

Snabblänkar

[Försvarmaktens kampanjer](#)

[SOU Personalförsörjning FM](#)

[S Valanalys 2006](#)

[Alliansen valmanifest 2010](#) "Försvarmaktens personalförsörjning kommer att baseras på frivillig rekrytering och göras könsneutral." s. 43

[Dissertation: Moderaterna - Lika för alla?](#)

[I förändringens tid - FM](#)

<http://umu.diva-portal.org/smash/get/diva2:1334478/FULLTEXT01.pdf>

Frågor till handledning

Teorier

- hur många teorier bör jag ha? Funderar på Eshuis + Barthes myter?

Metod

- deduktiv innehållsanalys
- hur gör man en dokumentanalys?
- Fokusgrupper?

Introduction

Text om vad som kommer ingå i introduktionskapitlet

- Mer fokus på public sector branding i introduktionen

The stakeholder as a citizen or as a consumer?

The cornerstone within the field of strategic communication is who the desired listener is. The term of the desired listener varies between publics, stakeholders, market and audience. There are some differences between the terms, but they all describe in a way who the organization either needs to communicate with or is communicating with. In order to communicate with them successfully, they need to be identified. After identifying who the organization needs to communicate with, they also need to be analyzed in order to be able to communicate with them effectively (Smith, 2017). However, I have noticed a limitation within the literature on stakeholder analysis regarding the dichotomy of citizen as a citizen and a consumer. Depending on the dominant political ideology, the citizen as a stakeholder of a public sector organization might be seen as either a citizen or a consumer.

During the 1980's when Margret Thatcher was Prime Minister of Great Britain and Ronald Reagan was the President of the United States of America a trend of marketisation of the public sector drew over the western world. An idea of all services from the public sector would be exposed to competition in the market in order to make the services of the public sector more efficient. An effect of the marketisation is that the citizens, asking for example school or health care, has now come to be consumers of school or health care (Furusten, 2007). The dichotomy of the citizen and consumer however, is interesting to study not only as a "user" of public services, but also as a contributor to the public sector. Therefore, this study will focus on the Swedish Armed Forces staff recruitment and how the dominant political ideology might be of interest to take into consideration when identifying and analyzing the stakeholder group: prospective soldiers.

The political landscape and organizational change of the Swedish Armed Forces

Every fourth year is election year in Sweden, as within many other countries. Every fourth year, the citizens of Sweden vote for a political party which they think will rule Sweden in

the best direction. The voters make up their mind from contemporary issues that they find urging and cast their vote on the political party who promises to care for the issues in the best way fit. These issues, which the voters find specifically important, tend to shift from year to year, from migration issues to school issues, from healthcare issues to justice issues. When voting however, the voters do not only vote for a political party, the voters also vote for an ideology which the political party identifies with. There are many definitions of ideology, in this case it is referred to as political ideology; a package of ideas of how the relationship between the state and society should be organized and ideas of the individuals part of the society (Hague & Harrop, 2010). This means that depending on which political party or parties gains the governance power in Sweden, a political ideology becomes dominant.

In 2006 there was a shift of power in Sweden when Alliance for Sweden, containing the four liberal parties: Moderaterna, Folkpartiet (Liberalerna), Centerpartiet and Kristdemokraterna gained majority in the Swedish parliament. In the newly appointed Prime Minister Fredrik Reinfeldt's government declaration, he said that a free economy draws its power from people's free choice and volunteers cooperation (Riksdagens protokoll 2006/07:6).

