Communicating Employer Branding in a VUCA context – The Carlsberg Group Case

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Lisboa, 13 de julho de 2023

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Resumo

Nestes últimos tempos o mundo mudou dramaticamente. Cada vez mais, vemos a Volatilidade, a incerteza, a complexidade, e a ambiguidade a instalarem-se no nosso dia-adia.

A verdade é que eventos como a pandemia da Covid-19, e mesmo o início da Guerra na Ucrânia, prejudicaram amplamente a economia global e o mercado de trabalho, reorganizando não só as prioridades dos colaboradores, como também dos empregadores. O presente estudo procura compreender de que forma o Employer Branding é atualmente comunicado, num contexto cada vez mais VUCA. A análise é feita na perspetiva das Relações Públicas, procurando avaliar o papel da Comunicação Interna na prossecução de uma estratégia de Employer Brand assente na motivação e satisfação organizacional.

Para isso, foi realizado um estudo de caso com o *Carlsberg Group*, uma organização global na área das bebidas alcoólicas, sediada em Copenhaga. Para este estudo, optou-se por uma metodologia de índole mista, materializando a sua execução através da análise de conteúdo ao perfil de LinkedIn da empresa, e de entrevistas semiestruturadas a Dora Vicente, *Global Talent Manager*, e Emily D'Alterio, *Communications Manager*, ambas no *Carlsberg Group*.

Os resultados deste estudo destacam o papel vital da Comunicação Interna na propagação da Marca do Empregador no contexto VUCA no Grupo Carlsberg. A Comunicação Interna funciona como um mecanismo de apoio crucial para transmitir e promover efetivamente a marca do empregador, disseminando os valores fundamentais, a cultura e a missão em várias marcas dentro da organização. Ao promover canais de comunicação eficazes e eficientes, a Comunicação Interna assegura que os colaboradores do Carlsberg Group estejam alinhados com os objetivos e metas da empresa, promovendo assim uma força de trabalho positiva e comprometida.

Palavras-Chave: Relações Públicas; Comunicação Interna; *Employer Branding*, *VUCA*

Abstract

In recent times the world has changed dramatically. Increasingly, we see volatility, uncertainty, complexity, and ambiguity creeping into our daily lives.

The truth is that events such as the Covid-19 pandemic, and even the outbreak of war in Ukraine, have extensively damaged the global economy and labor market, rearranging not only the priorities of employees but also of employers. The present study seeks to understand how Employer Branding is currently communicated, in an increasingly VUCA context. The analysis is made from the perspective of Public Relations, seeking to assess the role of Internal Communication in the pursuit of an Employer Brand strategy based on motivation and organizational satisfaction.

For this purpose, a case study was carried out with the Carlsberg Group, a global organization based in Copenhagen. For this study, a mixed methodology was chosen, materializing its execution through content analysis of the company's LinkedIn profile semi-structured interviews with Dora Vicente Dora and Emily D'Alterio, Global Talent Manager and Communications Manager at the Carlsberg Group, respectively.

The findings underscore the vital role of Internal Communication in propagating Employer Branding within a VUCA context at the Carlsberg Group. Internal Communication functions as a critical support mechanism for effectively transmitting and promoting the employer brand, disseminating core values, culture, and mission across various brands within the organization. By fostering effective and efficient communication channels, Internal Communication ensures that employees within the Carlsberg Group are aligned with the company's goals and objectives, thereby fostering a positive and engaged workforce.

Keywords: Public Relations; Internal Communication; Employer Branding, VUCA

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Introduction

In 1992, the Polish theorist Zygmunt Bauman described postmodernism as "liquid modernity". According to his theory, we live in a society in which nothing is constant, with everything being liable to change - which means that we should be prepared to deal with these changes at any time (Bauman, 1992). We find that, 30 years later, the metaphor of liquidity could not be more current than now.

We live in a world of constant change, with more and more events that tend to make it increasingly unpredictable. In recent years we have experienced (and are still experiencing) a pandemic that came with a public health crisis. In 2021, when the covid-19 topic slowly began to lose relevance, a war arose accompanied by an economic and social emergency. These uncertainties inevitably turn into unexpected changes - more and more we live in constant adaptation.

All this goes in an escalation that every year generates more volatility in the market, causing more uncertainty in people, increasing the complexity of everything, and generating different visions due to the ambiguity that the excess of information can cause. We have thus arrived at the VUCA World (Volatility, Uncertainty, Complexity, Ambiguity), a concept introduced in the 90s that describes the scenario of incessant changes in a fast, complex, and open interpretations way that we live in nowadays.

The status quo of day-to-day work has also changed. We live in an era where, with each passing day, we see an increasingly distributed, decentralized, discontinuous workforce, or, as Boyd (2020) mentions, a 3d workforce. Organizations have also been forced to consider new challenges, dealing with a new speed of change and dynamics, a lack of general predictability and an ever-growing surprise factor, confusion caused by multiple external and internal forces, and the blurring of reality itself (Johansen, 2007).

On the other hand, there is also a dip in the actual performance, namely in employee engagement and development - a study proved that, worldwide, only 13% of employees working for an organization are engaged (Mann and Harter, 2016). This created a domino effect, leading several departments within the company to adapt strategies and policies. For example, Human Resources had to rethink leadership development activities (Lawrence, 2013, p.7), IT had to be much more available to keep the company interconnected, and the project teams themselves had to be more detailed with action plans (Boyd, 2020).

Therefore, with the organizational world facing an identity and engagement crisis, companies need to have a strong employer brand (Deo, 2018). Employer branding is a “targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm” (Sullivan, 2004, in Backhaus and Tikoo, 2004, p.501). This must be in line with branding actions and internal marketing, as it is a way to highlight the company’s identity, values, and culture (Sullivan, 1999; Frook, 2001). Because of its definition and actual purpose, Internal Communication gains new and improved attention in this context.

Internal communication is seen as an interdisciplinary function, integrating elements of human resources management, communication, and marketing (Verčič, Verčič, and Sriramesh, 2012). Currently, contrary to what was the reality in the past, where it was seen as a way of control, Internal Communication is considered a strategic means of supporting employees and the daily challenges of any organization, focusing on corporate well-being to improve productivity, stimulating, and motivation (Tench and Yeomans, 2006). Therefore, this topic is integrated into the field of Public Relations, as it aims to analyze how Employer Branding is addressed by Internal Communication - a PR discipline that identifies establishes and maintains mutually beneficial relationships between the organization and its audiences, in this case, the internal public (Cutlip et al., 2006).

The selection of the theme for this research was due to the current preponderance of the concept of Employer Branding, especially given its importance during this VUCA work context. Additionally, the opportunity to study and analyze a brand that is not only big but also with such an interesting history and culture also becomes a great reason to choose this subject. Thus, the main objective of this research is to answer the following starting question: "What is the role of Internal Communication in the proliferation of Employer Branding in a VUCA context?".

To answer this question the following research objectives were defined: (1) understand how Internal Communication is a vehicle for transmitting Employer Branding in the Carlsberg Group; (2) assess the importance of Internal Communication in a VUCA context; (3) understand what role Public Relations plays in managing Employer Branding within the Carlsberg Group.

This study is structured over seven chapters. In the first chapter, we analyzed the concept of Public Relations in a broader and historical context, presenting ideas from various authors and discussing its growing relevance in the current context. We also explored the concept of Internal

Communications, discussing its historical evolution, dimensions in the organizational world, and types of communication channels, flows, and models proposed by numerous authors.

Chapter 2 focuses on Employer Branding, first from a general perspective and then in the context of Public Relations. The chapter explores the different dimensions that make up the concept of Employer Branding, including Internal Communication, Human Resources, and Internal Marketing, and the perception of employees in each area.

Chapter 3 looks at the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) concept and its growing importance in today's organizations. The chapter examines how this reality is affecting organizations and driving new pressures, ways of thinking, and needs.

Chapter 4 outlines the research methodology, including the chosen method, data collection tools, and data analysis techniques.

Chapter 5 introduces the Case Study, analyzing the Carlsberg Group's history, sustainability, culture, structure, stakeholders, internal communication and employee engagement, employer brand, and social media.

In Chapters 6 and 7, we examine Carlsberg Group's LinkedIn presence and the interviews with Dora and Emily, respectively. Finally, Chapter 8 presents our findings and results.

To assess the relevance of the topic, we conducted a state of the art researching the topics of Employer Branding and VUCA in the context of Public Relations in the repositories of the main communication teaching institutes in Portugal: Instituto Superior de Ciências Sociais e Políticas - University of Lisbon, Faculdade de Ciências Humanas - Universidade Católica Portuguesa, and Escola Superior de Comunicação Social - Instituto Politécnico de Lisboa. We conclude that this theme has not been much explored within the scope of Public Relations, and not much research has been carried out. Below, we list some master's theses in this area:

- **Employer branding as a tool of strategic public relations: internship report in radio and television in Portugal**

  Author: Cátia Nóbrega
  Year of Publication: 2016

Educational institution: Escola Superior de Comunicação Social

Through an internship experience at RTP, the author sought to associate the image of the organization as "excellent to work" with internal communication practices, as a specialized function of public relations.

- **Proposta de Plano de Ação Estratégica de Employer Branding na Philips Portuguesa, S.A.**
  Author: Ana Sofia Mendes
  Publishing Year: 2021
  Educational institution: Escola Superior de Comunicação Social

  The author proposes a Strategic Action Plan for Employer Branding at Philips Portuguesa, S.A., from a Public Relations perspective. To do so, she uses the 4-stage Public Relations Model: Research, Planning/Programming, Action/Communication - Action, and Evaluation.

- **Employer Branding: the role of communication in its development in Portugal**
  Author: Talita Feliciano
  Publishing year: 2021
  Teaching institution: Instituto Superior de Ciências Sociais e Políticas

  The author sought to understand the contribution of communication to the construction and operationalization of Employer Branding in the Portuguese context, through its root identity and with the Strategic Public Relations Model as the theoretical framework. The study also proposes a synthesis of a model for building the concept of Employer Branding.

- **Risk communication as a critical public relations asset: the case of the municipal public sector**
  Author: Mariana Nunes
  Publishing Year: 2021
  Teaching institution: Escola Superior de Comunicação Social

  In this study, the author seeks to position the strategic communication of risk in the organizational structure of a local government and to analyze the efforts that this

municipality puts into planning a communication capable of alerting and empowering the citizens to act in response to a possible threat in the municipality - this assuming the current reality as VUCA.

Thus, the research we present here intends to contribute to the area of Internal Communication and Employer Branding, analyzing a case study of a historical and international company, which integrates many recognizable brands.

1. From Public Relations to Internal Communication

1.1 Public Relations: concept and dimensions

To this day there is no consensus on the definition of public relations. From its inception until now, public relations have suffered an identity crisis. In theoretical and practical terms, the scientific community has failed to arrive at a definition widely accepted by all parties, and herein lies its fundamental purpose, the dominant metaphor, the focus or dimensions of public relations (Hutton, 1999, p. 199). It is also important to note that the ambiguity surrounding the concept comes not only from non-practitioners, but also from professionals and academics, this is because it is a discipline that deals with aspects of several other areas, such as management, communication and psychology (Fawkes in Theaker, 2001).

Ivy Lee, a pioneer of modern public relations, was never sure what to call himself and always focused "on honesty, understanding, and commitment to ensure a proper fit of public and business interrelationships" (Hutton, 1999, p. 200). Over the years and with the evolution to a networked society with more demanding communication needs, PR has gained a different kind of attention. In order to characterize its progress Hutton explains the stages of PR's evolution in metaphors, moving from "deceiving the public," to "condemning," to "manipulating," to "informing," and finally to "engaging or accommodating" (ibidem, 1999, p. 200). The stereotype of the public relations professional with the "cold hand," who has socialization as the main function, evolves into that of the spokesperson or speaker (Fawkes in Theaker, 2001).

Over time, various definitions have emerged that attempt to answer the purpose and goal of public relations. The way the concept is understood may vary from country to country, depending on how the discipline is taught and/or researched. In the case of the US, Fawkes (in Theaker, 2001) states that PR is viewed as a social science, and this shows not only in its teaching as a scientific discipline, but also in the academic-scientific material that is produced. In the UK, the discipline of PR is considered a management function, taught in business schools. At the first World Assembly of Public Relations Associations in 1978, in Mexico, it was agreed that "public relations is the art and social science of analysing trends, predicting their consequences, counselling organisation leaders and implementing planned programmes of action which will serve both the organisation’s and the public interest" (Wilcox et al., 1992 in Theaker, 2001 p. 4). Fawkes (in Theaker, 2001, p. 4) highlights the words "art" and "social science" as a way of demonstrating the

tension between the understanding of PR as a measurable science and the affection of many practitioners for the more creative aspects of the work.

In the conceptual framework, the publications of James E. Grunig, such as *Managing Public Relations* (1984) or *Excellence in Public Relations and Communication Management* (1992), have become milestones for understanding and studying contemporary public relations. Among his proposals we can find the Systemic Theory, the Situational Theory of Publics and the Excellence Theory.

In the Systemic proposal, Grunig and Hunt (1984) see organizations as open systems, with permeable boundaries that establish relationships with the various subsystems of their environment, such as their public, the local community, suppliers, employees, etc. And it is precisely these relationships that should be managed by PR. In this view, public relations tries to balance the organization and its environment, recognizing that all changes and actions affect all subsystems due to their interconnection. Thus, the function of public relations is to develop ties between the organization and its internal and external subsystems (ibidem, 1984).

This theory, addressed by other authors such as Cutlip, Center, and Broom (1985), had an important contribution to the four models that demonstrate the evolution of PR and allow us to understand how they are practiced today. In a summarized way, the four models developed by Grunig and Hunt (1984, in Neto 2010, p. 8) are:

1. *Press agentry:* One-way communication model based on advertising to disperse information and gain notoriety;
2. *Public information:* One-way communication model, which emerged in the 20th century, and despite trying to communicate truthful information, results in messages not tailored to the needs of the public;
3. *Asymmetrical two-way:* A communication model that, understanding the shortcomings of the unidirectional models, tries to understand the needs of the public, to strategically bring them closer to the organizations;
4. *Symmetrical two-way:* A communication model that aligns messages to the needs of the public, presupposing a negotiation to create win-win, stable, and lasting relationships.

Gordon (1997, in Gonçalves, 2010. p. 2) committed himself to compare the definitions presented in the most popular public relations textbooks to conclude that the concepts of "management",

"organization" and "publics" are common elements. The definition from another of the "fathers" of public relations, Edward Barnays, which also includes the notion of adjustment mentioned by Hutton (1999), argues that PR is not only a vital tool for adaptation, interpretation, and integration between individuals, groups, and society, but also assesses the potential impact of public opinion and can act to adjust it (Hutton, 1999 in Sebastian 2009, p. 59).

Lesley (1997, p. 5) states that public relations can be defined as a tool to "help organizations and their publics adapt to each other." A more modern definition introduces the idea of a mutually beneficial relationship: "Public relations is a management function that identifies, establishes and maintains mutually beneficial relationships between the organization and the various publics on which its success or failure depends" (Cutlip, Center and Broom, 2006, p. 6).

However, one of the most famous and widely cited definitions is even that of Grunig and Hunt (1984, p. 6), in *Managing Public Relations*, who highlighted public relations as the "management of communication between an organization and its publics." Gonçalves (2010, p.2) refers that the "economy of words" used in this definition shows that the authors do not intend to be "prescriptive, that is, that they do not seek to determine what professionals do, the effects they seek to achieve or the degree of responsibility with which they should develop their activities". Edwards (in Tench and Yeomans, 2006), on the other hand, points out that this definition shows the professionals' need to simplify the term.

About Grunig and Hunt's definition, DeSanto (2011, p. 4) refers that the authors described public relations as "the management of communication between an organization and its publics," with the intention of positioning public relations as a dominant management function within organizations, so that it is viewed as equal to the more traditional organizational jobs, such as human resource management, finance, production, and marketing. The author further notes that Grunig and Hunt were not anticipating "the degree of debate and controversy that has gradually emerged around the use of the term 'management' to describe the function and practice of public relations" (ibidem, 2011, p. 4).

However, according to the same author, for public relations to be fully effective in a management role, professionals must gain access to and have influence in the higher hierarchies of the organization. Thus, DeSanto mentions that this must be earned, requiring professionals to demonstrate "the necessary skills and business acumen to deserve their place at the ‘top table’ within organizations" (ibidem, 2011, p. 4).

Following this line of thought, and in a more practical definition, Sebastião (2009, p. 59), states that the term "public relations" can be understood in three vectors: with regard to the information given to the public - whether about a brand, government entity or in a business context - in relation to persuasion, where the goal involves changing attitudes and/or thoughts, and, finally, the PR area is an effort developed to integrate attitudes and actions of institutions with their publics. The PR profession often goes under the radar and, according to Sebastião (2009, p. 88), "continues to be confused with commercial and kindness functions". Although commonly misunderstood, organizational structure and culture have a direct impact on how organizations perceive PR and what is regarded to be its role. The primary goal of the PR professional is to have a role of strategist and be a member of the organization's management team (Gregory, 2008).

It is then important to clarify the role that PR has in an organization. In fact, Grunig and Hunt's (1984) definition, besides being a way to simplify the concept, also serves to make the public relations profession more comprehensive. DeSanto (2011, p. 13) notes that the location of the public relations function within the organizational hierarchy will reflect the influence it has on the management of the organization itself. Public relations "must also define its position and contribution in relation to other mainstream organizational functions and levels, such as marketing, human resources, legal, and finance" (ibidem, 2011, p. 13).

One observation that can be established concerns the characterization of public relations as an intermediary function (playing a linking role) in the relationship between the organization and its strategic public (Gordon, 1997, p. 60). However, this idea of relationship and communication can also be found in other organizational areas, resulting in the activity of public relations becoming understated and contributing to the identity crisis mentioned by Hutton (1999, p. 199).

Gonçalves (2010, p. 18) refers that this identity crisis has its origin in the "semantic ambiguity and, above all, in the difficulty in circumscribing the main area of intervention of public relations, in relation to marketing and all the specialized areas of communication in organizations". The author argues that public relations and marketing are the two main communication management disciplines at the service of organizations, the former dealing with audiences and the latter with markets. Thus, although both functions start from a communicational purpose, it is important to note that, while communication with the market is essentially product-oriented and for a previously identified consumer segment, communication with the publics has more institutional objectives (ibidem, 2010, p. 13).

Gonçalves (2010, p. 18) goes further and argues that the "emancipation of the concept of corporate communication" as another cause of the identity crisis of public relations. The concept arises from the emergence of a new trend in the 1980s that looks at public relations and marketing as integrated functions (ibidem, 2010, p. 15) and derives from the concepts of image management and reputation management, also widely used in public relations and marketing literature, either as synonyms or as differentiated concepts (ibidem, 2010, p. 16).

On the concept of corporate communication, Van Riel and Fombrun introduce Jackson's (1987) definition as one of the first to appear in the international literature: "Corporate communication is the total communication activity generated by a company to achieve its planned objectives" (Jackson, 1987 in Van Riel and Fombrun, 2007, p. 25). Building on Jackson's ideas, the authors present their own definition:

> “Corporate communication consists of the dissemination of information by a variety of specialists and generalists in an organization, with the common goal of enhancing the organization’s ability to retain its license to operate” (Van Riel e Fombrun, 2007, p.25).

Van Riel and Fombrun, from a management perspective (Gonçalves, 2010, p.17), consider that companies depend on five main stakeholders: employees, customers, investors, government, and the public. In turn, for the authors, the public is often represented by non-governmental organizations that identify with a specific strategic issue (Van Riel and Fombrun, 2007, p.181). With this in mind they report that most companies have created specialized departments responsible for communication about and with these groups (ibidem, 2007, pp. 181-182):

1. Internal communication - the department responsible for communication with the organization's employees (it is linked to the human resources function).
2. Marketing communication - the department responsible for communication with consumers and customers (it is linked to the marketing department).
3. Investor relations - the department responsible for communicating with investors and analysts who monitor the company's financial performance.
4. Government relations (also called public affairs) - the department responsible for the company's relations with regulators, legislators, and other government representatives.

5. Public relations - a department responsible for interaction with the set of NGOs and activist groups that are concerned with problems of public interest to which the company may or may not have contributed (also called issues management).

In the opinion of Gonçalves (2010), the emergence of the concept of corporate communication also happens because it is more comprehensive, avoiding the usual association of public relations with press relations. In this way, it is verified today that there is a dispersion of communication functions by several sectors of the organization. Gonçalves highlights internal communication and the human resources department, government relations and the legal department, and visual identity management and the marketing department as the most common cases (ibidem, 2010, p. 18).

The growing business value of reputation, relationships, and communication is one of the megatrends that are shaping modern public relations (Tisch, 2018, p.1). Today, companies are increasingly valued for their intangible assets and CEOs understand the value of reputation - and the role of public relations and communications management in building the relationships that drive it (ibidem, 2018, p.1). However, Hutton (1999, p. 202) argues that the emergence of terms such as "reputation management," "perception management," and "image management" is a nefarious trend in the field. According to the author, this is because these terms have been favored for the wrong reasons: the tendency of managers with no PR training to use terms like "image" and "perception" superficially; the large number of large PR firms owned by advertising agencies, which tend to feel more comfortable with these terms; and the desire to bury the negative connotations of PR.

The truth is that PR exists in the relationship and communication with the public and the role of its functions thus depends on the professional circumstances in which they are embedded. Dozier and Broom (1995) distinguish two dominant roles in the PR profession, the role of communication manager and the role of communication technician. The former performs planning and management activities, making decisions at the level of communication policies, and the latter implements PR programmes, developing more technical activities such as writing press releases or building web content (Gregory, 2009). Thus, the role played by PR professionals indicates their degree of strategic participation in organizations and decision-making processes, and the roles are not mutually exclusive, so they can be exercised simultaneously (Dozier and Broom, 1995). Thus, it is up to the Public Relations professional to establish the communication channels between management and internal (employees) and external (suppliers, customers, investors, public

entities) audiences. According to Holger Sievert (in Sebastião, 2008, pp. 88-89), the public relations professional must know communication sciences (principles of communication; theories and models of communication; ethics and deontology), the organization of public relations (methodology and research; planning; management) and the surrounding environment of public relations (macro-environmental variables; social, corporate and global culture; marketing; cost structure; image).

There are several areas where they can act and the following table, prepared by Eiró-Gomes and Nunes (2013), summarizes the proposal of several authors on this topic.

Authors	Areas of Intervention
(White and Mazur, 1995)	*Corporate communications* *Issues management* *Product publicity* *Investor relations* *Financial communications* *Lobbying* *Public affairs* *Media relations* *Community affairs* *Crisis management* *Events management* *Sponsorship* *A range of services which feed into all these*
(Prout, 1997)	*Public relations policy* *Corporate statements* *Corporate policy* *Product publicity* *Government relations* *Community relations* *Inventory relations* *Institutional promotion* *Corporate donations* *Employee publications* *Guest relations* *Coordinating and integrating* *Miscellaneous*
(Cutlip, Center e Broom, 1999)	*Publicity* *Advertising* *Press agentry* *Public affairs* *Issues management* *Lobbying* *Investor relations* *Development*
(Henslowe, 1999)	*Images* *Knowledge and understanding* *Interest* *Acceptance* *Sympathy*
(Wilcox, Cameron and Xifra, 2006)	*Consulting* *Research* *Media relations* *Advertising* *Employee/member relations* *Community relations* *Public affairs* *Government affairs* *Potential conflict management (issues management)* *Financial relations* *Sector relations* *Fund-raising/ fund development* *Multicultural/workplace diversity relations* *Special events* *Marketing communication*

Table 1 The areas of intervention of Public Relations. Source: Eiró-Gomes and Nunes (2013, p. 1055)

The literature shows, then, an identity crisis of public relations that has its origin not only in a semantic ambiguity of the term, but also in the increasing dispersion of its functions to other areas of the organization. However, it is possible to conclude that public relations offers an interesting value proposition to all areas of an organization: the communication and relationship between two strategic publics. It is a multifaceted profession with a strategic function within organizations. Thus, the goals of public relations are to persuade, inform and integrate (Sebastião, 2009, p.113), and they can produce value for all organizational areas.

1.2 Internal Communication: concept and dimensions

Internal communication is among the fastest growing specializations in the field of public relations and communication management, with several studies proving that internal communication is among the top five areas of responsibility of public relations professionals. In the field of organizational communication, the expression has been used to refer to the interaction between employees and the organization (Rego, 2007). However, the scarcity of studies on internal communication in the public relations domain is a shortcoming, as the vast majority focus on communication and organizational psychology (Verčič and Sriramesh, 2012, pp. 223-224).

At a historical level, the rise of internal communication started in the 1990s in the United States and spread to Europe from the beginning of the 21st century (Rego, 2007). Factors such as globalization or the economic crisis brought with them permanent restructuring, outsourcing, mergers, and acquisitions. This resulted in a drastic reduction of employees' trust in management, leading to less loyalty. Thus, internal communication emerged in a critical situation for organizations and played a leading role in responding to these adversities (Verčič and Sriramesh, 2012, p. 224).

According to Rego (2007), without communication there can be no organization, management, motivation, or a coordinated work process. This is because if communication fails, part of the organizational structure also fails. The survival of organizations depends on their ability to communicate (Buckley, Monks and Sinnott, 1998) and internal communication is the basis for successful communication strategy in organizations and has grown in importance in recent years (Welch, 2012).

