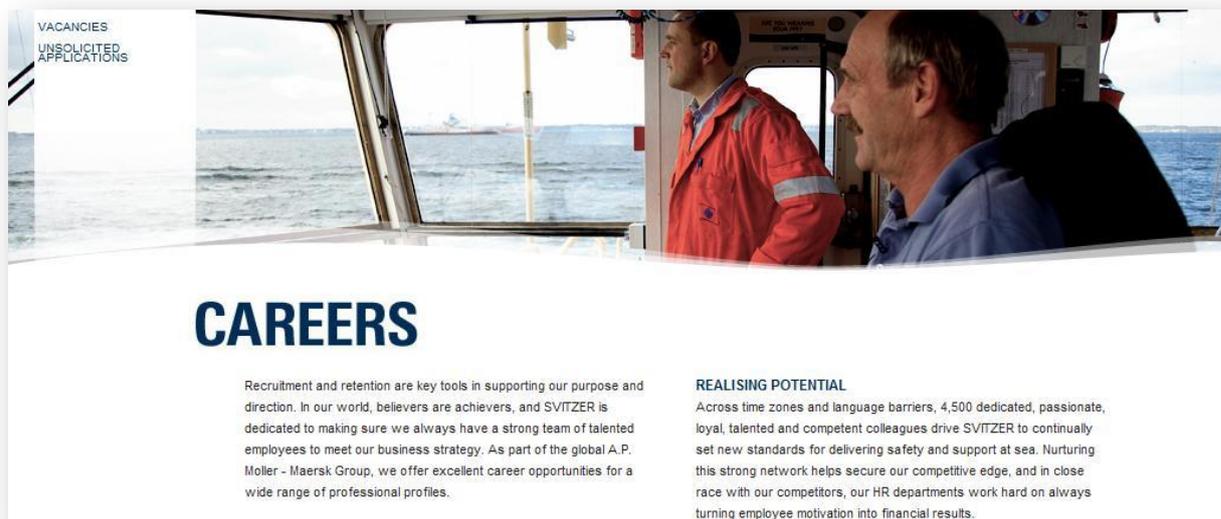
The "Direction" is targeted the customers by stating that Svitzer strives to truly understand its customers and that Svitzer will never forget that the customers are the heart of Svitzer's business. From a corporate branding perspective, Svitzer's management responds to the close stakeholders. However, the direction does not directly incorporate employees in the "Direction", except that it is implicit that employees must live up to the second-to-none excellence.

The management's written purpose and direction addresses the potential and current employees to a certain degree but the page "Careers" at Svitzer.com addresses the field of employment directly.

In conclusion, the purpose and direction of Svitzer which regards the employees, illustrate a desire for the employees to be excellent at what they do and to keep doing it better, enabling Svitzer to become the best in the industry.

Careers at Svitzer(.com)

The career site presents Svitzer's employees as vital in meeting the organizational goals. See screenshot 6 of the page.



Screenshot 6: Svitzer.com, Careers

Svitzer's management uses the word "recruitment" and the word "retention" as key words. This proves that they focus on attracting potential employees and retaining the current

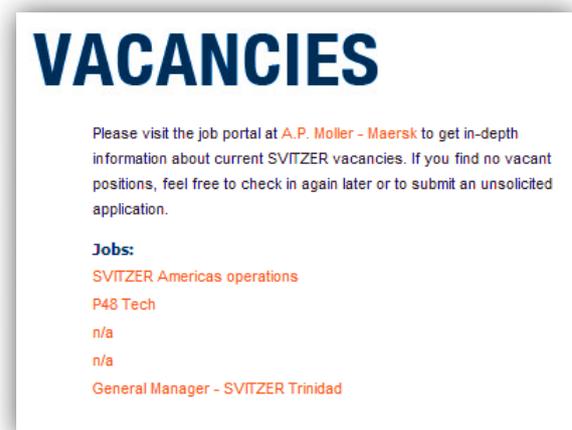
employees. The text speaks of employees as talented which is aligned with the examples of excellence under “Purpose” and “Direction”. Svitzer delivers safety and support at sea and according to the text above, it is due to “4,500 dedicated, passionate, loyal, talented and competent colleagues”. This appraisal of the current employees serves more than one purpose. First, the current employees are acknowledged for their dedication and competence. Second, an example of excellence and organizational culture is set for the potential employee. And third, the general excellence of Svitzer as an organization is emphasized to improve stakeholders’ images of Svitzer.

The appraisal conceptualizes Svitzer’s employees as being excellent and affects the reader to be of similar belief. If the reader is a potential employee, this person is likely to consider applying for a job if the person believes he/she fits the criteria or fits into the organizational culture. I believe it is common knowledge that an organization always communicates that the organization is a good place to work. However, being a newly trained deck hand, only aspiring to make ends meet financially, he/she is not likely to apply for a job at an elitist organization. Therefore, the appraisal attracts potential employees seeking a challenging job, and less aspiring potential employees are warded off.

Finally, Svitzer’s management points out that its HR departments work hard on engaging the current employees, directly resulting in an enhanced financial outcome (Svitzer.com). Cutting to the chase, employees are human resources which make them business. The human resource effects Svitzer’s bottom-line and Svitzer’s customers’ bottom-line. This point would be more suitable on one of the other pages since the career site presumably is primarily targeted potential employees and the point is more suited for attracting new business and customers.

The “Careers” page has two sub-pages: “Vacancies” and “Unsolicited Applications”. The “**Unsolicited Application**” encourages potential employees to submit an unsolicited application. Moreover, the text concerning marine employees states that Svitzer is always looking for talented marine employees. The statement intends to further encourage potential marine employees to submit an unsolicited application in spite of no vacancies being advertised.

“**Vacancies**” refers and links to A.P. Moller-Maersk’s website for in-depth information



Screenshot 7: Svitzer.com, Vacancies

about the current vacancies at Svitzer¹². Below the text, the job adverts advertised in May 2012 are listed. See screenshot 7.

These five different positions are:

1. Regional Operations Manager, responsible for purchasing, operations, and technical. Located in North America, city is unclear. Regional area is Americas.
2. Group Newbuilding Manager. Located in Global Head Office in Copenhagen, Denmark. Regional area is Global Head Office.
3. N/A. The job advert refers to www.svitzer.currentjobs.com.au which is the recruitment website¹³ of Svitzer Australia.
4. N/A. As number 3 above, the job advert refers to www.svitzer.currentjobs.com.au which is the recruitment website of Svitzer Australia.
5. General Manager. Located in Trinidad and Tobago, the Caribbean. Regional area is Americas.

The five different job adverts are scrutinized in the following section to define the job adverts' influence on the desired employer brand.

The "Careers" page proved the communication to be consistent with that of the "Purpose" and "Direction". In regards to the employees, these were portrayed as excellent, dedicated, and talented which constitute the management's conception of the employees at Svitzer.

Svitzer's job adverts

Svitzer's job adverts augment another dimension to Svitzer's management's desired employer brand. Svitzer.com represents an intentional expression of Svitzer's organizational identity and direction. The website portrayed the employees to be excellent, talented, and dedicated. The job adverts are a representation of the work experience, from the management's perspective, but are more specific than the website, Svitzer.com.

The positive image of the organization as a place to work combined with the employee profile that the management desires to recruit, represent the desired employer brand. Therefore, the focus turns to the job adverts. In specific, the descriptive adjectives indicate

¹² The website links to a specific page on Maersk.com which contains a search engine for the different vacancies within the Maersk Group. This page does not explicitly address Svitzer as an organization or an employer. Therefore, the page in question is not a part of the inquiry.

¹³ The website www.svitzer.currentjobs.com.au is explicitly discussed in the following section.

the management's emphasis throughout the job adverts. The descriptors¹⁴ for the desired employee profile and for Svitzer as a place to work are summarized throughout the analysis of the job adverts. These indicate the EVPs.

The first job advert on Svitzer.com is attached in Appendix C with the other two job adverts that are linked to the site. Latterly, the Australian recruitment website and two job adverts for Svitzer Australia are evaluated.

Job advert 1: Regional Operations Manager

The first job advert is a vacancy for the position of Regional Operations Manager in the region of Americas.

First, the job advert introduces Svitzer as a company. Facts are presented as basic information about Svitzer's company profile, e.g., Svitzer's size in numbers and annual turnover. (Appendix C, Job advert 1).

Below "Purpose of Job(Description)" the job is described as working within and supporting three major areas: Purchasing, Operational, and Technical. Purchasing involves, "*Negotiate with suppliers to delivery the best results for the company*". The quote proves that Svitzer's management is result orientated and expects its employees to be the same. Nonetheless, achievement is important for this position.

The job description below "Operations" states that the Regional Operations Manager has the authority to change operational policies. The word "authority" denotes great empowerment and power, and thereby attracts potential employees interested in a managing position. Leadership is likewise mentioned: "*Provide leadership in fostering a culture of operational excellence and superior safety performance*". This sentence illustrates the organizational culture that management wants to support. Excellence and superiority support the previous section's focus on Svitzer's employees being excellent at what they do.

The job description does not involve benefits such as remuneration. The description revolves around the different responsibilities and work areas that the specific position involves. The requirements are primarily based on education, prior experience, and willingness to travel internationally and domestically. The use of adjectives is limited, and the overall focus is on the concrete job description leaving out other unique aspects attached to working for Svitzer as an organization. That is, except for the mentioning of the culture of excellence and superiority. According to the employer branding message model, the aspect that is primarily addressed in the job advert is "work" as a clear job description. However, the potential

¹⁴ Descriptors are defined under Operationalization as key words that indicate and describe the patterns and the meaning of the text in question.

employee is required to have authority and provide leadership. The identified descriptors for this job advert are:

	Desired employee profile – Management perspective	Desired organizational profile – Management perspective
Job advert 1	<ul style="list-style-type: none"> ○ Authority ○ Leadership 	<ul style="list-style-type: none"> ○ Operational excellence ○ Superior safety performance

Table 1: Desired employer brand descriptors: Job advert 1.

Job advert 5 is written by the same Regional HR Manager, Daniel Estebanez. For comparative reasons, this job advert appears next. This is followed by job advert 2 which is a vacancy at the Global Head Office in Denmark and thereby written by another employee within management. Assumedly, another job advert author has another perspective on which messages have importance.

Job advert 5: General Manager

The same introduction appears in job advert 5 which is a vacancy for the position of General Manager in Trinidad within the region of Americas. The job advert refers to leadership several times (Appendix C, Job advert 5). The purpose of the job is described as, “(...) *leading a diverse team and maintaining a smooth flow of work between departments, ensuring the organization maintains the highest safety standards (...)*”. The leadership regards the diverse team. The insurance of maintaining the highest safety standards represent the previously mentioned “quality over quantity” and “safety above all”.

The purpose of the job is initially described as, “*The SVITZER purpose is to provide safety and support at sea.*” This statement supports the purpose of Svitzer as an organization, as argued in the paragraph “Purpose and Direction” but it only implied the role of the employees. Therefore, the communication is somewhat coherent and consistent when communicating one of Svitzer’s anchors as a mission statement.

In contrary to job advert 1, job advert 5 proposes unique qualities for Svitzer as a place to work:

“For the right candidate, the job offers significant career and personal development opportunities in an international organization with a high performance culture.”

Appendix C, Job advert 5.

The issue of the “right” candidate is addressed. It implies that the right candidate is the one that fulfills the requirements for the job position concerned. The career and personal development opportunities fall under the category of possibilities within the message model. The high performance culture references the quality over quantity ideal for Svitzer’s management. Furthermore, the international aspect is mentioned as an element of appeal or aversion. It is assumed that it is not all potential employees that are attracted by intercontinental organizations resulting in choosing not to apply for the position. Nonetheless, it is in Svitzer’s management’s interest to avoid candidates that wish to avoid an intercontinental organization and culture. This issue is further discussed in the analysis of the interviewees under the section “The actual employer brand”.

The required qualifications involve, *“Good leadership and interpersonal skills, with initiative, prepared to make a difference and wear different hats in a small team”*. This statement shows some of the personal qualifications of being a good leader and making a difference. These aspects must be considered relative as there are various conceptions of good leadership and making a difference is relatively vague and general. However, it does imply a leader of good character and good intentions. The “different hats” is a reference to the statement above the one in question in the job advert. It states that experience within both blue collar and white collar is preferred. It involves environmental, social, and educational differences between office and marine employees. The adaptability to different cultures is an asset for succeeding in the position in question. This indicates a cultural chasm between the office employees and the marine employees which is further illuminated in the analysis of the interviews of the employees.

The two job adverts for positions in the region of Americas have different focal points. Job advert 1 describes the responsibilities of the position in details and mentions excellence as a part of the organizational culture. Job advert 5 communicates the purpose of the organization and states that personal qualifications are important. Especially leader qualities and cultural adaptation are of high importance. These descriptors are inserted into table 2:

	Desired employee profile – Management perspective	Desired organizational profile – Management perspective
Job advert 5	<ul style="list-style-type: none"> ○ Leader qualities ○ Cultural adaptation ○ Interpersonal skills ○ Full of initiative ○ Making a difference 	<ul style="list-style-type: none"> ○ Diverse team ○ Quality ○ Safely or not at all ○ “The Svitzer purpose is to provide safety and support at sea” ○ Career and personal opportunities ○ High performance culture ○ International

Table 2: Desired employer brand descriptors: Job advert 5.

Job advert 2: Group Newbuilding Manager

Job advert 2 is a position at the Global Head Office which is located in Denmark.

The two previous job adverts featured an introduction to Svitzer as an organization based on facts about the organization. This job advert does not directly introduce Svitzer as an organization which is assumed to be because Svitzer's management presumes that potential employees for the specific vacancy are familiar with Svitzer. In general, people seek employment in the country they reside in. Accordingly, Svitzer would receive more applications from Danish people than from people of other nationalities. Danish people know of the Maersk Group that Svitzer is a part of and since Maersk is one of the largest intercontinental organizations in Denmark it is safe to presume that potential employees already have an image of Svitzer. In addition, the affiliation with Maersk is mentioned at the beginning of the text in the job advert.

The description of the purpose of the job includes anticipating organizational growth as Svitzer's management expects more orders over the next years. The outlook of organization growth attracts most people, as everyone wants to be on the winning team.

Another influence is the Global Financial Crisis (GFC). Financial hardship, lack of vacancies, and companies going bankrupt are a part of the world's vocabulary in 2012 and previous years. According to my ontological stance, the GFC manifested to be a crisis because it was rhetorically discussed as a crisis. The intersubjective agreement on conceptualizing the situation of the world as a crisis constituted the crisis itself. The conceptualization of the world's businesses going bankrupt anytime affect people seeking jobs to consider which companies are stable and which are not. Potential employees are more likely than in earlier years to apply for vacancies at financially reliable organizations that expect growth, not decline. Hence, Svitzer stating it expects growth will attract most potential employees, making Svitzer a desirable employer.

The purpose of the job is further elaborated upon by stating that at Svitzer, results and values go hand in hand. This is explained by the organizational culture:

"To sustain our position as one of the world's leading marine services companies, we encourage a culture of commitment, innovation and entrepreneurship where all employees take responsibility for our purpose: To provide safety and support at sea. Based on this culture we create an annual turnover DKK +5 billion."

(Appendix C, Job advert 2: Group Newbuilding Manager)

The management points out its leading position on the market which gives Svitzer cachet. The organizational culture is described as commitment, innovation, and entrepreneurship.

The conceptualization results in two aspects: On one hand, persuading potential employees, who are attracted to the conceptualization, to apply for the job. On the other hand, potential employees, who are not attracted to a culture of that description, will deselect applying for the vacancy.

The statement above also describes a culture of loyal and empowered employees who *“take responsibility for our purpose: To provide safety and support at sea.”* (Appendix C, Job advert 2). The purpose for Svitzer as an organization is mentioned as a mantra ensuring the mission statement to be embedded into the minds of the receivers. Safety and support at sea is the purpose of the organization and by the support of the employees the business is a financial success.

In contradiction to job advert 1 and 5, this job advert proposes unique qualities in relation to working for Svitzer. Svitzer offers a career in an ambitious, international environment and states:

“We offer a dynamic and flexible working environment where you have the opportunity to influence the content and product of your own work”.

(Appendix C, Job advert 2, Group Newbuilding Manager)

Svitzer’s management promotes flexibility, independence, and influence as job offerings. By describing the actual work experience, from the management’s perspective, the management attunes its expectations with the potential employee. If the potential employee is reluctant about working independently in a dynamic working environment, the job is not addressed to this person.

“The Right Candidate” is described as committed, fast-moving, decisive, quality conscious, punctual, and enjoying taking ownership and responsibility. The criteria are high and demanding but simultaneously imply a position of empowerment and individuality. They are addresses to a person possessing leader qualities in reference to the theoretical foundation concerning leadership.

The job advert for the position at the Global Head Office is more descriptive than the previous job adverts. Job advert 2 describes the personal and professional benefits of the position and the organization as a place to work. The organizational culture is described as dynamic, empowering, and quality conscious. It signifies a winning culture that acknowledges initiative and concern for quality throughout all aspects of the organization. Hence, *Svitzer’s Employer Value Propositions (EVP) involves a dynamic organizational culture which acknowledges and empowers the employees.* Keep in mind, that this is the management’s perception of Svitzer as a place to work. The employees’ conception of the employer is scrutinized later. Below, the descriptors are inserted into table 3.

	Desired employee profile – Management perspective	Desired organizational profile – Management perspective
Job advert 2	<ul style="list-style-type: none"> ○ Loyal ○ Empowered ○ Independence ○ Influence ○ Committed ○ Fast-moving ○ Decisive ○ Quality conscious ○ Punctual ○ Enjoying taking ownership and responsibility 	<ul style="list-style-type: none"> ○ Organizational growth ○ “Results and values go hand in hand” ○ Leading market position ○ Commitment ○ Innovation ○ Entrepreneurship ○ Ambitious and international environment ○ Dynamic and flexible working environment

Table 3: Desired employer brand descriptors: Job advert 5.

By stating the desired employee profile for the job, Svitzer's management strives to attract the employees that are appropriate for the organization. The job adverts also involve communicating the organization's uniqueness. Recruitment is not only about attracting the appropriate employee but also about selling the organization as *a workplace of choice*. The recruitment process involves implicit employer branding by its communication about the organization as a good and unique place to work and its appeal to the organization appropriate employee.

The EVP's for the central organization are listed in figure 24. Later, the actual EVPs are linked to the model.

The last two job adverts on Svitzer.com's career site do not appear as texts but, instead, link to Svitzer Australia's career site, Svitzer.currentjobs.com.au, for information about the vacancy. Unfortunately, the reference numbers do not tally with those on Svitzer.currentjobs.com.au. On this site, 7 vacancies in Australia are currently announced¹⁵. The career site and the job adverts for Svitzer Australia are elucidated in the following section because they represent the employer branding communication from the large subsidiary, Svitzer Australia.

¹⁵ Data retrieved from Svitzer.currentjob.com.au on May 7th 2012.

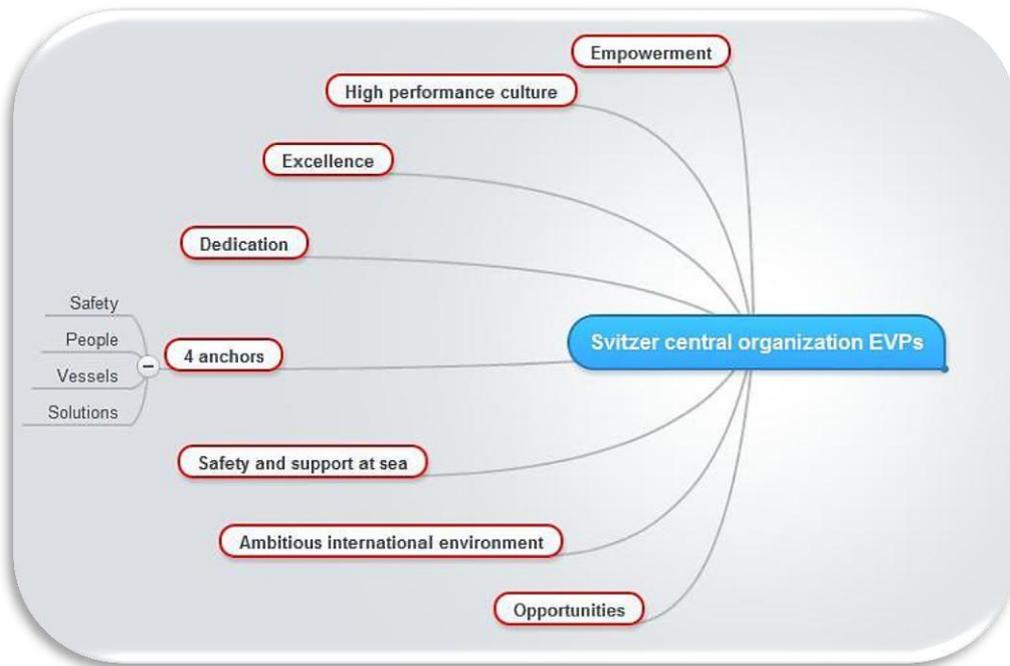


Figure 17: Svitzer central organization's desired EVPs.

Svitzer Australia's job adverts

Before scrutinizing the job adverts, the website Svitzer.currentjobs.com.au needs to be outlined for two reasons. The first reason is that the purpose of the web site is to recruit potential employees for Svitzer Australia. Therefore, Svitzer Australia's employer brand is evident in the communication on the page and is essential for the comparative analysis with the Australian interviewees. The second reason is that potential candidates with just the slightest bit of interest in working for Svitzer in Australia are prone to see a printed job advert from Svitzer, to visit Svitzer.currentjobs.com.au or to visit Svitzer.com. Whichever channel potential employees use, they are directed to the job adverts at Svitzer.currentjobs.com.au for further information and to submit the application online.

Svitzer Australia's career site

The home page on Svitzer Australia's career site features a highlighted text stating: *"Make your next career move a great one and join us!"* (Svitzer.currentjobs.com.au). This statement is not specific to why one should join Svitzer or which career one can anticipate. It claims that

joining Svitzer is a great career move, aiming to motivate candidates to apply for a job at Svitzer Australia. Below the statement, a text describes that Svitzer's employees are its' greatest assets and a promise is made that, *"you will receive ongoing training, mentoring and support not to mention state of the art facilities. As a leader in our field we are proud of the reputation we have in the marketplace."* The promise is specifically regarding the work experience and possibilities. Being a leader in the field and the reputation are both aspects that align with the previous scrutiny, e.g., job advert 2. Furthermore, the promise indicates that being a leader in the field is a result of an employer that fosters talents and Svitzer is proud to have that reputation.