In 1901 compulsory military service, conscript, was introduced in Sweden for all male citizens. During the 20th century the Swedish Armed Forces staffing was secured through law since all male citizens of the age of 18 were forced to muster and if they were selected for conscription. Women were allowed to muster and conscript, but not forced by law. In 2010 the liberal government changed the staffing for the Swedish Armed Forces through withdrawing compulsory muster and making all military service a free choice. (Försvarsmakten A, n.d)

In 2014 the liberal parties lost majority in the parliament and the socialist party Socialdemokraterna together with Miljöpartiet gained majority and could therefore form a government. The change from a liberal government to a government with a socialist ideology. Within the government declaration the newly appointed Prime Minister, Stefan Löfven, emphasized that Sweden is going to be a country characterized by the equal value of people and solidarity and that all ministries and authorities are given clearer assignments to work with gender integration in all their activities. Within the government declaration more than ten percent was dedicated to military issues, where Löfven said that the Swedish Armed Forces and its popular support must be strengthened. (Riksdagens protokoll 2014/15:6). The

year after the new government was appointed an inquiry was made of the Swedish Armed Forces staffing, and in 2017 the government reinforced muster and conscript. Now applying to both men and women of the age of 18 being obligated to muster, and if chosen by the Swedish Armed Forces to do military service, then they will be obligated by the law of conscript to participate. (Försvarsmakten A, n.d).

This means that we have during the last 15 years seen a shift of power between political parties, but also seen a shift of dominant political ideology with different views of the individuals as citizens. We have during these years also seen a radical change of staffing politics to the Swedish Armed Forces, going from muster and conscript for men to only be based upon the free choice of the individuals back to muster and conscript, but this time including both men and women.

Aim and research question

The Swedish Armed Forces is a public sector, and therefore a politically controlled organization. When the political orientation changes within a country many public sector organizations are affected and in need of organizational changes, which also leads to change of organizational communication, both internal and external. (behövs källa eller är det common sense?) Within the field of Strategic Communication and specifically branding, a consistent brand identity is important (leta upp källa på det). The aim of the research is to study how the political ideological view of the citizen affects public sector branding. By doing a METHOD X of the Swedish Armed Forces staffing recruitment campaigns from 2011-2020 and applying THEORY X and Y the following research questions are answered:

How does the ideological view of the citizen appear in the Swedish Armed Forces recruitment campaigns during 2011-2020?

Depending on the ideological view of the citizen, how does the Swedish Armed Forces brand itself?

By answering these questions the study contributes to the research field of strategic communication with knowledge about the affects politics has on the public sector branding.

Teser:

FM 2011-2016 fokus på employer branding (spännande, givande jobb) för den enskilde individen

FM 2017 -> fokus på medborgaransvar (ett uppdrag, en för alla, alla för en) för gruppmedlemmen

Demarcations

Avgränsningar inom studien. Tex, studerar inte huruvida det är ett behov av upprustning, politisk agenda osv. Studien handlar om att analysera hur den dominanta ideologin av medborgaren yttrar sig i FM kampanjer.

Literature review

Write an introduction of this chapter.

- Mer fokus på public sector branding i litteraturöversikten

The view of the individual from liberal and socialist traditions

Liberalism has a long history where the radical Protestants are seen as the earliest liberals, advocating for individual rights and the emancipation from ecclesiastical hierarchies claiming that the ordinary people are competent to judge the affair of government as well as their path to eternal salvation. The core of liberalism has since the earliest liberalists to contemporary liberalists been within the free choice of the individual. The individuals emancipation from all political, religious, economic and other constraints on the individuals life and activities. (Eccleshall, 2003). In summary, liberalism advocates for a society with individual freedom and the individuals as the best judges of their own interests (Hague & Harrop, 2010).

The history of socialism is long and there are many different approaches on socialism crafted by different theorists. Socialism can be divided into three themes; a critique of society, an alternative and a way of transition. Amongst the theorists, the scope of the three themes varies. Some theorists mainly focus on the critique and some on the way for transition. It is therefore hard to find a general definition on what socialism is, which justifies the similarities and differences amongst the many theorists. Many socialists however agree on a that no man is an island entirely of itself, every man is a part of the main and a piece of the continent. A socialist critique to capitalism's view of freedom is that genuine freedom is not merely to be free of external pressures, but that freedom is fully developed amongst other free individuals. (Geoghegan, 2003)