However, the role of internal communication has not always been so clear, it has changed over time, its strategic aspect was not fully exploited, and the changes felt have affirmed this potential. While a few years ago internal communication was seen primarily to provide information and a means of control to employees, evolution has led to the fact that today it is seen as a strategic means of supporting employees and the daily challenges of any organization. The focus is on employee well-being so that the corporate environment is most conducive to greater productivity, stimulation, and motivation (Tench and Yeomans, 2006).

Internal communication has an interdisciplinary function, integrating elements from human resource management, communication, and marketing (Verčič, Verčič, and Sriramesh, 2012). In this sense, it is often seen as the set of all forms of intra-organizational communication (ibidem, 2012), instead of being worked as a tool to enhance organizational results (Welch and Jackson, 2007). However, since no organization survives without results or profit, one of the internal communications roles is also to increase productivity through incentives for teamwork (Bharadwaj, 2014, p. 183).

Consequently, internal communication and motivation are core elements of organizational success. Internal communication drives knowledge and "pieces of knowledge" within the organization (Know-how to be, Know-how to do, Know-how to know) (Almeida, 2013). These functions are directly linked to employees identifying with the task, feeling informed, and knowing that their roles are valid and valued within the organization (ibidem 2013). Employees are the foundation of any organization, and there is always a dependence on them. Without them, organizations become unable to execute their strategies and achieve their goals (Welch, 2012). Welch (2012) further advocates that employee satisfaction with CI can promote awareness of opportunities and threats and develop employee understanding of changing organizational priorities. Duterme (2002) states that internal communication in organizations is an important source of reference for values and culture of the company for its internal audience.

When successful, internal communication can promote the interest and attention of employees and develop their understanding of the organization's priorities and goals. However, when it is not thought out and structured, it can be a threat to organizational relations. It is therefore important to have appropriate messages, as well as communication channels that facilitate and promote understanding and acceptance (Welch, 2012).

At the same time, when it is not successful, internal communication can mean a threat to internal relations, that is, ineffective communication can become counterproductive (ibidem, 2012). Ineffective internal communication makes it impossible for companies to achieve their goals. In this context, Tomasi and Medeiros (2010, p. 88) state that "a large flow of information does not correspond to quality, as it may not be clear and concise and can sometimes lead to disagreements within the organization." Therefore, communication is often identified as a vital tool for organizations, bringing competitive advantage, benefits, and success to the organization.

It is possible to state that to achieve its goals, internal communication must be strategic (Argenti, 2007 in Bharadwaj, 2014, p. 184). It can be considered strategic because it is the "formal and informal communication taking place internally at all levels of an organisation" (Kalla, 2005, p. 304), that is all "the exchange of information and ideas within an organization" (Bovee and Thill, 2000 in Bharadwaj, 2014, p. 183). There is, then, compatibilization of the interests of the employees and the company, through the stimulation of dialogue, exchange of information, and participation (Kunsch, 2003). This exchange of information encompasses the communication of objectives, one of the most important parts of an organization, to know what the vision is, where we are heading, and what objectives we want to achieve.

By ensuring a good communication strategy the company will move towards success. For IC to work as a strategic tool, it should be able to help employees share knowledge and information, extracting meaning and making decisions that add value (Quirke, 2016). In this sense, it is important to understand the channels, flows, and directions of communication within a company.

Tomasi and Medeiros (2010, p. 88) state that "communication needs to respect the hierarchy of positions and functions, they must walk through a whole system of networks and internal and external flows. They can be ascending, descending, and horizontal". With this idea of hierarchy in mind, we can classify the three types of communication:

1. Downward communication is that which is directed from top management to employees. This communication conveys the organization's behavior regarding strategy - the communication that is part of the hierarchical dependency structure, and this includes "instructions, directives, procedures, and organizational practices" (Torquato, 1986, p. 54).

2. Upward communication is characterized by feedback, recommendations, or suggestions from employees to management or their superiors (ibidem, 1986, p. 66).

3. Horizontal communication translates into the flow of information between employees in different departments, offices, or sections, all at the same hierarchical level. This flow accounts for the "combination of the various positions and units" (ibidem, 1986, p. 66).

As for internal communication channels, these can be formal or informal. Torquato understands that the formal channels "are the official instruments through which both descending and ascending information pass and which aim to ensure the orderly and efficient functioning of the company" (ibidem, 1966, p. 63). On the other hand, informal communications are all "the free expressions and manifestations of employees, not controlled by management" (ibidem, 1966, p. 63).

Organizations should also understand that internal communication planning is central to avoiding information overload, making better use of communication channels, and directing the right information to the right employees (Quirke, 2016). There is a need to structure internal communication and make it part of working relationships within organizations, clearly and concisely (Pessoni and Portugal, 2011).

Verčič, Verčič and Sriramesh (2012) argue that internal communication is organized into four types: 1) business communication (employees' communicative skills); 2) management communication (focused on management and communication skills); 3) corporate communication (concerns formal communication); and finally, 4) organizational communication (which focuses on more philosophical and theoretical issues).

In 2007, Welch and Jackson publish "*Rethinking Internal Communications*", where they propose a new approach to internal communication, based on stakeholder theory. The authors define internal communication as "the strategic management of interactions and relationships between stakeholders at all levels within organisations" (Welch and Jackson 2007, p. 183). Thus, they criticize the existing literature for considering employees as only one audience, not identifying them as stakeholders:

> "If internal communication is the strategic management of interactions and relationships between stakeholders at all levels within organisations, these stakeholders need to be identified. This may seem an obvious step and it has been suggested in the past (Bernstein, 1984, p. 97) but L'Etang (2005, p. 522) criticizes the continuing tendency for internal

communication writers to treat employees as a single entity" (Welch and Jackson, 2007, p.183).

As a response to this gap Welch and Jackson (2007, p.185) propose an internal communication matrix based on the foundations of organizational culture and existing literature on stakeholder theory and organizational levels (table 2).

Dimension	Level	Direction	Participants	Content
1. Internal line management communication	Line managers/ supervisors	Predominantly two-way	Line managers-employees	Employees' roles Personal impact, e.g. appraisal discussions, team briefings
2. Internal team peer communication	Team colleagues	Two-way	Employee-employee	Team information, e.g. team task discussions
3. Internal project peer communication	Project group colleagues	Two-way	Employee-employee	Project information, e.g. project issues
4. Internal corporate communication	Strategic managers/top management	Predominantly one-way	Strategic managers-all employees	Organisational/corporate issues, e.g. goals, objectives, new developments, activities and achievements

Table 2 Internal Communication Index. Source: Welch and Jackson (2007, p. 185)

In summary, it is possible to understand that internal communication today is a key element for the credibility of organizations with their internal public. In addition, it ends up having an influential role not only in the success of the organization but also in how it is perceived externally. In the same sense, we should understand internal communication as a system of constant interactions, and the identity of the organization is constituted based on the sharing of meanings of its members.

Stakeholder theory encourages leaders to consider all stakeholders in an organization, regardless of their level of participation. Welch and Jackson (2007) applied this idea to the practice of internal communication, arguing that it is also necessary to identify and classify internal stakeholders by their degree of participation, identifying the following: all employees; strategic management: top management or strategic managers (CEOs, senior management); day-to-day management: supervisors, middle or line managers (directors, department heads) Welch and Jackson (2007, p.184).

Alternatively, the authors argue that Cheney and Christensen's (2001, in Welch and Jackson, 2007, p.182) organizational levels can be used to identify internal stakeholders. These three levels are strategic management, day-to-day management, and team and project management.

It is not only the environment or the culture of the organization that influences internal communication. The reverse is also true, internal communication shapes these fields as well, as it is one of their major representational forces. It is through communication that identity is shared and projected in the organization (Gonçalves, 2005, p.503). Welch and Jackson (2007, pp.191-192) start from this same principle, that internal communication not only occurs in an environment influenced by corporate culture but also influences and represents that same culture. In this sense, the dimensions presented in the matrix mirror this idea.

> "Internal line management communication sets out controls and routines (performance and appraisal meetings). Internal team and group communication passes on stories and rituals (how past projects were implemented, regular meetings, whether people routinely e-mail a colleague in the next office rather than call into talk to them). Internal corporate communication channels, like newsletters or podcasts, portray culture by communicating corporate stories (how we influenced government policy) celebrating heroes (an award-winning employee) and facilitating rituals (get your tickets for our company's 40th anniversary party)." (Welch and Jackson, 2007, p.192).

Thus, the theoretical contribution of this article is significant because it addresses gaps in the literature on internal communication. The matrix developed by Welch and Jackson (2007, pp.184-185) can be used not only to complement other forms of internal situational analysis but also as an analytical tool that can be applied to strategic analysis, planning, and evaluation of internal communication (ibidem, 2007, pp.184-185). Moreover, it is a useful tool in planning internal communication strategies because it leads managers to think about the different internal stakeholder groups concerning the four dimensions of internal communication (ibidem, 2007, pp. 194).

Building on Welch and Jackson's matrix, the Active Employee Communication Roles (AECR) framework, introduced by Verhoeven and Madsen (2022), acknowledges the proactive involvement of employees in organizational communication. The authors emphasize that employees, beyond their assigned job tasks, fulfill vital roles as brand ambassadors, boundary

spanners, and crisis communicators, which can lead to role overload, conflicts, and job stress (ibidem, 2007, p. 91).

Although previous literature has mentioned some active communication roles that employees may assume in post-bureaucratic organizations (Heide and Simonsson, 2011 in Verhoeven and Madsen, 2022, p. 93), there has been limited progress in terms of understanding the significance and implications of these roles for strategic communication (Verhoeven and Madsen, 2022). Numerous employee communication roles, including employee advocate, boundary spanner, knowledge broker, brand ambassador, and innovator, have been proposed and defined in the literature (Dawkins and Lewis, 2003; Men, 2014; Korschun, 2015; Theofilou and Watson, 2014; Leppälä, 2015; Leppälä and Espinosa, 2020; Aaker, 2004; Gode, 2019; Heide and Simonsson, 2014 in Verhoeven and Madsen, 2022). However, until recently, no comprehensive framework existed to describe the full range of communication roles that employees may be expected to fulfill in the workplace (Verhoeven and Madsen, 2022). The AECR framework, proposed by Madsen and Verhoeven (2019), aims to bridge this gap by shifting communication responsibilities from professionals to employees (Verhoeven and Madsen, 2022).

The significance of communication for employee performance is widely acknowledged (Scudder and Guinan, 1989 in Verhoeven and Madsen, 2022, p. 91), but the expansion of communication roles introduces new challenges and complexities in organizational communication (Verhoeven and Madsen, 2022, p. 92). When employees lack the necessary resources to fulfill these role requirements, they experience role stress, and unclear role expectations lead to role ambiguity (Tarafdar et al., 2007; Rizzo et al., 1970, in Verhoeven and Madsen, 2022, p. 91). To address these challenges, Verhoeven and Madsen (2022) introduced the AECR framework, proposing eight roles that contribute to an organization's overall communication efforts:

- The embodier role involves employees embodying organizational characteristics through their communication and behavior. They "live the brand" and their visible behaviors serve as signals of organizational values. This role is particularly enacted by frontline employees who interact directly with customers or stakeholders, but it applies to all employees who represent the organization. Examples include employees openly explaining mistakes to demonstrate transparency or going above and beyond their required duties to exhibit reliability. The embodier role is rooted in fields like corporate branding and corporate social responsibility (CSR) communication (Verhoeven and Madsen, 2022, pp. 96-97).
- The promotor role focuses on strengthening corporate reputation by communicating positive messages about the organization. Employees voluntarily promote the brand in a

trustworthy and reliable manner, both internally and externally. They act as influential sources, and their postings on social media platforms can benefit the organization. By promoting the organization's virtues, employees reinforce their own professional identities and contribute to enhancing the organization's reputation. The promotor role is studied in the context of corporate branding, social media, and CSR communication (Ibidem, 2022, p. 97).

- The defender role involves employees actively defending the organization against bad news or criticism from external stakeholders. While not official spokespersons, employees often participate in public discourses on behalf of the organization, especially on social media platforms. They serve the strategic interests of the organization by presenting its perspective, correcting misinformation, and explaining organizational actions and decisions in response to criticism. The defender role is particularly relevant in crisis communication, where employees are considered more believable ambassadors than the organization itself (Ibidem, 2022, pp. 97-98).
- The relationship builder role focuses on initiating, maintaining, and improving stakeholder relationships. Employees act as boundary spanners, bridging gaps between organizations and their environment. Through communication behaviors such as listening, sharing information, and engaging in informal communication, employees can instill trust, develop lasting relationships, and nurture relations with customers and other stakeholders. Relationship building contributes to improved relationship quality, access to resources, and political influence (Ibidem, 2022, pp. 98-99).
- The scout role involves employees gathering environmental information about organizational, societal, and technological developments. Employees scan the environment and actively seek or serendipitously discover information that can be valuable to the organization. They play a crucial role in environmental listening and contribute to the learning capacity of the organization. By gathering and sharing information, employees help manage problems, prevent crises, and fill potential blind spots. The scout role is rooted in public relations, knowledge management, and crisis communication (Ibidem, 2022, p. 99).
- The sensemaker role focuses on organizing organizational and environmental information into comprehensible meanings and frames. Employees make sense of information and help others understand its significance within the organization. This role involves listening, cognitive processing, and sharing knowledge and information within the organization. The sensemaker role contributes to effective decision-making, problem-solving, and overall organizational understanding (Ibidem, 2022, pp. 99-100).

- The innovator role involves employees actively generating new ideas and driving organizational change through ongoing collaboration and communication. It emphasizes the importance of collective efforts to continuously improve products, services, and work processes. Innovation is seen as a social process where employees contribute, interact, and develop ideas together, turning them into actionable plans for effective implementation (Ibidem, 2022, p. 100).
- The critic role entails employees addressing organizational shortcomings by raising their concerns internally or externally. They act as the conscience of the organization, questioning practices and advocating for ethical improvements. Employees in this role may blow the whistle using external media if ethical misconduct persists or if the organization fails to address their concerns. Dissent, as a form of criticism, occurs when employees express opinions that deviate from commonly held beliefs. The response to dissent plays a crucial role, as creating an ethical climate involves supporting dissenting voices and fostering open dialogue (Ibidem, 2022, p. 100-101).

The AECR framework emphasizes the importance of aligning internal and external communication, recognizing employees as authentic brand ambassadors. By leveraging the diverse skills of employees, this framework enhances collaboration, innovation, and overall organizational performance. It enables organizations to identify and leverage the communication potential of their employees, fostering empowerment, job satisfaction, motivation, loyalty, collaboration, problem-solving, innovation, and reputation. Involving behaviors such as embodying organizational values, promoting the organization, defending against criticism, building relationships with stakeholders, gathering environmental information, and making sense of information, each role contributes to the organization's overall communication efforts and plays a crucial part in shaping its reputation, relationships, and understanding of the external environment.

Building on the foundation of the AECR framework, the next chapter will explore the significance of LinkedIn for internal communication within organizations. LinkedIn, as a professional networking platform, offers unique opportunities for employees to fulfill various communication roles. This chapter will delve into the ways in which LinkedIn can serve as a valuable tool for internal communication, facilitating employee engagement, knowledge sharing, collaboration, and the amplification of organizational messages. Additionally, it will explore how LinkedIn can contribute to building a strong employer brand, expanding professional networks, and fostering employee advocacy.

1.2.1 LinkedIn in Internal Communications

In the digital era, organizations employ social media platforms as a strategic tool to expand their network, enhance their visibility, and augment their profitability. Among these platforms, LinkedIn has emerged as a prominent and highly utilized option, providing a range of services, including free profile hosting, that are leveraged by both companies and customers to great effect.

In the book "The Social Employee: How Great Companies Make Social Media Work", Burgess and Burgess outline the role of LinkedIn in creating a more connected and engaged workforce, fostering a sense of community and building stronger relationships within organizations: “On LinkedIn, brand ambassadors can build influence on discussion boards and thought leader channels in order to facilitate deeper engagement” (2013, p. 214). Within this scope, the authors introduce the notion of Social Communication, which encompasses various forms of mediated communication via social platforms, encompassing both public-facing services like Twitter and LinkedIn, as well as internal services such as Salesforce or Connections (Ibidem, 2013, p. 248). Furthermore, they explicate the concept of the Social Employee, referring to any employee who leverages social philosophies encompassing communication, collaboration, and digital techniques to enhance the organizational experience. This can manifest as internal collaboration employing social tools for project management and real-time communication, as well as external customer engagement through public-facing social media platforms, blogging, or content marketing (Ibidem, 2013, p. 248).

Rai (2012) explored the impact of social media on employee engagement, with a specific focus on young employees in India - the study acknowledged the rapid growth and influence of social media platforms like LinkedIn, which offer instant information access and connectivity. The author emphasized the potential implications of social media for organizations, highlighting the ability of young individuals to rapidly share information and form perceptions about employee brands, processes, and business status. And given the increasing presence of Generation Y in the workforce, Rai (2012, p. 265) challenges organizations to rethink their strategies, in order to engage a “workforce that values connectivity, speed, openness and innovation”. To do so, it is crucial to reassess organizational processes and protocols to align with Generation Y's values, leveraging social media platforms as modus to foster creativity, collaboration, transparency, and growth (ibidem, 2019, p. 264).

A survey conducted by IABC Research and Buck Consultants (2009, cit in Rai, 2012, p. 263) indicate that while companies commonly use intranet and emails for internal communication, there is a growing recognition of social media as an essential source of internal communication, with approximately 79% of respondents affirming its usage. Going in depth, company blogs and internal discussion boards are actively utilized by 47% and 32% of organizations, respectively. However, only a small percentage of companies utilize Facebook (18%), Twitter (21%), and LinkedIn (5%) for employee engagement. Notably, senior executives show limited acceptance of using social media both internally and externally, with only 27% acknowledging its use as a communication medium. Many companies lack policies addressing employee usage of social media platforms, with only 45% having established standard policies. Additionally, a significant proportion of organizations (46%) have no methods in place to measure the effectiveness of social media usage in employee engagement activities, while 33% employ statistical monitoring processes for measurement.

LinkedIn has gained increasing acclaim in recent years as an alternative platform for internal communication, attributed to evolving user preferences and platform advancements. In an Interview with Gloria Lombardi (2015), Chuck Gose, a renowned professional in the area, mentions that “LinkedIn gives internal communicators the opportunity to set the tone in terms of what they can bring to their organisation.” He emphasizes that organizations can leverage LinkedIn's features to improve internal communication and foster collaboration among employees. A well-maintained company page on LinkedIn can function as a centralized platform for sharing updates, news, and vital information, ensuring that employees remain well-informed and actively engaged. LinkedIn's private groups feature further facilitates effective communication and collaboration within organizations, providing virtual meeting spaces where employees can exchange ideas and discuss projects (Lombardi, 2015).

Additionally, LinkedIn's networking capabilities have been highlighted as a valuable asset for internal communication by Gose. Employees can establish connections with colleagues across various departments, branches, and even external to the organization, fostering collaboration and cross-functional teamwork. The advanced search features offered by LinkedIn enable employees to identify individuals possessing specific skills or expertise, thereby promoting efficient knowledge sharing and facilitating project collaboration (Lombardi, 2015).

Skjalm (2018) asserts that LinkedIn serves as an additional channel within the internal communication mix, enabling employees to share organizational stories with their network,

customers, and potential colleagues. The author highlights the transformation of employees' LinkedIn updates into a distinct avenue for internal communication, independent of corporate control. The appearance of fresh organization-related stories in individuals' LinkedIn news feeds provides insights that extend beyond job requirements but hold significance for employees, fostering engagement by demonstrating their dedication and involvement. According to Skjalm (2018), LinkedIn can be seen as an opportunity to expand internal communication and shape external perceptions of the organization and its employees, underscoring the influential role of employees: "As practice shows, employees have a much stronger impact than organizations. The human touch still rules" (ibidem, 2018). Conversely, Skjalm (2018) emphasizes the importance of refraining from imposing corporate narratives on LinkedIn, as genuine personal interest motivates the sharing of narratives.

Following this line of thought, LinkedIn can serve as a source of ideation, offering an open space for the discussion of ideas separate from the influence of the employing company. Unlike internal social networks, LinkedIn provides employees with a platform to freely exchange ideas and engage in dialogues without the perceived constraints of organizational hierarchies or biases. Gode (2019) conducted a study exploring employee engagement in ideation on internal social media platforms and their utilization of dialogue strategies to address uncertainty. Although never mentioning external social media, in the study, Gode (2019, p. 384) underscores the significance of uncertainty and dialogue strategies in relation to the organization's goal of being an innovation leader. Uncertainty provides the opportunity for open, reflective, and stimulating dialogues, and the application of dialogue strategies enhances online ideation. It is through these multi-vocal dialogues that opportunities for innovation emerge (Ibidem, 2019,). Consequently, online employee communication regarding ideas is deemed strategically significant for the organization's innovation aspirations.

In response to evolving industry demands, in 2020, LinkedIn introduced new “Staff Connection Tools” aimed at enhancing internal communication within organizations. The tool, integrated into the platform's Company Pages feature, provides organizations with additional resources to foster communication and engagement among employees. It allows companies to share updates, news, and relevant information directly with their workforce, enabling seamless internal communication and alignment. The tool also offers follower analytics, providing organizations with valuable insights into engagement levels and the impact of their content on employees (Hutchinson, 2020).

Employee advocacy plays a crucial role in today's business landscape, and its significance for talent cannot be overstated. On this subject, LinkedIn has conducted numerous studies and reports that underline the importance and correlation between employee engagement on both the platform and within the organization. In LinkedIn's official guide to employee advocacy eBook (n.a., p. 2), Employee Advocacy is defined as the practice of empowering employees to share intelligent and high-quality content with their personal social networks. This approach yields numerous benefits, including increased brand awareness, enhanced talent attraction, and improved employee engagement.

Research by LinkedIn (n.a., p. 9) reveals that companies with socially engaged employees are 58% more likely to attract top talent and 20% more likely to retain them. When employees become advocates for their organization, they not only demonstrate their pride in their work but also assume the role of influential brand ambassadors (Ibidem, n.a., p. 16). By leveraging social media platforms to share positive experiences and insights about their company, employees contribute significantly to the attraction and retention of high-quality talent.

Moreover, according to LinkedIn (n.a., p. 4), emphasizing employee advocacy can also foster higher levels of employee engagement. Employees at socially engaged companies exhibit a 27% greater likelihood of feeling optimistic about their company's future and a 15% greater likelihood of feeling connected to colleagues beyond their core teams. While only a small percentage of employees (3%) actively share content about their company, these shares account for a substantial 30% increase in overall company engagement (Ibidem, n.a., p. 10). Actively participating in sharing valuable content, industry insights, and engaging with professional networks allows employees to enhance their personal brand and establish credibility in their respective fields. This not only facilitates professional growth for employees but also reflects positively on the organization by demonstrating a competent and knowledgeable workforce.

In summary, LinkedIn plays a crucial role in internal communication within organizations. By leveraging its features, organizations can enhance communication, facilitate knowledge sharing, foster collaboration, drive employee engagement, and promote a culture of recognition and transparency. Based on all this evidence, LinkedIn was the channel chosen to focus the analysis of this paper.

2. Employer Branding

2.1 Concept and applications

The concept of employer brand was first described by Ambler and Barrow (1996, p. 187) as "the set of functional, economic and psychological benefits offered by the employer and which guarantee identification with the employer." The continuous relationship between the company and the employee can enhance a series of exchanges of mutual benefits with an impact on the company's business results.

The authors introduced this concept with the goal of bringing the disciplines of human resources and brand marketing into a single conceptual frame-work (Ambler and Barrow, 1996). On the one side, the employer can be seen as a brand with which the employee develops a closer relationship. Employee, and thus corporate, performance will be influenced by awareness, positive attitudes toward the 'brand', loyalty and trust that the 'brand' is there for the employee.

According to Ambler and Barrow (1996), there is a cause-and-effect relationship between having the best brand or store and having the best employees. To the authors, motivated employees, that share the culture of the brand, generate more word of mouth, therefore attracting the best candidates. This will improve the quality of service and create a superior customer service.

Ambler and Barrow also claim that, in an organization's day to day activity, there are three main groups of concepts that may be similar to EB: corporate culture and identity; internal marketing; corporate reputation (ibidem, 1996, p. 188). And these likely misunderstand between concepts was somewhat proven with the findings of this study. Ambler and Barrow interviewed respondents from 27 companies in a variety of industries with the objective of "ascertain each company's overall approach to these issues and gauge the reaction to the EB as an integrating (HR with marketing) framework" (ibidem, 1996, p. 194). The authors found out that most respondents associate the EB closely with corporate culture and were not always clear as to the boundary between the two concepts.

The benefits that the employer brand offers to employees to those that the brand traditionally offers to the customer through its products are also compared: "the product comprises the functional benefits and the consumer buys a holistic package of benefits, including the economic and psychological - notably satisfaction" (ibidem, 1996, p. 187). So, the benefits that Employer

Branding offers are “developmental and/or useful activities (functional); material or monetary rewards (economic); feelings such as belonging, direction and purpose (psychological)” (ibidem,1996, p. 187).

Over the years, many authors shared the same opinion. For instances, Sullivan (1999), who adds that Employer Branding must be consistent and in harmony with the company's branding actions, and Frook (2001), who also states that it helps the company's internal marketing, which consolidates the corporate culture, highlighting its identity and values.