The menu on the career site features a sub-page named "Our Profile" which is the management's presentation of Svitzer. The headline, *"We are not just local, our business spans the world."*, indicates that the management believes that Svitzer is perceived as a local organization and thereby the need for describing it as *also* being global (Svitzer.currentjobs.com.au).

Below the headline, Svitzer is described as a specialist within the maritime industry. Svitzer as an organization is described as setting the highest standards of training and knowledge, and that Svitzer, *"encourage a culture of safety, innovation, and entrepreneurship amongst its employees."* (Svitzer.currentjobs.com.au). A trend for the word safety is appearing as the final sentence is, *"We do it safely - or not at all"*. These key words are similar to those of job advert 2 because both texts indicate coherent communication regarding Svitzer's mission statements.

As you navigate around the career site, on almost every site you find an image of a character which appears to be an employee at Svitzer with a message in a speech bubble. Below, the different characters and their messages are featured in figure 25¹⁶.



Figure 18: Employee characters on Svitzer Australia's career site

Current employees are the most trustworthy source of information about how an organization is as a place to work. The characters above symbolize an honest image of Svitzer as a place to work, but keep in mind that the characters and their messages are

¹⁶ Each character is on each page, e.g., the Home page, Our Profile, etcetera.

selected by the management. This means that the characters are images of the employer's vision of the employees. The selling point for the characters involves great teams, a family friendly company, work being "a breeze" (easy, edit.), great place to work in general, and great career opportunities. However, the uniqueness of the messages varies as more of them apply for most places to work. The most unique attributes to Svitzer, in this context, are the career opportunities and the organization being family friendly. Working on the water equals spending a lot of time apart from one's family. Svitzer hereby promises to balance work and life.

The content on Svitzer Australia's career site is designed to attract potential employees by portraying a positive image of Svitzer as a place to work. In other words, this site features Svitzer Australia's Employer Value Propositions by communicating the unique qualities that Svitzer Australia offers its employees in returns for their skills and experience. These EVPs are illustrated in the latter figure 20 which also illustrates the management's desired employer brand.

The career site has been presented which leads to the actual job adverts. These represent the direct communication about what to expect of Svitzer and what is expected of the potential employee. Out of the current 7 job adverts on Svitzer Australia's career site, two job adverts are chosen for the analytical focus based on the



Screenshot 8: Header of Svitzer Australia job ad

position and the location of the vacancies. The vacancy for a Tug Master represents a large amount of positions on the water at Svitzer and the vacancy as an Operational Manager is located in Port Botany, where the interviews with the Australian employees took place. Therefore, the second vacancy sheds light to what is promised and expected for that specific port.

Job advert 3: Tug Master

At the advert's header figures "SVITZER" in capital letters on a dark blue background. Below is an image of two tugs with a text printed in the sky: "Realise your potential with SVITZER". See screenshot 8. The intention and meaning behind this statement is not

transparent. For this context, potential is believed to refer to one's skills and qualifications not being fully explored or made use of. Therefore, Svitzer promises to help unravel and develop one's potential. The statement is rather vague and general, but it is a unique offer when considering Svitzer Australia's promise of ongoing training, mentoring and support on the career website.

The text in the job advert for a Tug Master in Bundaberg is divided into two primary sections: the key responsibilities for the position and the key skills required for the role.

The key responsibilities mostly include specific technical procedures. In addition, the responsibilities include motivating the vessel crew, acting as a tug manager, and manage tug crew discipline.

The key skills required include "Minimum Master Class IV", a high level of experience in the maritime industry, and experience with environment, health, safety and security management. These skills, based on training and experience, imply that a high standard is set for the tug masters working for Svitzer. Simultaneously, the key responsibilities imply that the desired employee profile includes an employee that can manage the tug crew.

The key words are inserted into table 4.

	Desired employee profile – Management perspective	Desired organizational profile – Management perspective
Job advert 3	<ul style="list-style-type: none"> ○ High level of experience ○ Experience with safety management ○ Manger skills 	<ul style="list-style-type: none"> ○ Helps employees to realize their potential

Table 4: Desired employer brand descriptors: Job advert 3.

The lack of descriptors in the job advert might have to do with the career site being dedicated to describing "who" Svitzer Australia is, as an employer and as a place to work. At the same time, potential employees are obliged to enter the career site as it is the only portal for which Svitzer Australia accepts applications. Therefore, applicants are bound to achieve information about Svitzer on the career site. This scenario also applies to job advert 4: Operational Manager.

Job advert 4: Operational Manager

This job advert is employed to the same template as job advert 3. See Appendix C. Hence, the illumination of the header also applies to this job advert.

In contrast to job advert 3, this job advert introduces Svitzer as a global market leader and as a specialist in towage, salvage and emergency response. The introduction states: "Our

colleagues across 40 countries share a daily commitment to providing safety and support at sea.” (Appendix C, Job advert 4). The continuing focus on safety, in this context, is combined with a shared collegial commitment.

Similar to the previous job advert, this job advert is divided into two primary sections: the key responsibilities and the key skills. Furthermore, the key responsibility is divided into five areas. The first is “Health, Safety, Environment, Quality and Security” (HSEQS), and the potential employee is required to be a champion within the field. The second area is Human Resources which involves managing crews. Third area is operational responsibility and the fourth responsibility is communication: Communicating across the organization, which implies coherent and reflexive communication by incorporating employees and management in the communication. In addition, it implies that coherent and reflexive communication is a desired aspect within and across the organization. The fifth responsibility area is “Financial”. The key skills are mainly described as management experience, marine experience, ability to work under pressure, leadership, and influencing ability. It is obvious to request leadership skills for a position as a manager, but it is still relevant to emphasize it in a job advert to fully accentuate the importance of leadership skills for the position.

The job advert is finalized with the sentence: “In return, SVITZER can offer you a challenging career opportunity within a market leading business.” (Appendix C, Job advert 4: Operational Manager). The statement is a direct offer of unique qualities in return for the employee’s skills, which is defined as an EVP. It is explicitly communicated that the employee who is hired for the position will gain a challenging career within an organization with a certain cachet.

The experience with the maritime industry for the office positions highlights the merger between the corporate world and the maritime industry. It is important to align the different domains, to avoid a chasm between the two. If not aligned, the result might be an irremediable breach which is illuminated in “The actual employer brand”.

The descriptors for this job advert are listed below.

	Desired employee profile – Management perspective	Desired organizational profile – Management perspective
Job advert 4	<ul style="list-style-type: none"> ○ Collegial commitment ○ Champion of HSEQS ○ Managing crews ○ Coherent and reflexive communicator ○ Marine experience 	<ul style="list-style-type: none"> ○ Global market leader ○ Specialist in towage, salvage, and emergency response ○ Collegial commitment ○ Coherent and reflexive communication ○ Challenging career opportunities ○ Market leading business

Table 5: Desired employer brand descriptors: Job advert 4.

The descriptors for the two job adverts on Svitzer Australia are combined with the career site's descriptors. Combined, the descriptors represent the desired employer brand as it is conceptualized by Svitzer Australia's management. Hence, figure 20 illustrates Svitzer Australia's management's conception of Svitzer Australia's EVPs.

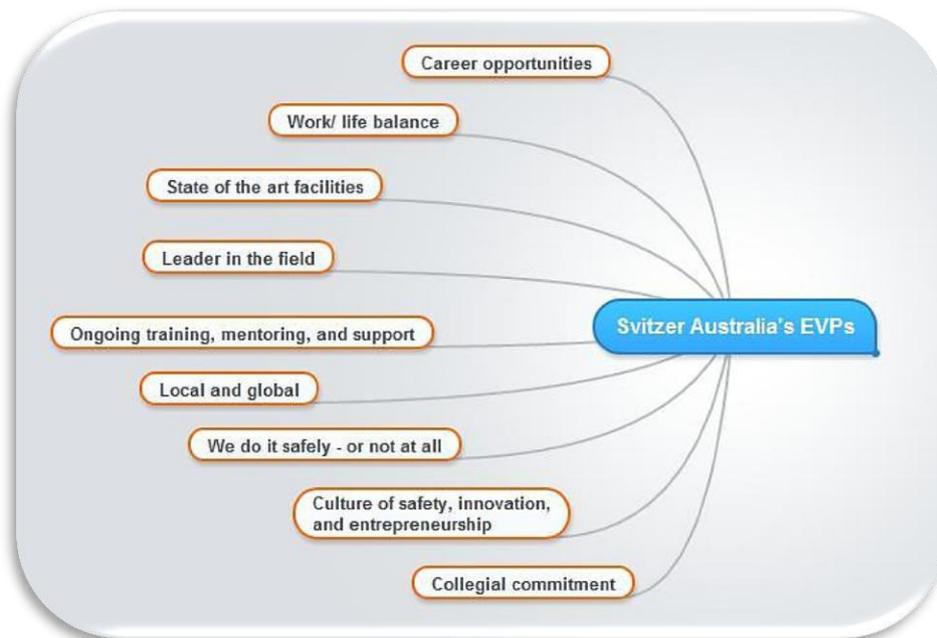


Figure 19: Svitzer Australia's desired EVPs.

Desired employer brand defined

The descriptors for Svitzer's management's desired employer brand give a clear definition on the desired perception of Svitzer as a place to work. Table 1-5 sums up the specific descriptors used for describing the employee Svitzer is looking to employ and who will be a part of the organizational culture. "Who" the management is looking for is a representation of the organizational culture that already exists amongst the employees, which the management wants to augment and support. In addition, the tables sum up the management's profile of Svitzer as a place to work.

The desired employee profile is generally characterized as quality conscious, experienced, empowered, committed, independent, loyal, and a leader. The job adverts on Svitzer.com

primarily describe the profile that the management is looking for as an empowered, committed, and independent employee. Conversely, the job adverts on Svitzer Australia's career site describe the desired employee as experienced, committed, and a manager. The minor differentiation is partly created due to the difference in the job positions, but as the job adverts represent various job positions, the differentiation is assumed to be intentional. The management, responsible for Svitzer Australia's job adverts, deliberately advertises for a specific employee profile to fit the organizational profile. However, the job adverts on Svitzer.com use more specific descriptors for the potential employees' personality, e.g. independence.

The desired organizational profile consists of several elements. Svitzer.com proved to implicitly indicate the desired employer brand. The official organizational website emphasizes the excellence of the employees. The four anchors, Safety, People, Vessels, and Solutions, are a part of the intertwined corporate and employer branding because the anchors are a merger between Svitzer's profile as a service provider and as an employer. The "Careers" page on Svitzer.com exemplifies the employees' organizational culture to consist of dedication, passion, loyalty, talent, and competence.

The descriptors of the desired organizational profile were evident in the job adverts on Svitzer.com. The descriptors include excellence, superior safety performance, and high performance culture. The descriptors indicate an elitist working environment. Growth and opportunities are emphasized, as well as Svitzer's leading market position on an international scale. The management's profiling of excellence and high performance culture gives Svitzer's employer brand a certain prestige.

Svitzer Australia's career site describes the desired employer profile comparably. As argued in the section "Svitzer Australia's career site", a clear indication on Svitzer Australia's EVPs are shown in figure 20. The EVPs include: "Ongoing training, mentoring, and support", "We do it safely – or not at all", "Local and global", "Leader in the field", "Work/life balance", and "Culture of safety, innovation and entrepreneurship". This profile is not as elitist as Svitzer.com's job adverts but Svitzer Australia's management does emphasize some of the same descriptors, e.g., leading in the market and culture of safety.

Svitzer Australia's job adverts describe that Svitzer offers challenging career opportunities and helps employees realize their potential. This too, has an emphasis on a high performance culture, but to a lesser degree.

The descriptors embody the management's conception of the employer brand which may or may not concur with the internal stakeholders' conception of the employer brand: the actual employer brand. Accordingly, interviews of employees working in Denmark and employees working in Australia lay the foundation for a comparative study. In addition, this includes the intercontinental dimension of the problem formulation.

The employees' conception

My hypothesis indicates that conceptual coherence between the employer and the employee is crucial for a strong employer brand. The strength of the employer brand is characterized as a desirable employer brand to be a part of as an employee. The illumination of the desired employer brand shed light on the management's positive image of the organization as a place to work. It also illuminates the profile of the employees who are desired to work for and support the organization as a place to work.

The alignment between the management's intentional representation of the organization and the organizational culture is supported by the Employer Branding Model, figure 11. The model emphasizes the importance of validating the employee's experiences. The employees are not just representatives of the organizational culture, they are also internal stakeholders. Employees constitute the culture because their actions and perception of organizational norms are the very culture of the organization. At the same time, their images of the organization as a place to work is crucial for their job satisfaction and desire to stay within the organization, but also for what they communicate about the employer to external stakeholders, e.g., potential employees.

This section takes a closer look at Svitzer's employees' conception of Svitzer as a place to work. The interviews with the employees make up the comparative component for the alignment between the desired employer brand and the actual employer brand. Subsequently, illuminating the interviews with the Australian employees creates a base for comparing the different perceptions of the intercontinental employer brand.

The actual employer brand

The interviews are analyzed according to the description in "Operationalization". In particular, the descriptors enable an overview of the meaning and intention implied by the interviewees. Interpreting the statements of the interviewees result in an understanding of the intersubjective conception of the actual experience connected to working at Svitzer. I thereby utilize my epistemological stance to illuminate the interviewees' conception of the actual employer brand which aligns with my ontological stance. The transcriptions of the interviews are attached in Appendix D.

The focus of the analysis revolves around the messages' themes which are also featured as the EVP's in the mind map as component 5. The descriptors of the interviews are connected to the EVP themes which are: Foundation, People, Work, Organization, Possibilities,

Benefits, and Global/Local. The themes cover the generally used message topics for defining the unique qualities of the place to work in concern. Therefore, the themes specify the unique attributes that are agreed upon by the management and the employees. This creates a base for the reflections upon the reflexive relationship between the desired employer brand and the actual employer brand.

Employees in Denmark

These interviews are conducted with employees working at the Global Head Office in Copenhagen and employees working on the vessels that are moored outside of the Global Head Office building. The positions of the interviewees vary from shipping assistant to management level. Figure 21 categorizes the profession of the interviewees. The categories are divided into “Marine employee”, “Office employee”, and “Office/Marine employee”. Last mentioned category characterizes the employees that have worked within both functions. The categorization will indicate the possible gap between the corporate world and the maritime industry.

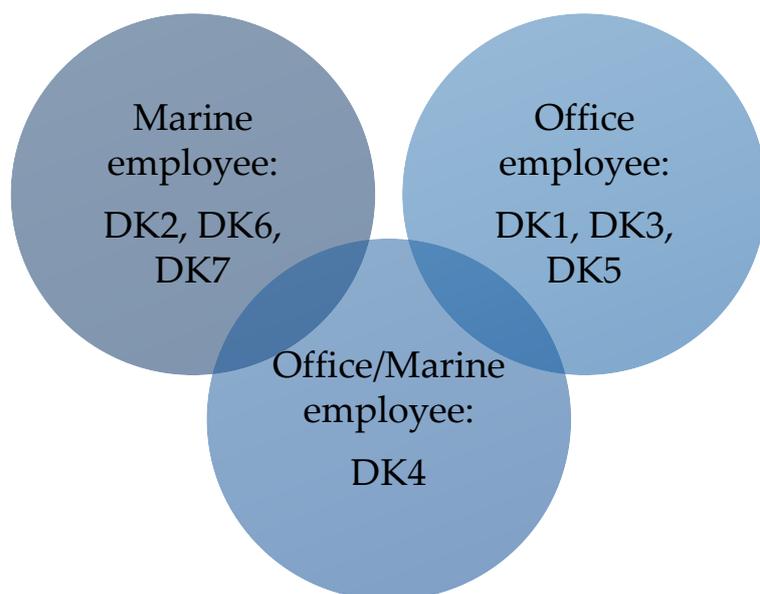
Overall, the interviewees are asked about what attracted them to the organization, their expectations to the organization, how they feel about their job, and how they feel about the people they work with and for.

Foundation and reputation

Svitzer’s foundation and reputation illustrate the presumptions one has of Svitzer prior to working there. This shows the images that the external stakeholders have, e.g., potential employees.

Perusing the answers of the interviewees indicated that the **foundation**, e.g., Svitzer’s strategy, vision, mission, values, and story, were not mentioned as decisive factors

Figure 20: Categorization of marine and office interviewees (Denmark).



regarding the desire to be on Svitzer's team. In contrast, the story and foundation was explicitly mentioned once by the office employee DK2.

DK2 mentions that an aspect that attracted him/her¹⁷ to apply for a job at Svitzer was that Svitzer is an old and established shipping company (A75). It implies a trust and faith in the organization as a whole. Wanting to become a part of a well-established organization is an expression of a desire to be on the winning team.

DK2 is the only interviewee who mentions the foundation of the organization. The lack of response to Svitzer's strategic vision, values, and story do not necessarily imply that the employees do not correlate with the foundation of the organization. If the foundation is not communicated clearly or stands out, the foundation is not contemplated in the minds of the internal or external stakeholders. The analysis of the desired employer brand shows consistent communication of the foundation of Svitzer, e.g., "We do it safely – or not at all". The consistent communication indicates that the reason for the employees not to mention the foundation as an asset or a drawback, is that it simply does not weigh heavily as a deciding factor of attraction and retention. Consequently, the foundation of Svitzer as an organization is not the primary attribute to working at Svitzer.

The **reputation** of Svitzer as an employer consists of the images of the internal and external stakeholders. The conception of a place to work directly effects the potential employee in his/her decision to apply for a job at the organization in concern. Furthermore, most people prefer to proudly announce who they work for which makes the reputation a factor for retention of the current employee.

The office employee, DK1, initially speaks of having a clear image of the Maersk Group that Svitzer is a part of. DK1 argues that the Maersk Group is attractive to foreigners because it is the biggest international company in Denmark, and because of the language (A68). The remark about the language refers to the official company language being English, which enables foreigners speaking English to understand and participate in the communication within the organization as a whole.

DK1 also explains that,

"(...) you hear a lot of stories about A.P. Møller and Maersk before you start to work here. (...) There is a lot of pressure on people. There is a certain kind of stereotype of people that work for Maersk."
(A69)

DK1 refers to the high-performance culture and the formal manners within the Maersk Group. DK1 explains that the expectations were not met because Svitzer is not as formal as working at Esplanaden which is the head office of the Maersk Group. DK1 also explains that the pressure to deliver is positive which indicates that DK1 wants to be a part of a high-performance organization. The stereotype signifies an organizational culture within the

¹⁷ The interviewees are referred to as him/her because the gender is not relevant to the conception of the employees.

Maersk Group that is significant to the organization. Having a stereotype sends a clear message to potential employees which either appeals to or repel the potential employees. This stereotype is not necessarily intentionally created by the Maersk Group, but the actual organizational culture influences the internal and external stakeholder's images of the employees at the Maersk Group. The images convey an intersubjective concept of the stereotypical employee at the Maersk Group.

DK3 explains that the reason for applying for a job at Svitzer was due to a recommendation from an employee who worked at Svitzer at the time. Since DK3 states that the recommendation was the primary factor to his/her decision to apply for a job at Svitzer, this proves that word-of-mouth from current employees, internal stakeholders, has a crucial impact on attracting employees.

The marine employees, DK6 and DK7, both express that Svitzer has a good reputation in the maritime industry in Denmark. DK7 illustrates:

"The first thing I heard about Svitzer was actually when I attended the maritime school, then a tug came by Svendborgsund [a strait in Denmark] and then one of our teachers said that it is a good place to be but it is impossible to be accepted because people stay there forever."

(A110)

DK7 speaks of the strong reputation of Svitzer as a place to work, almost as a dream place to work. The maritime industry and its schools are important stakeholders because they represent the potential employees or maritime teachers who teach the potential employees. In regards to attracting organization appropriate employees, a good reputation and word-of-mouth is crucial within the maritime industry. Based on the interviews, Svitzer does have a remarkable reputation within the specific maritime industry. Svitzer also has a relatively good reputation within the corporate world, assuming that the corporate world pursues the high-performance culture. However, the stereotype of formalities is prone to affect some potential employees to deselect Svitzer over other employers.

People and Work

The interviewees are asked about the people they work with and the effect they have on their job on a day-to-day basis. This reveals the importance of good colleagues, management that empowers the employees, and work that does not become uniform.

The office employee, DK1, describes the people that DK1 works with are essential: *"On a personal level, I think that a lot of your job satisfaction in your job really relates to the colleagues that*

you work with." (A71). DK1's colleagues are almost put on a pedestal and the relation between them is responsible for one's job satisfaction. DK1's statement implies that not functioning well with one's colleagues is a deal breaker that leads to resignation.

Another example of the importance of colleagues is the marine employees' emphasis on the crew as a family. The marine employees all emphasize the importance of working with a crew that you get along with, because you work with the crew half of the year and it almost becomes family to you (A92+A106+A113). This too implies that not getting along with your close colleagues leads to resignation, but when the relationship is great, the job satisfaction is high.

DK1 also mentions the management at the Head Office and describes:

"I think it is a relatively open office. It is a very open door philosophy in the way that you can go into the CEO, (...) possible a slightly Danish thing in terms of openness and the power level. (...) I think management is very open to empowering people."
(A72)

The example of going into the CEO's office signifies a flat hierarchical structure where employees are empowered and close to management. This contributes to DK1's job satisfaction because he/she says that the employees at the Head Office have an extremely good working relationship with management (A72). The flat structure and equality are also pointed out by DK3 (A87). The desired employee profile involved attracting empowered, committed, and independent employees, which appears to align with the actual experience of working at Svitzer.

An issue within this theme is the aspect of "acknowledgement". Several employees address the topic explicitly or implicitly. The office employee, DK3, says:

"I am very close to the top [management] here, [and] that is also a part of what drives me because we are such a small unit and we have our managing director sitting right next to us (...)."
(A83)

The flat structure and the culture at the office empower the employees to work independently and make decisions close to the top as argued above. In addition, DK3 explains that being close to the top and being listened to when one has good ideas *drives* him/her (A84). The reflexive communication and the acknowledgement are thereby perceived as crucial to DK3's job satisfaction.

A marine employee, DK 2, mentions acknowledgement as something he/she perceives to achieve, because they have not heard that they are not doing their jobs well (A77+A79). The perception is based on: "no news is good news".