Marketisation and citizenship

The limitations of traditional branding theories within public sector branding

In the dissertation Public Sector Branding: An internal brand management perspective (2019) Ulrika Leijorholt argues that the use of traditional branding strategies within the public sector

might be harmful for the organization and that the existing empirical research is limited to fit the private sector. (Leijerholt, 2019)

Branding strategies are well researched and many theories are presented. However, the majority of branding theories derives from the ideas of branding within the private sector. Since organizations within the private sector and public sector have different needs and conditions, different branding strategies are needed. Within the public sector, branding is not a well researched area and there are not many branding strategies that take the needs and conditions of public sector organizations into consideration. Differences between branding within the private sector versus the public sector are many, for example private sector organizations are often more dependent on branding in order to differentiate themselves from other organizations and to be a strong competitor on the market. Through branding private sector organizations aim to secure a future organizational survival. This means that branding is a rather central part of many private sector organizations and the financial resources put into branding is easier to justify. Public sector organizations on the other hand are not dependent on branding as much for its organizational survival as private sector organizations are. The purpose of public sector organizations is not to strengthen their competitiveness but to create value of the organization. (Leijerholt, 2019)

The conditions of branding within the public sector also differ from the private sector due to the demand of openness, the organization being tax-based and the incalculable political governance. Because the organization is tax-based, expensive branding activities can be heavily criticised and questioned and therefore be harmful for the organization. The political governance and the organization do not always agree on the needs of the organization nor how the organization should meet the societal needs, which can lead to a change of, e.g. financial support for the organization. In addition to this, Leijerholt presents three risk factors: 1) ideological differences between political groups, this can lead to a public sector organization being caught in the centre of a political debate. 2) Political populism, where governance makes political decisions in order to secure and strengthen their position is another risk factor. 3) politicians lack of knowledge about the organization risk leading to political changes such as laws, resources and mission. This challenging relationship between political governance and a public sector organization makes traditional brand strategies and brand knowledge non compatible. (Leijerholt, 2019)

Theory

Jasper Eshuis: Branding in Governance and Public Management

Branding has not historically been used as a strategy for governance and public management, as it has within the private sector. The major research on branding has dealt with branding within the private sector together with political branding. However, branding within the public management has lately become more and more used as a strategy, not only to brand politicians and political parties, but also to brand policies and policy programmes which are often implemented by public sector organizations. The branding in governance and public management has gained relatively little attention within research, both within public administration and policy science, but also communication science. (Eshuis, 2011).

Jasper Eshuis (2011) is an associate professor in public administration at Erasmus Universiteit Rotterdam and has through his book *Branding in Governance and Public Management* presented a theory of branding within the context of governance and public sector. Historically the governance process has relied heavily on the text and rational discourse, and not so much on the visual type of symbols and emotions as branding strategies within the private sector has. Recently however, the public sector has adopted more and more features of branding from the private sector. Eshuis argues that branding has become one of the strategies that politicians and public managers undertake to brand policy and policy programmes in order to 1) influence perception through framing issues and branding solutions, 2) engage actors and gain loyal stakeholders and 3) address the media in order to reach and influence stakeholders. (Eshuis, 2011).

Definition of branding

In Eshuis theory of branding in governance and public management, branding is defined as a brand is a sign which has a denotation function that identifies an object and a connotative function which is associated with an underlying meaning and evokes emotions. Brands är symbolic constructions, consisting of for example a name, term, sign, symbol or design, which add value and/or meaning. Thus, the brand is not the product itself, i.e the policy programme, it is what gives meaning and defines the identity of the product. Branding is used as a marketing tool and aims to create a symbolic meaning which is valuable in the

psychological and social life of the consumer and/or user. Brands are, as within the private sector, divided into five categories of brands: tangible goods, process, person, organizational and place. In this study branding process and branding organization will be the main focus. Eshuis describes branding processes within the public sector as branding of government provided services, i.e. education, health care and military service. Branding process also refers to branding of decision-making process and policies. Branding organizations refers to the identity formation and differentiation of public organizations as a whole, e. g. ministries and agencies. Further, Eshuis compares the concepts of branding and framing which both main functions are to give meaning. However, Eshuis distinguishes the concepts: branding as visual appearance and communication, emotional logic, structure as a web of cognitive associations and as a concept which other function is to add values. Framing on the other hand has a function of interpretation and understanding, verbal appearance and communication, rational logic. (Eshuis, 2011).