Sullivan (2004), cited by Backhaus and Tikoo (2004, p.501) explains that:

> “Employer Branding is defined as a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm. The employer brand puts forth an image showing the organization as a good place to work.*”* (Sullivan, 2004 in Backhaus e Tikoo, 2004, p.501)

The model created by Backhaus and Tikoo (2004) incorporated the concepts of marketing and human resources. In this, two active principles are defended: brand associations and brand loyalty. As do Ambler and Barrow, Backhaus and Tikoo (2004) also claim that the value of Employer Branding is gained through the feelings that employees have for their company. Just like Coca-Cola sells us happiness, an employer should sell its employers security, for example. It´s through these brand associations that, according to Backhaus and Tikoo (2004), it is possible to “shape the employer image that in turn affects the attractiveness of the organization to potential employees” (ibidem, 2004, p. 504). This will contribute to employer brand loyalty and, in turn, increase productivity (ibidem, 2004, p. 505).

Based on this EB model developed by Backhaus and Tikoo (2004, p. 504), it is possible to say that "establish employer brand associations with issues of professional development, career planning, social responsibility and promotion of events related to entertainment or sports help shape the image of a good employer which, in turn, affects the organization's attractiveness to potential employees”.

Berthon et al. (2005) published “*Captivating company: dimensions of attractiveness in Employer Branding*” where they explored Ambler and Barrow (1996) findings. The authors really defended that Employer Branding was going to be the future of the global marketplace, even highlighting

the possibility that the “competition for the best employees will be as fierce as competition for customers” (Berthon et al., 2005, p.167). In this study, the authors defined employer attractiveness as “the set of benefits that a potential employee perceives when working in a specific organization” (ibidem, 2005, p. 162). This empirical work sought to identify and operationalize a scale with the fundamental dimensions of attractiveness of the employer. According to these authors, the employer attractiveness construct can be seen as an antecedent of employer brand equity, insofar as the greater the perception of an employer's attractiveness to potential candidates, the stronger the employer brand equity of that particular organization.

The scale developed by Berthon et al. (2005) revealed five dimensions of attractiveness in Employer Branding. The first is the (1) value of interest, which consists of the level of attraction for an individual in a stimulating work environment, which takes advantage of creativity of its employees to develop new practices, services, or products. The second is the (2) social value that presupposes a good work environment, a high level of happiness and a good relationship between employees. These two dimensions (1 and 2) are an extension of the psychological benefits identified by Ambler and Barrow (1996). The third dimension is (3) economic value, which corresponds directly to the economic benefit of Ambler and Barrow (1996) and consists of the level of attraction of an employer based on their compensation and benefits system (above average wages, security and possibility of promotion). The fourth dimension is the (4) value of development, defined as the level of attraction of an employer that offers recognition, confidence, self-esteem, a perspective of career development and a focus on training through knowledge acquired by employees. Finally, the fifth dimension is the (5) application value, which consists of the attractiveness of an employer based on the opportunities it gives employees to apply what they have learned and share their knowledge with the rest of the team. These last two dimensions are a progression of the functional benefits first presented by Ambler and Barrow (1996).

More recently, Barrow and Mosley (2011) argue that Employer Branding is also characterized as an organization's reputation as an employer and its value proposition to its employees. The model proposed by the author calls for clear and interactive communication between employees and employers. Fundamentally, companies need to be clear about what expectations can be elicited from an organizational, rational, and emotional standpoint when communicating information. However, the other party also needs to understand what the employer expects from their employment. This model protects the integrity of the employer's brand with the company's brand, attracts the best employees to improve company performance, and strengthens the organization's

image to stakeholders. This is only possible if based on the assumptions of leadership and organizational values. Here, the bridge between human resources and marketing must be built.

Coming from the perspective of social responsibility, Aggerholm et al. (2011) developed a model for sustainable organizations. These proposed the intersection of corporate brand management, Employer Branding, human resources strategies and corporate social responsibility. These authors proposed to reconceptualize this concept as part of the corporate social responsibility strategy. In this way, it promotes the approximation and strengthening of the EB as a support for sustainable organizational development and long-term relationships between employee-employer.

In today's increasingly competitive business market, the confident employer brand is important. Without one, employing and retaining the best employees turns into difficult— and expensive. Companies want talented, leadership-bound workers to take the business forward, and the best way to get them is to put the feeling that the organization is a good place to work (Employvision, 2022). Everything from the pay and payment packages you give to advancement opportunities to weekly happy times, the attitude of the organisation and the care of its employees will greatly change this impression you're trying to make on potential candidates. In fact, a CareerBuilder survey states that 67% of candidates would accept a lower salary if the company they were interested in had very positive reviews online (ibidem, 2022).

As we have seen, since its beginning that Employer Branding is associated with various concepts, such as Human Resources Management, Brand Marketing, Internal Marketing and even Corporate Culture. But there is really a lack of literature linking Employer Branding to Public Relations. Since its ultimate goal is to generate results through employee empowering, the lack of references to strategy and communication in EB literature is noticeable. But all of these perspectives really come down to how the authors define the way they address employees.

2.1.1 The employee concept in Human Resources Management (HR) literature

Very often, the employee is referred to as “human capital” in HR literature (Gabčanová, 2011; Adeniji and Osibanjo, 2012). Human capital is defined in the Oxford English Dictionary as “the skills the labor force possesses and is regarded as a resource or asset.” It encompasses the notion that there are investments in people (e.g., education, training, health) and that these investments increase an individual’s productivity.

The term has its origins in economics and was first introduced by Nobel prize-winner and economist Theodore Schultz in the early 1960s "as a way of explaining the advantages of investing in education on a national scale" (Afiouni, 2013, p.19). Nevertheless, it has been adopted by various other disciplines, such as accounting, intellectual capital and human resource management (HRM).

Storey (1995, p. 5) defined HRM as "a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques". Goldin (2016, pp. 8-9) adds that the concept is "broadly about how organizations seek to manage their employees in the pursuit of organizational success", and the real challenge that HRM faces is how to recruit, deploy, develop, reward and motivate staff, leading to them being a source of competitive advantage. With this perspective in mind, Goldin (2016, p.1) defines Human Capital as:

> *"*Human capital is the stock of skills that the labor force possesses. The flow of these skills is forthcoming when the return to investment exceeds the cost (both direct and indirect). Returns to these skills are private in the sense that an individual's productive capacity increases with more of them. But there are often externalities that increase the productive capacity of others when human capital is increased.*"*

Boudreau and Ramstad (2007, p. 4) state that people's resources and their organization are increasingly recognized as critical to strategic success and competitive advantage. Ulrich (2005, p. 207) emphasizes the importance of human capital: "Human capital is intangibles, which represent value derived from choices about what happens inside the firm and from how investors value those decisions, rather than from its physical assets."

Adeniji and Osibanjo published *Human Resource Management: Theory and Practice* in 2006, where they offer a more HRM oriented perspective to Human Capital. For Robert and Elizabeth (2003, cit in Adeniji and Osibanjo, 2006, p. 6), HC is "the collective value of the capabilities, knowledge, skills, life experiences, and motivation of an organizational workforce." As for Mathis and Jackson (2006, cit in Adeniji and Osibanjo, 2006, p. 6), it is the "intellectual capital to reflect the thinking, knowledge, creativity, and decision making that people in organizations contribute".

Organizational assets	Description
Physical assets	Land, buildings, equipment etc.;
Financial assets	Stocks, securities etc.;
Human assets	Competent individuals with capacity to render services to the organizations
Intangible assets	Patents, designs, etc.

Table 3 Assets managed in organizations according to Adeniji and Osibanjo (2006, p.8)

For Adeniji and Osibanjo (2006, p.6), HC is one of the four types of assets managed in organizations (table 1). According to the authors, while these assets are "essential and vital at varying degrees in the operations of any organization", human assets are considered pivotal, as they control, guide, and manage the use of other assets to achieve organizational goals.

Saying this, the authors emphasize that human capital is not about individuals in organizations; rather it is about what they are capable of contribute to achieve organizational goals (Adeniji and Osibanjo 2006, p. 6). It is about productivity, being "the output per unit input or the efficiency with which all factors of production such as capital, materials and energy are utilized" (ibidem, 2006, p. 13). The HR department has limited impact on resources other than the labour component, as they can "influence the employees' commitment, raise their morale and motivate them" (ibidem, 2006, p. 13).

2.1.2 The employee concept in Internal Marketing literature

Internal Marketing (IM) it is used to describe the "application of marketing internally within the organization" (de Farias, 2010, p. 102). So, as the name indicates, it focuses on the employee, the very people who can make a company's brand come alive to its customers. In general terms, it is a way of balancing external advertisement and the expectations set by employees. It is how you help them to make a powerful emotional connection to the products and services sold by a company, without them undermining the expectations set by external advertising (Mitchell, 2002).

> *"*Every department and every person is both a supplier and a customer, and the organization's staff works together in a manner supporting the company strategy and goals*"* (Collins and Payne, 1991, p. 261).

IM key elements	Author
Making available internal products to employees and satisfying organization's objectives.	Berry, 1976
Application of marketing internally in the organization, a marketing oriented human resource management.	Collins and Payne, 1991
Promoting product and firm to employees; Applying the philosophy and marketing practices internally the organizations; Employee as customers and jobs as products.	Greene et al., 1994
Applying marketing and human resources management to motivate and manage employees.	Joseph, 1996
The concept or philosophy or management practice applied to human resources management, service marketing or change management.	Lings and Brooks, 1998
Jobs as products and employees as customers.	Gounaris, 2008

Table 4 - IM key elements according to de Farias (2010, p. 110)

Although there is no universally acknowledged definition of IM, according to Mosley, it commonly covers three primary themes: "service-mindedness and customer-oriented behaviors, focusing staff attention on the internal activities that need to be changed in order to enhance marketplace performance and creating motivated and customer-oriented employees" (2007, p. 128, cit in de Farias, 2010). Mudie (2003, p. 1272), also highlights that being a customer is about pleasure, happiness and satisfaction".

3 principles of internal customer advertisement	
Choose Your Moment	"Most people have limited tolerance for change initiatives, and branding and visioning exercises are no exception. But at certain turning points, times when the company is experiencing some fundamental challenge or change, employees are seeking direction and are relatively receptive to these initiatives. Such moments can create either positive or negative energy—enthusiasm for new programs or unproductive rumormongering." Mitchell (2002, p. 2)

Link Internal and External Marketing	"Employees need to hear the same messages that you send out to the marketplace. At most companies, however, internal and external communications are often mismatched. This can be very confusing, and it threatens employees' perceptions of the company's integrity: They are told one thing by management but observe that a different message is being sent to the public." Mitchell (2002, p. 4).
Bring the Brand Alive for Employees	"The goal of an internal branding campaign is very similar to that of an external campaign: to create an emotional connection to your company that transcends any one particular experience. In the case of employees, you also want the connection to inform the way they approach their jobs, even if they don't interact with customers. You want them to have the brand vision in their minds and to consider whether or not they are supporting the brand in every decision they make" Mitchell (2002, p. 7)

Table 5 - Principles of IM advertisement according to Mitchell (2002)

The IM concept was initially proposed by Berry et al. (1976, p. 8) as the concern with "making available internal products (Jobs) that satisfy the needs of a vital internal market (employees) while satisfying the objectives of the organization". Greene et al. (1994, p. 5) put the focus on employees as customers, highlighting the existence of an internal market: "IM is about promoting the firm and its product(s) to the firm's employees, and for this strategy to be successful top-level management must fully embrace it". The authors advocate that IM is "viewing employees as internal customers, jobs as internal products, and endeavoring to design these products to meet the needs of these customers better" (2010, p.8). So, this means applying marketing principles and methods to those who service external customers so that the finest people may be hired and kept, and they can accomplish the best work possible. In this line of thought, Ahmed and Rafiq (2003, p. 1177, cit. in de Farias, 2010) indicate that the employees as customers concept leads to the premise that just as external customers, internal customers desire to have their needs satisfied: "Fulfilling employee needs enhances employee satisfaction".

For IM, the employee is seen as an internal costumer, and, just as an external one, they are sold a motive to buy the brand. According to Mitchell (2002), if leaders apply many of the principles of consumer advertising to internal communications, they can guide employees to a better understanding of, and even a passion for, the brand vision (see table 3). So, IM is marketing

management applied to employee-organization connections, where jobs are the product and employees are customers and suppliers from an internal perspective, with the help of human resource management (de Farias, 2010, p. 110). Following the premise “every employee is both a supplier and a customer to other employees within the organization”, it is important to mention that internal customers “generate goods and services for the end customer and, as such, are crucial to providing customer satisfaction” (Conduit and Mavondo, 2001, p.12).

2.1.3 The employee in internal communications literature

As Torquato (2004, p. 54) mentions, the mission of IM is: "To contribute to the development and maintenance of a positive organizational climate, conducive to the achievement of the strategic objectives of the organization and the continued growth of its activities and services". For this, the employee is seen as the main vessel for information, having an impact on how the outside views an organization. So, following Freeman’s (1984) and Welch and Jackson’s (2007) proposals, Internal Communication addresses the employee as a stakeholder.

Freeman introduced the Stakeholder Approach to Internal Communications in 1984. He argues that a stakeholder is any group or individual who can affect or is affected by the achievement of the purpose of an organization; each of these groups plays a vital role in the success of the company (ibidem, 1984, p. 216). So, different stakeholders have different motivations - a company’s shareholders look to maximize profits, while the company’s employees want to maximize their compensation.

For Sisodia et al. (2014), business models based on managing relationships with stakeholders will be increasingly essential for business survival and growth. In line with this perspective, the article "Isomorphic Patterns with Unique Flair: Employer Branding Strategies Emerge among Top performing Employers" by Smith and Smylie (2021) showcased the distinction between corporate branding and employer branding in online communication among top firms. It revealed both similarities and uniqueness in employer branding messages, indicating that organizations can adhere to norms while attracting recruits who align with their values. The article emphasized the significance of aligning employer branding with the predominant values of the job force and recommended similar strategies for companies aiming to recruit top talent. The authors analyzed the About Us and Careers webpages of 59 organizations awarded for embodying the values of modern job seekers. The findings revealed isomorphic patterns of communication among and

between pages, indicating that organizations strive to highlight their unique characteristics while adhering to common branding strategies.

Smith and Smylie (2021) discussed how organizations differentiate themselves by adopting common branding strategies in unique ways. For example, organizations used team nicknames for employees and inspirational statements to set themselves apart. The findings suggested that once a baseline of legitimacy is established, organizations tailor their message to highlight what makes them unique. The study recommended integrating the notion of idiosyncrasy credit in future research on corporate and employer branding strategies (Ibidem, 2021, p. 477).

Furthermore, the study identified differences in branding strategies based on the values promoted by organizations. For instance, organizations emphasizing work-life balance tended to promote their identity more than others, recognizing the shared value of work-life balance among employees and customers, believing that "*espousing this value across both branding strategies will lead all stakeholders to think more highly of them"* (Ibidem, 2021, p. 477). Similarly, organizations targeting women highlighted a supportive work environment, considering the challenges and mistreatment women often face in the workplace. These differences indicated the importance of tailoring the branding message to specific stakeholder groups.

As we've seen in the previous chapter, Welch and Jackson (2007) criticized the existing literature for considering employees as a single audience, not viewing them as a heterogenic group. While basing their theory on Freeman's findings, Welch and Jackson highlight his initial struggle with the use of the term internal stakeholder, as he felt it "was opposed to his externally focused stakeholder approach to strategic management" (ibidem, 2007, p. 183).

The internal environment "involves the organization's structure, processes, culture and subcultures, organization behavior such as management and leadership style, employee relations and internal communication" (Schein, 1984; Handy, 1985; Palmer and Hartley, 2002 in Welch and Jackson 2007, p. 191). On the other hand, the external environment involves macro and micro forces:

> The external environment consists of macro-environment forces (political, economic, social, technological, environment and legal) which affect all organisations in a particular sector. Micro-environment forces (customers, suppliers, intermediaries, competitors) which are closer to the organisation have a particular impact upon it*"* (Ginter and Duncan,

1990; Johnson and Scholes, 1999; Palmer and Hartley, 2002 in Welch and Jackson 2007, p. 191).

As Freeman (1984, p. 218) emphasizes, there is a need for internal stakeholders to be considered in the context of their external environment: “internal stakeholders must be seen as the conduit through which managers reach other external stakeholders.” This is how Internal Communications drives Employer branding, through the relationship between the internal and external corporate environments.

Moreover, in the realm of Internal Communications and Public Relations, the exploration of employer branding from an academic perspective is still limited. The existing literature on the topic lacks comprehensive studies and new systematizations that delve into the intricacies of employer branding in the context of Internal Communications. This scarcity of research highlights the need for further exploration and analysis to deepen our understanding of this crucial aspect of organizational communication.

Considering the perspectives from different fields, such as Internal Marketing, Human Resources, and Internal Communications, it becomes evident that they share a common understanding — the employee as a vital channel for information dissemination. In this regard, Internal Communication emerges as a powerful tool that can significantly contribute to employer branding efforts and overall organizational success.

Employees represent a company in the public space and have a significant impact on its success. Therefore, effective internal communication can improve a company's reputation and credibility since stakeholders outside the company tend to trust workers more than other sources (Dawkins, 2004, Hannegan, 2004, in White et al., 2010, p. 5).

According to Jo and Shim (2004, p. 278), “given the emerging paradigm of public relations by relationship management, the terms of internal communication need to be redefined as part of building favorable relationships between management and employees”. So, within organizations, managers needed to adapt, playing a “role of personal influence in their relationships with employees”. This point was also highlighted by Neill (2016, p. 16), who pointed that “internal communicators are embracing the trend of Employer Branding”, with a focus on ethics and core values in the workplace. On this topic, Stevens (2008, p. 607) suggested that codes that “are

embedded in the organizational culture and communicated effectively", compared to those imposed as a requirement, are more likely to influence employees' decision-making.

White et al. (2010, p. 3) highlight that numerous studies have linked internal communication and the degree to which employees are informed to job satisfaction and performance:

> "The competitive advantage of strategic internal communication comes not only from the obvious benefits of employee satisfaction and productivity, but also from the positive contributions that well-informed employees can make to a company's external public relations efforts. Employees can be an organization's best ambassadors or loudest critics, depending on whether and how they get information (Howard, 1998)."

Morgan, Reynolds, Nelson, Johanningmeier, Griffin and Andrade (2004, in White et al., 2010, p.6) found out that employee identification with a company and organizational image are mutually beneficial and self-sustaining relationships: "working for a company with a positive reputation can enhance the self-concepts of organizational members, and in turn, positive employee identification helps preserve a company's good public standing as workers share their positive workplace stories with outsiders."

Employees that are knowledgeable about their company are less prone to spread rumors and more willing to support it (Cubbage, 2005). Grossman (2005, p. 3) claim that employees offer a serious threat to companies that fail to ensure the consistency between internal and external communications, so their absence renders a company subject to "the disgruntled within".

Referring to organizational culture, Argenti and Barnes (2009) claim that it should be based on integrity, coherence of values and behaviors, in a collaborative way, but also creative and generating attitudes and feelings of belonging on the part of its employees. It is, therefore, necessary that this culture values the different cultural expressions existing in the company, in order to achieve full internal integration in the face of different modes of understanding, thinking, knowledge and behavior in organizations (Schein, 1992, p.12). Employees whose self-concept suffers from association with a poor organizational image are more likely to convey negative stories. Employee communication and employees' perceptions of the organization codetermine each other (Cameron and McCollum, 1993). An organization that is successful at conveying desirable ideals and objectives may also be successful in fostering employee identification with the company (Morgan et al., 2004), which predisposes employees to speak positively about the organization and thus influence other key stakeholders.

Neill (2016, p.19) published a study where she provided insights on how “internal communicators promote ethics and values among new and existing employees under the umbrella of Employer Branding”. Although some critics may claim that “Employer Branding is nothing more than enlightened self-interest or the pursuit of moral behavior”, the concept is moving the emphasis from expressing ethics from “only a compliance standpoint to a more culturally relevant discussion” (ibidem, 2016, p. 16).

Being experts in creating strategic communication plans and disseminating messages to employees, Neill (2016) then highlights that PR practitioners should seek to collaborate with human resources in this area, using their skills to develop promotional materials and videos to encourage ethics and values. Not only that, according to the author, PR practitioners should also seek a seat at the table during the planning phase, which refers to when values are first defined and refined, and during the evaluation phase by implementation, conduct surveys and qualitative research (ibidem, 2016, p. 19). The author then claims that employee recruitment and orientation are “critical stages in developing organizational identity and engagement among new employees”, areas in which public relations practitioners still don’t have a prominent role (ibidem, 2016, p. 19).

3. Living in a VUCA world

3.1 VUCA: Definition, origins, and the impact in Internal Communications

We are living in an ever-changing society, and, in the working world, both employers and employees are facing the brunt of the VUCA world. The term VUCA, an acronym for the words Volatility, Uncertainty, Complexity and Ambiguity, is used to describe the world we live in and all the challenges that come with it. The COVID 19 pandemic has emerged as the ideal illustration of a VUCA landscape given the rapid changes occurring on social, economic, political, and technological fronts in the contemporary climate. "VUCA is like a continuous test that any organization must pass to be successful” (Sahu and Panda, 2016, in Nangia and Mohsin, 2020, p. 931).

Volatility	Volatility can be defined as frequent, rapid and significant change whose duration may be indefinite. The speed and pace of change we face in our business environment requires faster decision making. The test for leaders is to move from reflexes to proactive but quick responses to volatile environments.
Uncertainty	Uncertainty can be defined as the lack of predictability of the future. It is a situation where events and outcomes are unpredictable. Uncertainty is all around us and growing. In these times, it is difficult to have a clear view of the present and accurately predict future outcomes. The ability of an organization to feel comfortable with it and to form behaviors that enable it to navigate uncertainty is fundamental.
Complexity	A situation with several interconnected components or variables that overwhelms an information network is said to be complex. In times of change and uncertainty, complexity increases. When making decisions, businesses must consider a variety of interrelated issues. Organizations must stop looking for the one ideal answer and start collaborating and connecting the opportunities.
Ambiguity	Lack of clarity is one definition of ambiguity. It is a phenomena or circumstance that can be interpreted in various ways. It is a result of the complex and dynamic environment that there is a good deal of ambiguity, making it challenging to comprehend the significance and consequences of occurrences. Leaders need to be able to think across platforms, communicate effectively across organizations, and make decisions quickly and flexibly.

Table 6 VUCA dimensions (Bennett and Lemoine, 2014; Deo, 2018)

With instant and sudden changes, events are increasingly unexpected and volatile, making it difficult to determine cause and effect. Already due to the high volume of information, it has become more difficult to make decisions, increasing uncertainty. This volatility and uncertainty also lead to even greater complexity. Finally, we see the different realities intertwining, there being no similar readings by two different people, it seems ambiguity gaining ground (Bennett and Lemoine, 2014).

The United States Army coined the term "VUCA" to describe the unfavorable circumstances that followed the conclusion of the Cold War (Bennis and Nanus, 1985). This new landscape would bring with it a lack of certainty, stability and simplicity, and increase ambiguity.
Business executives all around the world later adopted the VUCA model to handle various complex scenarios brought on by numerous external causes. This has been a persistent phenomenon, and predictions indicate that it will continue (Nangia and Mohsin, 2020).

According to Johansen (2007) the VUCA elements present the way organizations see themselves facing the future (table 7).

V	Dynamics The speed of change
U	Lack of predictability Surprise
C	Multiple forces that cause confusion
A	The blurring of reality itself

Table 7 - VUCA elements in the organizations. Source: Johansen (2007)

According to Boyd (2020), work has also changed a lot. The author calls it the 3d workforce:

1) Distributed: the increasing number of mobile devices has altered the patterns of work, increasing its portability;
2) Decentralized: Decision-making and innovation are now being driven by teams and individuals working outside of the corporate core, where partners and customers are located, in response to the need for business agility and responsiveness. High performing businesses are moving away from command-and-control from the top in favor of a "fast and loose" model of operations due to the requirement for speed;
3) Discontinuous: Workers are involved in multiple projects at the same time rather than performing single repetitive tasks, and as a result, they find themselves “time shifting and life slicing” frequently throughout the day. According to the author, this is due in part to the fact that our devices make it easier to switch context, but also to a shift in awareness

that team productivity is more important than individual productivity, so individuals are willing to accept requests for assistance rather than working completely heads-down.

Therefore, the changes to which organizations are exposed are constant. Internal communication professionals must deal with the uncertainty that organizations are subjected to today, economically, socially, and legally (Institute of Internal Communication, 2017). With all the changes that have been taking place in the working world the rules of internal communication are not the same, leading communication professionals to face new challenges (Verghese, 2017).

3.2 VUCA Challenges

VUCA has presented unprecedented challenges for companies across the globe, requiring swift and adaptive responses from various departments within organizations. As highlighted by Boyd (2020), these challenges have encompassed numerous areas, involving key functions within the company. The people operations department found itself at the forefront, navigating policies pertaining to sick leave, pay, and benefits to ensure the well-being of employees. Simultaneously, the IT departments played a crucial role in facilitating connectivity, supporting employees with necessary software and hardware for remote work. Department, project, and team leaders faced the responsibility of charting a path forward, effectively addressing day-to-day goals amidst uncertainty. At the helm, senior leaders were tasked with laying out strategic objectives and formulating plans to address both the immediate and long-term impacts of the pandemic on the organization and the post-crisis economy. This chapter explores how these challenges exemplify the VUCA nature of crises and their profound impact on communications and organizational dynamics. By examining the interconnectedness of these departments and the need for agile communication strategies, this chapter aims to provide insights and strategies for effectively navigating VUCA challenges in times of crisis.