The lack of verbal acknowledgement is addressed by DK5 who have been employed at Svitzer for decades. DK5 does not imply a general dissatisfaction concerning working for

Svitzer, but mentions that he/she does not think that acknowledgement is applied within the organization, and never has (A100). DK5 firmly believes that acknowledging the employees would be appropriate for the management to disseminate further.

The interviews show that the implicit acknowledgement affects the sense of satisfaction of the employment. The acknowledgement and empowerment on a daily basis proves to be essential elements in retaining, engaging, and motivating employees. The day-to-day motivation is also addressed as the actual content of the work. The execution of the work tasks and functions has an effect on the single employee.

In relation to what the **work** entailed, most of the interviewees mention that they knew what the job entailed prior to starting work and that their expectations were met, which concludes that the job description is clearly communicated on a general basis.

The marine employee, DK2, states that he/she is challenged on a professional and technical level which was what he/she expected (A76). DK2's reflections about what makes the job great, involve the variation of each day by "not knowing what tomorrow brings" (A77). The variation, freedom, and acknowledgement are emphasized as crucial for the fulfillment of DK2's job satisfaction. Working four weeks on the vessel and then having four weeks off gives DK2 the freedom to not think about work whatsoever when he/she has time off (A80). This work policy called "one-to-one"¹⁸ is considered a "luxury" to DK2.

DK6 and DK7 also mention the freedom connected to the "one-to-one" policy. Both describe the freedom they have on their weeks off. The question about how they feel about their job today is answered, by both, that it is the freedom when they are home (A108+A115). Neither speaks badly about Svitzer, the job, or the management, but it is striking that the best part about their job is when they are not at the job. This proves that the balance between work and life is extremely important for the marine employees working "one-to-one".

DK3 describes empowerment as an enrichment to his/her job satisfaction and describes the influence that DK3 have is "super exciting" (A83). DK3 explains that having influence is the best part about his/her job: "*I can organize my day or my work life primarily how I want to, within certain frames of course.*" (A87). This too indicates that empowerment, freedom, and variation are important factors to one's job satisfaction.

¹⁸ "One-to-one" involves working and living on the vessel 24 hours a day for four weeks followed by four weeks off. The weeks vary as some work three weeks on, three weeks off, or five weeks on, five weeks off.

Possibilities and Global/Local

An intercontinental organization is prone to offer opportunities to develop and move one's career across countries. However, the marine employees do not mention possibilities but explain a positive outlook on the local aspect of the intercontinental organization. First, the perceptions of growth and possibilities are detected.

The office employee, DK1, accentuates the **possibilities** of trying different positions within the Maersk Group. The international outlook and global company is emphasized as positive in terms of a scope for move (A68). DK1 adds a hope for Svitzer to continue to be a "developing company" (A70). This implies that the organization's growth and the possibilities that the intercontinental scope brings are perceived as an appealing factor.

The office employee, DK3, also speaks of the possibilities of a developing career within the Maersk Group and the enterprise of the organization as a whole. The progression of his/her work and the market value of him/her as a human resource is emphasized (A87). DK3 comes across as career driven and emphasizes all the possibilities that are linked to him/her and the organization.

The possibilities are interrelated with the fundamental attraction to become a part of the winning team which the two office employees accentuate. The desired employer profile consists of nurturing an elitist working environment, growth, and opportunities. Therefore, the desired employer profile aligns with the actual employee experience of the employer. Consequently, emphasizing the working environment and possibilities, both internally and externally, attracts and retains the employees.

The theme "**Global/Local**" is directly linked to the intercontinental dimension of Svitzer as an employer. It is presumed that some employees prefer a local culture in their close working environment, which is conclusive with the perception of the marine employee DK2. DK2 explains that an aspect that attracted him/her was that Svitzer kept its Danish crew (in Denmark) in contrary to other shipping companies (A75). DK2 explains that it is important that he/she can relate to the crew and that they all speak Danish as he/she does (A76). The statements imply that DK2 does not believe that he/she will get along with employees of another nationality and thereby prefer the close colleagues to be of the same nationality as him/her. Consequently, the local aspect is crucial for DK2's job satisfaction.

The marine employees, DK6 and DK7, prefer the local aspect of the organization as they are closer to their families when they work in Denmark. DK7 also mentions that he/she sailed abroad years earlier and was interested in sailing in national waters¹⁹. DK6 and DK7 emphasize the local part of the organization, but do not necessarily perceive the

¹⁹ Within the world of sailing, Denmark is known as a shallow and windy place to sail around which challenges one's technical sailing and maneuvering skills.

intercontinental dimension as a negative aspect of working for Svitzer. Consequently, the marine employees prefer a relatable and local working environment on a daily basis.

DK3 finds the intercontinental dimension intriguing (A84). Working across time zones and relating to other aspects than what DK3 is familiar with, is described as exciting as well as putting additional pressure on the workload. The positivity towards Svitzer being intercontinental also applies to DK5 who explains that, *"It is only an advantage. Absolutely. We can only achieve a better understanding of other people (...)"* (A101). "Other people" represent foreign cultures which DK5 perceives to be an asset to the organization and the employees in terms of becoming more educated.

This section also demonstrates a chasm between the office employees and the marine employees. The marine employees focus on preserving a local crew, while the office employees focus on the opportunities and experiences of dealing with working across borders and time zones. Accordingly, the management is required to brand itself as an employer that combines the local environment with the intercontinental opportunities, and actually doing so. This attracts the employees that share the ideals who are also prone to continue their employment.

The employees' conception of the unique attributes offered by Svitzer in return for the skills is inserted into figure 22. This figure illustrates the management's conception of the EVPs. The management's conception is highlighted with a red circle around the EVP, and the employees' conception is highlighted with a blue circle.

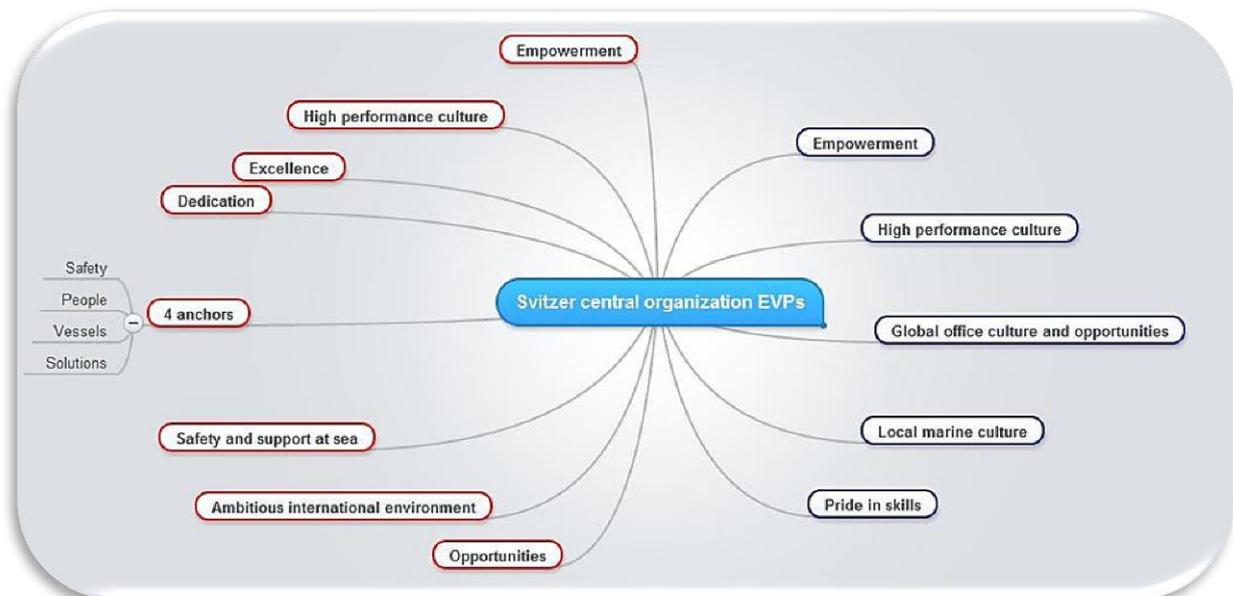


Figure 21: Svitzer central organization's desired and actual EVPs.

Summing up, Svitzer's foundation of its anchors and the focus on safety is not a crucial element for the attraction or retention of the employees, as it is hardly mentioned by any of the interviewees. Therefore, the safety is not conceptualized as a unique quality in connection to the employer. However, it is assumed that if the employees did not agree with the foundation, they would not work there in the first place. As a result, the management should improve the communication and initiatives about the uniqueness of Svitzer, or simply focus on the attributes that the current employees find unique and appealing.

The theme "people" proved that colleagues are essential for the employees' job satisfaction. In addition, the theme revealed that the employees find empowerment and acknowledgement crucial which was mentioned by most of the interviewees. Empowerment is a part of the management's leadership by empowering employees to work independently. Acknowledging employees for their work is also a part of management's responsibility. Several employees perceived acknowledgement implicitly, but one employee exclaimed the need for verbal acknowledgement.

The empowerment illustrates a bottom-up organization by its support of and communication with the employees. The reflexive relationship between the employees and management illustrate a holistic organization where the employer listens and responds to its employees.

The reputation presented stereotypes, high-performance culture, and a good reputation within the maritime industry in general. Therefore, the desired image of Svitzer involving high-performance culture and being a leader on the market aligns with the actual employee experience and perception.

Benefits were not an element of importance for neither the desired employer brand, nor for the actual employer brand.

The added theme "Global/Local" revealed a chasm between the conceptions of the marine employees and the office employees. The marine employees preferred a local culture within their small work area mostly for the reason of easily relating to each other. The office employees were positive towards the challenges and experiences with new and foreign cultures.

The chasm between the maritime industry and the corporate world would benefit from a separation between the two in terms of attracting and retaining employees. The separation comes down to persuasion of the recruitment. On one hand, this suggests accentuating that the crews are local when attracting marine employees. On the other hand, this suggests accentuating the meeting with new cultures and the world wide opportunities when attracting office employees. Most importantly, the employer brand promise must be kept in order to retain the employees.

In conclusion, the desired employer brand does not fully align with the actual employer brand. The greatest difference is a lack of differentiation of the office employee and the marine employee. The employees are drawn to the employer for different reasons and continue the employment for different reasons. The employer brand would benefit from aligning the employee's conception of the employer with the management's employer branding as a whole.

Employees in Australia

The method for the analysis of the interviews with Svitzer Australia's employees is the same as the previous analysis. The responses from the interviewees are connected to the appropriate themes for an overview of their conception of working at Svitzer. Figure 23 categorizes the employees according to their marine or office position.

It is essential to point out that Svitzer Australia is a subsidiary to the parent company Svitzer. Svitzer

Australia is a part of an acquisition since Svitzer bought an Australian shipping company and made it into Svitzer Australia. Most of the former employees kept their position with Svitzer Australia.

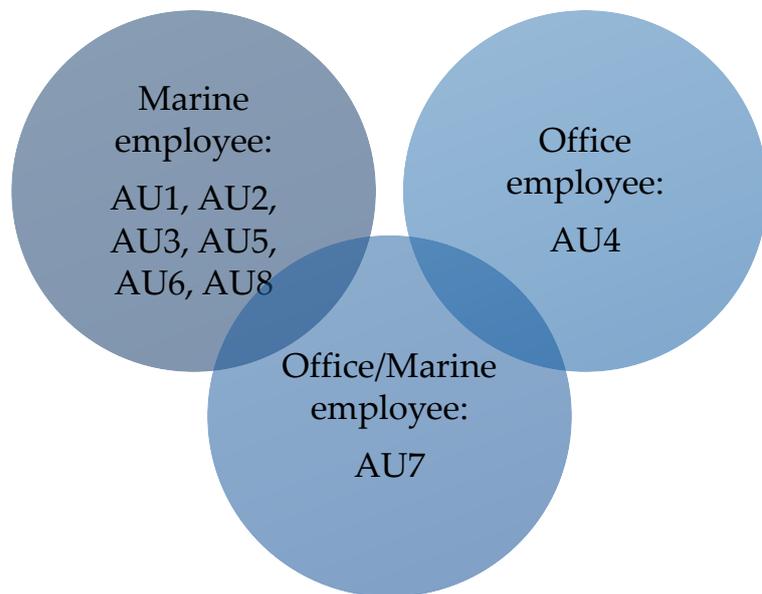


Figure 22: Categorization of marine and office interviewees (Australia).

People and Work

Similar to the interviewees in Denmark, the marine employees emphasize the importance of a good relationship with one's colleagues as these are almost like a family due to the amount of hours they work together (A4+A10+A48).

Also similar to the interviewees in Denmark is the need for empowerment and acknowledgement. Office employee, AU5, describes his/her sense of empowerment on a daily basis:

"(...) sort of having a lot more responsibility and I can take so much more initiative and I feel comfortable in whatever decision I make in the way, it will be supported. And encouraged to sort of take the lead"

(A22)

AU5's statement illustrates a profound joy of work due to the responsibility, empowerment and acknowledgement AU5 receives. This perception is shared by marine employee AU6 who says that his/her decisions are trusted and supported (A37). In contrast, several employees indicate a severe lack of acknowledgement.

Marine employee, AU8, explains his/her perception of the managers and the management:

"I would probably enjoy being asked a bit more because I got a lot of expertise and you sort of expect people to come and say, "can I ask you what is your opinion on it?" But that is not Svitzer's style, they do not come and ask very much.

(A49)

This statement clearly shows a lack of acknowledgement and lack of managerial response to the employees. The one-way communication is a signifier of a top-down organization which focusses on directing employees rather than creating a reflexive communicative relationship with them. Consequently, the management misses out on hidden skills and will endure difficulty in retaining employees which is also implied by AU8 (A50).

The opinion above is shared by marine employee AU1 who describes a need for a trust in the employees and respect what their opinions and perceptions (A5). AU1 describes holes in the communication. This too illustrates top-down communication which results in a privation of job satisfaction and eventually resignation.

The marine employees in Denmark mentioned the freedom and the time off, as the best part of their job. The marine employees in Australia focus on working on the water as the primary contributing factor to their job satisfaction. For example, the tug Master, AU1, states, *"I like what I do and I am good at what I do."* (A6). AU2 states, *"I like working on the water"* (A13). AU3 states, *"I am just loving what I do."* (A16). There is a sense of pride connected to the jobs that some of them do. However, it is not directly linked to working at Svitzer. Their love for the job is for the job itself. Svitzer Australia is somewhat detached from the employees' working experience. The top-down communication is harmful for the job satisfaction of the employees and defines the role of the employee to be a receiver of information which disregards the employees' own perceptions.

Possibilities and Global/Local

Svitzer Australia's desired employer brand involves career opportunities on an intercontinental scale which is mentioned by one employee. The office employee, AU7, is a former marine employee and is at the time of the interview applying for another position within the organization. AU7 explains that the best part about working for Svitzer is:

"It is a good company. It is a huge company. It feels secure. It has got some interesting positions around. In the future there are areas where you can go to where your interest lies, within the industry that is."

(A43)

AU7 recognizes the career opportunities that a large organization entails and specifies the scope of move as a welcoming possibility. However, the intercontinental dimension of the organization is not directly mentioned but other employees describe it as a negative impact.

AU1 explains that the expectations about working at Svitzer were that, *"the company had a long maritime heritage"* (A3). AU1 was looking forward to Svitzer bringing some of its maritime expertise into some of the areas that had needed it for years. AU1 explains that the expectations were not met because, *"(...) there was a lack of understanding to the Australian environment and what they entered into"* (A3). AU1 conceptualizes the disagreement between the expectations by a lack of understanding of the national culture. The transition from the acquisition to establishing the new organizational norms is perceived as a difficult transition. In other words, building a new organizational culture based on change is always difficult, especially if there is resistance towards the change to begin with. Nonetheless, AU1 mentions that Svitzer now has a better understanding of the local and national culture. This shows the importance of managing change through acquisitions well knowing that there is always going to be resistance to change.

Similar to the marine employees in Denmark, some of these marine employees prefer the local and national culture at the workplace. AU3 explains that he/she was happier when it was an Australian based company because it was local and because of the Australian identity.

Svitzer Australia's employees have illuminated their conception of the actual employer brand which is transformed into the EVPs. Moreover, the EVPs are inserted into figure 24 which illustrates the desired EVP's of Svitzer Australia. The management's conception of the EVPs is highlighted by an orange circle and the employees' conception of the EVPs is highlighted by a green circle.

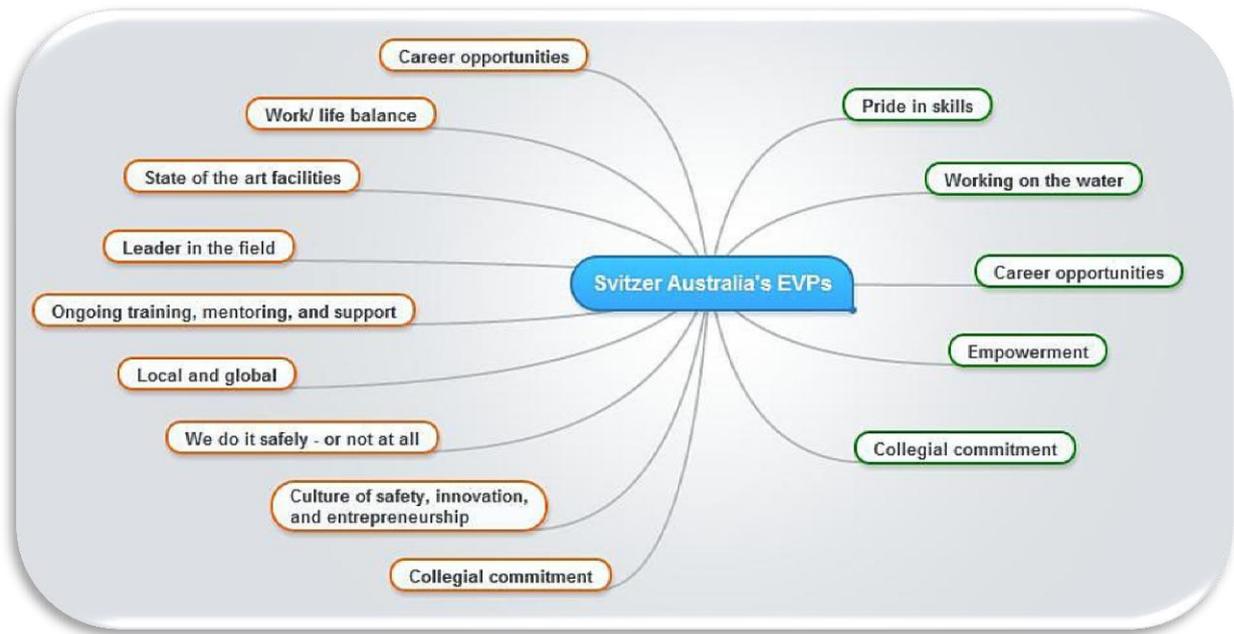


Figure 23: Svitzer Australia's desired and actual EVPs.

On the whole, the employees at Svitzer Australia have a different conception than the employees at Svitzer in Denmark. Svitzer Australia's employees emphasize the lack of acknowledgement and portray Svitzer Australia as a top-down organization that does not interrelate with the employees. The unique qualities of working for Svitzer are by most of the marine employees defined as the actual work that they do. The sense of pride that is connected to the execution of the work is to some extent aligned with Svitzer Australia's desired employer brand which accentuates the culture of entrepreneurship. In other words, Svitzer Australia emphasizes the employees as excellent at what they do. In fact, the employees do take pride in what they do, but not for working for Svitzer per se.

In addition, the top-down one-way subsidiary promises ongoing training, mentoring, and support, which contradicts the employees' perception. The marine employees might support, train, and mentor each other within the crews, but they are not asked to mentor or receive training by the management.

The career site accentuates the career opportunities within Svitzer which the office employees agree on, but the marine employees do not mention the career opportunities. This does not necessitate that the employees do not see the opportunities, but it is more likely that they do not look for opportunities.

Most of the EVPs presented by the management do not tally with the EVPs that are conceived by the employees. As illustrated in figure 24 above, the management presents far more EVPs than the employees' present. The chasm between these conceptions is discussed further in the section "Discussion".

Discussion

This discussion provides an overview of the research that has been accounted for throughout this thesis. The results are discussed in relation to the hypothesis which enables a conclusion to the problem formulation.

The problem formulation addresses the issue of attracting and retaining organization appropriate employees from an intercontinental perspective. At the start of the thesis a hypothesis was presented which stated a necessity for alignment between the management's and the employees' conceptions of the organization as a place to work. Verifying the hypothesis involves a theoretical foundation and a case study to validate the research related to the hypothesis.

The theoretical foundation illuminated the many facets of employer branding. Throughout the chapter, a model was created which combines the most crucial aspects to employer branding. Initially, the model represented a merger of two branding experts and two employer branding experts. The Employer Branding Model became the link all through the thesis and the modified model is shown below.



The Employer Branding Model shows the interrelated aspects of working with employer branding. The four quarters of the cycle each represents a crucial element to an aligned approach. The quarters are separated into two squares that represent the overall approach of employer branding.

Svitzer's management communicates its organizational strategic vision on Svitzer.com. The analysis of Svitzer's purpose and direction proved that the employer brand was an implication of the corporate branding. Little attention was directed towards attracting potential candidates and retaining current employees. Moreover, the career page on Svitzer.com did not communicate a unique employer brand. The most extraordinary EVPs that are communicated on Svitzer.com are the conception of the high performance culture and the conception of excellence.

The job adverts posted on Svitzer.com correlate with the EVPs on Svitzer.com. However, the job adverts portray a more specific image or profile of the unique offerings of Svitzer since they add the EVPs "opportunities", "empowerment", and "ambitious international environment". The organizational profile and the strategic vision are aligned by the coherent and transparent communication. However, the communication is virtually inadequate due to the incomprehensive communication on Svitzer.com. Simply put, Svitzer's management only provides a limited insight to the organizational identity.

Svitzer's management's EVPs resemble the interviewees' conception of the EVPs. The employees in Denmark, who are representatives for the central organization, emphasize the job satisfaction of being empowered on a daily basis. This also proves that the organization is a bottom-up organization where the management relates to the employees. Nonetheless, a lack of acknowledgement appears to be an issue for the employees, but not of major proportions.