Branding in public sector to influence stakeholders perception

Further, Eshuis presents two perspectives on who gives meaning to the brand and argues that meaning creation is made both by the brand owner and by the stakeholders. The meaning to the brand is given from the brand owner is the most common perspective of branding, however through the relationship and interaction with the stakeholders the brand can be reconstructed. Eshuis therefore dismisses the view of branding being a one way street where the audience is seen as passive. Eshuis also problematizes this in the context of instrumental branding as a tool for influencing perception of policies through emotions and visual images, meaning that the brand owner cannot decide the meaning of the brand whether it is communicated through emotions or images because the meaning creation of the brand is a joint process from both the stakeholders and the brand owner. Eshuis defines instrumental branding as a way of triggering emotions and associations which will have the stakeholder to either judge or connect to an issue and to motivate the stakeholders to support and align with the presented solution to the issue. In other words, through emotions influence the opinion in a favourable way for the brand owner's agenda. Instrumental branding through visual images is another way to influence the perception of an issue in a favourable way for the brand owner since visual images evoke associations which will help the brand owner to communicate the desired feelings as for example joy, success and/or responsibility. (Eshuis, 2011)

Branding in public sector to activate actors and gain loyal stakeholders

In the past, communication of policies has mainly focused on rational and information communication, often where policy documents have been the primary communication channel. Lately, policy communication has progressed into the branding area where activating and binding stakeholders has gained more focus. Information overload is one reason for the uprising of branding of policies, where people simply do not have enough time to engage in as much as they would like to. Eshuis argues that even though rational communication is important, branding as a way of triggering emotions increases the attention and likability of reaching the stakeholders. Eshuis presents two concepts of this: activating and binding. Activating refers to motivating the actors through emotions in order to gain support for the branded policy or project. Binding refers to the actors becoming attached and creating a relation to the branded policy or project over a prolonged period of time. The idea of branding of policies is to appeal more to the stakeholders and to gain loyal actors to the policy or project. (Eshuis, 2011)

Branding in public sector to address the media

A growing number of citizens do no longer consume newspapers or written documents, such as policy documents, as information retrieval. The main source of information is through visual media, for example television, movies and series which holds a crucial part of forming public opinion. Visual symbols and image events that appeal to emotions are pushing aside the traditional rational arguments often provided through press releases, formal public speeches and policy documents and therefore changing the landscape of persuasive communication and opinion formation. Eshuis therefore argues that branding strategies in governance processes are dependent on solid media relations due to the growing importance of media in everyday life and the development of a visual culture. (Eshuis, 2011)

Summary

Branding strategies for public management and implementing policies are therefore an efficient way to influence public opinion in a favourable way. Branding is persuasive communication and its main strategy is to appeal to emotions and through visual images. Eshuis argues that activating and binding stakeholders is crucial to gain loyal stakeholders and influence opinion in a prolonged period. Brands are information carriers thriving by emotions and in the context of visual culture, which makes the attention from media crucial.

Barthes myter

Studera genom Barthes teori om myter hur den rådande dominantaste ideologin kommer till uttryck i reklamkampanjerna:

- Liberal ideologi med människans fria val i centrum
 - “Som vilket annat jobb som helst”
 - “Om du vill göra skillnad på riktigt”
 - De båda filmerna fokuserar på en **person**
- Socialistisk ideologi med människan som del av en helhet
 - “allt det som ännu inte hänt”
 - en **klass** ska ta studenten, **en grupp** soldater. Håller varandra i handen, sminkar sig ihop osv
 - “vi låter sverige vara i fred” 2018
 - **många olika personer som utgör ett samhälle**

Methodology and empirical material

Kvalitativ innehållsanalys
dokumentanalys
visuell kommunikation