Link Humans (LH) is a British consultant focused on Employer Branding, producing reports that explain what candidates, employees and former employees say online about their company. During the month of March 2020, in the wake of the Covid-19 pandemic, LH conducted a study that aimed to understand how the frontline employees felt about their job and what the organizations were to do to respond to this crisis. Then, as a methodology, they collected more than 1000 comments from 15 of the largest companies of the “Fortune 500” group based in the USA, elaborating, based on an analysis of this data, an Employer Branding attribute map. LH concluded that attributes such as “Balance and Well-Being”; “Compensation”, “Work Environment”, “Company Management”,

“Mission and Purpose” and “Change and Stability” were much more relevant in this period compared to a year before.

Nangia and Mohsin (2020, p. 935) published a study on how the Indian IT industry is operating during a VUCA world. They conducted many interviews to senior managers, questioning them about this new reality and its challenges – they divided these “VUCA factors” in high and low priority.

VUCA Factors	
High Priority	**Low Priority**
Business as usual/business continuity Declining revenues Ramping Down the projects Working remotely – Discipline while working at home/Personal Space of Employees Risk of information security/Data phishing Limited remote working solutions/Lack of IT infrastructure while working remotely Low productivity of employees Employee engagement, communication and motivation Development of employees virtually	Talent acquisition/hiring – frozen hiring, slow rates of hiring, deferring of employment offers. Fulfilling stringent client specifications and requirements on projects

Table 8 - VUCA factors according to Nangia e Mohsin (2020, p. 935)

According to Deo (2018, p.22), VUCA environment has also become the new reality for organizations. The author explored the role of employer branding as a means to enhance employee engagement during VUCA times, with a specific emphasis on the IT industry in India – an industry with the particularity that it is have already implemented employee engagement policies and have been facing VUCA challenges since their inception.

Deo (2018) found out that a significant percentage of IT companies in India have employee engagement policies, and major IT organizations in India possess well-established employer brands. However, during VUCA times, these organizations face challenges such as declining clients, decreasing revenue, employee dissatisfaction, global uncertainties, and diminishing profits. These circumstances lead to demotivation, reduced productivity, and less engagement among employees. Despite having employee engagement policies, Indian IT organizations often struggle to implement best practices effectively.

In fact, Employee Engagement and Development has become one of the main challenges, as VUCA times require managers to be fully always engaged with their teams. A. Mann and J. Harter (2016) highlight that, worldwide, only 13% of employees working for an organization are engaged.

Referring to Employee engagement, Deo (2018, p.22) points out that there are many definitions, as every organization has its own view of the concept. Nevertheless, the author claims that the concept has a common ground between all definitions: it is a “desirable condition that has a purpose for the organization and connotes involvement, commitment, passion, enthusiasm, focused effort and energy, so it has both attitudinal and behavioral components“. According to Deo (2018, p.22), there is a positive relationship between organizational performance and employee engagement. Disengaged employees represent a risk to companies, as it “threatens innovation, effective collaboration and human capital management”, as they are “not inclined to use their skills and tacit knowledge for betterment of the organization” (Ibidem, 2018, p.23).

According to Deo (2018, p. 26), "Employer branding can be used as a shield to minimize the effect of VUCA on the organization" as it helps establish a positive corporate identity, enhance employee engagement, and mitigate the negative impacts of a volatile, uncertain, complex, and ambiguous environment. By strategically developing and promoting a strong employer brand, organizations can create a sense of stability, trust, and purpose among employees, enabling them to navigate the challenges of VUCA with greater resilience and adaptability. Additionally, an effective employer branding strategy fosters a culture of transparency, alignment of goals, and inclusiveness, which can counteract the demotivating and uncertain aspects of VUCA, ultimately contributing to the organization's ability to thrive amidst uncertainty and drive long-term success.

From an HR perspective, Petrie (2011, p.10) highlights that senior leaders increasingly believe that traditional leadership development methods such as on-the-job training, job assignments, coaching, and mentoring fall short of helping them develop the capabilities required to succeed in a VUCA environment. Lawrence (2013, p. 9) adds that these slower and more job-specific learning methods are frequently at odds with the leadership demands, as knowledge across the organization and the speed of learning are outpacing them. Therefore, according to the author, to accommodate the faster-paced VUCA era, HR and talent management professionals must rethink leadership development activities to focus less on behavioral competencies and more on sophisticated thinking abilities and mindsets: “Leadership development should be focused on learning agility, self-awareness, comfort with ambiguity, and strategic thinking” (Lawrence, 2013, p.7).

According to Darashah (2019), VUCA is increasingly being applied to the communications function. External communications have surpassed their role as a marketing subsidiary, and CEOs are expected to communicate regardless of their business's state. Rather than controlling the agenda, communicators must anticipate, exploit, or mitigate existing agendas, as social, technological, and financial pressures are disrupting the media landscape. With this, the author points out that alternative media models that blend traditional journalism with social media, like Twitter or Facebook, are gaining prominence: "Beyond simply sharing news, individuals are adding their own editorial comment and perspective to stories and 85% of people trust content made by others more than they trust brands" (ibidem, 2019).

Tom Haak, the founder of the HR Trend Institute, has identified some of the big HR trends that have emerged in a VUCA context (Randstad, 2018):

- From HR to people and the workforce

*"*In recent years, we have increasingly seen the term "HR" being replaced by "people". Positions like Chief People Officers (CPO) and Vice Presidents of People Operations are starting to pop up everywhere. Next, we will probably move to "Workforce", which will consist of people and robots/bots of all kinds. The scope will go beyond humans.*"*

- Specialists instead of generalists

*"*Most of the people needed in HR-related professions will be specialists. And they will be needed in all sorts of areas, new and old. "Old" like recruitment, selection, compensation and benefits, training and coaching. And "new" ones, like people analytics, agile mentoring and performance consultants.*"*

- EX = CX = Marketing

*"*HR are currently embracing the employee experience (EX) and here they can learn a lot from Marketing, which has long worked to create and improve the customer experience (CX). If Marketing is so good at this, why not move EX to that department? Most of the current efforts in HR are focused on Employer Branding and Recruitment.*"*

- The CEO is also the CHRO

*"*Do CEOs need a CHRO/CPO on their top team? In many organisations, the CHRO is basically the Head of People Operations, with ultimate responsibility for People/HR Operations. The

strategic consultant position in the people and organisation area can be filled by others, such as strategic HR consultants, for example.*”*

- From AAC to PC

*“*The tide is slowly turning from PTB (pleasing the boss) to CTTE (closeness to the employee). Really understanding employees' wants, needs and capabilities is becoming increasingly important, and this closeness is required to create relevant employee pathways. The question is whether HR can play an important role in this change. There may be other departments better suited to designing the employee experience (see point 6). The boss doesn't need someone to please him, but someone to challenge him, and this role is perhaps best in the hands of high-level strategic consultants*.”*

Darashah (2019) mentions that in today's business landscape, a company's reputation is closely intertwined with its performance, as executives acknowledge the impact of reputation on financial outcomes. However, brands can no longer dominate conversations due to the prevalence of ad blockers and the preference for personalized content. Therefore, relevance has become the new measure of influence, demanding that brands understand and cater to their customers' interests to actively participate in conversations (Ibidem, 2019). Chief Communication Officers (CCOs) are transitioning from being marketing adjuncts to becoming strategic counselors who shape the company's perception.

Managing corporate reputation and demonstrating its strategic importance have become fundamental responsibilities for CCOs. They must navigate the VUCA communications landscape by engaging with audiences on a daily basis (Ibidem, 2019). By staying connected and responsive, CCOs can effectively manage the company's reputation, ultimately contributing to its long-term success (Darashah, 2019).

Considering Communication and Public Relations in a more general sense, the VUCA environment has also had a profound effect on these fields, prompting a need for adaptation and strategic responses. The USC Annenberg's Global Communications Report 2019 presents compelling statistics that shed light on the anticipated transformations in these fields. More than 66% of PR professionals expect substantial shifts in the industry, reflecting a keen awareness of the evolving landscape (2019, p. 9). Furthermore, a majority of respondents recognize that the relationship between PR and marketing will undergo significant changes, emphasizing the need for adaptation and collaboration between these disciplines to meet the evolving communication

needs of organizations (Ibidem, 2019, p. 10). Additionally, communication experts predict that consumers will no longer be able to differentiate between various types of media (paid, earned, shared, proprietary) when consuming information (ibidem, 2019, p.18). This underscores the importance of developing effective strategies to engage and reach audiences in an increasingly intricate and interconnected media environment.

According to Cortex (2022), a prominent provider of data intelligence for business growth in Latin America, the evolving world necessitates that managers and business communication directors possess the ability to make data-driven decisions. In the age of connectivity, characterized by concepts such as the sharing economy, data science, consumer empowerment, robotics, big data, the Internet of Things, and digital transformation, the responsibilities placed upon business communication managers and directors have intensified. The capacity to make informed decisions based on data has become indispensable for navigating this rapidly changing landscape. Communication and PR professionals are now faced with the reality of monitoring large volumes of information in real-time, requiring them to be analytically inclined and digitally proficient. Additionally, they must integrate with other business areas, communicate using a common business language, and strive for competitive excellence by benchmarking against peers and competitors (Cortex, 2022).

Within this context, modern PR fields and professionals exhibit three crucial attributes (Cortex, 2022). Firstly, they must possess an analytical culture, enabling them to generate meaningful analysis and interpret data to inform decision-making. Secondly, technological proficiency has become a critical factor as the ability to process and analyze large volumes of data (Big Data) turns out foundational for competitive success (Ibidem, 2022). Finally, data intelligence has emerged as a key competitive advantage, prompting organizations to cultivate internal competence in this area to maintain a leading edge (Ibidem, 2022). By embracing these attributes, communication and PR professionals can adeptly navigate the evolving landscape, harness the power of data, and drive strategic outcomes for their organizations.

Jain (2019) emphasizes the significance of a well-defined communication strategy in a world where “the attention span of humans is fast reducing”. The integration of technology into our daily lives has revolutionized our communication patterns and leisure activities. But, while it plays a pivotal role in the VUCA world, the author mentions that it has also reduced face-to-face interactions, which are crucial for establishing strong business relationships. Genuine conversations provide brands and leaders with a competitive advantage, facilitating effective

connection and communication (Ibidem, 2019). Furthermore, effective employee communication, reputation management, and positive digital brand building are essential components of the communication strategy in the VUCA world. By leveraging digital channels and maintaining agility and alertness to capitalize on opportunities, organizations can enhance their brand equity and credibility in this dynamic landscape (Ibidem, 2019).

In their 2019 study titled "Communication and corporate citizenship in a VUCA world: an empirical research," Eiró-Gomes et al. aimed to investigate the use and interpretation of concepts such as "social responsible enterprise," "corporate social responsibility" (CSR), "corporate social investment," and "corporate citizenship" among the 158 organizations affiliated with the GRACE Association in Portugal. The study sought to explore how these concepts were applied by each organization and their significance in guiding organizational practices and performances within a VUCA world. The findings revealed a notable appreciation for social work among most organizations; however, there was a lack of comprehensive policies addressing governance and work-life balance. Variations were observed between national and international organizations, as well as across different sectors, particularly concerning aspects such as quality, safety, environment, and the allocation of economic investments in CSR. The study also unveiled a relative neglect of ethics and transparency considerations compared to initial expectations.

To some extent, these results align with the Global Report, which highlights a distinct discrepancy between a company's leadership and its employees. According to the report, a majority of CEOs (60%) feel uncomfortable communicating about "Societal issues" (2019, p. 6). Among the 40% who are willing to address these issues, the primary topic of concern, at 45%, is "Data Privacy" (2019, p. 7). Conversely, 69% of in-house communicators are inclined to discuss societal issues (Ibidem, 2019, p. 6), with "Diversity & Inclusion" being the most prevalent topic among them (Ibidem, 2019, p. 7).

With these challenges, the present study aims to establish a crucial link between VUCA times and the domains of internal communication and public relations. With the world undergoing significant transformations and facing unprecedented challenges like the Covid-19 pandemic and geopolitical conflicts, organizations are grappling with the need to adapt and navigate uncertainties. By investigating the role of internal communication in propagating Employer Branding within a VUCA context, the study seeks to highlight on how effective communication can contribute to organizational success.

3.2.1 Beyond VUCA: Introducing BANI

The VUCA concept has become a guiding compass for a world that is increasingly difficult to understand. And just when we thought that the pandemic, or even the armed conflict in Ukraine, had confirmed this uncertain reality characteristic of the VUCA world, a new concept appeared, by way of evolution of VUCA, the BANI.

The American anthropologist, writer, and "futurologist" Jamais Cascio introduced this concept in 2018, delivering it at a meeting of the *Institute For The Future* (IFTF) in Palo Alto, California. The revelation occurred two years before the epidemic, but it became more current and received new momentum in the wake of it.

In the first article he wrote about the BANI world, "Facing the Age of the Chaos", released in April 2020 on his Blog, Cascio summarizes the transformation that has changed the history of humanity, and shows that one must go beyond the VUCA concept to try to understand it:

> *"*An intentional parallel to VUCA, BANI — Brittle, Anxious, Nonlinear, and Incomprehensible — is a framework to articulate the increasingly commonplace situations in which simple volatility or complexity are insufficient lenses through which to understand what's taking place. Situations in which conditions aren't simply unstable, they're chaotic. In which outcomes aren't simply hard to foresee, they're completely unpredictable. Or, to use the particular language of these frameworks, situations where what happens isn't simply ambiguous, it's incomprehensible.*"*

Following the same structure as VUCA, BANI stands for Brittle, Anxious, Non-Linear, and Incomprehensible. Brittle, according to Cascio (2020), indicates that living in an interconnected world enables flaws that were previously limited to certain regions and people to cascade over the globe - this may be expressed in employment instability, enterprises in danger of dissolving, and market upheavals. Anxious refers to the fact that the uncertainties of the VUCA world today are so vast that they generate enormous anxiety and a permanent feeling of powerlessness. Basically, the word characterizes a world where people are constantly waiting for the next tragedy, as "every choice appears to be potentially disastrous" (ibidem, 2020). Non-linear underlines the disconnection and disproportion between causes and consequences, so that what was complex has in turn become non-linear, without a single direction, leading to multiple fates (ibidem, 2020). Finally, in an Incomprehensible world, it is observed that obsessive data analysis can cause overload that impedes understanding or makes it difficult to distinguish between noise and a signal.

The author mentions that we try to find answers, but they don't make sense, and this can be because the origins are too long ago, too unspeakable, or too absurd: "Incomprehensibility is, in effect, the end state of information overload" (ibidem, 2020).

Whether we call it BANI or VUCA, the fact is that these unpredictable and incessant changes also make it difficult for companies to maintain their competitiveness, to always be up to date, and to maintain a stable and firm direction (Cameron and Quinn, 2005). In the face of this paradigm, companies have a fundamental role to play in facing uncertainty through the development of key competencies within the organization, promoting continuous learning and thus ensuring a better response to change and a clear adaptation strategy (Camara, 2017; Cameron, 2008; Schein, 2004).

In the light of ever-changing environments in VUCA times, there is a gap for Internal Communications. From this perspective, Deo (2018, p. 26) emphasizes how organizations struggle to keep their identity during these times:

> *"*When the organization is trying to survive and perform in VUCA time it keeps on changing its goals, policies and procedures which modifies its corporate identity. Also, it changes the culture of the organization, which becomes that of suspicion, confusion and anxiety. People are not clear about what is expected out of them in the ever-evolving world. Employee engagement dips because the employee is confused and more concerned about his/her survival than giving his/her best for the organization. Employer branding can be used as a shield to minimize the effect of VUCA on the organization.*"*

Boyd (2020) points out that "companies that place an emphasis on emotional intelligence report higher levels of productivity and better employee engagement than those that don't", referring to a 2019 study by Harvard Business Review Analytic Services. The author then highlights that IC professionals must harmonize with corporate purpose, vision, and brand, cooperating with the necessary departments to deliver the right message.

The exponential growth of globalization, information technology, and changing environmental contexts has made the world more interconnected, interdependent, nonlinear, and volatile. To effectively navigate these complex environments, it is important to not only define VUCA conditions but also outline strategies to counter their effects. In 2007, Bob Johansen, a distinguished fellow at the Institute for the Future, proposed a framework for responding to the

challenges of the VUCA world. The VUCA Prime, as it is called, highlights that business leaders must be characterized by Vision, Understanding, Clarity, Agility (Johansen, 2007).

The first component of VUCA Prime is vision, which involves having a clear and defined end goal in volatile situations. When faced with extensive resources or fast-paced challenges, it is important to strategize how to mobilize resources and prioritize activities to stay focused on what is essential (Johansen, 2007; Raghuramapatruni and Kosuri, 2017). The second component is understanding, which is the remedy for uncertainty. It involves seeking information from various sources and building mutual understanding among parties to effectively deal with uncertainty. Trust, built through effective communication during calmer periods, can also be crucial in mobilizing people during crises (Johansen, 2007; Raghuramapatruni and Kosuri, 2017). Clarity is the third component of VUCA Prime, and it is aimed at overcoming the challenge of complexity. Clarity involves simplifying processes and understanding the interconnectedness of the world's structures to define and summarize problems as simply as possible, without being simplistic. It also involves identifying what can be controlled and what is beyond control, in order to focus efforts on solutions without dissipating too much energy on uncontrollable factors (Johansen, 2007; Raghuramapatruni and Kosuri, 2017). The fourth and final component is agility, which addresses ambiguity. Agility is the ability to switch between different dimensions of an ambiguous environment and make assumptions and hypotheses about the best course of action. It involves iterating and being willing to fail quickly in order to develop a route that leads to increased certainty. Agility allows for adaptability and versatility in a VUCA world, as understanding and clarity increase (Johansen, 2007; Raghuramapatruni and Kosuri, 2017).

Leadership in organizations has also been an object of analysis for many researchers. Aris et al (2021, p. 6) argue that as teams become more virtual and more work is completed and submitted online, the challenges become more acute, so Leading teams require the rapid development of a distinct set of leadership skills. The authors highlight how leadership must adapt to the VUCA world in its four environments. In a volatile environment, leaders need to demonstrate objectivity and avoid emotional, subjective decisions. They should remain confident and inspire their team with a sense of hope and resilience (Aris et al, 2021, p. 6). In an uncertain environment, leaders need to be honest with themselves and their team, showing integrity and empathy. They should strive to understand their employees' perspective and console their needs, while providing coaching through uncertainty (Aris et al, 2021, p. 7). In a complex environment, leaders must facilitate realistic expectations and ensure effective communication is practiced. They should set realistic targets and adjust them as needed based on changing market conditions (Aris et al., 2021,

p. 7). In an ambiguous environment, leaders should be democratic and engage in meaningful conversations with their team. They should encourage discussions to brainstorm possible solutions and solicit feedback to create a collective sense of purpose and set of goals (Aris et al, 2021, p. 8).

Overall, according to Aris et al (2021), leadership in the VUCA world requires leaders to be adaptable, resilient, empathetic, and effective communicators. They need to demonstrate objectivity, confidence, integrity, and democratic leadership style to navigate the challenges and uncertainties that arise in a VUCA environment. By understanding and addressing the unique demands of each VUCA element, leaders can effectively lead their teams and maintain employee morale and performance in unprecedented and uncharted situations.

4. Analysis Method

4.1. Research Method and Typology

In communication studies, it is more common to use a qualitative methodology (Triviños, 1987). However, in the present study, a mixed methodology was used. According to Creswell and Tashakkori (2007), the mixed methodology combines two forms of research: quantitative and qualitative. Although they were initially seen as antagonistic approaches, they can be seen as complementary, since they allow obtaining more comprehensive information on the object of study. Each of these approaches provides us with different characteristics, bringing together valuable content. As explained by Daymon and Holloway (2011), qualitative and quantitative research is essential for a more complete and comprehensive understanding of Public Relations, communication and their roles in society. Hence mixed methodologies have been gaining more attention in research, particularly in Social Sciences (Silva, 2013).

Quantitative methods are extensive and are based on the frequency of content characteristics appearance or correlations among them (Quivy and Campenhoudt, 1996, p. 28). Quantitative methods place an emphasis on precise measurements and the statistical, mathematical, or numerical analysis of data gathered through surveys, polls, and other types of research, as well as the manipulation of statistical data that has already been obtained using computing methods. Quantitative research aims to collect numerical data, generalize it across groups of individuals, or explain a specific occurrence (Babbie, 2010).

As for qualitative methods, in general, they are less structured and deal with information that is more subjective, broader and with a greater wealth of detail than quantitative methods (Dias, 2000, p. 2). The qualitative focus offers depth to the data, and allows for interpretative richness, contextualizing the environment, details, and experiences (Sampieri et al., 2007, p. 12). They don't rest on a single theoretical or methodological premise. Their analysis and practices are characterized by a variety of theoretical perspectives and associated methodologies. Individuals' perspectives serve as the starting point, then the formation and growth of interactions, and finally an attempt is made to rebuild social space structures and practices' latent meanings (Flick, 2005). In the second phase of this research, qualitative analysis will be conducted through structured interviews with Carlsberg Group professionals.

According to Mackenzie and Knipe (2006), choosing a paradigm is an essential step in any research, as it sets downs its intent, motivation, and expectations. The authors emphasize that without a paradigm, there is no foundation for following choices in methodology, methodologies, literature, or study design. Therefore, this research is based on the interpretivist/constructivist paradigm, a construct that originated in the study of hermeneutics (Eichelberger, 1989, in Mertens, 2005, p.12). This paradigm states that reality is constructed through interactions between a researcher and the research subject, suggesting that reality is socially constructed.

This study is in line with what has been advocated by Mackenzie and Knipe (2006), because, although we relied on a mixed method, quantitative data was utilized in a way that supports or expands upon qualitative data.

In all cases, regardless of the choice of methodology, it is always very important that researchers are free of preconceptions and conventional ideas. One must be free of opinions and judgements to be able to read the results realistically (Daymon and Holloway, 2011).

4.2. Starting Question and Research Objectives

The theme selection for this research was not only due to the current preponderance of the Employer Branding concept in the labor context and the area of academic research but also to the relevance of the VUCA concept, which describes so well these last few years.

We live in a world and reality that is increasingly volatile, uncertain, complex, and ambiguous. And the truth is that this has been shown to impact the labor market, with the VUCA reality proving

to be a test for organizations (Sahu and Panda, 2016; Nangia and Mohsin, 2020, p. 931). Corporate and business priorities have changed (Ibidem, 2020) and workers have come to have different needs (Link Humans, 2020). Employer Branding has had to evolve, and with VUCA, an opportunity has arisen for Internal Communication (Deo, 2018).

Given all these factors, it becomes relevant to understand the current state of Internal Communication in a company and how it impacts Employer Branding communication. This study brings together the views of several authors on the aforementioned concepts and provides an analysis of issues such as the evolution of phenomena and their strategic components.

To clarify what the researcher wants to learn, it is crucial to develop a starting question that can serve as a guide before beginning the research process (Pasedeos et al., 2011). However, translating a research project in the form of a starting question can only be effective if this question is correctly worded (Quivy and Campenhoudt, 1995, p. 34). Therefore, it must follow these standards:

a) Precise, unambiguous and concise, so as not to give rise to confusion;
b) Realistic as to the resources it will require for its investigation;
c) Pertinent but never moralistic. You should not seek to judge, but to understand. (Cresswell, 2014).

Thus, the main objective of this research is to answer the following starting question: "What is the role of Internal Communication in the proliferation of Employer Branding in a VUCA Context?".

Next, it is critical to establish goals before embarking on any type of research because they help guide design decisions to ensure the study's compensation and to justify its relevance (Maxwel, 2012). To answer this question the following objectives were defined: (1) to understand how Internal Communication is a vehicle for transmitting Employer Branding in the Carlsberg Group; (2) to assess the importance of Internal Communication in a VUCA context; (3) understand what role Public Relations plays in managing Employer Branding within the Carlsberg Group.

4.2. Case Study

We decided to conduct a case study of the Carlsberg Group, based in Denmark, but with a global presence. We chose this methodological approach within this particular context to better comprehend the internal communication structure and reality of the Carlsberg Group.

We decided to focus our investigation on a single object, the Carlsberg Group because our goal is to explain a phenomenon rather than create normative claims (Rashid et al., 2019). When this is the focus of the research, the ideal technique is the case study.

The goal is to comprehend Carlsberg's employer brand and internal communication strategies rather than to simply describe them based on current knowledge. However, it was also relevant to proceed with a literature review before beginning the study, because gave researchers key ideas crucial for comprehending the results. A case study focuses on a single instance where there are more relevant variables than available data sources, leading to several pieces of evidence and data converging into a triangle shape. As a result, the case study benefits from the earlier theoretical analysis that led to data collection and analysis (Yin, 2001, p. 33).

According to Daymon and Holloway (2001, p. 105), a case study is an intensive analysis in which multiple sources of information - qualitative, quantitative, or both - are used for an entity that is bound by time and place. This method helps to explore a phenomenon within a particular context, using multiple data sources, which makes its exploration through various lenses and thus reveals all the facets of that same phenomenon (Baxter and Jack, 2008).

In other words, this method contributes to the understanding of individual, organizational, social, and political phenomenon: "The case study allows an investigation to preserve the holistic and significant characteristics of real-life events - such as individual life cycles, organizational and administrative processes, changes occurring in urban regions, international relations and the maturation of some sectors" (Yin, 2001, p.21). A case study focuses on a unique situation in which there are more variables of interest than data sources, resulting in multiple pieces of evidence with the data converging in a triangle shape, thus benefiting from the prior development of theoretical analysis to lead to data collection and analysis (ibidem, 2001, p. 33).

A descriptive analysis that takes into account reality is presupposed in a case study (Daymon and Holloway, 2001, p.105):

- With a thorough examination of a certain case's circumstances;
- Making an effort to comprehend the viewpoint of those involved in the organization's day-to-day operations;
- Making note of the various influences and communicative elements in relationships and experiences;

- Emphasizing the connections between the factors.