Another issue that appears is a gap between the marine employees' conception and the office employees' conception in relation to working in a local or international environment. The marine employees emphasize the local environment on the vessels, and the office employees emphasize the context of the international working environment. Since both perceptions are expressed as positive, the issue lies in the management's lack of differentiation of the two when attracting new employees. Consequently, it is in the management's best interest to bifurcate or bracket the positioning of the organization as a place to work. By doing so, the likelihood of the organization attracting the appropriate employees for the different areas amplifies. In other words, *targeting the employer branding towards the exact group of audience that the management desires to attract, makes the management far more likely to succeed in attracting that group of audiences than if the employer branding is not meticulously targeted a single group.*

The same issues are confronted by the employees in Australia. They portray a severe lack of managerial acknowledgement of their skills and expertise by stating that they are inadequately utilized. The employees' conception of the organization is that it relies on one-way communication which shows that the management does not relate to its employees. Accordingly, the Svitzer Australia management should revise its management of the employees on a daily basis by relating, listening, and responding to them in reference to the competences that the employees are able to bring to the table.

Svitzer Australia operates a website purely dedicated to recruiting employees. The site is addressed to potential candidates and implicitly to current candidates since it is lucrative to retain the current employees that are not contempt with their current position, but wants to remain as an organizational member. The career site is more specific in its EVPs because this channel is a meticulous platform for the employer brand.

The Svitzer Australia's career site's EVPs are not consistent with those on Svitzer.com. The inconsistency implies managerial recognition of the different conceptions of the employer brand and the organizational and national culture. Hence, the inconsistency is not necessarily a weakness. Svitzer does not have the same cachet in Australia as it has in Scandinavia. One of the reasons is that Svitzer has not existed in Australia for as long as in Scandinavia and does not have a local heritage. Another reason is related to the preconceptions of stereotypes in reference to the functionalist approach to national cultures. A stereotypical feature to Australians is that they work to live. In other words, their job is means to enjoy the time away from the job. Accordingly, the high performance culture does not necessarily attract Australians, from a stereotypical point of view.

The high performance culture is an EVP that is conceptually agreed upon by the central organization's management and the employees in Denmark. The chasm between the central organizations' conceived EVP and Svitzer Australia's more laidback approach to highly ambitious performance proves a significant difference between the two.

The question is: to which degree does an intercontinental organization stay true to its employer branding of the central organization and/or its subsidiaries? The introduction stated that the employees are the most valuable human resource. The analysis proved that the marine employees and the office employees, both in Denmark and Australia, were conflicted about the intercontinental aspects of working for Svitzer. As stated above, the marine employees in Denmark were reluctant about working on a close day-to-day basis with employees of another nationality due to cultural differences. The Australian marine employees stated, on a more general basis, that they wanted to keep an Australian culture and environment within their part of the organization. On the other hand, the office employees in Denmark and Australia are positive about the intercontinental inferences on their work. On the whole, these conflicting conceptions must be addressed for Svitzer to achieve the synergy of a strong employer brand.

For the organization to develop and maintain its relationship with its employees it is an imperative that Svitzer as a holistic organization listens and responds to its employees. The employer branding model illustrates the inferences of the desired employer brand and the actual employer brand. Accordingly, the next section suggests possible solutions for Svitzer's management's future process of employer branding.

Solutions for Svitzer

Svitzer's management would benefit from bracketing the office employees and the marine employees. The EVPs should still be communicatively consistent and transparent, but acknowledging the differentiations between the aspects that attract and retain the specific group of employees.

The marine employees emphasize freedom, empowerment, acknowledgement, passion for working on the water, and a local working environment as EVPs that attracted and retain them. In particular, Svitzer's management should accentuate the local culture in an intercontinental context, and not the other way around. Conversely, for the office employees, the intercontinental context should be accentuated to align with the office employees' conception of the EVPs.

Svitzer's management would also benefit from aligning its employer branding across the entire organization. Svitzer's employer brand will be conceived as strong if an EVP is formulated which combines all the brackets of the organization, still communicates the employer's uniqueness, and stands out from other organizations. I suggest the articulation of the EVP: "Empowered Excellence". This summarizes the unique qualities which the employer and the employees agree on and correlates with the alignment principle proved throughout the thesis. "Empowered Excellence" gives the employer the cachet it desires and represents the employees' actual conception of the work experience.

Regarding the question of differentiating employer branding between Svitzer and Svitzer Australia, I will refer to the Employer Branding Model. The management should target a joint desired employer brand and create a strategy that incorporates the local elements. As an illustration, Svitzer cannot have an employer brand build on Danish values if Svitzer wants to attract employees from all the continents it operates on, e.g., Asia. Hence, *the employer brand has to relate to stakeholders on a national basis.*

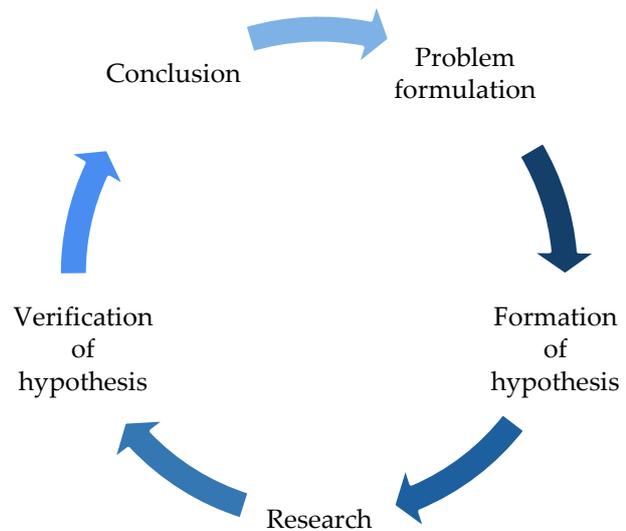
On the whole, Svitzer must align its profile, vision, culture, and stakeholders' images by building bridges between the conception of the desired employer brand and the conception of the actual employer brand. This will strengthen the employer brand.

Hereby, the hypothetic-deductive research has taken one of its last positions since the hypothesis can be verified as illustrated in figure 3 (Hypothetic-deductive research method) on the following page.

Verification of hypothesis

The hypothesis states that it is assumed that there must be coherence between the management's conception of the intercontinental organization as a place to work and the employee's conception of the intercontinental organization as a place to work. "The epistemological stance" accounted for the justification of verifying the hypothesis based on a case study. Hence, the hypothesis is verified by the case study of Svitzer.

The case study of Svitzer has verified that Svitzer's management's conception of the desired employer brand does not fully align with Svitzer's current employees' conception of the actual employer brand. There are several implications to the misalignment as proved throughout the thesis. The greatest gap is related to the intercontinental dimension which is shown in the differentiation between the two groups of employees and the differentiation between the management's relations to its employees



on the different continents. Svitzer's management is advised to build bridges by listening and responding to its employees. Svitzer is also advised to build a stronger employer brand by applying an approach that is more targeted audience oriented.

The degree of differences between Svitzer's management's conception of the intercontinental employer and Svitzer's employees' conception of the intercontinental employer creates a chasm that results in an incoherent employer brand. The consequences of having a weak employer brand are that there is inconsistency throughout the organizational vision, profile, culture, and images which creates an unstable organizational identity if bridges between these are not built.

To conclude, the hypothesis of the thesis is verified as true in accordance with the discussion of the case study.

On the basis of this discussion, the following section specifies the conclusion to the thesis.

Conclusion

The previous chapter discussed the hypothetic-deductive research that is applied to answer the problem formulation of the thesis. This section provides a clear answer to the problem formulation:

How does an intercontinental organization attract and retain organization appropriate employees?

An intercontinental organization must create alignment between the key components of the organization as a whole. These consist of the strategic vision, the organizational profile, the organizational culture, and the stakeholders' images. The vision and profile is represented by the management, the culture is represented by the current employees, and the stakeholders' images are primarily represented by the potential employees and the current employees.

The greater the synergy, the stronger the employer brand is. The employer brand embodies the process of attracting and retaining organization appropriate employees.

A consistent employer brand is constituted by the coherence between the management's conception of the desired employer brand and the employees' conception of the actual employer brand. The coherent employer brand enables the intercontinental organization to attract organization appropriate employees by the consistent profile and to retain the employees by keeping the Employer Value Propositions consistent.

The intercontinental organization's management must listen and respond to the employees' conception of the intercontinental dimension, and attract and retain the employees accordingly, throughout the organization as a whole. In short, the intercontinental organization must relate to the employees on a local basis and on an intercontinental basis.

On the whole, the key words for attracting and retaining organization appropriate employees in an intercontinental context are coherent and consistent conceptions.

Further research

This section is an outline of the research that could further illuminate the hypothesis but due to limitations of the timeframe and the focus of the thesis itself, these aspects are not included.

From a methodological point of view, discourse analysis could have brought a more detailed perspective on the empirical data. This would further illuminate the content of the websites, job adverts, and interview by scrutinizing the context and patterns of the communication. However, a discourse analysis would require an unlimited restriction on the number of written pages since it is a more comprehensive analysis than the one of a social constructivist.

A linguistic analysis would have provided an in-depth inquiry of the single statements. This too would require unlimited pages, and time for that matter. The primary reason for not applying this research method is my paradigmatic stance. My confession to social constructivism involves conceptualizing phenomena as socially constructed. Therefore, I interpret the agents' intersubjective conception of social phenomena in contrary to the linguist's pragmatic approach to the science of language.

Regarding the empirical data, adding an analysis of the employee magazine, "Lighthouse Magazine" would have shed a light on another dimension of the internal employer branding communication. The reason for excluding the magazine is that it is created and managed purely by an external agency and thereby does not completely represent the management's conception of the organization as a place to work.

An aspect that would have contributed to the illumination of problem formulation is a survey of the potential candidates. The potential employees constitute the external stakeholders' images. A survey would have provided a thorough understanding of the external stakeholders' images. However, the interviewees also represent the potential employees since they once were potential employees. The interviews provided an inquiry of their expectations to working for Svitzer, which gives a well-rounded understanding of the stakeholders' images.

On the whole, the ideas for the research of the topic have no limits, but the practical frames of the thesis have clear limitations. Therefore, I included the elements I found most relevant and coherent with the thesis as a whole.

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Appendices

These appendices are a part of the Master's Thesis:

Attraction and Retention. Employer Branding of an Intercontinental Organization

By Line Axelsen

Culture, Communication and Globalization

At Aalborg University, Denmark

Specializing in Organization and Leadership

Appendices

Appendix A

This section contains additional elaboration to some of the sections throughout the thesis.

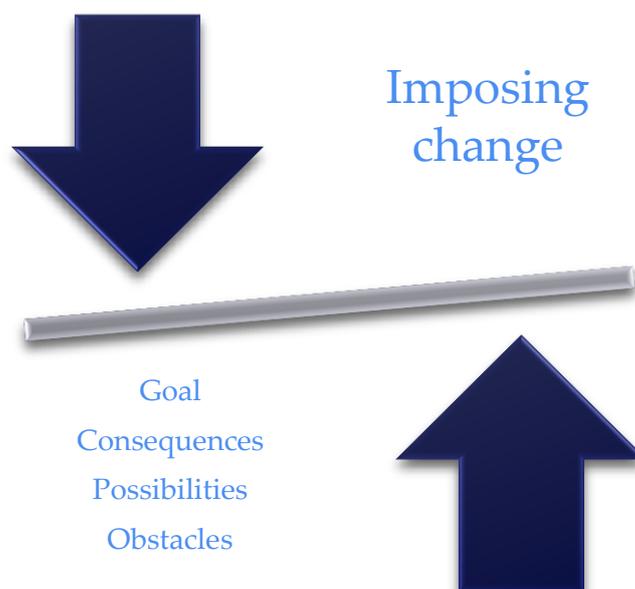
Background for the VCI Alignment Model

Schultz and Hatch introduce the model by the example of the change in branding of the British airline, British Airways (BA) (Hatch & Schultz, 2008, p. 3). The management of BA decided to emphasize its engagement in the global market by making a visual statement on its aircrafts. The tailfins were to be painted by different artists from different countries to celebrate the diversity of the world. Even the British flags that were on the aircrafts were replaced by a new design that did not specifically refer to the British nationality. In spite of the redesigning of the tailfins, the change from national to global was not to be seen inside the aircrafts. The flight attendants still served tea from traditional metal tea pots which portrayed a stereotypical British culture.

BA's managerial vision to be a more globally orientated airline did not comply with the culture inside the aircrafts. BA received a negative response from customers for enforcing change from the well-known and loved British image to an image that distanced the British norms and culture. The employees at BA were also resisting the change and after a new pay scheme and the outsourcing of catering services, the employees went on a 72-hour strike.

This example shows that a lack of alignment between the company's vision, the

Figure 24: Considerations for imposing change.



culture within the company, and the image the external stakeholders have, is likely to result in a weak brand. Had the management asked the employees and stakeholders what makes them identify with and like the brand, the management would realize that attempting to change the organization from being a proud British company to a global and distanced company would alienate most of the staff and the stakeholders. It does not mean that a company should never try to change, but changing the core values which the employees and consumers associate themselves with must be considered. The considerations should revolve around the goal of the change, the consequences, the possibilities, and the obstacles.

Branding and communication

The described way of perceiving branding is by Buhl labeled **branding 2.0**, in contrast to **branding 1.0** which goes by the formula that a strong brand implies identity, uniqueness, and value. Thereby, Buhl claims that positioning a brand and at the same time differentiating it from other brands does not denote success. The brand must relate to its stakeholders.

Engelund and Buchhave describe branding similarly to Buhl, but in a more communicative perspective. As mentioned, Engelund and Buchhave identify a brand to be in constant change and not directly controllable by the sender. They argue that this produces a shift in the focus of communication from being sender orientated to being receiver orientated. The receiver orientated focus is distinguished through the **king theory** (Engelund & Buchhave, 2009, p. 23), which crowns the receiver to be king of the communication. See figure D1. This idealizes the interpretation and perception of the message, rather than the message itself. Thereby, the owner of the brand has no direct control of how the brand is perceived but the owner is able to affect the perception through a strategic communication process.

Engelund and Buchhave refer to positioning the brand's uniqueness, differentiating from similar brands, and ensuring that the receivers identify with the sender. Engelund and Buchhave conclude, "*Branding is basically about building relations with the receivers.*"²⁰ (Engelund & Buchhave, 2009, p. 23).

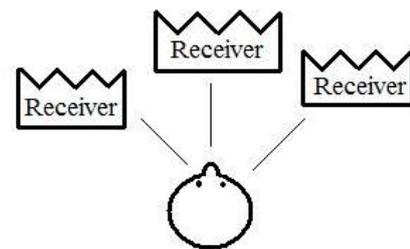


Figure 25: King Theory

The king theory does not fully align with my paradigmatic considerations. The interpretation of communication is essential for the epistemological stance, but the ontological stance

²⁰ Original text: "*Branding handler kort sagt om at bygge relationer til modtagerne.*"

concerning socially constructed phenomena does not align with the king theory. For example, Svitzer's employer brand is not exclusively constituted by the receiver, but conceptualized Svitzer's management and the employee that are in fact living the brand. The conceptualization is realized by the management's and the employees' interaction and discourse. Their experience and conversation about how Svitzer is as a place to work constitutes Svitzer's employer brand.

Engelund and Buchhave's brand identity

The definitions on corporate and organizational identity enlarge Engelund and Buchhave's perspective on the **identity** of a brand. Their view is both represented by corporate identity because it identifies what it says and what it does. At the same time, their perspective aligns with organizational identity by being represented by the perceptions of the employees'.

Engelund and Buchhave's definition of the brand's **profile** is the company's intentional representation of itself. The intentional representation is actualized by the company's communication, consistent of public relations, advertising and similar deliberate communication efforts. Engelund and Buchhave's definition of profile is similar to Schultz and Hatch's definition of the corporate identity by its focus on the intentional communication about what it *is*, which is predominantly defined by management.

As Engelund and Buchhave define **image** they refer to the general issue, that image and brand are often not clearly distinguished from each other. The brand is a result of the synergy between identity, profile, and image whether the synergy exists of conflicting or aligned perceptions and conceptions between the employer, the employees and the external audiences. The stronger the synergy, the stronger the brand is. The image itself is the receiver's representation of the organization (Engelund & Buchhave, 2009, p. 27). The image is the impression the receiver generates of the company. It is generated based on a combination of what the organization communicates, how the media represents the organization, and what the receiver's acquaintances think about the organization. This socially negotiated process aligns with the social constructivist view of the thesis by viewing the image of the organization to be socially constructed.

Employer brand managers

Engelund and Buchhave have created a theme for their theoretical models which is a circular diagram. Though the design effortlessly demonstrates the involved elements, it does not

demonstrate the relationship between the elements. Engelund and Buchhave have created a model to illustrate the different employer branding managers (Engelund & Buchhave, 2009, p. 41). These are the agents or functions responsible for the strategic process of developing and actualizing the employer brand. In more simple terms, these are the ambassadors who promote organization as a great place to work. Both attracting potential employees and retaining the current employees. Engelund and Buchhave state that the most important employer branding managers are:

- Human Resources
- Communications and Marketing
- Sales
- IT and Procurement
- CSR
- Management and Managers
- Employees
- External stakeholders

Engelund and Buchhave point out that the central employer branding managers are management, managers, and employees. Needless to say, all internal and external stakeholders represent the employer brand to various degrees. Employees at a production line at a factory far away from the western world in China might not seem to be capable of impacting the employer brand. However, that scenario is a reality for Apple.

Foxconn in China, the largest contract electronics manufacturer, which provides electronics for Apple and other western companies, has experienced seven confirmed suicides among its 32,000 employees (The New York Times, 2012). Reportedly, the suicides were a direct reaction to long hours and harsh working conditions. A story of an unfriendly work environment of this caliber is the worst case scenario of any organization. The story is rapidly shared through the press and by word-of-mouth, resulting in a tarnished employer brand as well as a tainted corporate and product brand.

Management’s and managers’ tasks are to avoid these situations. The management is responsible for making strategic decisions to avoid or deal with the employer branding and the managers are responsible for actualizing the strategy on a day-to-day basis by being a role model to the employees. Therefore, publicity and words-of-mouth are important aspects to employer branding.

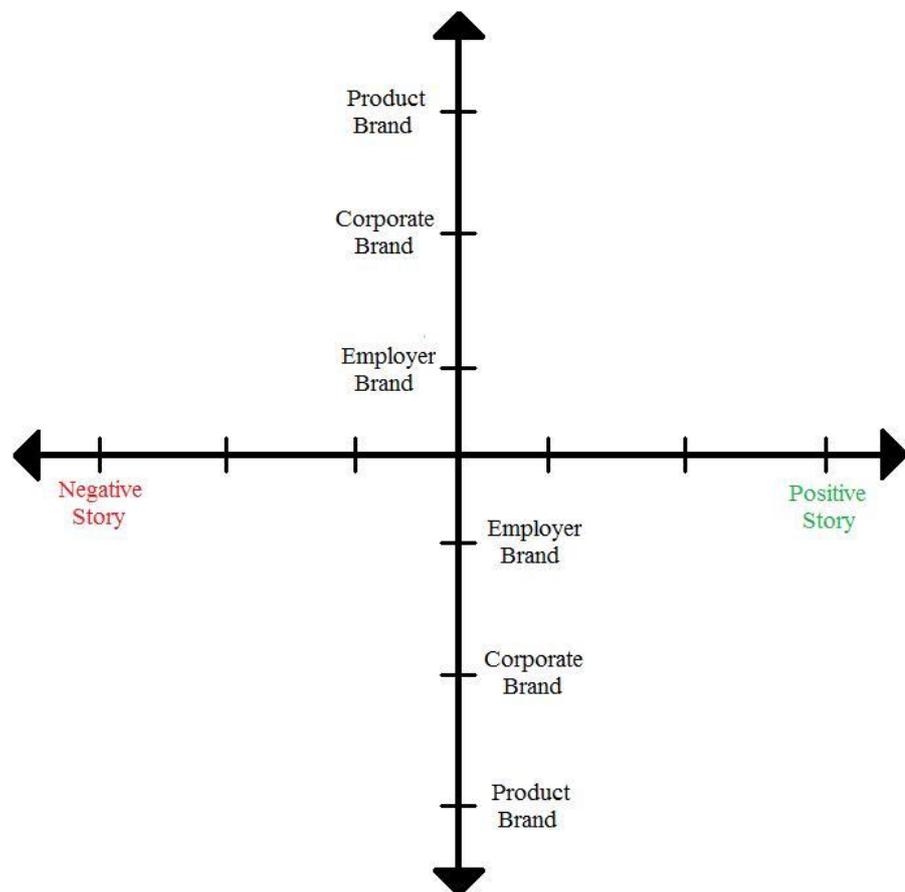
One must assume that the bigger a sensation the story is, whether positive or negative, the greater effect it has on the internal and external perception of the employer brand, the corporate brand, and the product brand. Figure 17 proposes a diagram to measure the effect that the positive story and the negative story have on the three differentiated brands. It is assumed that the first tweet about a place to work is affecting the employer brand first. Secondly, it affects the corporate brand and the product brand.

Engelund and Buchhave describe the management’s and managers’ role as often being the most important roles (Engelund & Buchhave, 2009, p. 46). **The top management** is important because the employer branding process is founded in the organization’s identity which is the synergy between its profile, vision, culture, and images, as formerly illustrated in the PPCI Alignment Model. The complete support from top management ensures an integrated employer branding strategy which complies with the organization’s identity. If the employer branding strategy fits

Figure 26: Effect of Workplace Stories.

into the “who” the organizations is, it helps the managers and employees to adapt the employer branding strategy.

Managers must lead their employees by being the good example. Managers are key communicators and cultural standard bearers, according to Engelund and Buchhave. This means that managers are responsible for adapting the strategic vision and



living the brand for the employees to follow the role model. They must communicate coherently to create consistency between what they say, what they do, and what they show.

The employer brand managers whom truly live the brand are the **employees**. Not only does the employees' culture represent the actual employer brand, the employees are also the external audiences' most trustworthy source of information about the organization. When the employees are living the brand, they represent the culture and values that are deeply rooted throughout the organization and which they are a part of. Thereby, the employer branding process is an inside-out process.

The employer brand must be *internally embedded* by incorporating the employee's perception of the organization as a place to work and their opinion in regards to the vision for the future. If the employees are onboard from the start, the employer brand strengthens. If the employees are not a part of the continuous development of the employer brand, the brand appears inconsistently, incoherent, and ultimately untrustworthy. The communication and employer branding process between the top management, managers, and the employees should work as a circular process as illustrated in figure 18.

Figure 27: Employer brand managers



This section made account for the importance of incorporating multiple agents and functions to support, develop, and manage the employer branding process. The key employer brand managers are *top management, managers, and the employees*. All play a vital part in managing the employer brand. But most importantly, *dialogue* is crucial to create a strong and trustworthy employer brand which represents all the conceptions and perceptions of the three key employer brand managers. Following, the stages are presented, for which employer branding efforts are needed.

The employee lifecycle stages

Recruitment involves the period from when the applicant has send his/her application until the recruitment contract has been signed (Engelund & Buchhave, 2009, p. 55). The employer has to sell the job and the organization to the applicant, just as the applicant sells him or herself to the employer. The focal point is attuning the expectations. For example, an employer that exaggerates the possibility of a fast increase in pay or promotion gives the potential employee an incorrect perception of the job and the possibilities within the organization. Once the potential employee realizes the insincere promise, the employee is prone to resign.

The Induction involves good introductory training from the new employee's first day at work. In this phase, it is easy to affect the employee in a positive way and to adapt the values of the organization because the new employee is sympathetic to the new environment and eager to fit in.

The final phase is the Farewell. The end of the employee lifecycle is also important to incorporate the employer branding process. First, it is important to treat the specific employee appropriately. Second, if concern amongst the colleagues arose, this must also be dealt with appropriately. A third reason to focus on the farewell phase is to gather information from the departing employees about their reasons for leaving. It might generate answers that point to certain areas or elements that need to improve and to improve the job satisfaction for those remaining. This underlines my previous point, that employees are important employer brand managers and they must be involved in the entire process of developing the employer brand.

Appendix B

This appendix contains the templates of the contracts that have been signed by the interviewees and Svitzer's management. The contracts for the interviewees are in Danish and in English.

Contract for interviewees in English

Interview contract	
<p>This document specifies the use of the data material collected by the Master's student, Line Axelsen, from Aalborg University. The data material is recorded on dictaphone by the Master's student and therefore the material belongs to the Master's student in concern. This contract describes limitations in the use of the material by the Master's student and is agreed upon by the Master's student and the interviewee.</p>	
<p>The interview is recorded on dictaphone and parts of this material will be transcribed and used in the Master's thesis. The recordings will be accessible for the examiner and the censor. Names of the interviewees will be made anonymous in the transcription and in the Master's thesis.</p>	
<p>The Master's thesis will not be classified as confidential and is therefore publicly accessible for those interested.</p>	
<p>I, the undersigned, declare that I agree to the terms above.</p>	
_____	_____
Date/interviewee's signature	Date/Master's thesis student, Line Axelsen

Contract for interviewees in Danish

Kontrakt for interview	
<p>Dette dokument er en præcisering af den aftalte brug af datamateriale indsamlet af specialestuderende, Line Axelsen, fra Aalborg Universitet. Datamaterialet er optaget på diktafon af den specialestuderende og materialet tilhører derfor den pågældende specialestuderende. Denne kontrakt beskriver begrænsninger i den studerendes brug af materialet og er indgået mellem den specialestuderende og den medvirkende part.</p>	
<p>Interviewet optages på diktafon og dele af dette materiale vil blive transskriberet og anvendt i specialet. Optagelserne vil være tilgængelig for eksaminator og censor. Navne på de interviewede vil være anonymiserede i transskriptionen og i specialet.</p>	
<p>Specialet vil ikke blive klassificeret som fortroligt og vil derfor være offentligt tilgængeligt for interesserede</p>	
<p>Undertegnede erklærer sig hermed enig i ovennævnte vilkår.</p>	
_____	_____
Dato/interviewedes underskrift	Dato/specialestuderendes underskrift

Confidentiality Agreement with Svitzer in Danish

Kontrakt for Svitzer

Dette dokument er en præcisering af den aftalte brug af informationer om Svitzer i specialet skrevet af specialestuderende, Line Axelsen, fra Aalborg Universitet.

Kun offentligt tilgængeligt eller på forhånd aftalt materiale og informationer må benyttes i specialet. Fortrolige oplysninger vil hverken blive oplyst i specialet eller videregivet til anden part. Det samme gør sig gældende for Svitzers samarbejdspartnere med hensyn til fortroligt materiale.

Interviews og spørgeskemaer tilhører som udgangspunkt den specialestuderende og vil inddrages i specialet. Dele af interviewene transskriberes og vedhæftes specialet. En DVD med optagelserne af interviewene vil være tilgængelig for eksaminator og censor. Navne på de interviewede vil være anonymiseret i transskriptionen og i specialet.

Specialet vil ikke blive klassificeret som fortroligt og vil derfor være offentligt tilgængeligt for interesserede.

Undertegnede repræsentant ønsker navn anonymiseret i specialet.

Undertegnede erklærer sig hermed enig i ovennævnte vilkår.

Dato/ Svitzers repræsentant

Dato/ specialestuderende

Appendix C

The following images are screenshots from Svitzer.com, Vacancies, May 2012. Each screenshot represent one of the job adverts on the specific site.

Job advert 1: Regional Operations Manager

Posted : 3/19/2012
Expires : 5/15/2012
Ref : 51486

Operations - - North America

SVITZER
:

The SVITZER Group has a legacy of historical mergers between world leading operators, A/S Em. Z. Svitzer came together with Wijsmuller in August 2001 and with Adsteam in March 2007, and is one of the largest marine service companies in the world. SVITZER is a member of the A.P. Moller - Maersk Group and undertakes salvage jobs, ocean towage, port and terminal towage. The SVITZER Group has subsidiary companies in more than 35 countries, more than 4,000 employees, 500+ vessels and a turnover of approx. DKK 4 billion per year.

Purpose of Job(Summary):
This position is aimed at strengthening our regional operations team, as well as enhancing our regional capacity to centrally manage all procurement and purchasing for a large fleet of tugs and related vessels. This po

Purpose of Job(Description):
AREAS OF RESPONSIBILITIES

The job will entail supporting the COO, Regional Technical Manager, and country organizations with their tasks within the following areas:

1. PURCHASING

- Responsible for all purchasing activities, including implementation of monitoring of purchasing processes and procedures for SVITZER Americas. Primary responsible and approver for all technical purchasing.
- Source, identify and purchase the fuel, lubricants, consumables and spare parts required at the right quality and at a competitive price
- Conduct periodic vendor appraisals and price comparisons
- Assist SVITZER salvage division with risk assessment and Operations management and setup when such situations may arise.
- Negotiate with suppliers to delivery the best results for the company. The Regional Operations Manager will have final authority on vendor selection.
- Manage the compilation and maintenance of an inventory list for SVITZER Americas
- Drive cost savings through superior logistics/planning at all levels of the procurement process
- Participate in an audit team to review effectiveness of the ISO + SQS systems periodically and systematically
- Liaise with accounting/finance function to insure optimal visibility for procurement + purchasing throughout Americas region
- Identify and implement control and transparency systems for the Purchasing and Procurement function on a region-wide basis

2. OPERATIONS

- Work as an effective member of the Operations and Technical Management Team
- Primary responsible for implementation of new projects throughout the Americas Region
- Conduct Navigational and Operational Risk Assessment of all SVITZER Americas operations within the Caribbean, South America, and Canada, including determining appropriate towage methods and equipment required for each operation. The Regional Operations Manager has the authority to direct and change operational policies if he/she determines that such change would be beneficial to overall safety of life at sea, vessel life cycle management, or customer satisfaction.
- Conduct annual performance and competency assessments for all navigational officers within SVITZER Americas fleet
- Assessment of training requirements and implementation of any training that is implemented for navigational Sea Staff, including hands-on training on location and simulator training, if need be.
- Coordination and planning with Class and Flag State Surveyors, ensuring all vessels are inspected according to requirements and pass or exceed classification society specifications
- Assist HSEQ Manager with system implementation, including overall responsible for use of incident and near-miss reporting system.
- Provide leadership in fostering a culture of operational excellence and superior safety performance

3. TECHNICAL

- Assist Regional Technical Manager with implementation and monitoring of all Preventive Maintenance Programs
- Support Operations and Technical team in planning, supervision, and execution of dry-docks, with focus on quality, time-efficiency, and cost-control
- Responsible for directing and coordinating the activities of our partners, clients, & suppliers to ensure maintenance of Vessel Class throughout fleet.
- Primary responsible for insurance & warranty claims

POSITION REQUIREMENTS

- Minimum 8 years on-board experience as Master Mariner or Mate on Tugboats, Offshore Supply Vessels, or similar
- Minimum 15 years overall experience in towage or offshore marine industry
- Project Management Skills and experience required
- Graduate of professional maritime training and achieved Master Mariner or equivalent level at accredited university or vocational institute in compliance with STCW 78 or STCW 95 regulations.
- Past international management experience and demonstrated ability to achieve results in diverse environments
- * Willingness to travel internationally and domestically within a large Geographic region as position demands.

Contact Information :
Send applications to:

Daniel Estebanez
Regional HR Manager
daniel.estebanez@svitzer.com

Job advert 2: Group Newbuilding Manager

Posted : 5/1/2012
Expires : 5/16/2012
Ref : 63373

Technical jobs - - Europe

:

Purpose of Job(Summary):

SVITZER (part of the A.P. Moller-Maersk Group of companies) seeks a Group Newbuilding Manager to be based at our Head Office in Copenhagen.

Purpose of Job(Description):

SVITZER (part of the A.P. Moller-Maersk Group of companies) seeks a Group Newbuilding Manager to be based at our Head Office in Copenhagen.

Reporting to the Group Head of Newbuilding, the successful candidate will join the Group Newbuilding department. The department consists of 2 colleagues in Copenhagen and Site Managers and Superintendents in the building yards, all with strong professional backgrounds. At present there are more than 10 tugs on order in shipyards in various locations around the world and we anticipate additional orders will be placed in coming years.

At SVITZER, results and values go hand in hand. With approximately 4,500 employees and a fleet of 500+ vessels, we provide towage, salvage and related marine services in over 40 countries world-wide. To sustain our position as one of the world's leading marine services companies, we encourage a culture of commitment, innovation and entrepreneurship where all employees take responsibility for our purpose: *To provide safety and support at sea*. Based on this culture we create an annual turnover DKK +5 billion.

SVITZER has grown rapidly globally through new contracts and acquisitions, and the position offers an exciting and attractive career in an ambitious, international environment with the possibility of continuous professional and personal development, both within SVITZER and the A.P. Moller-Maersk Group.

Personal Career Opportunities

In the Newbuilding department you will be directly involved in newbuildings from idea and offer for tender until delivery of the finished vessel to the Region. You will be involved in the whole newbuilding process and in all the associated technical disciplines. We offer a dynamic and flexible working environment where you have the opportunity to influence the content and product of your own work.

Areas of Responsibility

- Update and maintenance of newbuilding specifications.
- Project management on newbuildings projects.
- Development and innovation of tugs design and upgrading.
- Day to day business with the site offices, building yards, designers and Authorities.
- Assisting commercial department and Regions with offers for tenders and vessels specifications.
- Manage and coordinate plan approval of newbuildings.
- Manage and update the newbuilding site on the intranet.

Skills Required

- Educational background: Electrical or mechanical engineer or marine engineer.
- 10+ years' experience in the marine industry is preferred, with experience in newbuilding and yards highly desirable.
- Preferable with good knowledge of medium and high speed engines and electrical systems on-board vessels.
- Experience with building of vessels.
- Good communication skills, persistency and high drive.
- Proficiency in both written and verbal English.

The Right Candidate

You are committed to delivering quality and meeting deadlines in a fast moving corporate environment where decisions are followed by prompt action. You are committed to meet expectations from our global organisation and you enjoy taking ownership and responsibility and delivering a quality product.

An estimated 30-60 travel days are to be expected yearly for visits to ship yards and subcontractors worldwide. ***Kindly note that applicants must be currently entitled to reside and work in Denmark.***

Contact Information :

For further information about the position you are kindly asked to contact Esben Grundtvig via e-mail esben.grundtvig@svitzer.com or via office phone

+45 39 19 39 09 or mobile phone +45 40 44 40 09, or HR Consultant Dylan Land via e-mail dylan.land@svitzer.com or office phone

+45 39 19 39 31.

Job advert 3: Tug Master

SVITZER

Realise your potential
with SVITZER

Tug Master

Bundaberg

We are currently seeking an experienced and dedicated Master to join the team in Bundaberg on a permanent full-time basis.

The Tug Master is responsible for the command of the tug and the safety of the crew and vessel.

The key responsibilities for this position include:

- Compliance with operating procedures authorized by SVITZER, including Quality Assurance and ISM procedures;
- Motivate the vessel crew to be familiar with requirements of, and to comply with, the safety management systems;
- Act as tug manager and coordinate the job bookings, attendance of crew as required for operations, the provision of stores and ensuring readiness for operations;
- Compliance with SVITZER health, safety, environment and security management systems and procedures;
- Be familiar with relevant OH and S, environment and security regulations associated with tug operations and reporting as appropriate;
- Manage tug crew discipline, dealing with issues as appropriate and escalating to management where required;
- Where required, the preparation of operational reports;
- Induction training of visitors, employees and other persons authorised by SVITZER to access the vessel.

The key skills required for this role include:

- Minimum Master Class IV;
- A high level of experience in the maritime industry (towage and/or offshore industry experience is desirable);
- Experience and high level of awareness of environment, health, safety and security management and legislation;
- Experience and high level of awareness of ISM Code and Safety Management System, including Risk Management;
- Current MSIC or the ability to obtain.

To apply for this job go to: <http://svitzer.currentjobs.com.au> & enter ref code: 934529.
Applications close 22 May 2012

Job advert 4: Operations Manager

SVITZER



*Realise your potential
with SVITZER*

Operations Manager

Sydney Ports

SVITZER is a global market leader, providing specialised marine services in the areas of towage, salvage and emergency response. Our colleagues across 40 countries share a daily commitment to providing safety and support at sea.

You will manage a team of operational employees to ensure the delivery of safe, cost effective, competitive and timely marine services to the market.

The key responsibility areas for this position include:

- Health, Safety, Environment, Quality and Security: You will be a champion of HSEQS, ensuring the highest standards are achieved in all operations;
- Human Resources: Manage crews on a day to day basis in accordance with EBA and port operations procedures as well as HR policies and procedures;
- Operations: Assist with the management of the local business unit on a profit centre basis, ensuring high levels of customer service and continuous improvement;
- Communication: In conjunction with the Port Manager, communicate across the organisation to ensure that all business streams are kept updated and expert advice is sought where relevant;
- Finance: Collation and reporting of financial data, ensuring optimisation of operational costs at all times.

The key skills and experience required for this role include:

- Proven management experience in an operational environment with Marine experience desirable;
- Thorough understanding of occupational health and safety obligations and systems;
- Experience in developing and working to budgets;
- Marine qualifications and experience with Tankers will be advantageous;
- Ability to work under pressure;
- Leadership and influencing ability.

In return, SVITZER can offer you a challenging career opportunity within a market leading business.

*To apply for this job go to: <http://svitzer.currentjobs.com.au> & enter ref code: 903344.
Applications close 20 May 2012*

Job advert 5: General Manager

Posted : 4/10/2012

Expires : 5/17/2012

Ref : 63048

General Management - - Latin America & Caribbean

SVITZER

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The SVITZER Group has a legacy of historical mergers between world leading operators, A/S Em. Z. Svitzer came together with Wijsmuller in August 2001 and with Adsteam in March 2007, and is one of the largest marine service companies in the world. SVITZER is a member of the A.P. Moller - Maersk Group and undertakes salvage jobs, ocean towage, port and terminal towage. The SVITZER Group has subsidiary companies in more than 35 countries, more than 4,000 employees, 500+ vessels and a turnover of approx. DKK 4 billion per year.

Purpose of Job(Summary):

The position of General Manager is overall responsible for leading a diverse team and maintaining a smooth flow of work between departments, ensuring the organization maintains the highest safety standards while staying on schedule and meeting or exc

Purpose of Job(Description):

The SVITZER purpose is to provide safety and support at sea.

SVITZER Marine Trinidad & Tobago Ltd operates a fleet of 5-6 tugboats, providing services to Atlantic LNG and various other customers throughout Trinidad. Globally, the SVITZER group has 4000 employees and a fleet of more than 500 vessels. We provide towage, salvage and related marine services in over 35 countries worldwide, united around our purpose: to provide safety and support at sea. SVITZER is part of the A.P. Moller - Maersk Group of companies.

The Position

The General Manager reports directly to the SVITZER Americas Regional team, and his/her main duties will include:

- Lead the general day-to-day management of the towage operation
- Provide support and direction over 40+ shore and sea staff
- Attract and retain talent within the organization
- Define and develop key strategic objectives and goals for the organization
- Monitor company finances and develop budgeting strategies
- Ensure the highest level of safety and quality standards are being met (ISM/ISO)
- Ensure the continuous satisfaction of customers and clients
- Identify, reduce, and monitor the risks which can threaten the continuity or profitability of the organization.
- Occasionally or frequently travel to attend international meetings, conferences, Regional/Group functions, etc.
- Monitor and develop new business opportunities within the immediate Trinidadian market and surrounding areas
- Ensure the continuous reliability of the vessel fleet, including Maintenance & Repair, Classification and Flag State requirements, proper branding, etc.
- Provide timely reports as require outlining key financial, commercial, operational, and technical developments.
- Monitor, review, and implement new local, national, and flag state legislation

Personal Development Opportunities

For the right candidate, the job offers significant career and personal development opportunities in an international organization with a high performance culture.

Qualifications:

- Minimum Education University Business degree
- 4-5 years of maritime-related experience preferred
- Previous P&L responsibility over a department or activity
- Prior experience in sales or client management preferred
- Previous management experience in both blue and white collar environments preferred
- Good leadership and interpersonal skills, with initiative, prepared to make a difference and wear different hats in a small team
- Strong and creative MS Office Suite skills

Contact Information :

Application with resume/CV to be sent via email to

Regional Human Resources Manager, Daniel Estebanez, SVITZER Americas

Email: daniel.estebanez@svitzer.com

Appendix D

This appendix contains all the one-on-one interviews that have been made. The interviews are divided into interviews in Australia and interviews in Denmark. The interviews are transcribed by documenting what the interviewee is saying. If the interviewee repeats adverts, mispronounces words, uses words of hesitation, e.g., “uh...”, this is not included in the transcription. The aim of the transcription is to document what the interviewees say and mean. Therefore, the transcription does not include sounds like “uh” because the focus is on documenting the full sentence. The tables show the questions on the left. All coded Q1, Q2, and so forth. On the right are the answers. All coded A1, A2, and so forth, enabling the reader to swiftly locate the referred answer. Above each table is the code for which person is speaking. The gender is not differentiated since it is not perceived to be relevant for the case study but the nationality is relevant for the aspect of national cultures in the analysis. Therefore, the interviewees are coded AU1, AU2, and so forth for the Australian interviewees and DK1, DK2 and so forth for the Danish Interviewees. N/A means not applicable and is noted where answers do not directly answer the question or the answer applies for one of the other questions. Note that Q4 and Q8 are slightly similar and the answers often overlap. Should any words be unclear during the transcription this is logged as [unclear] where the word(s) should be.

Interview: Svitzer employees in Australia

AU1

Q1: What is your position at Svitzer and for how long have you worked at Svitzer?	A1: Sailing Tug Master. Worked for 32 years for Svitzer and the prior company in total.
Q2: What made you initially apply for a job at Svitzer?	A2: It was more the tow boat industry than the specific industry. So it was the work that I liked. However, also because there was no individual contracts and because it was unionized.
Q3: What were your expectations about working for Svitzer and were they met?	A3: Anticipation was that the company had a long maritime heritage. Was looking forward to bringing some of their maritime expertise into some of the areas that we felt had been lacking for some years. The expectations were not met because there was a lack of understanding to the Australian environment and what they entered into, what their expectations were as supposed to what we were able to deliver. It took them a while to actually understand what they had bought. Svitzer now have a better understanding of what they have bought, the environment that they work in.
Q4: How do you feel about your job today?	N/A
Q5: How important are people you work with in regards to making you feel happy about your job?	A4: We spend more time with our crews than we do with our families so if you are not happy with your crew, you are not a happy person, really. We make an effort to get on. Although the crew is very important, moral does not stem from the crew, moral stems from the highest levels within the company.

Q6: How important are managers and management to making you feel happy about your job?	A5: When Svitzer came into this organization they recruited a lot of new local managers but they did not have a senior local manager who had a significant or a head of overview of what our corporation entailed here so all these individual managers had undertaken the task of reinventing the wheel. First of all, understanding the job that they had to do and then implementing the procedures or the requirements that Svitzer wanted us to deliver here so if it was a proper functioning unit, the management would want the managers here to be driving the engine rather than just [unclear] with what was just required. Leadership is not right. There is a lack of direction, because our job is fairly predictable. We know what it is and there is nothing that we can really do down here to get customers. There are things that we can do to lose customers but we can't really go out and say "get new work" so from that level we do need to have managers at all levels that understand where we want to go. Number one, they have to trust the people that work for them and to the point that they respect what they are telling them and together become a "go-forward" unit. If there is a hiccup in the middle area then the information that we have down here does not necessarily get to the top level and there needs to be a good flow of information and direction from the top all the way to the bottom. So when there is the dysfunction from the top, the bottom, or the middle, things do not go as smoothly.
Q7: How would you describe how you feel about your job to your friends and family?	N/A
Q8: What is the best part about your job?	A6: I like what I do and I am good at what I do.