As with any other study, we must ensure validity through the use of multiple data sources, as well as reliability, obtained with a detailed and rigorous description of how the study was conducted (Carmo et al., 2008, p. 197). Again according to Yin (2001) the case study aims to answer "how" and "why" questions when the researcher has little control over the event occurring in an event embedded in the social context. To Stake (1999, p. 25), the research design requires a conceptual organization of the theme, forming conceptual links from the contents already known, to guide the form of data collection and its interpretations.

Because of the particular study carried out, we have listed below several reasons why we have chosen the Carlsberg Group over other organizations:

- Carlsberg, as a brand, is a name with high recognition
- It is in an interesting and competitive market sector - FMCG
- The main product marketed by the organization, beer, is fun and emotionally appealing, which makes it an interesting environment to study Employer Branding
- It is a historical organization with strong ties to innovation and sustainability
- It is a global company
- It is one of the largest brewers in the world

4.3. Data collection

4.3.1. Analysis of Digital Communication

The analysis of digital communication was materialized firstly by a mapping of all social networks where the organization has a presence, as well as a brief presentation of the corporate website. Secondly, a more detailed analysis was made of the Carlsberg Group LinkedIn. This analysis was developed in order to verify the company's performance in terms of content related to the concepts under study.

For this analysis all content published on Carlsberg Group LinkedIn profile between December 2021 and October 2022 was studied. Because this digital platform does not allow us to see the exact date of publication, we considered the content with 10 months of permanence on the page. Categories for the analysis will be defined later in this chapter.

4.3.2. Semi-structured Interview

As regards the qualitative method, the semi-structured interview was chosen since it is an essential data collection process for the perception of behaviors, ideas, and suggestions of the interviewees (Boutin et al., 2008). It allows individuals to speak freely, offering their interpretation of facts, and the interviewer tends to ask open-ended questions (Creswell, 2003, p. 9). Thus, the researcher, when using this technique, intends to guide the interview towards a certain path, however, this allows open-ended questions, which may not be in the interview script, and are predominant in the message he/she wants to convey (Bryman, 2012, p.471).

To gather more information about the reality of Internal Communication and Employer Branding strategies at the Carlsberg Group, we interviewed Dora Vicente, Global Talent Manager, and Emily D'Alterio, Communications Manager. The selection of these two elements followed the criteria of representativeness and relevance of the functions performed.

Interview scripts were prepared with the objective of understanding how Employer Branding is approached within the Carlsberg Group and how internal Communication impacts its proliferation. The scripts can be found in the appendix section (appendix 1). The analysis structure and its foundation are transversal to all interviews with only some specific questions related to the functions performed by the interviewee being added.

The interview was conducted via video call on the Microsoft Teams platform and lasted about an hour. The call was recorded with the interviewee's permission and later transcribed (appendix 2).

4.4 Data Analysis

The data analysis method chosen for this research was content analysis, materialized first in a quantitative perspective, with the analysis of the content published on Carlsberg's LinkedIn, and later, in a qualitative perspective, in the analysis of the interviews. Considered one of the most common techniques in empirical research today (Vala, 1986), content analysis is defined early on by Berelson (1952) as an objective, systematic and quantitative description of the manifest content of communication".

According to Neuendorf (2002, p.1), content analysis is the most systematic and objective analysis of the quantitative method, as it includes the careful examination of human interactions. In a close

sense, Santo (2010, p. 66) defines content analysis as "the systematization of information, according to the application of coding, categorization and inference processes allowing for an analytical scope of a quantitative and/or inferential nature, depending on the objectives and techniques of analysis". In this study, the method was used in a quantitative approach, for the analysis of LinkedIn social network, and qualitative, for the analysis of the interviews.

Following this approach, our objective was to investigate and understand the contents and themes published on LinkedIn by the Carlsberg Group. A period of analysis lasting 11 months, from 8 December 2021 to 8 October 2022, was defined beforehand. The choice of the analysis timeframe was justified, above all because it is a period that defines the VUCA concept very well. On the one hand, it symbolizes the "end" of the pandemic crisis (with the lifting of many restrictions globally), and on the other hand, it also represents the beginning of a war with a global impact. LinkedIn was the social network chosen because it is a constantly growing medium, and because it fits the theme under analysis.

Quantitative content analysis categorizes data using established categories created from a source other than the material being analyzed, applies them automatically through an algorithmic search process (rather than manually reading the data), and only analyzes the information statistically (Morgan, 1993). The categorized data are mainly removed from the context, for instance, a researcher might make a list of words, use a computer to search for them in pertinent documents, and then compare usage in each group using statistical measures. Thus, quantitative analysis allows for a broader generalization of results and facilitates the comparison of similar studies. In the first phase, this methodology will allow for gathering information about the content published on Carlsberg's LinkedIn page through content analysis.

On the other hand, according to Flick (2005, p. 11), qualitative research works on texts. Methods such as interviews or observations produce data that are transformed into texts by transcribing them. Methods of interpretation take these texts as a starting point, upon which empirical analyses are conducted (ibidem, 2005). Quivy and Campenhoudt (1992) highlight that the interview method is always associated with a content analysis method. In this sense, the interviews should provide information that allows for content analysis. Therefore, this was the method chosen to analyze the interviews.

4.4.1. Coding

When content analysis is the most appropriate procedure for the research's development, it is important to remember that data collected will only make sense when processed with a suitable analysis technique (Mozzato and Grybovsky, 2011, p. 733). Therefore, the best solution is resort to a coding framework, as it organizes the collected material that, by grouping the data into categories or subcategories, acts as a filter to highlight vital information to answer the starting question.

Schreier (2012) sees coding as a resource that helps to summarize all the information collected, allowing only the study relevant elements in question to be highlighted. Thus, it is possible to specify the categories or subjects the researcher wants to learn more. In addition, the author says that each category needs to have a name, a description, examples, and decision criteria, if required.

Coding is an inductive and interactive method and its categories can either be:

5. Data-driven: they emerge from the material and data collected throughout the research
6. Concept-driven: they are based on what is already known, with no need to consider new data, relying on prior knowledge and assumptions gained from theory and research.

Given the methodological nature of this research, naturally, coding will be applied at both the qualitative and quantitative levels. For this purpose, concept and data-driven analysis categories have been established for both methods. Two types of content analysis tables will be presented, namely for the content published on Carlsberg's LinkedIn and for the interviews of the Human Resources and Internal Communication professionals.

4.4.1.1. Quantitative Coding – LinkedIn Analysis

Like we have seen quantitative content analysis is a research method that categorizes and records data to analyze it. As a result, the coding process is central to content analysis, which entails following a set of instructions about what features to look for in a text and then making the designated notation when that feature appears (Coe and Scacco, 2017). According to Forman and Damschroder, “seeing the data in a compressed form, organized in a systematic way, makes it easier to recognize patterns”, and “facilitates comparisons, which are important in drawing conclusions from the data” (2007, p. 57).

Conducting a successful content analysis requires careful attention to segmenting the texts for analysis, selecting a suitable collection of units to analyze, different researchers making codes consistently, and using a coding scheme that adequately represents the specified phenomena: unitizing, sampling, reliability, and validity (ibidem, 2017).

The 130 posts published on LinkedIn by the Carlsberg Group were analyzed based on their communication axis, the presence of VUCA factors, and the media support used. For each of these sections, categories and sub-categories, data-driven and concept-driven, were defined.

a) Communication Axis

- Employer Branding: Everything about day-to-day work in the Carlsberg Group, from people, offices, and the relationship with management.
- Business: Everything about the company's business and results. This also includes product launches and campaigns as well as content dedicated to brands in other countries.
- Sustainability: The sustainability within the Carlsberg Group and how the company deals with this issue.
- Social Responsibility: Social responsibility projects and how the Carlsberg Group has or can have an impact on society. Here, given the relevance of the topic in the last year, all content about the conflict in Ukraine was considered.
- Brand: Content related to branding and how it impacts people's lives. This axis differs from business in that the objective here is not to talk about products.

Below is a table with the subcategories included in the 5 axes of communication, and their typology and description (see table 14).

Category	Sub-categories	Typology	Description
Employer Branding	People of Carlsberg	Data-Driven	Getting to know people who work at Carlsberg, presenting their background, functions. Generally, these contents have a more human and personal side. When new directors/managers are announced, for example

Business	Offices	Data-Driven	Content related to offices to enhance well-being and comfort
	Human Resources and Recruiting	Data-Driven	Recruitment campaigns
	Results/Strategy	Data-Driven	Presentation of company results
	Campaigns	Data-Driven	Specific product-related campaigns
	Product	Data-Driven	Content where the key message is to showcase the strengths of a Carlsberg product
Sustainability	Energy	Data-Driven	Sustainable projects, initiatives and goals related to energy consumption in the Carlsberg Group value chain
	Beverages	Data-Driven	Sustainable advances in Carlsberg beverages and packaging (i.e: alcohol volume in beers, or the launch of bottles made from recycled material
	Water	Data-Driven	Content related to water consumption in the Carlsberg Group value chain
	Carbon Emissions	Data-Driven	Content related to Carbon Emission and the Group's goal to become Carbon Neutral by 2040
	Awards	Data-Driven	Awards and accolades that distinguish Carlsberg as a sustainably responsible organisation
	Corporate & Strategy	Data-Driven	Generic communications related to launches of new sustainable strategies
Social Responsability	Community	Data-Driven	Specific projects related to community impact
	Conflict in Ukraine	Data-Driven	All content related to the conflict in Ukraine and the relationship the Carlsberg Group has with this issue
	Business Impact	Data-Driven	The impact the business has on society, economically and socially
	Responsible drinking campaigns	Data-Driven	Campaigns advising consumers to moderate alcohol consumption

Brand	History	Data-Driven	History of the brand in Denmark and in all the countries where it operates
	Curiosities	Data-Driven	Curiosities about the brand or the world of beer
	Social Posts	Data-Driven	Occasional content with brand presence, namely the celebration of events and thematic days

Table 9 - LinkedIn analysis matrix. Source: Own elaboration

b) VUCA Factors

In this research, it has been established that the world we live in is constantly changing, and tragic events have further reinforced the VUCA reality that exists. To evaluate whether the Carlsberg Group's LinkedIn editorial plan aligns with this trend, VUCA Factors related to the VUCA reality have been defined, based on Robert Johansen's VUCA Prime framework (2007). This framework highlights Vision, Understanding, Clarity, and Agility as counteracting factors to Volatility, Uncertainty, Complexity, and Ambiguity. The coding table presented below has been created, taking this framework into consideration.

Category	Typology	Axis	Keywords	Themes
VUCA Factors	Concept-Driven	Vision	Future, foresight, innovation, strategy, long-term	Posts that discuss the future direction of the business or organization, share innovative ideas or strategies, and emphasize long-term goals or vision.
	Concept-Driven	Understanding	Knowledge, information, insights, analysis, expertise	Posts that share knowledge, information, or insights about the business, industry, or relevant topics. These posts may provide analysis, data, or expertise to help followers understand complex issues or trends.
	Concept-Driven	Clarity	Transparency, communication, simplicity, clear messaging, honesty	Posts that emphasize transparency, clear communication, and honest messaging. These posts may share updates, news, or announcements

				in a straightforward and easy-to-understand manner.
	Concept-Driven	Agility	Adaptability, flexibility, responsiveness, agility, quick action	Posts that highlight the organization's ability to adapt, be flexible, and respond quickly to changing circumstances or opportunities. These posts may showcase the organization's agility in navigating challenges or capitalizing on emerging trends.

The VUCA Factors, categorized as Concept-Driven, have been defined across four axes - Vision, Understanding, Clarity, and Agility. For each axis, key words and themes have been identified to analyze social media posts. Posts can have two or more factors, and the framework can be used to understand if Carlsberg's corporate communication via LinkedIn effectively communicates their vision, understanding, clarity, and agility to their audience.

The coding table will aid in the analysis of Carlsberg's LinkedIn posts, with specific attention given to the keywords and themes related to each axis. A post discussing a new innovative product idea, sharing industry insights or research findings, providing clear and transparent updates on a recent organizational change, or showcasing the organization's ability to pivot quickly in response to a market shift can be categorized under the Vision, Understanding, Clarity, and Agility axes, respectively. This framework will help understand how Carlsberg's LinkedIn posts align with the VUCA PRIME concepts and their effective communication of the VUCA Factors. For further details, please refer to the third chapter of this research paper.

c) Media support used

To ascertain the prevalence of content with a more human look and feel, the type of multimedia used was also accounted for. For this purpose, in this study, all photographs were considered to have a human face or presence. On the other hand, images are only graphic, without humanization.

Category	Typology
Photography	Data-Driven
Image	Data-Driven
Video	Data-Driven

4.4.1.2 Qualitative Coding – Interviews analysis

From Margrit Schreier's perspective, Qualitative Content Analysis is a systematic procedure to describe symbolic material by assigning segments of data to categories in a coding framework (Schreier, 2012, p.173). In response to the difficulty inherent in evaluating interviews owing to the large volume of gathered information, this approach allows the researcher to identify categories through which the acquired material will be categorized, therefore decreasing data that does not contribute to the study objectives (Carlomagno and Rocha, 2016).

This study is based on this perspective, to the extent that categories were assigned to the collected material to facilitate its understanding and validation and to uncover the context behind the messages analyzed.

The interview script follows a Concept-Driven perspective, so the questions were grouped by themes and formulated based on the literature search (see annex 1 and 2). Therefore, the content analysis of these interviews is based on the previously defined themes: Human Resources, Internal Communication, Employer Branding, and VUCA reality. Below, you can find a table with each category and key questions that this content analysis intends to answer. The complete script, with all questions in detail, can be found in the appendices (Appendix 1 and 2).

Category	Questions
Human Resources	• What is the role of the Human Resources department of the Carlsberg Group? • What is the role of the Human Resources department in the proliferation of Employer Branding within the company? • Is there cooperation with other departments? • How is the recruitment process (onboarding, retention, career development?
Internal Communication	• Is Internal Communication important for the Carlsberg Group? • How is employee engagement promoted?
Employer Branding	• What Employer Branding strategies are promoted internally? • What is the role of Internal Communication and Human Resources in promoting Employer Branding? • Is there an Employer Branding strategy within the Carlsberg Group?
VUCA reality	• How has the company faced and is facing an increasingly VUCA reality? Is there a strategy to respond to this problem? • Has internal communication changed over the last years? • Have recruitment processes changed? What about employee retention?

5. Carlsberg Group: Brewing with a purpose

According to its corporate website, Carlsberg is a centenary Danish brewery with a rich legacy. With almost 40,000 employees, the brewery has significant market positions in Western Europe, Eastern Europe, and Asia, where it conducts business (Carlsberg, 2022). The Group still holds a dominant position in the bulk of these markets, and manufacturing has increased to include various kinds of promotional goods in addition to beer, soft drinks, and light products. Through licensing and export agreements, the corporation largely has a presence in the rest of the world (Carlsberg, 2022). According to Statista, Carlsberg is the third largest company globally in terms of number of sales, with 6.4% market share.

5.1 History

Presently, Carlsberg offers a wide range of products, including more than 500 different beer brands. Along with its main brand, Carlsberg, which is among the most well-known in the world, Carlsberg also owns some of the biggest brands in Europe, including Baltika, Tuborg, and Kronenbourg, and Super Bock (Carlsberg, 2022).

Carlsberg has come a long way since it was founded in 1847. Taking the name of his five-year-old son, Carl, and the Danish word for hill, "bjerg", J.C. Jacobsen's founded the company just outside the city of Copenhagen (Carlsberg, 2022). J.C. Jacobsen was passionate for the Bavarian tradition, and he envisioned a revolutionary and innovative way of making beer. Nowadays, he is widely considered one of the founders of the modern brewing industry.

Exportation started 19 years later, in 1868, when the company sent the first batch of beer to Scotland. Full international production only became a reality in 1960 with the opening of a Carlsberg plant in Blantyre, Malawi (Carlsberg, 2022).

In order to study the malting, brewing and fermenting process, J.C. Jacobsen founds the Carlsberg Laboratory in 1875. In 1876, the Carlsberg Foundation was established to manage the Carlsberg Laboratory and to support Danish scientific research in the natural sciences, mathematics, philosophy, the humanities, and social sciences. This foundation is still going strong now and gives out more than DKK 60 million annually (Carlsberg, 2022).

In 1867, Carl Jacobsen, son of the founder, returns from Europe, where he was studying brewing process. He started to brew his own beer in a new brewery annexed to Carlsberg. Carl began by reducing his father's brewing process in half to satisfy market demand - sales at his New Carlsberg surpass those of his father's Old Carlsberg in just ten short years. This created a family feud, and, in 1882, after falling out with his father, Carl Jacobsen sets up his new independent brewery New Carlsberg (Carlsberg, 2022).

When J.C. Jacobsen passed away in 1887, the foundation assumed control of "New Carlsberg," merging the two businesses, and renamed them "Carlsberg Breweries" - Carl becomes the first managing director, instituting a pension fund and introducing an eight-hour workday to his employees. By this time, Carlsberg Breweries had already made a name for itself in the market, thanks in large part to Emil Christian Hansen of Carlsberg's development of a technique for growing pure yeast, which revolutionized the brewing industry and provided the company an additional competitive edge.

The agreement between Carlsberg and Tuborg, historical rivals and competitors, defined the beginning of the 20th century. In 1903, the two companies agreed to a trust – considered one of the oddest contracts in Danish corporate history - designed to make them wholly autonomous businesses split earnings until the end of September 2000 (a period of 97 years). The two breweries

were completely merged under the name "United Breweries A/S" in 1970, despite there being some confusion over the years about how this arrangement was to be administered (Biotti and Mordshorst, 2009, p.67).

On the business side, Carlsberg beer was brewed for the first time outside of Denmark at the Photiades plants in Cyprus in 1966 after receiving the first overseas brewing license. In 1968, a brewery was established in Blantyre, Malawi, the first outside of Denmark.

During the 1990s, Carlsberg started to consolidate its global presence, investing and acquiring multiple companies all around the globe. For instance, the business acquired controlling stakes in Unicer, Portugal's largest brewer. Additionally, Carlsberg purchased a 10% stake in La Cruz del Campo S.A., a Spanish brewery. In order to protect the crucial British market, which accounted for roughly half of Carlsberg A/ S' global earnings at the beginning of 1990, the Danish brewer formed a joint venture with Allied Lyons, a British brewing and wholesaling firm. The newly formed partnership, known as Carlsberg-Tetley P.L.C., gave Carlsberg access to Allied's six breweries, robust distribution system, and broad range of brands (Woodward, Brynildssen and Stansell, 2009). Carlsberg acquired sole ownership of Carlsberg-Tetley in 1997. (Carlsberg prospectus, 2017). Additional purchases included Falcon Breweries, the Danish Malting Group A/S, the Finnish brewery Oy Sinebrychoff AB, and a Swedish subsidiary of Oy Sinebrychoff (Woodward, Brynildssen and Stansell, 2009).

In the 1990s, Carlsberg A/S in Asia developed into the top international beer brand with a strong market presence in Singapore, Malaysia, and Hong Kong. The business also made a respectable amount of money in Nepal, Thailand, South Korea, Indonesia, and Japan. Chinese and Sri Lankan markets were opened to Carlsberg in 1992. Carlsberg increased its market footprint in Asia in 1999 by investing in Hite Brewery, Korea's largest brewery (Woodward, Brynildssen and Stansell, 2009).

The creation of the new "Carlsberg Breweries A/S," made possible by the partnership between Carlsberg A/S (with a 60% ownership) and Orkla ASA (with the remaining 40%), was in fact one of the most significant events in the company's history. With direct access to the thriving Eastern European markets, this arrangement also guaranteed leadership in the Nordic markets. In 2004, Carlsberg A/S acquired the remaining 40% of Orkla, creating what is currently known as the "Carlsberg Group."

The largest brewer in the UK, Scottish & Newcastle, was purchased by Carlsberg Group and Heineken in 2008. This was the greatest acquisition in Danish history, for a price of DKK 57 billion (€7.6 billion). Carlsberg acquired full control over S&N's French company, including the Brasseries Kronenbourg and the global brand rights to Kronenbourg, as part of the acquisition (Carlsberg prospectus, 2017).

Carlsberg expanded over the past fifteen years mostly through acquisitions throughout Asia. For instance, the business took over the Wusu Xinjing Beer Group in 2010 and the Chongging Beer Group in 2014. Breweries in Nepal, Laos, Vietnam, India, and Singapore are among the further acquisitions (Carlsberg annual report, 2010, 2011, 2012, 2013, 2014). Additionally, between 2013 and 2015, Carlsberg increased its activities in Germany and Greece. For example, Carlsberg acquired the Olympic Brewery, Greece's third-largest brewery, expanding its existing activities in the nation and thereby elevating the company to the position of second-largest market participant in Greece (Woodward, Brynildssen and Stansell, 2009).

5.2. Sustainability

Recently, increasing its presence all over the world, Carlsberg has been investing more in sustainability. In 2017, the company launches a new sustainability programme, Together Towards Zero, with the ambitions of ZERO carbon footprint, ZERO water waste, ZERO irresponsible drinking and a ZERO accidents culture.

2018 sees Carlsberg introduce innovative technologies to cut down on plastic waste. The new Snap Pack was one of the highlights, replacing plastic wrapping that surrounds Carlsberg six packs with a cutting-edge technology that fuses its cans together. It cuts the quantity of plastic used in conventional multi-packs by up to 76%, a first for the beer business worldwide, and is expected to cut plastic waste generated worldwide by more than 1,200 tonnes annually, or the equivalent of 60 million plastic bags (Carlsberg, 2022).

In the same year that makes biodegradable and completely recyclable bottles made of fiber accessible to customers, Carlsberg launched a new ESG programme, Together Towards ZERO and Beyond, with updated targets and new focus areas. This programme consists of the Group's ambitions and concrete targets that address the environmental, social and governance (ESG) topics that are most material to its business and to wider society. It is Carlsberg's response to global

challenges such as inequality, climate change and water scarcity, as well as society's increasing focus on health and well-being (Carlsberg, 2022).

Figure 1 - Carlsberg's ESG Programme. Source: company's website

5.3. Company culture: the perfect balance

> "Carlsberg Group is an organization defined by balance: between cost-consciousness and innovation, purpose and commerciality, fun and performance, local and global. As the Group continues to evolve and meet of beer's changing landscape, it's continually negotiating these balances." (Carlsberg, 2022)

J.C. Jacobsen, Carlsberg's founder, truly lived in the Renaissance, as he valued quality, research, giving back to the community, and always chased long-term development over immediate success. These beliefs have developed through time to define Carlsberg's mission: an innovative and creative company that is "Brewing for a better today and future". This mission is very much fueled by a sense of purpose that is intrinsically ingrained in the company's DNA. In fact, Carlsberg lives its purpose everyday:

> *"*Our purpose guides everything we do: Our pursuit for perfection through our actions, our continued focus on research and innovation, always focusing on what our consumers want, and driving more sustainable brewing and contributing to society.*"* (Carlsberg, 2022)

According to the Group's Sustainability Report 2022, Carlsberg live by its Compass, meaning that it puts their core ethical values of honesty, responsibility, compliance and respect for people into practice in their day-to-day actions around the world (Carlsberg Group, 2022, p. 46). Carlsberg's slogan, "Probably the best beer in the world," stands for the company's high standards for beer brewing and its responsible use of resources to preserve the environment. In accordance with this, Carlsberg introduced its new strategy, "Sail 27," in 2022. To produce value for shareholders, this

strategy focuses on five levers: (1) Portfolio; (2) Geographies; (3) Execution; (4) Culture; (5) Funding the journey.

Figure 2 - SAIL'27 strategy. Source: company's website

SAIL’27, an evolution of SAIL’22, is built around the company’s purpose of brewing for a better today and tomorrow, and its ambition of being the most successful, professional and attractive brewer in its markets. Setting priorities, Carlsberg Group seeks to continue its successful journey, therefore increasing financial ambitions towards 2027, while also creating value to all stakeholders:

Shareholders	Employees	Society
Organic revenue growth of 3-5% CAGR Organic operating profit growth above NR Continued ROIC focus Disciplined capital allocation Ambitious sustainability targets	A purpose-led and performance driven company with strong development opportunities and engagement An attractive, diverse, and inclusive workplace Strong brands, products and ambitious sustainability efforts, to be proud of	Championing sustainability in our journey Together Towards Zero Supporting the Carlsberg Foundation to invest in science, arts, and culture Partnering with communities and contributing to prosperity in the countries we operate

Figure 3 - SAIL'27 objectives. Source: Company's website

5.4. Carlsberg Group's structure

The Carlsberg Foundation, one of the world's oldest industrial foundations, is the principal shareholder in Carlsberg A/S, owning Carlsberg Group and exerting a decisive influence on the brewery through its controlling shareholding. According to the corporate website, The Carlsberg Foundation has two main objectives (Carlsberg, 2022):

- To be an active investor with a controlling interest in Carlsberg A/S, thus ensuring a decisive influence on the Carlsberg Group's strategy
- To give back the dividends from the Carlsberg Foundation's shares in Carlsberg A/S to society by:
    - Fostering and supporting the natural sciences, mathematics and philosophy, the humanities and the social sciences
    - granting funds to The Carlsberg Research Laboratory
    - maintaining and developing The Museum of National History at Frederiksborg Castle
    - granting funds for socially beneficial purposes through The Tuborg Foundation, especially in support of Danish trade and industry

The Carlsberg Group has a supervisory board, consisting of 14 members from a wide variety of backgrounds (inside and outside the Carlsberg universe). The Supervisory Board decides on major investments and divestments, the size and composition of the Company's capital base, long-term obligations, significant policies, control and audit issues, risk management and significant operational matters. On the other hand, the Executive Committee drives the Group's strategic development and ensure alignment and clear objectives across the Group. This Committee is composed of the CEO of the company, the CFO, and 6 Vice-Presidents (Carlsberg, 2022). In the table below, we can see a description of all 8 members (table 10).

Picture	Name	Function
	Cees't Hart	Chief Operating Officer (CEO)
	Ulrica Fearn	Chief Financial Officer (CFO)
	Søren Brinck	Executive Vice President, Group Strategy and Digital since 2021. Acting Chief Commercial Officer since 2022.
	Graham Fewkes	Executive Vice President, Western Europe since 2021.
	Lars Lehmann	Executive Vice President, Central & Eastern Europe since 2019.
	João Abecassis	Executive Vice President, Asia since 2022.
	Victor Shevtsov	Executive Vice President, Supply Chain since 2021.
	Joris Huijsmans	Executive Vice President, Chief Human Resources Officer. Part of ExCom since 2022.

Table 10 - Carlsberg's Executive Committee. Source: Company's website

Carlsberg is a global group, present in more than 150 markets. As we can see from the table below (table 11), Carlsberg Group is organized into two operating groups: the headquarters in Denmark, and the Integrated Services teams, spread around the world. The Group is active in three major regions:

- Western Europe: Denmark (Central Office and Integrated Information Technology), Finland, France, Germany, Norway, Poland, Sweden, Switzerland, and the United Kingdom.
- Central & Eastern Europe: Azerbaijan, Belarus, Bulgaria, Croatia, Estonia, Greece, Italy, Kazakhstan, Latvia, Lithuania, Serbia, Ukraine

- Asia: Cambodia, China, Hong Kong, India, Laos, Malaysia, Myanmar, Nepal, Singapore, Vietnam.

Carlsberg Group's Structure				
Headquarters	**Integrated Services**			
Central Offices	**Integrated Information Technology (IIT)**	**Integrated Supply Chain (ISC)**	**Carlsberg Shared Services (CSS)**	**Carlsberg Export & Licensee (CE&L)**
Central Office is the Group's global headquarter. It supports its global business by providing with everything from financial support to commercial innovations. Global communication management is done here, local management is done in each market.	Carlsberg benefits from IIT in terms of technology, data, and business skills. It is the central point at where the company's markets and operations come together to produce value across business processes as well as with its customers and consumers.	ISC oversees the global procurement procedures, manages the Carlsberg Group's network of breweries around the world, establishes international norms for brewing technology and logistical services, and ensures end-to-end supply chain planning.	The Carlsberg Group is supported by CSS in numerous markets and is provided with a comprehensive range of products and end-to-end procedures. It is in charge of carrying out operational duties in a variety of industries, including accounting, financial controlling, logistics, sales support, and IT.	CE&L is the commercial business unit in charge of Carlsberg Group's export and license business in markets where the company does not own or operate a brewery.
Departments: Commercial; Research; Finance; Tax; Treasury & Risk; Strategy; M&A; HR; Corporate Affairs; Legal; Real Estate	**Main tasks:** Business development and innovation; advanced analytics; intelligent automation; business process and technology operations; UX and digital workplace	**Main tasks:** Procurement; Production; Logistics; Planning	**Main tasks:** Data analysis and reporting; analytics implementation; robotic process automation	**Main tasks:** Relationship management; sales; business partnerships

Table 11 - Carlsberg Group's Structure. Source: Company's website (2022)

5.5 Stakeholders

In the Carlsberg Group's sustainability report for the year 2021, it is possible to see in full detail the stakeholders in the company's activity, their expectations, and the forms of relationship, as presented in the table below (Carlsberg, 2021):

Stakeholder	How the company engages	Interests
Consumers	Marketing campaigns Social media Local websites Responsible drinking initiatives Purpose-driven brand campaigns	Consumer demand for healthier and more sustainable options is growing. Sustainable packaging is the most tangible aspect of sustainable products for consumers.
Customers	Sales and marketing channels Responsible drinking partnerships Customers' supplier requirements, questionnaires and audits Customer satisfaction surveys	Customers want to know how we can help them reduce risks in their supply chain, achieve their own sustainability goals, and meet consumer demand for healthier and more sustainable options.
Employees	Biennial global employee survey Regular dialogue and feedback Twice-yearly performance reviews Formal consultation with employee representatives	Feedback from our pulse survey in 2021 showed that overall employee satisfaction and pride in Carlsberg remained high. Despite an improvement in scores related to the support and opportunities we provide to employees, the survey showed we could still do more in these areas. Through other engagement channels, employees also showed significant interest in diversity and inclusion.
Industry	Engagement through industry organisations such as the International Alliance for Responsible Drinking (IARD), Brewers of Europe, the Worldwide Brewing Alliance, Beverage Industry Environmental Roundtable (BIER) and national trade associations Engagement with peers on initiatives to drive sustainable innovation	Industry peers are keen to work together to tackle common challenges and protect the reputation of brewing companies and the wider drinks industry.

Investors	Annual Report Annual General Meeting Investor roadshows Individual meetings Investor questionnaires	Investors want to know that we meet their ESG requirements – and have been showing increasing interest in ESG. They want to understand how investments in ESG and our TTZ programme will support our business goals and help deliver sustainable financial returns in the long term.
Journalists	Individual meetings and calls Direct engagement by e-mail	Journalists' questions give us an insight into wider trends across and beyond the industry. Recently, their focus has been on carbon emissions and renewables, due diligence standards, policy on genetically modified organisms, and transparency.
Suppliers	Supplier and Licensee Code of Conduct Integrated quality audits Partnerships to support progress on our value chain carbon targets	Suppliers want to know what our priorities are in relation to ESG so they can play their part in helping us achieve our targets and meet our ESG criteria to secure access to business opportunities with us.
Sustainability experts	Carlsberg Sustainability Advisory Board (CSAB) Consultations and partnerships with NGOs and issue experts	Sustainability experts want to understand how our TTZ programme aligns with our business strategy and responds to global challenges. They want to see ambitious targets, strong performance and transparent reporting. Sustainability experts also provide valuable input into the development of our TTZ programme and our approach to specific issues such as human rights.
Policymakers and regulators	Engagement through trade associations, such as Brewers of Europe, and industry organisations in our local markets High-level public events, such as the World Economic Forum's annual Davos meeting and other conferences where government officials are present	Governments want to know that we comply with laws and contribute to economies through job creation and taxes. They also want to understand how we support their strategies on sustainability and public health.
Communities	Local community engagement programmes	Communities near our operations want us to be a responsible neighbour and to understand how we can support them.

Table 12 - Stakeholders. Source: Company's ESG Report

5.6 Internal communication and Employee Engagement

> *"On our journey of SAIL '22, engaged employees are highly needed and valued to ensure execution and success."* Carlsberg (2022)

In the Carlsberg Group ESG Report 2021, it is possible to find an analysis matrix, identifying the issues where the Carlsberg Group can have the biggest economic, environmental, and social impact. This matrix (below) was created from the analysis of existing data and research from both within the Group's business and externally, combined with insights from a digital listening platform, a survey of employees representing a range of geographies and functions, and in-depth interviews with external stakeholders representing groups including non-governmental and intergovernmental organizations, industry associations, investors, customers, suppliers and academics (Carlsberg, 2022, p.61).

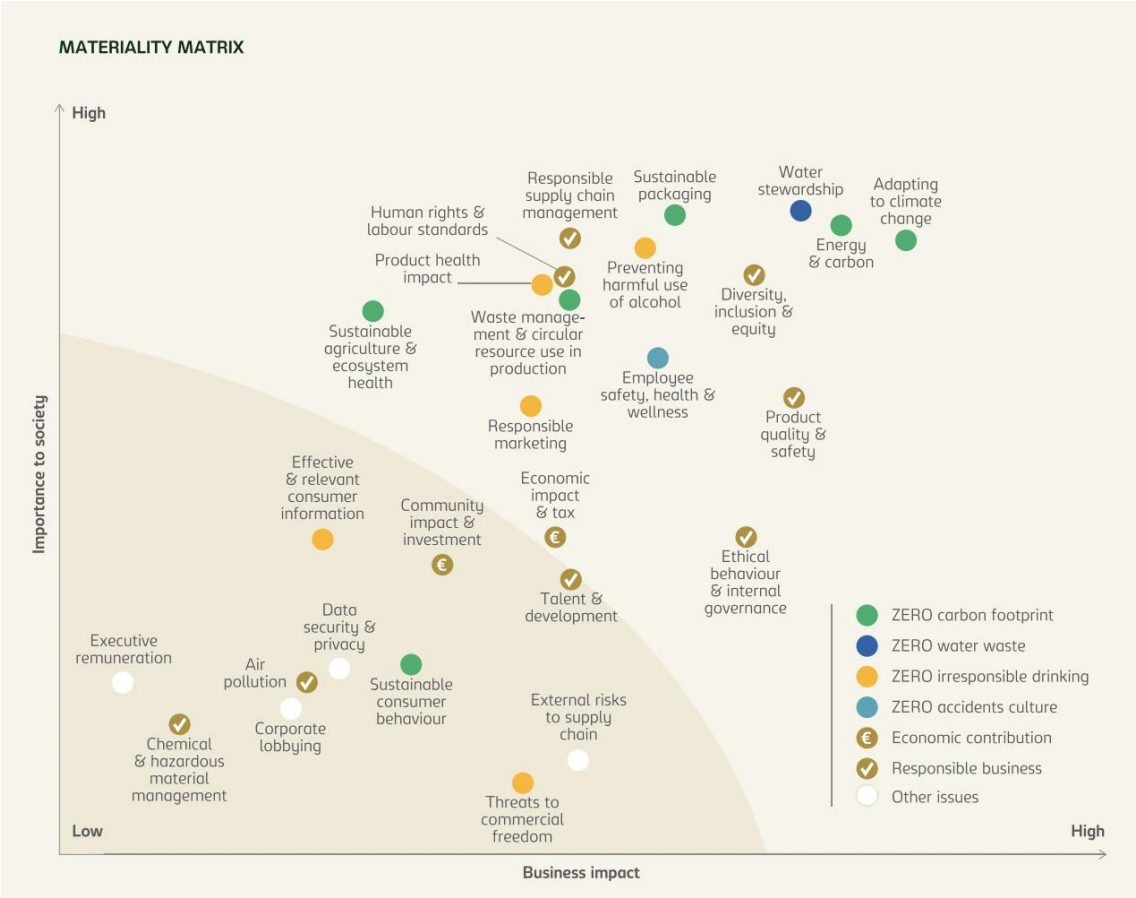


Figure 4 - Materiality Matrix with Carlsberg priorities (Carlsberg, 2022, p. 61)

According to the matrix above, "Talent & Development" is considered a priority of medium interest, both in terms of its impact on the Group's business and its importance to society. This

issue encompasses "Good pay, benefits, and services to the workforce (e.g. health insurance, retirement contributions); maximizing employee engagement and talent recruitment/retention through career development, training, and opportunities" (Carlsberg Group ESG Report 2021, 2022, p. 62).

Nevertheless, employee engagement is very important within the Group's Culture. On the company's careers website, it is said that it is a highly engaged global Group, higher than the average in its industry (Carlsberg, 2022). In the ESG Report 2021, Cees't Hart, CEO of Carlsberg), mentions:

> *"*To me, how we do things is just as important as the results we deliver. At the end of the day, it is about treating people with respect. And respect goes hand in hand with employee engagement, which remained strong this year, despite the challenges of the pandemic*."* (Carlsberg, 2022, p.4)

Carlsberg turns this into a reality through many internal communication initiatives. In 2021, Carlsberg's local markets continued to roll out initiatives to support employees through the COVID-19 pandemic, with the Group developing a more holistic approach to well-being as part of our renewed corporate strategy (Carlsberg, 2022, p.59). Apart from Covid related measures, such as hygiene rules, hand sanitizers, social distancing, face masks, and regular disinfection of shared surfaces, local initiatives to support employees' physical, emotional, and mental well-being were also launched in 2021, such as COVID-19 vaccinations and tests or webinars with therapists and psychologists to help manage home office ergonomics and remote working stress (Carlsberg, 2022, p.39).

There were also more creative initiatives: "in Sweden, we connected colleagues with activities ranging from in-person "walk and talks" to virtual "cook-along", coffee mornings, exercise classes and themed events. In India, colleagues took part in a virtual talent show. And in France we created a "happiness team" to organize virtual feelgood activities" (Carlsberg, 2022, p.40).

Carlsberg also began a new continuous dialogue approach, rolling out training for managers in all markets to support ongoing dialogues that enable real-time feedback between managers and employees. Through these regular meetings, managers can check in on their team's well-being and progress toward their personal goals as well as provide feedback on their performance (Carlsberg,

2022, p.39). This improves support for employees and helps them identify suitable opportunities to develop their careers (Carlsberg, 2022, p.50).

Carlsberg encourages all their employees to talk to their manager, compliance, or HR representative if they believe the Code of Ethics & Conduct, policies, or other relevant laws and regulations have been breached. Carlsberg also launched a tool, Speak Up, which allows employees or external reporters to raise their concerns anonymously (Carlsberg, 2022).

Every second year, Carlsberg Group conducts a global engagement survey, called My Voice. This survey is an integral part of the Group's strategy, as it allows Carlsberg to hear what their employees are saying, using their feedback to improve. In the table below, it is possible to find key takeaways from this year's edition of this survey, present in the ESG Report 2021:

My Voice 2021 Pulse edition
More than 31,000 employees responded to the online questionnaire with an overall engagement rate of 82%
82% agreed that their manager encourages their development at work
79% said they receive ongoing feedback that helps them improve their work
89% are satisfied with Carlsberg as a place to work
87% are proud to work at Carlsberg
74% of respondents agreed that senior management shows a genuine interest in the wellbeing of employees and that the amount of stress in their job is manageable
70% said they were satisfied with the career opportunities available
86% of respondents said they feel treated as an individual regardless of their social identity (such as job, age, race, gender or physical capabilities)
88% agree that we act responsibly to protect the environment

Figure 5 - Pulse Results. Source: Carlsberg ESG report 2021 (2022)

5.7 Employer Brand: How Carlsberg is perceived in Denmark

According to Universum (2022), in Denmark, Carlsberg is the seventh most attractive employer in the business area, nineteenth in Engineering/Natural Sciences, eighteenth in IT, and twenty-fifth in Law.

Universum is the most recognized Employer Branding specialist in the world. Its study, “The Most Attractive Employers in Denmark 2021”, pinpoint how talent perceive employers in the country through a Student Survey. The sample for this study was 12 683 students, 8 universities, and 147 fields of study.

This study also points out the Top Preferences that respondents chose in 2022: (1) High future earnings; (2) A friendly work environment; (3) Good reference for future career; (4) Leaders who will support my development; (5) Competitive base salary.

5.8 Carlsberg Group on Social Media

Given the subject of this study, it is important to analyze the online presence of the Carlsberg Group. Nowadays, considering the evolution of this medium, the company's ability to communicate its employer brand online is becoming increasingly important. For this purpose, in this sub-chapter, a brief analysis of the Group's website and social networks will be made.

Carlsberg’s Group corporate website – www.carlsberggroup.com – is organized into seven major sections:

- Who We Are: highlight of Carlsberg’s history, corporate purpose & strategy, business, and governance
- Beers You Love: Information about all the products that Carlsberg Group has in the market
- Careers: micro website with all open positions, as well as information about Carlsberg’s culture and what it’s like to work in the group
- Pursuit of Better: Everything about Carlsberg’s investments in Research & Development
- Sustainability: It is possible to find all the information about the Group’s strategy in terms of sustainability, such as its ESG Programme, Success Stories, and Reports
- Investor Relations: Financial Results, Announcements, and Investor’s FAQs
- NewsRoom: section dedicated to media relations, with the latest news, photos, and all the contacts

In August 2022, according to similarweb (a reference for online traffic analysis), the Carlsberg Group website had approximately 125.500 visits worldwide, with the vast majority coming from the UK. The audience is 59.95% male and 40.05% female, with the largest age group of visitors being 25 - 34 years old. Finally, the main social networks driving traffic to the site are Reddit and LinkedIn. Although the Group does not have an official profile on Reddit, the subject of "Beers",

and particularly Carlsberg, is a topic of conversation on this social network. In addition, the Group has also promoted some initiatives on Reddit. One example was when, in 2015, Zoran Gojkovic and Thomas Paludan-Mülle, Director of Research Strategy and Senior Development Manager at the Carlsberg Group, respectively, did an Ask Me Anything (AMA) on Reddit. AMAs are Q&As designed to bring a specialist on a subject to a community of interested people.

On this last point, the Carlsberg Group is present on 3 social networks, each with different communication objectives. Below you can find a table with a brief description of each network. In the next chapter, a detailed analysis of the Group's LinkedIn will be presented, due to its relevance to this study.

Social Media	Followers	Description
LinkedIn	431.929	By a large margin, LinkedIn is where the Carlsberg Group has the largest following. As this is a professional social network, LinkedIn is the main channel for Carlsberg Group to share corporate messages and to consolidate its employer brand. The activity on the page is regular, with more or less three pieces of content being publish every week. The community is also very active, leaving likes and comments regularly.
Twitter	12.124	Twitter almost follows the same strategy as LinkedIn, with most of the content being identical on both networks. On the other hand, this social network focuses less on institutional messages related to the day-to-day of the company, as well as showing the faces of spokespeople and employees, and their positions and functions.
Instagram	7978	The Instagram profile focuses on the group's portfolio, in a more general way. Here, news and updates about the group's products, new campaigns, and partnerships are presented, as well as anniversaries, historical facts, and curiosities. Although less common, it is also important to highlight sustainability messages.

Table 13 - Carlsberg Group Social media followers (as of 8/10/2022)

6. Carlsberg Group on LinkedIn: profile analysis

6.1 About LinkedIn

The definition of LinkedIn can be found on the platform itself as those responsible define it as the world's largest professional network, with more than 850 million users worldwide, more than 58 million companies listed, and 120 thousand schools with a profile. All of this is with the social network being present in more than 200 countries (LinkedIn, n.a.). It was created in 2002 by the American Reid Hoffman and consists of a professional contact management tool that allows the user to create a powerful and business-generating network (Caramez, 2013).

LinkedIn aspires to "create a trusted, caring, inclusive, fun, and transformational experience" for everyone working at LinkedIn and for all members of the global workforce that use the platform (LinkedIn, n.a.). Taking into consideration all its functionalities, LinkedIn can be considered a tool with great potential for all companies and organizations.

Like Facebook and Instagram, Linkedin also offers a personal profile and another for organizations. According to Marques (2021), organizations should create a professional page, properly configured and personalized, and subpages (showcases) for products and services. For the author, all employees of the company should follow the page although it is an automatic process when it is associated with the professional experience, in the respective profile. The professional pages allow companies to strengthen their brand presence through the presentation of products/services, job offers, and recommendations provided by the network of contacts (Caramez, 2013).

Regarding the content format in this social media, there are several possibilities, among them the text format, link, image, video, live, and even articles and files such as PDF and other documents (Marques, 2021). This content, according to the author, should be appealing and published regularly, being a good periodicity at least three times a week. The company must address themes that are not direct advertising, but information, curiosities, and tips related to the business area (ibidem, 2021).

6.1.1 Content on LinkedIn

In an article published at the end of 2022, Amelle Mahmoudi, International Content Marketing at LinkedIn, analyzed the 23 posts that generated the highest number of shares, discussions, and engagement on LinkedIn in 2022. The author discovered that LinkedIn members were highly engaged in discussing and sharing content on various topics throughout the year. Among these, remote work emerged as one of the most prominent subjects, highlighting the ongoing adaptation to the new reality brought about by the pandemic. Articles addressing the challenges and productivity issues associated with remote work, such as the pressure to demonstrate an online presence and the prevalence of Zoom meetings even when employees returned to the office, sparked conversations and received significant attention on LinkedIn.

The changing state of work culture was another widely discussed theme. LinkedIn members delved into how work culture has been transformed by the pandemic, exploring issues like the value of quiet individuals in meetings, the undervaluation of exceptional women in organizations, red flags to watch out for in job interviews, and initiatives to raise minimum wages in companies. These articles shed light on the need for a more inclusive, fair, and empathetic work environment, resonating with LinkedIn users who are passionate about creating positive workplace cultures.

The ongoing pandemic, although gradually being mitigated through vaccination efforts, continued to be a topic of interest on LinkedIn. Content shared about COVID-19 in 2022 shifted from immediate crisis response to forward-looking discussions. Articles focused on the success of COVID-19 vaccines, efforts to eradicate diseases like polio, studies on the prevalence and durability of antibodies, and the commitment of organizations like the Gates Foundation to combat future pandemics. LinkedIn members sought informative and inspiring content that provided insights into the progress made and the path forward in dealing with global health challenges (Mahmoudi, 2022).

Empathy and leadership emerged as crucial qualities in the professional world. LinkedIn users emphasized the importance of leaders who prioritize empathy, treating their employees with respect and kindness. Articles exploring the significance of empathy in leadership, the future of leadership as kindness, red flags indicating poor leadership, and the experiences of non-native English speakers in business meetings gained significant traction on the platform. LinkedIn members sought guidance on cultivating empathetic leadership and building inclusive work environments (Mahmoudi, 2022).

Finally, LinkedIn users eagerly engaged with content shared by influential leaders and thinkers. Whether it was Bill Gates recommending books for summer reading, Richard Branson expressing his thoughts on the war in Ukraine, Andrew Ng discussing the future of AI, or climate scientist Peter K. connecting with the film "Don't Look Up," LinkedIn members were eager to learn from respected figures and engage in conversations driven by their insights and experiences (Mahmoudi, 2022).

Overall, the most shared topics on LinkedIn in 2022 revolved around remote work, changing work culture, the ongoing pandemic, empathy and leadership, and insights from influential leaders and thinkers. These themes captured the attention and sparked discussions among LinkedIn members as they navigated the evolving professional landscape and sought knowledge and inspiration from their peers (Mahmoudi, 2022).

6.2. Carlsberg Profile sum-up

As of 9 October 2022, Carlsberg Group's profile on LinkedIn has 433 045 followers. Visually, the profile is optimized for both mobile and desktop, so the cover and profile image are the recommended dimensions for the platform.

A detailed analysis of all sections of the page is shown below.

1

2

3

4

5

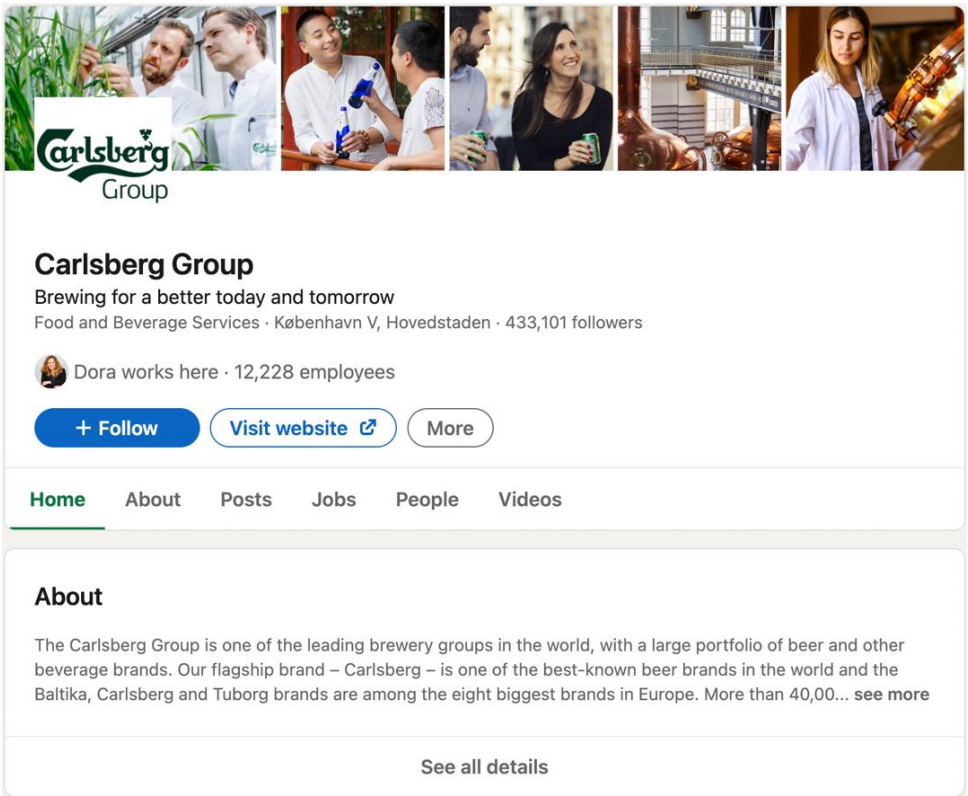


Figure 6 - Carlsberg's LinkedIn profile

1. Cover image with photos of Carlsberg's faces performing different functions within the company as well as socializing. The profile image features the Carlsberg Group logo and stands out from the cover image because it is in white.

2. Section with the name, a catchphrase about the company, the activity sector, and the number of followers. We highlight the choice of the catchphrase - Brewing for a better today and tomorrow - that communicates the company's mission to all users who visit the page.

3. Presentation of the number of employees working in the Carlsberg Group, as well as 3 action buttons that allow us to follow the page, access the corporate website, share the profile via message, and report abuse.

4. The profile is divided into 5 sections: "Home", the home page where we are now; "About", with all the information about the company; "Posts", with the content published on the page, "Jobs", with all the open positions; "People", with information about Carlsberg employees; "Videos", where all the published videos are presented.