AU2

Q1: What is your position at Svitzer and for how long have you worked at Svitzer?	A7: General Purpose Hand which is deck crew for 15-16 years.
Q2: What made you initially apply for a job at Svitzer?	A8: I got rolled in casual so it kind of rolled since then.
Q3: What were your expectations about working for Svitzer and were they met?	A9: I just took it as it comes and took it as a great job.
Q4: How do you feel about your job today?	N/A
Q5: How important are people you work with in regards to making you feel happy about your job?	A10: When you are working on small crews like that it is pretty good if you got a crew you get on with because you are in confided space and you spend a lot of time with them so it is very important. Some crews get on better than others but I get on pretty good with mine so I am pretty lucky.
Q6: How important are managers and management to making you feel happy about your job?	A11: They are a big part of any organization, aren't they? Like we do our bit and they do their bit and if everything works out it is a part of the whole. The crew sort of work as self-concerned units as well. Every part of the organization has its own purpose. It is the best way I can put it.
Q7: How would you describe how you feel about your job to your friends and family?	A12: My friends know I like working here and my family knows I like working here. They know I am happy about work and it is a good job. It is the simplest way I can put it.
Q8: What is the best part about your job?	A13: I like working on the water. Good crew. Good conditions. Plenty of time off. The money is fair. It is a good all round job. Not sort of stuck inside. It is still sort of what I have always done as a living like working on boats. Sometimes we do 14

	days on so after those 14 days you are a bit tired, but then you get them block of leave like that off it is pretty good. So it works out pretty good with time off.
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AU3

Q1: What is your position at Svitzer and for how long have you worked at Svitzer?	A14: Tug Master. Worked over 30 years and since Svitzer took over.
Q2: What made you initially apply for a job at Svitzer?	N/A
Q3: What were your expectations about working for Svitzer and were they met?	A15: I had never worked for a multinational company before so I was not really expecting too much. I did not know what to expect, really. I was not that worried about it (working for Svitzer, red.) but I would have preferred working for a smaller company. I was happier when it was an Australian based company. To me, it means a lot that it is local. Australian identity and I would have preferred... But that is the new world.
Q4: How do you feel about your job today?	A16: I still like my job because I... probably whoever I work for... I am just loving what I do. I just love the industry and who you work for, to me, is incidental.
Q5: How important are people you work with in regards to making you feel happy about your job?	A17: Very important because you spend a lot of time with them so I think it is vitally important how you get on as a crew as to how you enjoy your time at work. Q5 b: So the crew is more important than the managers? A17 b: Yeah.
Q6: How important are managers and management to making you feel happy about your job?	A18: I suppose they are backing you up and providing structure and support for what we do on the job.
Q7: How would you describe how you feel about your job to your friends and family?	A18: I like the maritime industry in general, I like the fact that I work outdoors in this sort of environment. That is the most attractive thing to me.
Q8: What is the best part about your job?	N/A

AU4

Q1: What is your position at Svitzer and for how long have you worked at Svitzer?	A19: It is Office Assistant. Mainly I follow instruction from the Port Manager or the Operations Manager. It is mainly overseeing the office work. Worked here for 1 year 2 months.
Q2: What made you initially apply for a job at Svitzer?	A20: It is actually, my brother worked in the company and they had been looking for an office assistant here and he rand me and said, "do you want to apply for the job?" What attracted me to the job is because I have always worked in the head office environment so this was a great change for me to come and have hands on experience and I have always wanted to go into the operational side of things but they always knocked by back because I did not have operational experience so I was lucky enough that they took me on here.
Q3: What were your expectations about working for Svitzer and were they met?	A21: I was quite naïve about the tug boat industry except that my brother worked here. I worked for a truck company, difference from being on land to on water. But no, I really did not have any expectations. I actually believed it would be just office work because that was what I was used to, just administrating things. I am pleasantly surprised that I am more involved in the operational things and my relationship with the tug crew and things like that. So my job, what I specifically knew about has just expanded so much more and opened up a lot more for me.

	Q3 b: So your expectations were met in another way because you figured out it was so much more than you thought it would be? A21 b: Yeah, exactly, that is right.
Q4: How do you feel about your job today?	A22: I feel as though there is going to be a lot more opportunities. I have gained so much experience from working here. I am not tied to the computer any longer. I am running around and sort of having a lot more responsibility and I can take so much more initiative and I feel comfortable in whatever decision I make in the way, it will be supported. And encouraged to sort of take the lead.
Q5: How important are people you work with in regards to making you feel happy about your job?	A23: Their needs, even when the tug crew comes in, I sort of feel like it is a priority for me. (The Port Manager and the Operating Officer, red.), if they need me because they are tied up on other things I feel like it is a priority I need to help them, I feel I want to help them. And I know I do get the acknowledgement for whatever I am doing.
Q6: How important are managers and management to making you feel happy about your job?	A24: By showing their appreciation (that makes it a better job, red.). If they ask me to do things, then their encouragement in whatever I do. Sometimes they have to ask for more than needed of me but they show that they appreciate when I help them. It is just the personality and communication with each other and the respect I am receiving from them (that makes it a better job, red.). I am more eager to take it further, to do more things for them.
Q7: How would you describe how you feel about your job to your friends and family?	A25: All my friends and family knew how unhappy I was in my previous job and how it was not the job but the people I worked for and they are so relieved to see that I feel as if it is my family and friends who I work with sort of more than anything else because I was more miserable than I realized in the previous jobs and it was not the work, it was the people I worked for. A lot of your life is working so you want to make it as pleasant as possible. And I am happy to come into work every day and my family and friends see it. It is coming to a social thing. Even though I am working, and I am working twice as hard than what I used to, I am happy to do it.
Q8: What is the best part about your job?	A26: The variety. The variety of the work you know before I just thought that the rest of my working career would be on the computer and office work, paper work, and anything of that kind but I am learning how people work, how the tug people work. I am dealing with their pay. It is like I am now going into the pay side of things.

AU5

Q1: What is your position at Svitzer and for how long have you worked at Svitzer?	A26: Engineer on tugs. Casual for about a year and full time the next three months
Q2: What made you initially apply for a job at Svitzer?	N/A
Q3: What were your expectations about working for Svitzer and were they met?	A27: It just turned out what I thought it would be like. I had been on a tug many years ago when I was working in Botany Bay for Westminister [unclear]. I knew what it would be like because I have worked on ferries which are bigger than these and it is a similar sort of thing.
Q4: How do you feel about your job today?	A28: It is quite good to be here. Q4 b: It is a good job? A29: Yes.
Q5: How important are people you work with in regards to making you feel happy about your job?	A29: Very important because they, when you are new here like I am you have got to get on well with everyone else. They can be a great help to you and showing you around and helping you out with any questions because you are on your own. The people I have met here have been quite helpful in that regard.
Q6: How important are managers and management	A30: Since I have not been here long, and only been casual, I have not had a lot to do with management. There has been nothing.

to making you feel happy about your job?	
Q7: How would you describe how you feel about your job to your friends and family?	A31: It is great that I am employed.
Q8: What is the best part about your job?	A32: Well I am not keen on the hours. Well I have done hours forever, terrible hours, so I am quite familiar with what the hours would be. Being casual you do not know what you are doing day to day. Still it is handy in these hard times. A little bit of income. Money is important, of course. As long as you like what you are doing. Well I have been doing it since 1960 so... Just giving them a hand with the latest machinery and so on.

AU6

Q1: What is your position at Svitzer and for how long have you worked at Svitzer?	A32: Master on the Bunker Barge for three and a half years.
Q2: What made you initially apply for a job at Svitzer?	A33: I had a colleague who I had worked for who was a manager here and he encouraged me to apply for a job that was going here. So I had worked with him before and he told me that Svitzer was a good place to work.
Q3: What were your expectations about working for Svitzer and were they met?	Q3 c: Did it meet your expectations? A34 c: Yes it did. It had a different culture than I had experienced before because it was more unionized than I have ever experienced in my previous work lives and so that was a culture chock for me. I have mixed feelings about unionizations. I think that it does work. It is interesting that the longer I stay here, probably, I believe in it more. But in saying that, I do not think it is necessarily a good thing. I tend to feel that it is necessary to have... It is based on confrontational negotiation and I think conciliation is a better form of negotiation. I have always used that in my previous life and I think that negotiation is better developed through trust and relationships opposed to confrontational. And the culture of this organization tends to be quite confrontational. Hence, you need strong parties on each side. But it is a bit like our parliamentary system, I do not know if you have that over in Denmark, and so I am not a believer in that. I think that you can actually make better decisions by working together, not opposing each other. That is my feelings about the whole thing but that was the culture change and as I worked here I realized that you need strong representations on both sides if you are going to have that kind of company culture.
Q4: How do you feel about your job today?	A35: I love my job. I like working on the water and I also like the interaction between a job that is quite hands on and also has a fair amount of administrative pressure on, or activity so I like that mix between the two and I also enjoy it because I am good at it so I feel competent. And I feel as if I am a conscious competent person in that role so that is good for me. For my feelings, yes.
Q5: How important are people you work with in regards to making you feel happy about your job?	A36: Very, because we work as a team and first of all, I work as a team on the vessel, there is near six of us on the vessel, so that is very important. I am the leader of that team but it is very, very important that we get on together and we know our roles and they all do what they are supposed to do and they think about what they are doing. So that is great. And then part of that, externally, my customers are the management here and it is important that I get on with them and work well with them as well. So I have a role both internally on the vessel and within the Port Botany environment.
Q6: How important are managers and management	A37: Very much so. The current managers, the Operational Manager so I report to him, and the Port Manager. I find, are very good at that. They give me a lot of

to making you feel happy about your job?	independence. They trust my decisions so they make me go wherever I want to go but at the same time, so they support me in that direction, but they also give me support if I need to, if I need some support. So I find that their autocratic form of leadership style is very encouraging. And I like that. That suits my nature.
Q7: How would you describe how you feel about your job to your friends and family?	N/A
Q8: What is the best part about your job?	N/A

AU7

Q1: What is your position at Svitzer and for how long have you worked at Svitzer?	A38: Operations Manager for 19 months.
Q2: What made you initially apply for a job at Svitzer?	A39: Did not understand the question. [Laughing, red.] No, I worked at sea. I got a young family so I was looking for something where I would be home at weekends and nights so this opportunity arose so I applied for it.
Q3: What were your expectations about working for Svitzer and were they met?	A40: I knew they were a multinational company and I knew about them. But I worked on the tugs and the lines business many years ago, probably 20 years ago, and left that to further my career elsewhere. I worked within this industry for a long time. I knew it would be difficult because I knew it is a unionized work force. So you have your good days and your bad days.
Q4: How do you feel about your job today?	A41: I am moving on. It is not really what I wanted to do. I have applied for another position, within Svitzer, so there we go. It is on the new vessel, the tanker [unclear, red.].
Q5: How important are people you work with in regards to making you feel happy about your job?	A42: [Reference to the people in the same office as him, red.] No issues. But the tug crews are nothing but issues especially more the [unclear, red.] side of things and they are just so self-centered. They just want this now and done now and they do not see the big picture. The Masters are pretty good, work on well with them and the engineers, I do not work a great deal with them, but they seem pretty good too. So it is mainly the [unclear] that I find difficult to work with.
Q6: How important are managers and management to making you feel happy about your job?	N/A
Q7: How would you describe how you feel about your job to your friends and family?	N/A
Q8: What is the best part about your job?	A43: [question rephrased to what is the best part about working for Svitzer?, red.] It is a good company. It is a huge company. It feels secure. It has got some interesting positions around. In the future there are areas where you can go to where your interest lies, within the industry that is. The operations part has been a bit... Basically I get abused every day. I am the floor guy.

AU8

Q1: What is your position at Svitzer and for how long have you worked at Svitzer?	A44: Master on the tugs. 14 years
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Q2: What made you initially apply for a job at Svitzer?	A45: I was already working for the company that Svitzer bought. The previous company was Atsteam and there was Worritars so over the years I have just been bought from one company to another. It was more interesting than working on other things in the harbor so I thought it was very nice. Plus I had some friends that were already working here so it was good.
Q3: What were your expectations about working for Svitzer and were they met?	A46: One of the things was that it was different from deep sea in a sense that I was home every night. Family life started to become very important. It is alright for a single man to go to sea and I spend 13 years on cruise ships, 7 years on the dana ships and a couple of more years on the island offshore, 10 years on ferries, so I thought I will work somewhere local where I can walk home every night. It was fine. Plus I had skills and I had already done some work outside of Svitzer, maneuvering barges into rivers on the Northern coast of Australia and doing some work there so I had lots of skills and I think Svitzer was keen to use all that because it is very much related to salvage and things like that.
Q4: How do you feel about your job today?	A47: It is a job. And as I said I come in, I do the work, I get paid, I do a good job with what I do, otherwise I would not come here. I have done it for many years and I train a lot of the younger guys that come in so I try to pass on some of my skills to newcomers to the business because at my stage, I am 60 and I have had a good life and enjoyed the work that I do and it is probably time to pass some skill on to some young good people as well.
Q5: How important are people you work with in regards to making you feel happy about your job?	A48: I think it is important because you have a close relationship with the people that you work with. I like my crew and they like me and we are just like a small family almost. We talk about our family life rather than [unclear, red.] about the business. My son is getting married and my engineer, his son, has decided to get married so there are all these excitements in the background. I think you need to... If you want to be successful in any job you need to balance the social side of life and your family life and the work. If you do not have a balance then it is not going to work for anybody.
Q6: How important are managers and management to making you feel happy about your job?	A49: [Answer rephrased to: How about managers, how much do they affect your job? Red.] Not that much. I mean I know what the work is and if anything they will approach me to see whether I can assist in the way of training people and I quite happily do that and pass on the skills that I have got. I would probably enjoy being asked a bit more because I got a lot of expertise and you sort of expect people to come and say, "can I ask you what is your opinion on it?" But that is not Svitzer's style, they do not come and ask very much.
Q7: How would you describe how you feel about your job to your friends and family?	A50: Managers manage the company and we get memos from management and all that. But at the end of the day there are a lot of hidden knowledge and skills of all the people, especially the Masters and the engineers that have worked down here. And it would do the company very good if people would come down and sort of pick on some of those and use those skills. Because if you do not get asked you do not say anything. There is no reason for us to make a comment. The company could do better. The operation is quite straight forward. There is the head office. I do not see anyone from the office. It is very rare that I see any managers and others I do not see at all. They are isolated, they are sitting there in the city somewhere and like I say, my opinion and expertise are never asked to contribute to it so I don't. And I feel like the company is losing out somewhere along the line. It is very simple, you do not have 40 years of maritime experience and background and then you just do not get asked. There are other companies that will consult me, when I talk about all the companies that are involved in mining and similar sort of activities, that ask about what I think about their opinion and bring in modules, heavy lifts and what we call green field sights. There is nothing at the Mangroves sumps and whether it is possible and look at the details of it and I tell what they can and what they cannot do. And they quite often go with that. It is obvious that the company is not using all of the skills they have got down

	<p>here and some of the people that have been many years with working with tugs, salvage work, general ship assistance and [unclear, red.] At least come and talk to us. They do not need to use all of our ideas but sure there are some they would benefit from. The other part of it is that when you look at the company you have got the management, you got the marketing side of things, they need to talk to their clients. But it goes all the way down. They people that represent the company on the tugs that actually do the work are just as much marketing people and represent the company. Sometimes you will find that there are opinions outside that kind of raises reservations about Svitzer that is a company that is just not happy with the client relationship that the office projects. They have no objections with us actually doing the job, they love it. But down here is where they can make it really easy and get your clients enthusiastic. For example, if you offered the office staff of one of the clients a trip on a tug boat to experience the work that you are doing. We never do any of that, but I said that would be something. So you have a client that is probably worth half a million business over the year, these girls, would normally just work in the office doing paper work, processing some of the stuff that is associated with the ship assist work that we provide but they would love to just come down to experience it. It would be good PR for the company. And it cost nothing because the tugs have to go out and do the job anyway. Very cheap, but it would hugely improve the PR of the company and the client opinion of the company.</p> <p>Realistically, we have lost quite a bit of business and there is an opposing tug company, and they are doing very well because they are obviously picking up the business that used to be ours before. So there is something wrong somewhere and it does not take an Einstein to work out that you need to do other things other than just providing the business.</p>
Q8: What is the best part about your job?	A51: The best part is probably still doing hands on, working out there, doing ships in and out of ports and ship assistance. There is a bit of rescue work, salvage, and that is all the better. It makes it interesting. I have done lots of things over the years.

Interview: Svitzer HR manager in Australia

AU9

Q9: Is it correct that Svitzer have not initiated many employer branding initiatives?	A52: Correct. We do not have a great branding program to follow or tap into or anything like that
Q10: How is Svitzer Australasia affiliated with Svitzer in Denmark?	A53: Svitzer Australia predominantly works as its own organization. Obviously we still have head office in Denmark and they do push down programs and policies to us and we obviously adhere to those and observe those. But as a whole we still run like a local organization, I guess, and we have a lot of our own policies and we do our own advertising themes and we just run like any other Australian company would. That in mind, we are very conscious about the inputs from our head office.
Q11: In your opinion, who is Svitzer?	A54: I feel more aligned to the Australian company than I do as a global organization. I am proud to work for the company at all levels but the company I am proud to work for is the Australian organization. We still make our own decisions on a day to day basis so that is how I think of it.

<p>Q12: How much do you incorporate Svitzer's mission, vision, values, policies, and so on into your part of Svitzer?</p>	<p>A55: As regards the values, we do incorporate those. The other policies are quite high level. They are there but looking at it from our office perspective, because I am dealing with our employees, there is usually a middle step. There is the global policy and then turning that into something that is relevant to our employees. So then it tends to go out under the Svitzer Australia banner, rather than the Svitzer global banner. So there is very little that would come direct from head office to our people without coming via us.</p>
<p>Q13: How is the culture at Svitzer Australia?</p>	<p>A56: I do not think the culture has changed a lot. I was not here prior to Svitzer buying the company but the old organization that it came from, Ben Adstein. On the ground level, with our crews, I do not think a lot has changed from the Adstein days so I do not think there is a very definable Svitzer culture with the crews. With the management level, yes there have been quite a few changes but I do not think that is filtered very much to the next level down. To turn it into a Svitzer brand we would, there would be more work.</p>
<p>Q14: how much have you worked with employer branding at Svitzer Australia?</p>	<p>A57: Not a lot. From an HR position there is obviously advertising positions and having a learning management website and all that. But we actually do not, maybe it is just a communication breakdown, but we do not see a lot of common branding to use so we kind of try to make something up that looks like what we think is the company brand so that is has a consistent look. Maybe we are just missing something but we do not see that "here are the rules and what to follow, here is a template, and here is other stuff" that we should think into. We just sort of have to create our own.</p>
<p>Q15: Is the communication not consistent or clear?</p>	<p>A58: I do not think it is there. I mean, having been in the Maersk Australian operation you felt much more a part of a global organization and the branding rules were there and everything so I do not think the branding rules are there in Svitzer but maybe it is due to a communication breakdown but I have not found them and have not have a lot of luck getting hold of them so we just go with our own thing but as we try and make it consistent branding. We obviously use that so it still looks quite good but is not perfectly using the Svitzer brand. Possibly not.</p>
<p>Q16: Is it a problem?</p>	<p>A59: It is not a problem but it would be nice to have the stuff for each to use. If there are eight or nine regions it would be much easier to have the stuff to tap into. And certainly, depending on how much the company wish to push branding, then obviously the more we had to work with the easier it would be to do that. But as such, is it a problem, no it is not stopping us from going ahead and doing stuff but then again we are probably looking a bit more like a local Svitzer brand than a global Svitzer brand.</p> <p>It is kind of funny actually, just leading on to that, the stuff that we do find that we can plug into that is almost the wrong way around. There are different photos and everything but when we use photos we probably want to use local things but we do not find all the other branding stuff so we have to make up our own branding. But then we can find global photos but we would rather have the global branding and then put local photos in.</p>
<p>Q17: What is the ideal image of Svitzer as a good place to work? What are you striving to communicate?</p>	<p>A60: We are still working towards that. I guess a sort of, competitive advantage in another word, we look at being our safety and the expertise of our work force. But as in actually pulling out that what makes us an employer of choice and what is going to differentiate us in the market we probably have not goon far enough towards doing that. So, as I said we sort of pick on this. We are a leader in our</p>

	market and we have great people that know their jobs and who do really great jobs but we have not gone beyond.
Q18: What do you advertise the most as being a great place to work? The emotional benefits, e.g., the people, or the functional benefits, e.g., good pay?	A61: In the actual ads and sales it is actually more about the company, the size of the company. I guess that for us it is actually not the pay it is more tangible sort of things about the organization. There is a lot in it that differentiates it.
Q19: How do you think that people actually perceive the brand, Svitzer as a great place to work? For example potential candidates and external stakeholders.	A62: Well I think that only people in the industry know who we are. That is probably fine when we are looking for crew and everything but when trying to attract office staff that can come from any industry I do not think we have enough exposure to be a place they really want to work. But, for crew, we have a very good name in the industry. We are the biggest employer of maritime labor in Australia and we are known to have expertise and have a good safe [unclear] operation. For people in the industry I think it is good and for the people outside of the industry we are virtually nonexistent.
Q20: Are there any other employer branding initiatives? Do you make any efforts other than the job adverts that you are aware of to make the current employees aware of that it really is a great place to work?	A63: Current employees... For new employees we have an induction, besides doing all the safety compliance stuff we sort of do a little bit on the company, the values and everything. Do we do stuff for current employees? Not in a formal way. We are a very dispersed operation. You have just been over in Fremantle and we have over 40 ports around Australia, some that have managers in them and some that do not. So actually putting a formal program is not something that we have done. We have little things like we have a magazine that goes out on a regular basis to all of our employees and you try to have those good stories in there and we are trying to improve those sort of stories as well to really try and push exactly that. All those stories that people forget that do make this place good. But beyond having a magazine, probably not very much for current employees.
Q21: In your opinion, why is Svitzer Australia a good place to work?	A64: In my opinion, Svitzer is a great place to work... From my point of view, you are not boxed in to a certain role so I guess you have a lot of freedom to decide your direction and work out how you want to do things. And whilst you might say that does not go all the way down the organization our big change initiative at the moments is to try and put more ownership with the crews. There is a lot of hurdles, obviously, to overcome there and making that work but I like to think that the things that I enjoy are, maybe 12 months from now, things that the crews can enjoy as well. Whereas, if you ask the crew at the moment more of them would be around the pay and the conditions. That side of it rather than that fulfillment part of [unclear] roles. And I think most of the people in shore based positions, probably, feel the same as me to a greater or lesser extend but the very nature of the maritime industry and the history and how it got to where it is today has really included the crew having that same outcome on the organization [almost whispering:] but we will change that.
Q22: [the official interview is over and the interviewee is being thanked for giving her perspective on how she works with employer branding after which she continues]	A65: There is lots, lots more we could and should be doing. I know I am as responsible as any to making that happen. We have got four strategic "must win" battles that we have just embarked on and one of those is employer branding. Someone else in the organization is heading up that project team and I am not even in that project team. But it was seen as one of the four big things that need to be tackled. Hopefully, if you sat down and talked to us in 18 months time we would have a lot more positive stuff to do. To what extent that project team is tapping into a global level or how much they are

	<p>doing on a local level I do not know. It is in its very early days. It has only been around for sort of three months. All getting going. There are lots and lots of things we need to be doing here but still in the [unclear] I guess.</p> <p>We always compare... I know in Maersk we always sort of said that in Denmark to get a job in Maersk is like here to get a job within an inquiry bank. It is something that people aspire to whereas the name down here means so much less to people. So getting that sense of pride, I suppose, will take a lot more effort. Besides all the good things we are doing with ownership and everything that is really making people proud to be Svitzer you have a problem, when it is a problem like this, I guess being told and having different owners over the years and you have a long-term workforce, they tend to see themselves more working for the industry than working for the company so we probably have a lot of work to do to making them feel "this one is different", this is the one I am proud to work for. For a variety of reasons not a lot have been done in that regard [unclear].</p>
<p>Q23: Is it a management issue to implement the pride of working for Svitzer more?</p>	<p>A66: I think that is where we are heading now with a combination of the ownership, the combination of the branding, the different direction we are heading in. To date, there has not been a management focus on doing that so it has not been a priority whereas that has all changed around a lot now and there is much more focus on heading down that track.</p>

Employees in Denmark

DK1

<p>Q1: What is your position at Svitzer and for how long have you worked at Svitzer?</p>	<p>A67: IT Service Delivery Manager for Service IT. Just approaching three years.</p>
<p>Q2: What made you initially apply for a job at Svitzer?</p>	<p>A68: At the time I was looking for a position I was moving on from my previous company and of course, in Denmark, the A.P. Møller group is a pretty attractive place to work for a foreigner for various different reasons of course: the language, it is one of the biggest international companies, or the biggest international company in Denmark, so Maersk as an organization was attractive. And I had a look through their web site, and the Svitzer position was available at the time. It was a pretty good target for my skillset for my previous positions both in England and in Denmark so it really fitted the bill in terms of position, international outlook, global company, a lot of different positions within the company, a lot of scope for move. So yeah, that was pretty much the attraction for Svitzer at the time.</p> <p>For a foreigner, of course, you need an international company. I'm from England, so it was not a small Danish company that I was in need of to go and work for. I wanted to travel. I wanted positions for future positions and A.P. Møller is pretty much available in every country in the world. There are many different companies within the organization so in terms of future possibilities and aspirations it hits the nail directly on the head because you can change positions, you can change company. There are just a lot of opportunities in the group, so it is a fantastic place for a foreigner to be, in Denmark. Who knows whether we want to stay in</p>

	Denmark for the next twenty years or move to the middle east or to Australia or up to management scale. There are just a lot of opportunities in this group. That was of course the attraction.
Q3: What were your expectations about working for Svitzer and were they met?	<p>A69: I guess one thing that I expected was that it would be a very dynamic and international environment which it is in Svitzer. In this office we are only 35 people so it is a very small office for company with 5,000 people, so there is a lot of contact with every different region from Americas to Australia to everywhere in between, Middle East. I kind of expected a lot of contact with a lot of different people. It is a small company in comparison to a lot of A.P. Møller's companies but I also expected to have contact with different companies within the group as well. My expectations... It is funny, of course, when you start in a position, what to expect. I knew what the job entailed. I knew it would be in a large international organization. You hear a lot of stories about A.P. Møller and Mærsk before you start to work here. The working hours are extremely long. You have to work 6 days a week most of the time. There is a lot of pressure on people. There is certain kind of stereotype of people that work for Mærsk. A part of my expectations were that it was going to be a very formal organization and it was going to be very process driven and that was my expectation. Both positive and a bit apprehensive about what kind of company it is to work for but you also hear a lot of people saying, "I would never work for Mærsk because it is very formal, it is very stuck in its ways and the company has never moved on." Maybe that is a [unclear speech] but the reality is actually somewhat different from the rumors that surround this company.</p> <p>(Question: were they met?) It was a very positive outcome. Of course the international contact was in line with the expectations, maybe higher, because in this job and in this company you are in contact with <i>everywhere</i> in the world. In terms of networking and contact with a lot of different people it is above expectations. In terms of formalities of Svitzer, I guess Svitzer is not as formal as if you work in Espanaden (Red: Global head office in Copenhagen for Mærsk Group) or for Mærsk Line. But positive. My expectations were not negative I think. No, I only had good expectations working for this company. I think it has a lot of history, it is a large organization. There is a lot of pressure on people to deliver but it is positive. It is a very positive thing within the company I think.</p>
Q4: How do you feel about your job today?	<p>A70: The job changes on a daily basis I would say. Hopefully Svitzer is still a developing company and it is growing. I feel really positive about it. It has been some challenging times, economically, for the company as a whole and also Svitzer has been affected by the down turn but I think it is a very positive organization. We just had a management change which, after 8 years after our previous manager, maybe signals new times. So I think the future is bright for A.P. Møller as a whole and for Svitzer as a whole. I think we are treated very well as employees at this company. We are fairly well looked after in terms of remuneration and some benefits. We are pretty well look after. Very positive. Good people. Good training. Good development possibilities. If you want to travel the world there are opportunities. We are empowered to do, not what we want, but if you have got ideas it is very welcoming to those ideas. We are giving a certain amount of freedom to put forward our ideas and to change our roles. I am very positive about my role here. We are a little bit small here in Denmark with only 35 people in the office so in terms of opportunities in Denmark we are a little bit limited but if you like the idea of travelling to different countries or like to be working for a different country for a number of years then there are certainly opportunities.</p>
Q5: How important are people you work with in regards to making you feel	<p>A71: Essential, I think. Most often the job you are doing is extremely important and the role that you are doing on a daily basis. The people that you work with, there are only 35 people in this office as opposed to being in an office building of</p>

happy about your job?	1000 employees perhaps. We get to know each other quite closely here. I think that anywhere you work, you can like your job, but if you don't like the people that you work with or get on with then really it is going to make a massive negative impact on your daily. So I think we have a close relationship in this office and really you have to get on with people, make bonds and work closely with each other. On a personal level, I think that a lot of your satisfaction in your job really relates to the colleagues that you work with.
Q6: How important are managers and management to making you feel happy about your job?	A72: I think we have got a good management team in Svitzer. I know the management in this office reasonably well and I know a reasonable amount about the management at other Svitzer offices around the world. I think it is a relatively open office. It is a very open door philosophy in the way that you can go into the CEO, you can go into the finance director, you can go into the operations chief. It is a very open environment. I think that is possible a slightly Danish thing in terms of openness and the power level. I think you have some terms for it. Just the ability to be able to communicate directly with senior management does not necessarily happen in all organizations. I think it is relatively open so if there is change on the way then we are reasonable well informed. I think that it is a good management structure. It is a changed management structure. People do move around in the organization so there is always development but I think we are relatively kept up to date. I think management is very open to empower employees. We have got a very small head office here, 35 people again, so they do heavily rely on employees to deliver. So I think we have got an extremely good working relationship with management in this company.
Q8: What is the best part about your job?	A73: I would say, for me personally, it is the amount of people that we come into contact with. Both within Svitzer and outside. In this office we have a very close relationship internally. But in my position, I speak to people in Americas, in Africa, in Australia on a day to day basis. We have only got a small department here of three people in my department here, but 2 in Australia, 2 in the UK, 1 in Holland, and 1 in Gothenburg, so we really have a lot of open discussions with different people. We have a lot of discussions with people in A.P. Møller as a whole. So I think it is a very communicative role, I would say. We work in a team. It is not the most technical role in the world but it is more of a management position where we have to coordinate on a very global scale and that is interesting and it poses a lot of interesting challenges to working in a very tight organization but with a very global scale. With 5,000 people and a head office of 35 people and an IT department of 7. It is a very wide area to look after. It just involves a lot of communication and I will say for me that is the very interesting part. I think the company as a whole has a lot of history involved. I think that if you talked to the guys that work on the tug boats, they are very proud of what they do, both in terms of working on these boats but I think they are also very proud to work for Svitzer. I think it is good communication, probably.

DK2

Q1: Hvad er din jobstilling og hvor længe har du arbejdet ved Svitzer?	A74: Kaptajn siden januar 2004. Arbejdet på både i det hele taget siden 1985.
Q2: Hvad havde betydning for at du oprindeligt søgte job hos Svitzer?	A75: Det var egentlig fordi, jeg på det tidspunkt sejlede langfart og så for A.P. Møller Mærsk eller for deres Mærsk [unclear speech] Og så kom muligheden for dels at have lidt kortere tid på arbejde, altså den en-til-en ordning, vi er under og så tættere på hjemmet, jeg bor i Danmark. Det var egentlig den primære årsag, men også så fordi, Svitzer er en gammel virksomhed, et gammelt rederi. Og man har altid i den tid jeg har sejlet, har jeg altid hørt godt om Svitzer, så folk skulle bæres ud herfra, førend de

	<p>søgte andre græsgange. Så det var meget, at man havde hørt godt om det, og det var et etableret rederi i Danmark. Og havde opgaver i Danmark. Det var egentlig årsagen. Og så en af de væsentlige årsager, det var jo, at ude i den store handelsflåde var der jo flere og flere af besætningsmedlemmerne, der blev udlændinge, altså ikke-danskere. Der har Svitzer jo bibeholdt den danske del, det synes jeg er ret vigtigt, i hvert fald for mig. I og med at vi kun er fire mand om bord, er det vigtigt for mig, at man kan sammen på så lidt plads. Så det var egentlig årsagen til, jeg søgte herind.</p>
<p>Q3: Hvad var dine forventninger til at arbejde for Svitzer? Blev de mødt?</p>	<p>A76: Jeg tror nok, de var højere, end hvad der egentlig havde været rimeligt, men jeg havde en forventning om, at dels at kunne opfylde den stilling, jeg skulle bestride, men også at jeg ville blive udfordret på mange leder, bl.a. det der med at der kun er fire mand om bord, hvor man, der hvor jeg kom fra, havde op til tyve, måske endda endnu flere og med chartergæster og sådan noget, så den omvæltning at gå fra at være en tyvendedel af en besætning, til at man var den kvarte af en besætning, det var nok en af de største udfordringer, sådan rent fagligt med hvordan man sejler, hvordan man bugserer, hvordan man gør tingene, det blev jeg udfordret på til fulde. Hele vejen igennem, som jeg havde forventet, det var ikke bare lige noget man kunne. Jeg kunne godt lide den udfordring. Og det blev opfyldt.</p>
<p>Q4: Hvad synes du om dit job i dag?</p>	<p>A77: Det er alsidigt på den måde, at vi ved sådan set ikke, hvad dagen i morgen, den bringer. For lige at skære det helt ud, så ligger vi jo faktisk på en times varsel. Alt kan ske indenfor den time og i arbejdstiden, der er vi sådan set på arbejde, så snart de ringer ind, så skal man kunne tage af sted. Men ellers så er det jo en god arbejdsplads på den måde- igen må jeg sige det der med, at vi er danskere om bord. Det gør at dels snakker man samme sprog, men man kommer meget tæt på hinanden, når man kun er de her fire gutter. Og det kræver ligesom, at man kan snakke sammen. Er der nogen problemer, så er man nødt til at tage hånd om det, fordi man siger godmorgen til hinanden dagen efter. Jeg kan godt lide det, det med at man er den gruppe, der får det til at fungere. Får det til at fungere til arbejdsgiverens tilfredsstillelse. Vi har ikke hørt, at det ikke er gået godt, så det må jo betyde, at det går godt, må man formode. Det er en tilfredsstillelse for mig, at jeg ved, at min arbejdsgiver, han sætter pris på det, jeg gør, i og med at jeg ikke hører det modsatte. Så må jeg gå ud fra, at det er det, men det kan jeg godt lide.</p>
<p>Q5: Hvor meget betyder kollegaer i forhold til hvor glad du er for dit arbejde?</p>	<p>A78: (Question was answered in the previous answer)</p>
<p>Q6: Hvor vigtige er ledere og ledelsen i forhold til hvor glad du er for dit arbejde?</p>	<p>A79: Det er jo ikke fordi, man er i daglig kontakt med den øverste chef, eller nogen i ledelsen som sådan, det er jo dem, der sidder og koordinerer operationerne, man er i daglig kontakt med. Så længe de er tilfredse, så kører det jo. Så længe man ikke hører noget fra dem, i hvert fald, og igen, så hører man jo ikke noget negativt fra ledelsen. Det kan jeg kun tolke, som om det går. Jeg har synes jeg har et af de bedre skibe. Det er jo også en eller anden tilfredsstillelse, at man får lov til at sejle den. Det er jo ikke den nyeste enhed, men i hvert fald den enhed, der, synes jeg, gør det bedst i dårligt vejr og kan en masse ting. Det er jeg også glad for, at jeg får lov til at sejle den. (Question: er der meget stolthed forbundet med dit arbejde?) Ja, det er der vel egentlig, altså jeg synes, som den, der har ansvaret for skibet, der synes jeg, det er vigtigt, at man kan drive skibet, uden at der er nogen, der banker dig i hovedet med at det ikke går godt. "Hvorfor vil din besætning ikke være sammen med dig, hvorfor skifter du besætningen hver 3. uge, hvorfor vil folk ikke være sammen med dig". Jeg kan godt lide, at man har den respekt overfor hinanden, at man sørger for at folk får den opmærksomhed og den respekt, de har ret og krav på. Det gør man jo endnu mere, når man kun er fire mand. Det sætter jo endnu større krav til den del af det, kan man sige. En ting er, vi kan bugserer og slæbe skibene til og fra kaj og gøre de ting der, men hvis vi ikke kan snakke sammen, sørge for at dagligdagen fungerer, så ville det jo være et helvede. Vi kan ikke bare gå ind og lukke døren. Det kan vi godt, men så vil man rådne op. Det vil ikke være hensigtsmæssigt.</p>

Q8: Hvad er det bedste ved dit arbejde?	A80: Det er jo helt klart, det der med, at når man har været ude de der fire uger og gjort det efter bedste evne, at man så bliver afløst af nogen, der er, om ikke de er bedre, så i al fald lige så gode, som os andre og sørger for, at min hjemperiode, den kan jeg bruge til at slappe af, og så når jeg kommer tilbage, så er den i samme stand, eller bedre. Det er jo den der luksus, som jeg har i forhold til mange andre, 7-16 jobbere. Når jeg bliver afløst her næste gang, den 1. maj, så har jeg fire uger fri. Jeg kan tillade mig overhovedet ikke at tænke på arbejde. Så på den måde, der holder jeg jo fri bedre, end en, der kommer hjem fredag eftermiddag og skal møde igen mandag. Det er i hvert fald det, jeg bilder mig selv ind, for at retfærdiggøre det, jeg gør, at det er OK. Så det er helt klart, at jeg har den luksus, at jeg kan være hjemme hos familien i den tid, jeg har fri i, i fire uger ad gangen. Helt klart.
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DK3

Q1: Hvad er din jobstilling og hvor længe har du arbejdet ved Svitzer?	A81: Group Financial Controller i to år og fire måneder.
Q2: Hvad havde betydning for at du oprindeligt søgte job hos Svitzer?	A82: En af mine kammerater, som jeg har skrevet speciale med, og som var Group Financial Controller her og så ville jeg gerne væk fra revisionsbranchen. Så han vidste at jeg søgte stillinger og så sagde han at Svitzer søgte en og så søgte jeg jobbet. Så det var hans anbefaling, og han var en jeg havde arbejdet sammen med da jeg skrev speciale, så det var en jeg godt kunne lide og han sagde at det var et godt sted at være. (Question: Så det betød meget, at han sagde god for det?) Ja. Man kan sige, at inden da havde jeg søgt stillinger andre større steder, så det betød også noget for mig, at det selvfølgelig var en del af AP Møller, jeg søgte internationale stillinger, fordi jeg gerne ville have en international profil på min karriere. Så jeg søgte i Lundbeck, i Danisco og også kommet langt der, men det blev det ikke til, så bød muligheden sig her, og så søgte jeg her.
Q3: Hvad var dine forventninger til at arbejde for Svitzer? Blev de mødt?	A83: Mine forventninger var rent fagligt, at det ville være udfordrende at komme om på den anden side af bordet, når jeg kom som revisor, og så skulle til at sidde på den anden side af bordet. Få en masse faglige udfordringer. Vi er et relativt lean finansteam, det vil sige at en meget lille hovedorganisation her, og vi har et Indien set up, som det også blev gjort klart fra starten af, at jeg skulle være en del af det Indien set up og være med til at køre det i stilling, så vi kører sådan off shoring proces igennem, så der kører sådan meget blæksprutte her. Det var meget specielt at være en del af. Der vil være meget mere fra start til slut i mine processer, hvor man kan sige, som revisor, der kommer du ud til en kunde og laver en opgave, videre til den næste kunde. Der er meget mere fra start til slut i finansfunktionen i en virksomhed. Det var forventningerne. Så er der rent kollegialt, så kendte jeg en af mine fremtidige kolleger. Det var så sådan, at han skulle stoppe på det her off shore, hvor jeg tog over i forhold til de andre controllere, der skulle videre i programmet og så off shorede en masse controller opgaver til [unclear speech]. Men ellers så var det bare at indgå som en del af det her team med relativt højt fagligt niveau og også komme lidt ud og få lidt luft under vingerne ude i vores regioner på nogen regionale controller besøg. Komme lidt ud og opleve verden. (Question: blev de mødt) Ja, både ja og nej. Der gik lidt tid, inden jeg sådan kom rigtig ud. Arbejdspresset har været relativt stort i min afdeling i hvert fald. Det oversteg i hvert fald mine forventninger. For en af mine forventninger var at komme væk fra revisionsbranchen var måske at moderere arbejdspresset lidt, for det var også ret intenst i revisionsbranchen, presset. Men om muligt mere intenst, og alligevel mere afgrænset. Jeg har selv indflydelse på mit arbejde i langt højere grad,

	<p>end i revisionsbranchen, hvor jeg er meget afhængig af mine kunder også leverer til tiden og at der bliver tingene forskubbet hele tiden på grund af andre folk. Her kan jeg tilrettelægge mine opgaver meget selvstændigt. Så jeg vil sige, på nogle områder omkring arbejdspresset, der indfrie det måske ikke helt mine forventninger på en negativ måde, men i forhold til at få mere autonomi i mine arbejdsopgaver og få indflydelse på mit arbejde og sådan nogen ting, der kan man sige, overstiger det mine forventninger. Jeg er meget, meget selvkørende og for lov til at drive alt, hvad jeg har lyst til selv. Jeg er meget tæt på toppen her, det er også noget af det der, der driver mig, fordi vi er sådan en lille funktion og vi har vores direktør siddende lige ved siden af og vores finanschef siddende ved siden af og alt datamateriale, de bruger til deres eksterne arbejde og interne arbejde overfor Esplanaden, er noget, vi leverer, vores lille team. Så der er også meget indflydelse i det, og det er det, der er superspændende, ikke? Det er også det, der bærer, kan man sige, den arbejdsbyrde, der så må være, at man er tæt på toppen og tæt på indflydelse, og er med til de lidt mere strategiske beslutninger, der bliver truffet. Hvor man som revisor indtil et relativt højt niveau, der er du ikke særlig meget med til nogen former for strategiske beslutninger eller operationelle overvejelser. Det handler primært om debit/kredit stemmer eller du overholder den respektive regnskabsstandard. Her er der meget mere fokus på operationen og på firmaet, fordi det er det, der driver og det der skaber vækst. Det er ganske enkelt en forudsætning, at vi selvfølgelig får tallene til at stemme så vi kan bruge tid på noget af det andet, der skaber værdi.</p>
<p>Q4: Hvad synes du om dit job i dag?</p>	<p>A84: Der er meget arbejde. Der er meget at lave. Vi, igen vi er meget en lean organisation. Det er svagheden ved den lean organisation, vi har, at der er meget få ting, i forhold til vores shareholder på Esplanaden, som kommer ud af huset her, rent talmæssigt, som ikke har været forbi mit skrivebord. Det sætter selvfølgelig et pres, fordi der er et begrænset ressourcer, kan man sige, at jeg er specialisten på det, og derfor er man jo i høj grade på arbejde, næsten 24-7, også fordi vi har regionale kontorer, som ligger i Australien, i Americas, så det er alle tidszoner, som man får også mails døgnet rundt, og man skal forholde sig til en masse forskellige ting. Det er superspændende, men det lægger også et vist arbejdspress. De to år jeg har været her har jeg holdt 4 ugers ferie. Så det er meget begrænset. Vi har lige fået en søn, så skal jeg på barsel, det ved jeg da ikke, hvordan kommer til at gå. Jeg er superglad for igen, det der driver mig i dag, det er det her med at være tæt på beslutningen, hvor de bliver truffet og at der bliver lyttet til, når man har gode ideer, og der er ikke langt til toppen. Og det er skide sjovt at sidde med der, hvor man kan se outputtet af det arbejde, man laver. Visualisere sig i at vi får allokere mere kapital til Svitzer til at investere i flere projekter, til at være med til at arbejde med due diligence, i forskellige projekter, vi gerne vil købe op. Forskellige ting, der også er med til at drive forretningen frem. Det er det, der er fedt.</p>
<p>Q5: Hvor meget betyder kollegaer i forhold til hvor glad du er for dit arbejde?</p>	<p>A85: Det betyder meget. Man kan sige, vi er et finansteam, men vi er også et lille team, der er vores accounting controller team beskedent, der er mig og min chef og så min halvtids accounting og controller. Og så har vi vore Indien set up. Det er også lidt disconnectet. Mine kolleger er også finansfolk i finansfunktionerne ude i regionerne, så dem har jeg også meget korrespondance med når jeg er ude på controller besøg og så har jeg en tosidet funktion. Jeg er både deres kollega på en eller anden måde, fordi de er en del af et globalt finansteam, men jeg er også den der kigger dem efter i sømmene. Men det betyder relativt meget. Jeg har det godt med min nærmeste leder og jeg har det også godt med de andre afdelinger. Det betyder meget. Nogen gange, når jeg har travlt, og vi har månedslukning og det bare er accounting stuff, så graver man sig også meget ned. Ellers sidder jeg helt lukket foran min computerskærm og bare laver tasks. Det er det, mit job kræver en gang imellem, at jeg bare lukker ned, og så betyder kolleger ikke lige så meget. Det handler bare om at få leveret, og så er det bare at grave sig ind og få hakket af.</p>
<p>Q6: Hvor vigtige er ledere og ledelsen i</p>	<p>A86: Det betyder meget. Jeg har min nærmeste leder, men han er ikke sådan – vi er mere i øjenhøjde. Det er ham, der har ansvaret for vores team i Pune, men jeg</p>

forhold til hvor glad du er for dit arbejde?	betragter ham ikke som en chef på den baggrund. Man kan sige, at selvom de der i Pune er i princippet under ham, men det er også mig, der giver dem ordrer til ting og sager. Han er meget - jeg styrer selv alt det, jeg skal lave, der er ikke noget, jeg skal rapportere til ham, som sådan. Det kører meget uformelt, det er måske i forhold til at jeg løser mine opgaver. Men i forhold til vores CFO, Mads Peter, der betyder det også meget, at han er der, fordi det er ham, der ligesom udstikker retningslinjer. Vi har de her limited ressourcer, og der er vi nødt til nogle gange at prioritere opgaverne, også ud fra et politisk perspektiv, fordi der er nogen opgaver, f.eks. rent accounting-mæssigt, som vi bare ikke kan slack på, fordi det er vi nødt til i henhold til at opretholde vores gode rapporteringer og den lovgivning, der er på området. Der er en masse nice to have og need to have i forbindelse med sådan noget præsentation og ting og sager, som bliver udstukket fra ledelsen, som kommer fra enten CEOen, eller CFOen, der gerne lige vil have det her eller gerne lige vil have det der. Deres roller er jo også vigtige for at få vores hverdag til at hænge sammen. At de ligesom er klare over, hvad der ligger af frie ressourcer i vores afdeling til at kunne løfte respektive opgaver.
Q8: Hvad er det bedste ved dit arbejde?	A87: Det er medindflydelse. Jeg kan tilrettelægge min dag eller mit arbejdsliv primært som jeg selv ønsker det, selvfølgelig indenfor nogle rammer. Der er nogen ting, jeg skal lave. Jeg er jo bundet af nogle opgaver. Sådan er det jo det, det står i min jobbeskrivelse. Men jeg kan inden for rammerne, har jeg meget indflydelse. Igen, uden at gentage mig selv, jeg prøver ikke at gentage mig selv alt for meget, så er det, at man er tæt på de høje beslutninger, og at der er fremdrift i tingene. Der er muligheder, der byder sig også fremadrettet, at jeg kan se progressionen i min personlige udvikling, jeg kan se progressionen i, hvor jeg er om et år, jeg kan se en karriereudvikling for mig, fremadrettet. Måske ikke internt i Svitser, det er nok mere tvivlsomt, hvorvidt min karrierevej fortsætter i Svitserregi, men jeg kunne godt forestille mig, at den fortsætter i AP Møller-regi. Såfremt, det ikke er tilfældet, så ser jeg stadig progression i det og øger min markedsværdig eksternt også. Så det betyder også meget for mig, jeg står ikke stille.