5. Finally, in the about text, it is possible to present a brief description of the company and its history. By clicking on "See all details", we are redirected to the About section described in point 4.

The type of content shared by the brand is divided into products, photographs and videos of advertising/brand campaigns, corporate photographs with the day-to-day life of the company (simpler looking photographs, less editing work), as well as corporate and/or testimonials videos.

6.3 Content Analysis

For this study, all content published on Carlsberg Group's LinkedIn profile between December 2021 and October 2022 was analyzed. As the platform does not allow us to see the exact date of publication, we considered the content with 10 months of permanence on the page. The content was analyzed considering their communication axis, the presence of VUCA factors, and the media support used (see chapter 4)

In the period considered, 130 publications were detected, and it is possible to see them in detail in annex 1. Of these, 28 fell within the Employer Branding axis. The Business axis had the most content, with 41, and Social Responsibility the least, with 12 (see figure 7).

The findings from the empirical research conducted by Amelle Mahmoudi (2022) on the most engaging posts on LinkedIn in 2022 align with the analysis of Carlsberg Group's LinkedIn profile presented in the first text. One prominent theme identified in the empirical research was the discussion around remote work, reflecting the ongoing adaptation to the new reality brought about by the pandemic. Similarly, the first text mentioned that Carlsberg's LinkedIn content exhibited a strong focus on the brand's innovation in the market and the world, which can be interpreted as a response to the changing work dynamics and the need to adapt to new circumstances.

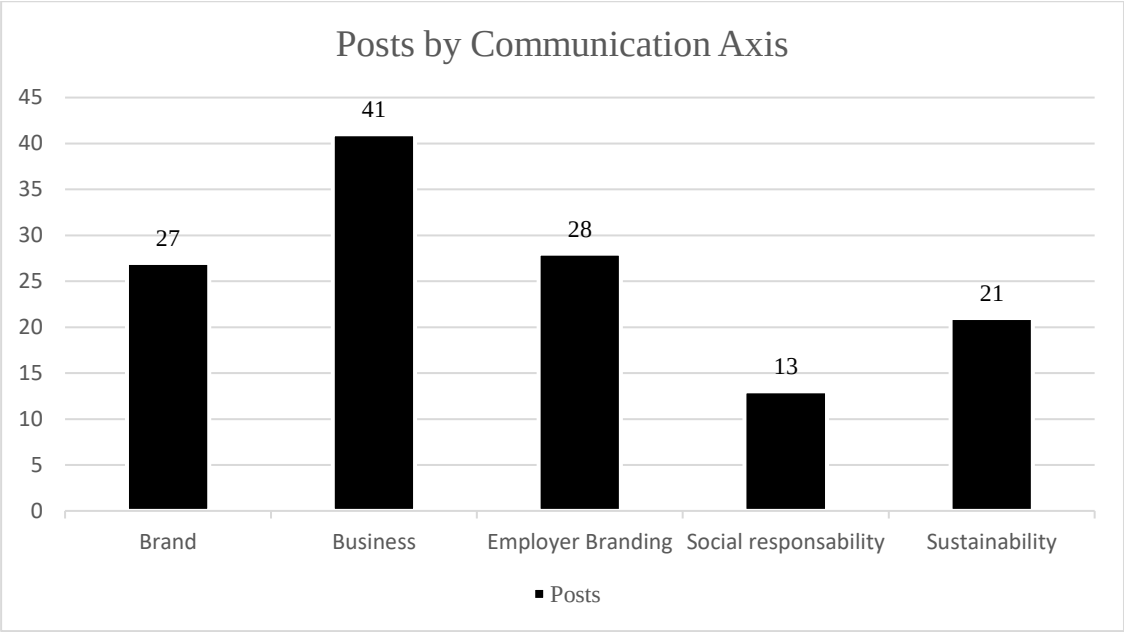


Figure 7 - Post by Communication Axis

In fact, Carlsberg's LinkedIn leans more toward "Business". A lot of content gives insight into the products and marketing initiatives around the world - international campaigns, history, and curiosities of local brands, among others. In turn, there is also a strong focus on the brand and how it is innovating in the market and in the world. On the business side, there is also all the content announcing the company's results.

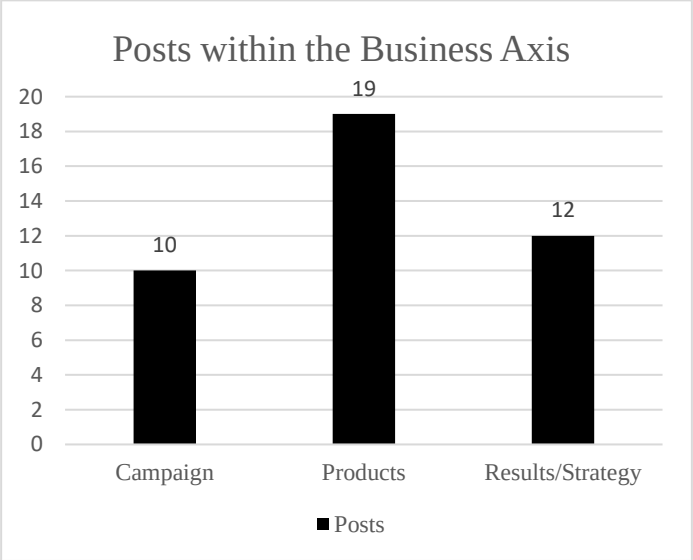


Figure 8 Business Axis

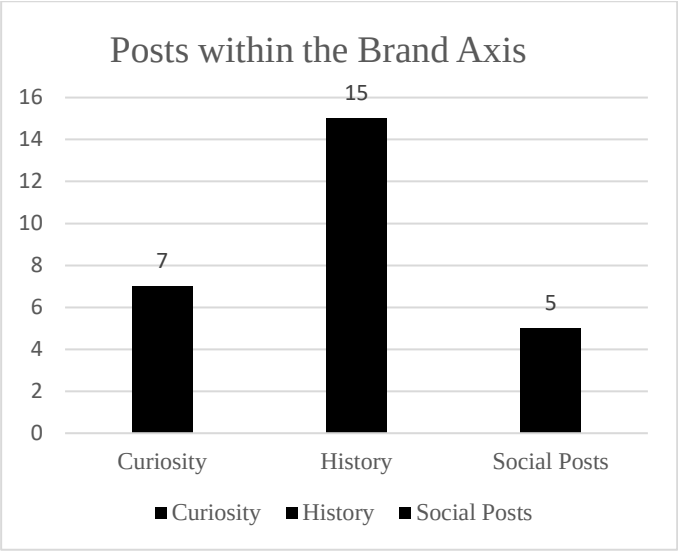


Figure 9 - Brand Axis

Within Employer Branding, the most relevant axis for this study, the theme with the greatest preponderance was "People of Carlsberg", with 20. It was followed by "Recruitment", with 6, and "Offices", with 3 (see figure 10).

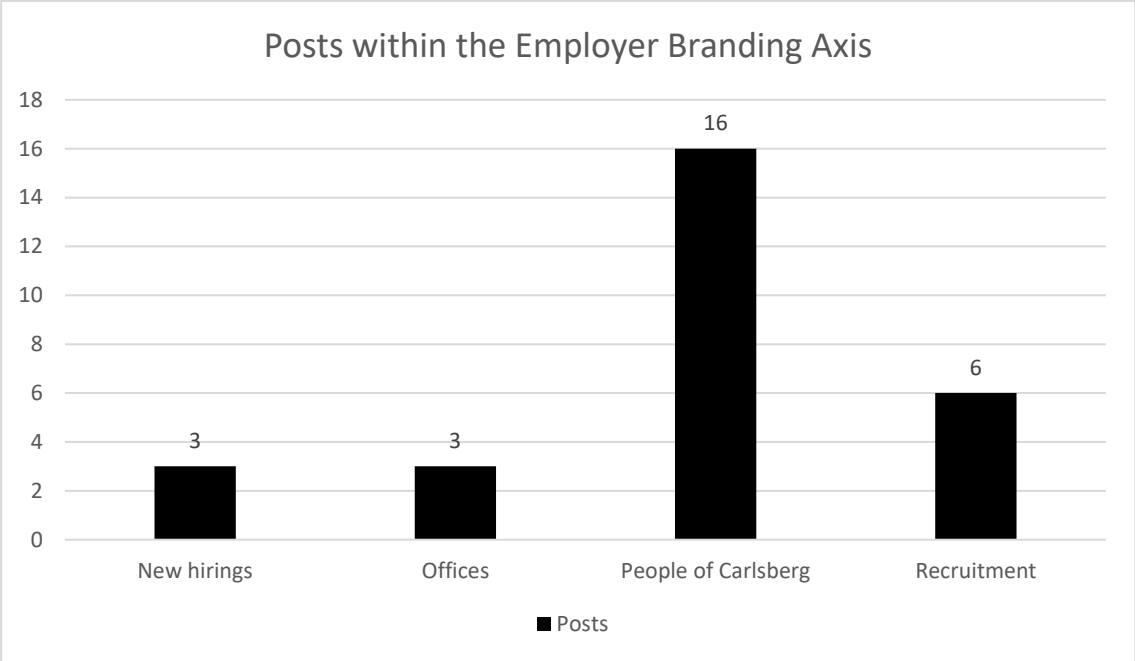


Figure 10 - Employer Branding Axis

The contents included in the "Recruitment" theme all relate to Carlsberg's Graduates Program campaign, which started in January 2021. Aiming to attract internees, the campaign had numerous contents with a call to action to apply. In addition, it also included several video testimonials from

leaders in the respective area where is possible to apply. Contents included in the theme "Office" highlight the quality and comfort of the Carlsberg building in Copenhagen, opening in 2020.

A trend that was observed was the company's openness to make known some of the faces that make up the team, whether, through changes of position, retirements, or even through congratulations for individual achievements - a recent example arose when one of the Carlsberg laboratory workers received a Nobel Prize and the company published a post congratulating him (See it here: https://tinyurl.com/46wxju75).

Usually, changes in the position of some of the directors/managers of the company are marked with the publication of a photograph of a more "business casual" nature with a testimonial of the employee in question. This content, in addition to fostering communication and recognition within the company, presents Carlsberg as a company that is close to and values its employees. Also, within this scope, 3 contents within this theme honored employees who have retired, celebrating their long journey in the company, as well as all their achievements and contributions. This was a way for Carlsberg to simultaneously show itself as a "human" brand and a good employer since a long career within the company is being highlighted here.

Cees't Hart, CEO of the Carlsberg Group, is a very present figure on the company's LinkedIn - he features in 20 of the 130 contents recorded in this analysis. However, more than the quantity, it is important to highlight the way he is present. On many occasions, through photographs and videos, he is presented with a more relaxed and welcoming posture - a good example is the Christmas message published in December 2021 (See it here: https://tinyurl.com/3byrpe4x).

The empirical research emphasized the engagement of LinkedIn users with content shared by influential leaders and thinkers (Mahmoudi, 2022). This corresponds to the presence of Carlsberg's CEO, Cees't Hart, in a significant number of analyzed posts in the first text. The engagement of LinkedIn users with content from respected figures demonstrates the importance of insights and experiences shared by influential leaders, and Carlsberg effectively leverages this by featuring its CEO prominently on LinkedIn.

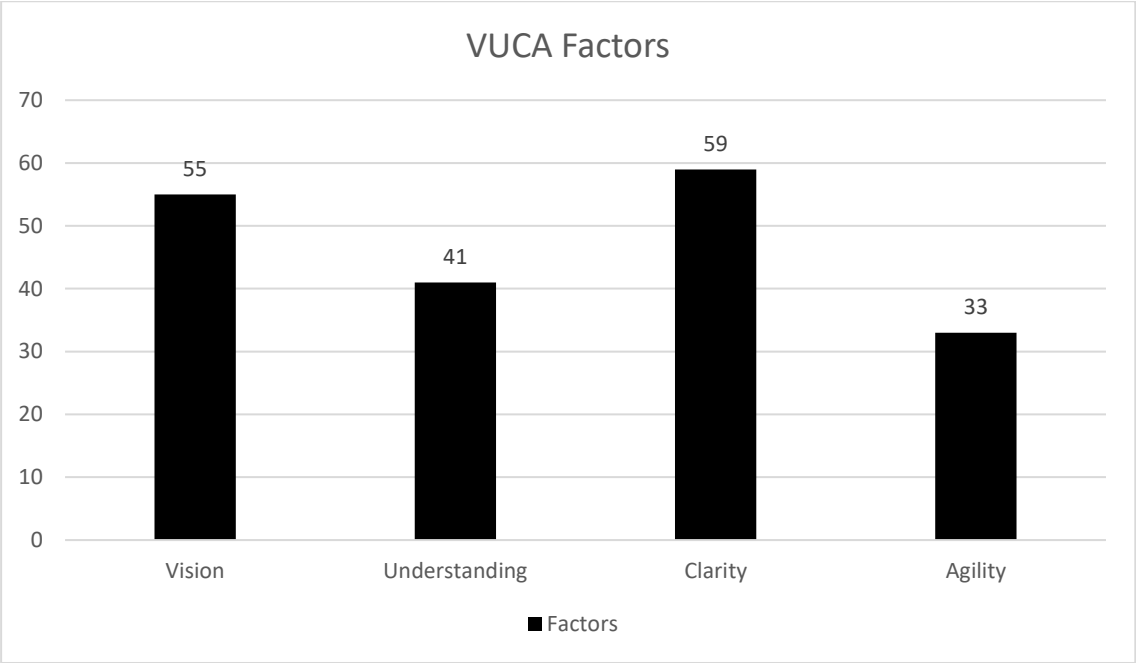
In most communications related to Covid-19 or the Ukraine conflict, it was possible to detect the presence of Cees't Hart, who came up with an emotional and direct message. In turn, this focus on showing the faces of leadership also materialized in the presentation of new directors, as well as in the tribute to retiring ones.

A good example that emerged from this analysis was the initiatives created to strengthen the link between top management and the other teams. With the restrictions imposed by the Covid-19 pandemic, in December 2021 the company launched the second edition of Fireside Chat, an annual initiative that provides Carlsberg employees with a Q&A with the Executive Committee. This initiative addressed all Group teams globally, with more than 24,000 invitations sent out.

Figure 11 - Fireside Chat Post. Source: Carlsberg's LinkedIn

Concerning Covid-19 related initiatives, we also highlight "Covideo", where the company encouraged its employees to record a testimony with the biggest challenges of the last year. Almost 30 markets participated in the initiative, giving a global, first-person perspective of what it was like to work in the Carlsberg Group during the pandemic (See it here: https://www.linkedin.com/posts/carlsberg-group_cheers-to-us-activity-6877156478612996096-B8Qq/).

The ongoing pandemic continued to be a topic of interest on LinkedIn, with a shift from immediate crisis response to forward-looking discussions, as revealed in the empirical research (Mahmoudi, 2022). Similarly, we noted that Carlsberg addressed the impact of COVID-19 on its operations and showcased its adaptability to changing circumstances. This resonance with the discussions on LinkedIn indicates that Carlsberg's LinkedIn content effectively reflects the concerns and interests of LinkedIn users regarding the pandemic and its implications.



Based on the analysis of 130 social media posts from the Carlsberg Group, focusing on the VUCA Factors framework (Vision, Understanding, Clarity, and Agility), it was found that 103 exhibited one or more VUCA Factors. This indicates that Carlsberg's LinkedIn editorial plan aligns with the dynamic and ever-changing nature of the VUCA world.

Out of the analyzed posts, 55 of them demonstrated a strong emphasis on Vision. These posts were closely tied to Carlsberg's sustainability initiatives and innovative practices, reflecting the company's strategic vision. Notably, posts related to Carlsberg's ESG program, "Together towards zero and beyond," and the SAIL 27 strategic vision were prominent. Additionally, there were posts discussing the future direction of the business and providing insights into upcoming strategies and goals.

A total of 41 posts showcased the Understanding aspect. These posts aimed to educate and inform the audience about various aspects of Carlsberg's goals and operations. They included content on the production process of non-alcoholic beer, detailed reports on the company's activities, and videos featuring experts explaining scientific processes in Carlsberg's labs. Historical content with a product focus was not considered for this analysis.

59 posts were identified as exhibiting Clarity. These posts stood out for their clear and direct communication of important company messages. Content that presented direct and detailed

communication, without relying on figures of speech or metaphors, was considered. Carlsberg's LinkedIn communication was found to be transparent and straightforward in these instances.

33 posts were categorized as exemplifying Agility. These posts conveyed the idea of adaptability and responsiveness to change. They highlighted how Carlsberg adjusted its strategies in response to emerging trends or external events. For example, posts discussed the increasing trend of non-alcoholic beer in Asian countries, prompting the company to invest more in this market. Additionally, the impact of the Ukraine war on Carlsberg's operations and how the company adapted to new circumstances was also showcased.

It is important to note that these VUCA Factors can coexist within a single post, meaning that a post may exhibit multiple factors simultaneously. The analysis revealed that Carlsberg's LinkedIn posts effectively communicated their vision, provided educational insights, maintained clarity in their messaging, and demonstrated agility in responding to changing circumstances. By incorporating these VUCA Factors into their social media strategy, Carlsberg effectively engages with its audience and navigates the challenges posed by the VUCA world.

7. Analysis of the Interviews

This chapter aims to analyze the data collected from the analysis of Carlsberg Group's LinkedIn page and interviews with employees. The analysis will be divided into three main axes: Internal Communication, Employer Branding, and Internal Communication and Employer Branding in a VUCA context. The objective is to gain a comprehensive understanding of the internal communication processes, strategies, and channels used within the organization. Additionally, we will examine how the company approaches Employer Branding, the role it plays in the organization, and its impact on results. Lastly, we will explore how the organization has adapted to the changes brought by the pandemic and the war, specifically in terms of internal communication and Employer Branding.

- Internal Communication Analysis: This axis will allow us to understand the flow of communication disseminated by the Internal Communication department of Carlsberg Group. We will examine how the department functions on both a global and local level and assess its importance within the company. This will include an understanding of the channels of communication used, the procedures and strategies employed, and the role of internal communication in driving the organization's objectives.

- Employer Branding Analysis: The objective of this axis is to understand how Employer Branding is approached within the Carlsberg Group. We will investigate who is responsible for managing Employer Branding, how it is communicated within the organization, and the relevance it has on the company's results. Additionally, we will analyze the company's recruitment and selection processes, and assess the impact of these processes on the organization's overall Employer Branding strategy.
- Internal Communication and Employer Branding in a VUCA context Analysis: In this axis, we will explore how the organization has adapted to the changes brought by the pandemic and the war, specifically in terms of internal communication and Employer Branding. We will examine how the organization has responded to these challenges and how it has adapted its communication strategies and Employer Branding efforts to align with the new reality.

The first interviewee is Emily D'Alterio, Communications Manager at the internal communication department at Carlsberg Group. She joined the company just prior to the outbreak of the war in Ukraine, and has mostly worked in external communications, but this is her first role that is strictly internal. She has a diverse background, and describes her experience at Carlsberg as fantastic, with diverse roles and a lot of cross-functional work with other teams. They mention that the company is agile at group level and flexible in allowing employees to take on new projects that show business value.

The second interviewee is Dora Vicente, Global Talent Manager at the Human Resources Department at Carlsberg Group. She joined the company as a Talent Manager for Western Europe and is now responsible for global talent management. Dora describes her experience at Carlsberg as interesting and highlights the pride and bond employees feel towards the company. Dora also mentions that due to the company's diverse international presence, there can be challenges in maintaining consistency in branding and organizational culture, but that it´s an interesting challenge. She also mentions that the company's recruitment and selection process is traditional, but driven by a focus on developing internal talent and leadership management.

7.1 Internal communication

Carlsberg Group is a leading international brand with a strong presence across multiple markets, each represented by its own set of brands. For example, in Denmark, Carlsberg and Tuborg are the main brands, while in France, the primary brand is 1664 and in Norway, Ringnes.

Internal communication is a vital aspect of any organization, and Carlsberg Group is no exception. According to Emily D'Alterio the company's Internal Communication department plays a crucial role in ensuring that employees are informed, engaged, and aligned with the company's overall goals and strategy. The department helps shaping the company's reputation and image by crafting the narrative and big stories internally, and then taking sections of that externally. In a first analysis, this highlights the important part internal communication plays in shaping the company's reputation and image, and also how the department is closely involved in crafting the narrative and big stories of the Carlsberg Group.

> I had expected it to be like you would go external first with the big stories and then go internal. But it's the opposite: You actually go internal with the big stories and the narrative and then you take sections of that externally. (D'Alterio, interview, 2022)

Dora, a Human Resources representative at Carlsberg Group, emphasizes the importance of Internal Communication within the company. She views it as a crucial element in fostering a sense of pride and connection among employees, making them part of Carlsberg's future. This is particularly highlighted by the company's recent focus on developing a strategy called SAIL'27, which engaged numerous employees and was led by senior management.

Furthermore, Dora believes that internal communication serves as a channel to make the work of other teams, such as global brand marketing and product development, visible to all employees. This not only helps to strengthen the connection to the brand, but also, according to Dora, cultivates a culture of learning and growth, as Internal Communications can provide a platform to share both successes and mistakes internally.

D'Alterio notes that the company operates on a global level, with messages being crafted at the headquarters in Copenhagen and then disseminated to various markets. This approach ensures that the company's messaging is consistent and aligned across all regions, fostering a strong sense of unity and cohesiveness within the organization.

> "…our structure is we have a group function, which is our sort of international function, and then we have markets. So, we are definitely all connected through our purpose, all of the different breweries. But JC Jacobson, for example, is just the founder of Carlsberg. He's not the founder of Ringnes, for example, which is our Norwegian imprint or market. We can't talk about our 175-year history and our purpose being inspired necessarily by him in the same way to them because they have their own founder. We have Grimbergen for example, which is almost a thousand years old, you know, so that becomes a challenge and that's where you have to really know when to not overstep into the Market's roles of creating their sense of spirit. (D'Alterio, interview, 2022)

D'Alterio also notes that while this global approach to internal communication ensures consistency and alignment, it also presents challenges, particularly when it comes to communicating the company's mission and culture, embodied by the phrase "Something's Brewing." She acknowledges that different markets have their own unique histories and founders, and thus may not have the same connection to Carlsberg's heritage. Therefore, according to D'Alterio, balancing the need for a shared sense of purpose and spirit with the individuality of each market can be a delicate task, and one that requires an understanding of each market's specific needs and interests. Despite these challenges, D'Alterio sees this diversity as a strength, as it allows for a more dynamic and decentralized approach to internal communication, rather than a "one-size-fits-all top-down approach".

One of the main channels of internal communication within the company is the Office 365 package, with Microsoft Teams as the core channel. Through Teams, a wealth of company information is shared and it also acts as a platform for connecting employees. The company's intranet, says D'Alterio, can also be accessed through this platform. The company works closely with Microsoft to utilize their systems and ensure that communication is secure and consistent across all regions, fostering a strong sense of unity and cohesion within the organization. Additionally, email is still widely used as a communication channel within the organization, particularly among different markets and functions. However, D'Alterio also highlights that different markets can use different channels - for example, employees in China use WeChat.

D'Alterio believes that one of the standout qualities of the Internal Communications department is its flexibility and adaptability. She highlights how it embraces fresh ideas and projects that bring value to the business, aligning with the company's overall strategy. This open-minded approach

enables the department to swiftly respond to the needs of the business and effectively convey crucial information to employees.

Additionally, D'Alterio mentions the importance of the CEO in internal communication. He is an advocate and prioritizes it within the organization, actively promoting it and being part of many internal activations. This top-down approach to internal communication is essential to creating a culture of open and effective communication, keeping employees informed and engaged within the company. With the CEO at the helm, the entire organization can understand the importance of internal communication and work towards creating an environment where all employees feel heard, understood and valued.

According to Emily, the process of channeling messages from top management to all teams at Carlsberg involves a strategy called cascading. This involves providing messages and open files through specific channels, such as the corporate affairs channel. The messages are then localized by employees, who may translate or change them to suit their specific needs and audiences. The company's new intranet, which features an advanced translation service, allows for easier localization of messages, eliminating the need for employees to translate and re-upload materials. Emily also mentions that the company prefers to use the word "localize" rather than "translate" to express the idea of adapting messages to different cultures and audiences. This process highlights the importance of internal communications in creating a cohesive organizational culture and effectively communicating with employees globally.

In addition to the cascading strategy for channeling messages from top management to all teams, Emily also mentions the use of other “activations”. One example of this is the "fireside chat" event on LinkedIn, which provides an opportunity for employees to interact with the CEO, Cees't Hart, and gain insights into the company's strategy and vision. Additionally, Emily notes that the CEO is also very visible to staff and employees through the "Cees't directs" videos, which are produced on a weekly basis and showcase the CEO discussing various topics such as new brews and company initiatives. While this level of visibility and support from top management is beneficial, it also poses the challenge of finding a balance between producing polished, high-quality content while also maintaining a sense of authenticity and relatability for employees.

Dora Vicente describes the message transmission process at Carlsberg Group as utilizing a combination of both formal and informal methods. The company holds a global conference called the Count Hall, which takes place every quarter, where employees gather to hear updates and

results from the Executive Committee (ExCom) and have the opportunity to ask questions. Additionally, there are annual events such as fire side chats, where ExCom members come to talk to employees. Dora also mentions that diversity and inclusion is a high priority on the company's agenda and there are many activities around this topic. Additionally, there is a leadership development program that is dedicated to developing successors for management positions. This program includes an experience for the participants to meet the global CEO. Dora emphasizes that there are also informal methods, such as the leadership development program, that are used to increase proximity between ExCom members and other employees, as it helps to connect them to the company's know, grow, flow system.