DK4

Q1: Hvad er din jobstilling og hvor længe har du arbejdet ved Svitser?	A88: Det hedder Group Marine Manager. 7 uger i den stilling. Har arbejdet ved Svitser siden 1979, on/off. Mest som kaptajn.
Q2: Hvad havde betydning for at du oprindeligt søgte job hos Svitser?	A89: Det var fordi de havde den der gode tørn, på det tidspunkt. Plus at det interesserede mig, det vil sige at på en slæbebåd, der arbejder du, mens du arbejder, når du så ligger i havnen, så har du tid til at gå dig en tur, hvorimod i fragtskibe, der laver du ikke så meget, mens du er ude at sejle, men når du se er i havn, der har du skide travlt. (Question: hvorfor valgte du at skifte stilling?) Den første gang, jeg forlod Svitser, det gjorde jeg der i -87, det var fordi, jeg fik et bedre tilbud. På det tidspunkt var Svitser også i gang med at sælge det skib, jeg sejlede på. Jeg kunne godt se, at hvis jeg skulle prøve noget nyt – jeg fik et godt tilbud, og så måtte jeg jo springe til. Det var et spændende job. Så gik det ikke efter et par år, så lukkede de, det sted, jeg kom over. Så tog jeg til Afrika på et Danida-projekt i stedet for. Og blev dernede og har haft mange forskellige jobs, freelance. Som skipper og i land. Jeg var operationschef på noget, der svare til Farvandsvæsnet i 6 år, så blev jeg lods dernede. Alt sammen noget, der havde med søen at gøre. Det er den industri, der interesserer mig. Jeg har arbejdet med den siden 1967. Og det var vel nu har, da jeg så vendt hjem. De følte, de manglede nogen med praktisk slæbebådserfaring her på kontoret. Når de lavede nye projekter, og de byggede nye skibe og så videre. Der var ikke nogen, der har den praktiske erfaring her på kontoret før. Det ville de gerne have. Det har vi også lige

	snakket ude i skibene. På den måde var det jo mere et spørgsmål om, hvem det skulle være, så de jagtede mig et halvt års tid, og så sagde jeg, nu prøver vi.
Q3: Hvad var dine forventninger til at arbejde for Svitser? Blev de mødt?	A90: Det sidste her? Jamen jeg forventede da, at jeg kan gøre en lille forskel, i hvert fald. Så nogle af de, hvad skal man sige, basic problemer, der har været tidligere, de bliver ryddet af vejen, inden de bliver til problemer. Fordi skibene nu engang fungerer bedre, hvis der har været en med, der ved, hvordan det skal bruges. At man ikke lover mere, end hvad man kan stå inde for, og at kunderne, de kan se, at det er et professionelt forslag, der kommer på bordet frem for et købmandsforslag.
Q4: Hvad synes du om dit job i dag?	A91: Nu har jeg været her så mange år efterhånden, så der har da været sket en udvikling. Det er da helt klart. Men jeg synes, det er fint.
Q5: Hvor meget betyder kollegaer i forhold til hvor glad du er for dit arbejde?	A92: Når du er om bord i et skib, så er det klart, at dem du er sammen med, det er det samme hold, det bliver jo mere eller mindre som en familie, fordi du går de samme fem mand sammen halvdelen af året, og det gør du, ja det sidste skib, jeg var, da var jeg i fire år, næsten med de samme folk. Det er alligevel to år, jeg er gået sammen med dem. Du er lige så meget sammen med dem, som du er sammen med din familie. Det bliver en slags familie et eller andet sted på godt og ondt. At kommer her på kontoret, det var faktisk positivt, må jeg sige. Jeg kender jo nogen af dem fra før, men der har været en del udskiftning i tidens løb, det er der vel løbende. Men indtil nu har det fungeret rigtig godt. Fornuftige mennesker.
Q6: Hvor vigtige er ledere og ledelsen i forhold til hvor glad du er for dit arbejde?	A93: De betyder meget, for jeg har sådan set kun en, jeg refererer til. Det er Anders som er COO. Så det er jo klart. Jeg er ikke stoppet ind i en organisation, som sådan, men jeg sidder lidt som stabsfunktion. Som de kommer til og spørger, og som jeg kan – jeg har et stort kontaktnet her, som jeg har sparring med. Men i sidste ende, så har jeg kun en person, som jeg refererer til. På den måde fungerer det rigtig godt. Anders, han er så lige under CEO, så på den måde er der tæt kontakt opad også. Nu har vi lige fået ny direktør, og ham har jeg allerede haft en hel del med at gøre. Får det meget mere i fremtiden.
Q8: Hvad er det bedste ved dit arbejde?	A94: De ting, vi arbejder med, er nogen ting, der interesserer mig. Du kan sige, du arbejder med, ja næsten med din hobby. Det er jo dejligt. At kunne få penge for det også.

DK5

Q1: Hvad er din jobstilling og hvor længe har du arbejdet ved Svitser?	A95: Jeg er HR assistent i snart 35 år.
Q2: Hvad havde betydning for at du oprindeligt søgte job hos Svitser?	A96: Dels så havde jeg fået en datter, og jeg havde ikke spor lyst til at arbejde fuldtids, dels så sad jeg på noget, det hed Sømandsskattekontoret, så jeg kendte en del til søfolk i forvejen, og så er det jo oplagt at søge i et rederi, når de søger en halvdags. Barn og fuldtidsstilling, det var ikke lige mig. Jeg havde en mand, der rejste temmelig meget og var væk længere tid ad gangen. Så er det rart at kunne komme hjem med et barn, et lille barn. Hun var så et år, da jeg startede i Svitser.
Q3: Hvad var dine forventninger til at arbejde for Svitser? Blev de mødt?	A97: Jeg kan da huske, da jeg gik fra samtalen, at jeg tænkte: "Så nu smøger vi ærmerne op og går i krig. Hvis ellers det er mig, der får jobbet." Det gjorde jeg, og på en eller anden måde var jeg jo klar over, at jeg var selvskrævet til det job, fordi jeg kendte den ene side af det, og det var jo en fordel for dem også. Jeg vidste jo, hvad det gik ud på, det havde de jo forklaret.
Q4: Hvad synes du om dit job i dag?	A98: Det er OK. Jeg er så gammel, så jeg ville ikke kunne gå ud og få et job et andet sted alligevel, selvom jeg kunne have lyst til det. Og skulle jeg søge noget andet, så ville jeg nok stort set kigge efter noget med samme indhold, som jeg har i dag. For alt i verden ikke et, hvor man kun sidder og laver en bestemt ting. Men en varieret hverdag, det er godt. Jeg bestemmer selv farten. Jeg har nogle deadlines. Hvornår jeg gør tingene, det bestemmer jeg jo selv.

Q5: Hvor meget betyder kollegaer i forhold til hvor glad du er for dit arbejde?	A99: Egentlig ikke så meget. Jeg sidder og passer mig. Og der er de ikke inde over alligevel. Meget lidt, i hvert fald. Selvfølgelig er jeg afhængig af, at de gør deres arbejde. De sidder og skriver kontrakter, og jeg skal have kontrakterne, jeg sidder og laver løn. Men det har vi fundet en ordning på, og det fungerer også. (Question: så du sidder meget selvstændigt og arbejder?) Absolut. (Question: er det også den måde, du foretrækker at arbejde på?) Bestemt, bestemt.
Q6: Hvor vigtige er ledere og ledelsen i forhold til hvor glad du er for dit arbejde?	A100: Jeg har da selvfølgelig behov for dem, det er klart. Fordi der er visse ting, de skal ind over, for at vi kan få tingene på plads, det er klart. Men vi har nogle smadder herlige mennesker her, så det er ikke noget problem. (Question: hvad med anerkendelse, er det også vigtigt for dig?) Jeg synes, ikke det er det, vi bruger mest af her i firmaet. Det har vi heller aldrig nogensinde gjort. Så skulle nogen sige noget pænt, så er det lige før man tror, hov, hvad er der galt her, ikke? Jeg synes godt, man kunne anerkende folk noget mere, ikke. Nu tænker jeg ikke præcist på mig selv, men i det hele taget, ikke.
Q8: Hvad er det bedste ved dit arbejde?	A101: Det er nok, at jeg bestemmer selv. Altså bestemmer selvfølgelig ikke indholdet, men hvordan jeg gør det. Det er klart, ikke. Jeg har en opgave, og hvordan jeg løser den, det er der ikke nogen, der blander sig i. Der er ikke nogen, der står og kigger mig over skulderen for at se, hvordan jeg gør det, og om jeg gør det rigtigt. Den selvstændighed, sætter jeg i hvert fald stor pris på. (Question: hvad tænker du om, at det er et interkontinentalt firma?) Det er da kun en fordel. Absolut, da. Vi kan jo blive klogere på andre mennesker, og det er jo ingen skade til for nogen. Nej, det er herligt. Det er sjovt nok. Bestemt. Det er ikke noget problem, udover jeg synes, at hvis folk vil arbejde her i landet, så kunne de jo godt gøre sig den ulempe lige at lære lidt dansk, bare en lille smule. Det andet er lidt hovski snovski, efter min mening.

DK6

Q1: Hvad er din jobstilling og hvor længe har du arbejdet ved Svitzer?	A102: Jeg er Skibsassistent. Jeg har 10 års anciennitet, 7 år i den her båd.
Q2: Hvad havde betydning for at du oprindeligt søgte job hos Svitzer?	A103: Jeg havde sejlet i 22 år og så kom jeg ud og sejle slæbebåde, det kunne jeg bare se, at det var mig. Det kunne jeg godt finde mig i. Jeg var helt vild med at komme ind. Det tog også noget tid, men det lykkedes til sidst. Jeg har sejlet for andre firmaer også med slæbebåde, så det var ligesom det. Jeg havde jo hørt om Svitzerånden.
Q3: Hvad var dine forventninger til at arbejde for Svitzer? Blev de mødt?	A104: Udefra havde jeg hørt, det var meget professionelt, ordentlige forhold og det hele, og det synes jeg også, det er. Det er blevet stort, efterhånden.
Q4: Hvad synes du om dit job i dag?	A105: Jamen, jeg er meget glad for det, jeg laver. Som sagt, så har vi jo 3 uger ude og 3 uger hjemme, bare det der frihed, når man går hjemme. Vi har det også rigtig godt, når vi er ude. Nogen gange, ind i mellem er der sådan stille perioder, hvor der ikke er så meget at lave, så kan tiden godt være lang. Men så finder vi altid på noget at lave. Man kan gå sig en tur om aftenen eller løbe en tur. Der er jo mange fordele ved at være her, man kan gå op og købe en dansk avis. Vi ligger i havn det meste af tiden.
Q5: Hvor meget betyder kollegaer i forhold til hvor glad du er for dit arbejde?	A106: Helt klart betyder det 100 % meget, fordi vi går op og ned ad hinanden så meget som vi gør i den her lille båd. Det er meget meget vigtigt, at vi fungerer sammen. Og det er sådan, der er lidt spil og lidt humor, ellers bliver det for surt. Det er bare en mand, der kan ødelægge det hele. Det er lige meget, om du er kaptajn, eller du er skibsassistent, eller du er maskinmester eller styrmand. Det betyder rigtig meget, hvad for nogle folk, man er sammen med.
Q6: Hvor vigtige er ledere og ledelsen i forhold til	A107: Det betyder også meget for mig. At de er professionelt i orden og de behandler mig ordentligt, lige sådan den anden vej. Som sagt, vi er kun fire

<p>hvor glad du er for dit arbejde?</p>	<p>mennesker her, så det betyder meget. (Question: hvad betyder de højere ledere for dig, som du ikke ser hele tiden?) Nej, det gør de sådan set ikke, for jeg er bare en lille brik i det puslespil der, ikke. Men det er da klart, at de betyder da noget for mig. Det er jo dem, der tager de vigtige beslutninger, og de kommer da også tit ned og boarder skibet og ser, hvordan vi har det.</p>
<p>Q8: Hvad er det bedste ved dit arbejde?</p>	<p>A108: Det allerbedste ved mit arbejde, det er nok den der frihed. Det kan man ikke sige er mit arbejde, men det er jo meget spændende, vi ved aldrig rigtig, hvad der sker. Vi ligger på en times varsel og det er spændende, forskellige bugseringer, det er det bedste. Der er ikke så mange udfordringer, synes jeg ikke, som skibsassistent. Vi er kun fire mand, og der er kun en skibsassistent, så det kan man godt savne lidt en gang imellem. Omvendt så har jeg det også godt. Hvis jeg bare passer mit, så har jeg det, som blommen i et æg.</p>

DK7

<p>Q1: Hvad er din jobstilling og hvor længe har du arbejdet ved Svitzer?</p>	<p>A109: Jeg er skibsfører, eller kaptajn som man også kalder det. Jeg har arbejdet for Svitzer siden 2004 og siden 2007 har jeg været kaptajn. Før det var jeg 10 år i Mærsk på containerskibene. Der var jeg styrmand.</p>
<p>Q2: Hvad havde betydning for at du oprindeligt søgte job hos Svitzer?</p>	<p>A110: Det første, jeg hørte om Svitzer, det var sådan set, da jeg gik på Søfartsskole i sin tid, da kom der en slæbebåd forbi i Svendborgsund, og da sagde en af vores lærere, at det er et godt sted at være, men det er helt umuligt at komme ind, for der er folk i evigheder. Og så en eller anden dag, da mødte jeg faktisk min kollega ovre på Sigrun, han havde lige fået job i Svitzer, og han fortalte om det. Og så sagde han, at de manglede folk, og så gav han mig et telefonnummer, og så, ja, så gik jeg hjem og snakkede med min hustru om det, og så – det var jo noget kortere udmønstring og ikke så lang tid væk hjemmefra, men tættere på og også tættere på, når man har familie. Så, ja, så fik jeg job her.</p>
<p>Q3: Hvad var dine forventninger til at arbejde for Svitzer? Blev de mødt?</p>	<p>A111: Jamen, jeg ved ikke, jeg havde selvfølgelig en forventning om, at det ville være et godt sted, og så syntes jeg jo, det kunne være sjovt at komme til at sejle lidt mere i hjemlige farvande, og vi havde sejlet langfart, jo, men aldrig rigtig danske farvande, så det var meget skægt at komme hjem og sejle lidt, og så nok også det der med at komme lidt oftere hjem. Man kan sige, den samlede tid er jo den samme, med at man kører en til en ordning, det har jeg altid gjort. Men det er ikke så lang tid væk hjemmefra. Lidt nemmere at holde kontakten hjem til. Det talte meget for mig.</p>
<p>Q4: Hvad synes du om dit job i dag?</p>	<p>A112: Jeg synes, det er et godt arbejde. Det er et godt sted at arbejde, helt sikkert. Der er forholdsvis ordnede forhold. Der er altid lidt kaos rundt i hjørnerne, men det er også en del af charmen. Der er en stor grad af frihed. Jeg synes, det for det første er et sjovt arbejde. Det er jo meget håndgribeligt. Man kan sige, det er jo ud at tage fat i nogle skibe og trække i dem og skubbe på dem og få det hele på plads, det er sådan nærmest lidt håndværks baseret, kan man sige. Som sagt, en stor grad af frihed, i og med, at vi jo bliver styret fra et kontor i Göteborg, som ringer og fortæller os, hvad vi skal, og hvis vi ellers er på pletten og ordner de job, der er til tiden, så er der ikke rigtig nogen, der ellers blander sig i, hvordan vi planlægger vores dag. Og vi har nogle skæve arbejdstider, så nogen gange så er vi oppe hele natten, men så kan vi holde fri en mandag, hvis vi ikke har noget at lave der. Det holder jeg egentlig meget af, at man får det ligesom til at køre om bord. En lille enhed der.</p>
<p>Q5: Hvor meget betyder kollegaer i forhold til hvor glad du er for dit arbejde?</p>	<p>A113: Det betyder da utroligt meget. Især en som den her, hvor vi bor så utroligt tæt, som vi gør. Der er bogstaveligt ikke nogen lyde, der er private og den slags. Så det betyder meget, at det er nogen omgængelige mennesker, man kan hygge sig sammen med, fordi alt andet lige, vi har jo også en del fritid, vi skal have til at gå. Vi er jo låst til båden på den måde, at vi er på en times varsel døgnnet rundt. Så vi sidder her også om aftenen og ser fjernsyn sammen og vi spiser sammen og går ture sammen. Det er da en udfordring samtidig med, at man også skal have et professionelt forhold til at</p>

	<p>køre. Der er nogen ting, der skal laves til nogen bestemte tidspunkter, og det er jo svært at adskille de to ting, for det er ligesom en helhed. Der er nogen, der siger, det er en familie. Det er det jo ikke helt, men man lever jo tæt på hinanden.</p>
<p>Q6: Hvor vigtige er ledere og ledelsen i forhold til hvor glad du er for dit arbejde?</p>	<p>A114: Egentlig ikke så meget, kan man sige, i og med at jeg ikke har så meget kontakt til den øverste ledelse, kan man sige. Nu i og med, vi ligger meget i København, så kommer vi nok lidt oftere på vores hovedkontor, end de fleste andre både, så jeg kender da en del af de personer, der er deroppe, men dem der sidder på hovedkontoret er mest på gruppeniveau. De har ikke så meget med bådene at gøre. Det er vores kontor i Göteborg, og der har jeg en chef deroppe, vores nautiske chef, jeg selvfølgelig taler med en gang imellem, når der er noget. Det er jo altid rart, det er jo nogle folk, man kan ringe og snakke med, og det er jo altid væsentligt. I det daglige har vi egentlig ikke så meget kontakt med dem. Vi styrer os selv.</p>
<p>Q8: Hvad er det bedste ved dit arbejde?</p>	<p>A115: Jamen, det synes jeg, er sammenhængen mellem arbejde og frihed. At dels, selvfølgelig, at det er et spændende arbejde, men også det, at vi jo har fri halvdelen af året, og når man har fri, så har man 100 % fri. På den måde, at min kollega, når jeg er hjemme og holde fri, han ringer, hvis der er noget. Et eller andet, vi lige skal snakke om, men ellers så skal jeg overhovedet ikke spekulere på mit arbejde, før jeg møder næste gang. Det er blandt andet noget jeg aldrig har kunnet genkende fra mine egne forældre, fra min barndom, når vi var på ferie og den slags. Når jeg holder fri, så holder jeg 100 % fri. Det synes jeg, er et kæmpe plus.</p>

Appendix E

Questionnaire

This questionnaire is made by a Master thesis student, Line Axelsen, at Aalborg University (Denmark) in collaboration with Svitzer. The questionnaire is a part of the research for the Master thesis about Svitzer as a place to work. The thesis will be public but all respondents to interviews and questionnaires are anonymous.

Thank you for your help!

*1: What is your position at Svitzer?

*2: In which country and city do you work?

*3: What made you want to work for Svitzer? **Please note your answer with an X.**

	To a high degree	To some degree	To little degree	To no degree	Not relevant/ don't know
Good salary and benefits					
Career development opportunities					
Svitzer's vision and values					
Social responsibility and sustainability					
Work/ life balance at Svitzer					
Innovation, machinery, and equipment					
Svitzer's reputation					
My main priority was to work for Svitzer as a company					
My main priority was to work in the maritime industry					

Other (please specify):

*4: Were your expectations about Svitzer fulfilled? **Please note your answer with an X.**

	To a high degree	To some degree	To little degree	To no degree	Not relevant/ don't know

Good salary and benefits					
Career development opportunities					
Svitzer's vision and values					
Social responsibility and sustainability					
Work/ life balance at Svitzer					
Innovation, machinery, and equipment					
Svitzer's reputation					
My main priority was to work for Svitzer as a company					
My main priority was to work in the maritime industry					

Other (please specify):

*5: To which degree do these words apply to how you feel and think about your job? **Please note your answer with an X.**

	To a high degree	To some degree	To little degree	To no degree	Not relevant/ don't know
Satisfaction					
Pride					
Responsibility					
Acceptance					
Respect					
Know-how					
Experience					
Trust					
Making a difference					

Other (please specify):

*6: What is the best part about your job?

*7: How do your co-workers/ your crew affect your job on a day-to-day basis?*8: How do managers and management affect your job on a day-to-day basis?

Thank you! Your help is very much appreciated.