Another important aspect of internal communication at Carlsberg Group is the focus on employee engagement and development. This is highlighted by Dora Vicente, who notes that the company places a strong emphasis on developing and retaining talent within the organization. She states that the company's recruitment and selection process is driven by leader management, with a focus on developing and promoting internal talent. This approach has resulted in 70% of vacancies being filled by internal candidates, which helps to foster a strong sense of employee engagement and commitment to the company.

Furthermore, Dora Vicente highlights that internal communication is a key component of Carlsberg's efforts to create a strong and cohesive organizational culture. She notes that the company's diverse organizational culture and branding can sometimes pose challenges, but that internal communication plays a crucial role in addressing these challenges and fostering a sense of unity among employees. Adding to this point, Emily mentions that managing internal communications at Carlsberg brings a feeling of purpose that stems from the company's rich heritage. She believes that this sense of purpose is common among all markets, as mergers tend to involve shared values. Performance is a key focus for the company, both internally and at the group level, with the goal of striving for perfection. However, despite this focus on performance, the company maintains a humble approach in its public brand, positioning itself as "probably the best beer in the world." Emily also notes that this difference between internal and external marketing can sometimes be a challenge for new hires to reconcile.

According to Emily, internal communication within the Carlsberg Group is not only important for fostering a sense of unity among employees, but also for connecting with colleagues globally. She mentions that LinkedIn is a key tool for achieving this, as it allows for easy communication and collaboration between colleagues in different markets. Similarly, Dora highlights that digital

platforms such as LinkedIn play a crucial role in internal communication efforts within the company. She notes that it is a valuable platform for promoting internal job opportunities and building the company's employer brand. Both Emily and Dora agree that digital platforms are a crucial tool for managing internal communication and promoting a strong organizational culture within the Carlsberg Group.

Emily mentions that her priority for improving internal communication would be to tailor the message to specific markets and gather feedback on how the message is being received in those markets. She also notes that stakeholder management can be challenging in internal communication, as she may have to communicate directives from top leadership to colleagues who have more experience and are more senior to her. Despite this difficulty, Emily believes that horizontal management is a valuable skill and that providing a service is the best way to approach internal communication.

Additionally, Dora points out that the company's internal communication strategies have been adapted to address the challenges posed by the COVID-19 pandemic and the VUCA context.

In addition to these insights, both Emily and Dora also mention the importance of using digital platforms, such as LinkedIn, for internal communication within the Carlsberg Group. Emily notes that LinkedIn is a key tool for connecting with colleagues globally, while Dora states that it is a valuable platform for promoting internal job opportunities and building the company's employer brand.

7.2 Employer Branding

As an introduction note, it is important to understand the role that Employer Branding plays in shaping Carlsberg Group’s image as an employer. The HR department is tasked with creating and maintaining a positive image of the company, while the Internal Communications team works to effectively communicate this message to all employees. Through interviews with Emily and Dora, both of whom have provided valuable insights into the company's internal communication and branding strategies, while Employer Branding is primarily managed by the HR department, Internal Communications plays a key supportive role in ensuring that the message is effectively communicated to all employees.

The interview with Dora Vicente sheds light on Carlsberg's recruitment and selection process, which is traditional in nature but driven by the company's leaders who are encouraged to develop their organization and bring in the best talent. The company prioritizes filling vacancies internally, with 70% of them being filled by internal candidates. This focus on internal talent search is a part of Carlsberg's culture, however, the company acknowledges that it may need to change its strategy in the future if it moves into new product categories.

Dora mentions that employee retention is good at Carlsberg, with the company being far from the benchmark, but acknowledges that the organization still loses some talent (5%) as it is not always great at creating space for employees to grow quickly. Onboarding external talent can be hard but is not necessarily harder than for internal candidates. The company puts effort into onboarding and equipping leaders to be accountable for talent management, including people and organizational management. One of the key strategies used to motivate and retain employees is the expectation set for leaders to know, grow and flow talent. The company values opportunities for employees to grow and move within the organization but has recently had to re-think job location in response to changes in employee priorities due to the Covid-19 pandemic. The company is offering more flexibility and remote work options to retain talent, especially in roles that can be done remotely.

According to Dora, Employer Branding is a crucial aspect of a company's image and reputation as an employer in the minds of current and prospective employees. The Carlsberg Group recognizes the importance of having a strong employer brand, as it helps them to attract top talent and retain their current workforce. To create their employer brand, the Group conducted extensive research, including a review of strategy documents, news stories, and survey results, as well as a workshop with representatives from across the business and interviews with leaders and employees from all regions and business areas. This research led to the creation of the company's core positioning statement, "Local Heart, Global Strength," which encapsulates their mission to create scale from the intimacy and authenticity of their local brands while leveraging the resources and reputation of their global brand.

The employer brand is supported by three pillars: Purpose, Pride, and Performance, representing the company's mission, strong brands, and the way they work. According to Dora, these pillars help to create a positive and fun work environment where employees can feel proud of the work they do and have a sense of purpose. Carlsberg has a strong focus on being environmentally friendly and this sense of purpose is evident in the ways the company deals with energy and waste.

One of the main goals of Carlsberg's Employer Branding strategy is to create a sense of pride among employees. Dora mentions that this varies across different markets, with some markets having a stronger sense of pride than others. This highlights the challenge of creating a consistent employer brand across different cultures and regions. However, Carlsberg has taken steps to address this by conducting research and creating a strategy that focuses on three main pillars: Performance, Pride, and Purpose. The company has also created a tagline, "Something's brewing" to encapsulate this strategy and has guidelines for communication and branding that all markets must follow.

Emily is a strong advocate for the importance of Employer Branding for the Carlsberg brand. She believes that it should be an integral part of the company's image and should align with the company's image as a beer company. Emily recognizes that there can be a challenge in balancing the company's goal of striving for perfection with a sense of fun and that the employer brand should reflect this balance. She believes that the company should reflect the fun and spirit of the beer industry in its Employer Branding efforts.

Despite this, Emily acknowledges that Carlsberg does not currently have Employer Branding policies as part of their internal communications strategy and that more work could be done to integrate them. She believes that a strong employer brand can have a positive impact on performance, results, and organizational culture. She also emphasizes the importance of leadership endorsement and leading by example in Employer Branding efforts. This means that the top management should actively participate in the Employer Branding efforts and show that they are committed to creating a positive work environment for employees. This can help to create a sense of authenticity and credibility for the employer brand and can have a positive impact on employee engagement and retention. Overall, Emily believes that the company should take a more proactive approach to Employer Branding to attract and retain top talent, improve performance, and create a positive organizational culture.

The sense of purpose and shared values derived from JC Jacobsen and Carlsberg's rich heritage is felt not only within the company but also in all markets where Carlsberg operates. This sense of purpose is further reinforced through the company's focus on performance and striving for perfection, which is a common thread across all levels of the company. However, for Emily, this focus on performance can create a challenge when it comes to external perceptions of the company, as it may not align with the humility of the public brand. This can be a jarring experience for new hires, as there may be a disconnect between the internal and external marketing of the company.

This insight highlights the importance of aligning internal and external communication strategies to effectively convey the company's values and purpose to both employees and external stakeholders.

Emily notes that there are challenges in incorporating the EVP into the company's overall visual identity. She explains that there is a difference between the Corporate Visual Identity (CVI) and the EVP and that the CVI takes priority over EVP, and EVP is seen as a very HR thing and just for HR professionals. However, internal communications are working on making EVP more accessible and embedded across the entire business, making it more relatable to employees.

Dora emphasizes that Employer Branding is not just a recruitment strategy, but also a way to create engagement and pride among current employees. She believes that the involvement of leadership in the transmission of Employer Branding is key to this, as leaders serve as role models and ambassadors of the company's identity and values. This can be seen in the expectation that leaders communicate the company's Employer Branding through their own LinkedIn posts and through specific training. This helps to create a sense of ownership and connection among employees and helps to align the company's values with the actions and behaviors of its leaders. Additionally, Dora notes that creating engagement and pride among current employees can have a positive impact on employee retention and performance.

Finally, Dora expresses her belief that Carlsberg is a reference employer in the market, but this varies across different markets. She mentions that in some markets, such as Germany and Finland, there is a lot of competition for top talent, but in others, such as Denmark and Poland, Carlsberg is highly sought after as an employer. This highlights the importance of understanding the different markets and tailoring the Employer Branding strategy accordingly.

Overall, both Emily and Dora agree on the importance of Employer Branding at Carlsberg. Dora highlights the company's focus on performance, pride, and purpose and the efforts to involve leadership and collaborate across different departments. This all contributes to the company's strong employer brand. Emily agrees that Employer Branding is important for Carlsberg but believes there is room for improvement in how it is managed and integrated into the company's overall identity. She also emphasizes the importance of leadership endorsement and support in these efforts. By incorporating the fun and spirit of the beer industry, Emily believes Carlsberg can improve its Employer Branding efforts and make them more relatable to employees. Both

agree that a strong employer brand can have a positive impact on performance, results, and organizational culture.

7.3 Communication of Employer Branding during VUCA times

The world has undergone significant changes in recent years due to the rise of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) times brought on by events such as war and the COVID-19 pandemic. In response, companies have had to revise their strategies, including their approach to internal communication and Employer Branding, to adapt to this changing landscape. The Carlsberg Group was no exception and in this section we will explore the steps taken by the company to not only weather these VUCA times but to emerge stronger than ever before.

Emily, a spokesperson for the internal communication department of Carlsberg, sheds light on the challenges faced by the company during uncertain and volatile times, such as the war and the COVID-19 pandemic. One of the biggest challenges was being agile and figuring out how to communicate effectively and accurately in a rapidly changing situation. This required a strong understanding of geopolitical events and their potential impact on employees.

During the war, the internal communication team had to balance the needs and safety of employees in different countries and regions, including Russia and Ukraine. This required a careful approach to the language used in internal communications and a consideration of the potential harm that the language might cause to employees. The team used triage to prioritize the information that was communicated to employees, with the focus on guarantee most people feel safe and avoiding harm.

The internal communication department used updates from the CEO and employee engagement campaigns, such as the co-video campaign, to maintain engagement and positivity among employees working from home during the COVID-19 pandemic. However, some offices faced difficulties getting employees to return to the office, indicating ongoing challenges with employee engagement.

Emily highlights the important role of the CEO in internal communications during times of crisis. Visibility and direct communication from the CEO can help to create trust and understanding among employees, even during difficult times. Emily also mentions that Carlsberg is a purpose-driven and performance-driven company, which has helped it rise to the challenges posed by the war and the COVID-19 pandemic.

Finally, Emily notes that the internal communication department at Carlsberg is a critical part of the company's operations, particularly during times of crisis. It plays a key role in managing the impact of external events on employees and in communicating critical business updates. The internal communication team must be agile and able to respond quickly to rapidly changing situations while prioritizing the safety and well-being of employees.

Dora highlights that despite the VUCA context brought on by recent events, people's priorities in terms of what they look for in an employer have not changed significantly. People still value opportunities for growth and development, but with increased uncertainty, safety has become a priority for many employees.

Dora (DV) views employee engagement as a crucial aspect of organizational success. She acknowledges that during uncertain times, employees tend to be less engaged with the organization, which can lead to a decrease in innovation and collaboration. To tackle this issue, DV plans to improve the company's internal communication practices, moving away from traditional yearly engagement surveys and implementing a more agile listening approach, with the help of a new technology provider.

DV also recognizes that a good employer brand is just one of the many factors that contribute to employee engagement. While a strong employer brand is important, it must be brought to life in everything the company does. Employer Branding alone does not determine engagement, but it is a significant contributor to it. To achieve employee engagement, all elements of the company, including Employer Branding, need to work together in harmony.

Dora also recognizes that a good employer brand is not a magic solution to employee engagement. Instead, it is a part of a larger system that contributes to engagement but does not determine it on its own. To have a meaningful impact, the Employer Branding needs to be brought to life through actions and experiences that align with the employer value proposition.

In conclusion, the VUCA context has brought new challenges to the Carlsberg Group, but both Emily and Dora are committed to finding solutions that support employees, promote engagement, and maintain the organization's success and enhance its reputation as a desirable employer in the competitive job market. By continuously improving its approach to employee engagement and Employer Branding, the Carlsberg Group is positioning itself for success in the VUCA world and

beyond. The company's commitment to growth, development, and safety for its employees, as well as its innovative approach to internal communication, is helping it stay ahead of the curve and thrive in an ever-changing landscape.

8. Discussion of Results

The role of the Internal Communications Department at Carlsberg Group in fostering effective and efficient communication throughout the organization is crucial. The department takes on the responsibility of creating and sharing messages that engage employees, build trust, and align them with the company's goals and objectives. To achieve this, the department collaborates closely with other key departments such as Human Resources, Marketing, and Operations, to ensure that all internal communications are aligned with the overall organizational strategy. As DeSanto (2011) points out, public relations must define its position in relation to other key organizational functions, including marketing, human resources, legal, and finance. To be effective, internal communication must be strategic, as highlighted by Argenti (2007) in Bharadwaj (2014), with a focus on achieving the organization's goals and objectives.

Internal Communications at Carlsberg Group encompasses a range of methods, including email newsletters, town hall meetings, intranet posts, and video conferences. The aim of the Internal Communications department is to maintain a positive and engaged workforce, promoting the company's values and vision, while fostering an open and transparent communication culture that encourages employees to share information and collaborate. These efforts align with the findings of Welch and Jackson (2007), who found that internal corporate communication channels such as newsletters or podcasts can portray culture by communicating corporate stories, celebrating heroes, and facilitating rituals.

The distinction between formal and informal internal communication channels was described by Torquato (1966) as formal channels being the official instruments for descending and ascending information flow, aimed at ensuring the orderly and efficient functioning of the company, while informal communications are the free expressions and manifestations of employees not controlled by management. The use of both formal and informal channels by Carlsberg Group is aimed again at fostering an open and transparent communication culture.

Based on the interviews, we can observe that there are some areas for improvement in internal communication within the Carlsberg Group. One priority for improvement identified by Emily is to tailor messages more specifically to different markets and groups of employees within the company, rather than sending the same message to all employees. As Welch (2012) highlights, when internal communication is well-thought out and structured, it can promote the interest and attention of employees, and develop their understanding of the organization's priorities and goals. On the other hand, poor internal communication can be a threat to organizational relations, and it is therefore crucial to have appropriate messages and communication channels that facilitate and promote understanding and acceptance. Additionally, Emily noted that stakeholder management can be challenging, as there can be significant differences in the structure and seniority of different markets and teams within the company, and this aligns with the findings of Welch and Jackson in their publication "Rethinking Internal Communications." The authors, who propose a stakeholder-based approach to internal communication, define it as "the strategic management of interactions and relationships between stakeholders at all levels within organizations (2007, p. 183)." They highlight the importance of identifying all stakeholders, not just employees, as a single entity and criticize the tendency in existing literature to do so.

Despite these challenges, Emily also highlighted many perks of Internal Communications in Carlsberg Group. She emphasized the importance of flexibility and agility in the internal communication department at Carlsberg, pointing out that it helps the department to be responsive to the needs of the business and effectively communicate information to employees. This approach is in line with the principles of horizontal communication, where the combination of different positions and units is crucial, as noted by Torquato (1986, p. 66). The relationship between internal communication and the environment or culture of an organization is also bi-directional, as internal communication not only occurs in an environment influenced by corporate culture but also influences and represents it (Gonçalves, 2005, p.503). This view is again supported by Welch and Jackson (2007, pp. 191-192), who stress that internal communication plays a crucial role in shaping and representing corporate culture. Additionally, working in internal communication offers the opportunity to develop skills in horizontal management and providing a service to the company.

The approach taken by Carlsberg Group to first shape their reputation and image internally by crafting their internal narrative and big stories, before taking portions of it externally, aligns well with Freedman's theory. According to Freeman (1984, p. 218), it is essential to consider internal stakeholders in the context of their external environment, as they serve as the bridge through which

managers can connect with other external stakeholders. This is how Internal Communications drives Employer Branding, as it creates a relationship between the internal and external corporate environments. Employees represent a company in the public space and have a significant impact on its success. Effective internal communication can improve a company's reputation and credibility since stakeholders outside the company tend to trust workers more than other sources (Dawkins, 2004; Hannegan, 2004; in White et al., 2010, p. 5).

As for Employer Branding, it is now important to understand the role it plays in shaping the company's image as an attractive employer. According to Sullivan (2004) in Backhaus and Tikoo (2004), Employer Branding is defined as a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm, presenting an image of the organization as a good place to work. Through the interviews with Emily and Dora, it is clear that while Employer Branding is primarily managed by the HR department, which is tasked with creating and maintaining this positive image, Internal Communications plays a key supportive role in ensuring that the message is effectively communicated to all employees.

According to Dora, the employer brand is crucial to a company's image and reputation as an employer in the minds of current and prospective employees. The Carlsberg Group recognizes this and has made a concerted effort to develop its employer brand, focusing on three main pillars: Purpose, Pride, and Performance, which aim to create a positive, fun work environment where employees feel proud of their work and have a sense of purpose. Emily similarly believes that the employer brand should be an integral part of the company's image and align with its image as a beer company. These ideas are supported by Howard (1998, cit in White et al., 2010, p. 3), who highlights that effective internal communication can lead to employees acting as ambassadors for the company, while the EB model developed by Backhaus and Tikoo (2004) states that establishing connections with professional development, career planning, social responsibility, and entertainment/sports events can shape an organization's image as a good employer and increase its attractiveness to potential employees.

In Carlsberg Group, internal communication plays a crucial role in Employer Branding in a VUCA context. By effectively communicating the company's values, culture, and goals to its employees, the company can ensure that its employees are aligned and engaged with the company's brand. Through the various internal platforms, employees can understand the company's vision and mission, and how they fit into the larger picture – and one example that shows this is the SAIL’27

strategy. This helps to foster a strong sense of belonging and commitment to the organization, and in turn, helps to promote the company's brand to the outside world through employee advocacy.

In a VUCA context, where rapid changes and uncertainties are prevalent, effective internal communication is even more critical. By communicating regularly and transparently with employees, Carlsberg Group can build trust and maintain a strong sense of unity and purpose. This helps to reduce employee uncertainty and confusion and enables employees to better respond to changes and challenges. Through internal communications, Carlsberg Group can also provide employees with the necessary information, resources, and support to help them adapt to change.

Based on the interviews with Dora and Emily, as well as the analysis of Carlsberg Group's LinkedIn profile, it is evident that LinkedIn plays a vital role in both Internal Communications and Employer Branding within the company. The platform offers a centralized and professional communication tool, allowing the company to reach many employees and promoting its culture, while also facilitating two-way communication between employees and management and presenting the company as an employer of choice. The importance of LinkedIn for internal communications has been recognized in various books and academic studies, with experts such as Rai (2012), Gose (cit in Lombardi, 2015), and Skjalm (2018) highlighting its value as a centralized and prfessional communication tool, tool for employee advocacy, and facilitator of two-way communication.

In terms of Employer Branding, LinkedIn is used to showcase the company's culture, values, and mission, attracting potential candidates, and promoting the company as an employer of choice. By leveraging its employees as brand ambassadors, the company allows them to endorse the company on their own social media platforms, resulting in increased visibility and credibility for the company. LinkedIn also boosts employee engagement and commitment as, according to Skjalm (2018), the appearance of fresh organization-related stories in individuals' LinkedIn news feeds provides valuable insights that extend beyond job requirements but hold significance for employees, fostering engagement by demonstrating their dedication and involvement.

The analysis of Carlsberg Group's LinkedIn profile shows that it is well-optimized, with 433,045 followers and a clear and concise view of the company and its various activities. The profile is divided into five sections, including "About," "Posts," "Jobs," "People," and "Videos." The content shared on the page leans heavily towards the "Business" axis, with a focus on products, marketing initiatives, and company results. In terms of Employer Branding, the "People of Carlsberg" theme

is the most prevalent, followed by "Recruitment" and "Offices." The company is open in showcasing its employees, and has incorporated VUCA themes, such as Vision, Wellbeing, and Covid-19, into its content. CEO Cees't Hart is a prominent figure on the company's LinkedIn, appearing in several posts. These factors, combined with the overall optimization of the page, show that LinkedIn is a valuable tool for both Internal Communications and Employer Branding within the Carlsberg Group.

Dora (DV) views employee engagement as a critical aspect of organizational success, especially during VUCA times. She acknowledges that in uncertain times, employees tend to be less engaged with the organization, which can negatively impact innovation and collaboration. This view is supported by a study conducted by A. Mann and J. Harter (2016), which found that worldwide, only 13% of employees working for an organization are engaged. To address this challenge, DV is taking proactive measures by improving the company's internal communication practices. She plans to move away from traditional yearly engagement surveys and implement a more agile listening approach, with the help of a new technology provider.

Dora also recognized that a good employer brand is just one of the many factors that contribute to employee engagement. While a strong employer brand is important, it must be brought to life in everything the company does. Employer Branding alone does not determine engagement, but it is a significant contributor to it. To achieve employee engagement, all elements of the company, including Employer Branding, need to work together in harmony. This approach aligns well with the findings of A. Mann and J. Harter's (2016) study, which highlights the need for a comprehensive approach to employee engagement and the importance of considering all factors that contribute to it.

This emphasis on employee engagement and development has resulted in high employee retention rates and a strong sense of commitment to the company, as demonstrated by Morgan et al. (2004) who found that employee identification and organizational image are mutually beneficial. Cubbage (2005) also notes that employees who are knowledgeable about their company are less prone to spread rumors and more willing to support it, further highlighting the importance of effective internal communication.

In summary, the findings of Carlsberg Group's Internal Communication department are consistent with the research on the role of internal communication in organizational success. The company operates on a global level, ensuring consistency and alignment of messaging across all regions

while also being flexible and responsive to the needs of the business. Internal communication plays a vital role in the proliferation of Employer Branding in Carlsberg Group, particularly in a VUCA context. By communicating effectively with employees, Carlsberg Group can ensure that its brand is consistently upheld and promoted, and that its employees are aligned, engaged, and committed to the company's vision and mission - effective internal communication within a global organization requires a tailored approach that considers the diverse needs and languages of employees, as well as the challenge of managing stakeholder expectations and relationships.

9. Final Notes

Studies on Internal Communication and Employer Branding are becoming more prevalent, but these areas still receive limited attention within the field of Public Relations and the VUCA reality. To address this gap, this research aims to contribute to the study of Internal Communication in the current context of Volatility, Uncertainty, Complexity, and Ambiguity. The focus is on understanding the impact of the VUCA reality, exacerbated by the pandemic and the war in Ukraine, on the Carlsberg Group and how the company managed communication with employees during this challenging time.

In the prevailing VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) context, Internal Communication plays a critical role in fostering positive relationships between employees and the Carlsberg Group. With the sudden shift in the work landscape, Internal Communication assumes even greater significance in connecting remote employees to the organization. Research findings demonstrate that it acts as a vital mechanism for effectively transmitting and promoting the employer brand, disseminating core values, culture, and mission across various brands. Carlsberg recognizes the strategic function of Internal Communication in navigating the challenges of the dynamic business environment, employing proactive communication strategies such as fireside chats and Cees't Directs to provide timely and accurate information. By reducing uncertainty, enhancing engagement, and strengthening commitment, Internal Communication contributes to employee alignment with the organization's goals. This understanding contributes to the growing body of knowledge on the role of Internal Communication in fostering employee engagement and organizational resilience within the VUCA reality.

Additionally, Public Relations plays a crucial role in managing Employer Branding within the Carlsberg Group. It involves shaping and promoting the organization's image and reputation both

internally and externally. Public Relations foundations are deeply embedded within the day-to-day work of Internal Communications, encompassing initiatives such as connecting top management to all teams through cascading communication and mediating crisis situations to prioritize employee safety during times like the outbreak of war. This ensures a consistent and compelling employer brand message is conveyed to all stakeholders, including employees.

Furthermore, effective management of internal communications demonstrates its impact on external perceptions, as evidenced by Carlsberg's LinkedIn presence. Carlsberg's LinkedIn content revolves around two primary themes: innovation and employee celebrations. The company showcases market-leading innovations and sustainability initiatives, emphasizing its commitment to staying ahead of the curve. Moreover, Carlsberg's content highlights employee achievements, providing a glimpse into the diverse talent within the organization. Through initiatives like "People of Carlsberg" and retirements celebrations, Carlsberg's LinkedIn strategy underscores the significance of individuals and employee recognition, aligning with the desire for a more empathetic and supportive work culture expressed on LinkedIn.

In answering the starting question, "What is the role of Internal Communication in the proliferation of Employer Branding in a VUCA Context?", it becomes evident that Internal Communication serves as a key driver in the expansion of Employer Branding within the Carlsberg Group amidst the challenges of a VUCA context. It plays a pivotal role in transmitting the employer brand message, fostering employee engagement, and aligning employees with the organization's values and goals. Public Relations acts as a strategic partner in managing Employer Branding, ensuring a consistent and positive brand image is projected both internally and externally. Understanding the role of Internal Communication and Public Relations in the context of Employer Branding is essential for organizations to effectively navigate the challenges posed by the VUCA reality and establish a strong employer brand presence.

10. Limitations and Future Reseach

At the outset of this research, there was an initial expectation that Public Relations would play a more prominent and formal role in the dissemination of Employer Branding. However, the study presented in this research sheds light on the intriguing connection between academia and the workplace, revealing that employees can demonstrate the application of concepts even without a formal grasp of them. Nevertheless, it is important to acknowledge a significant limitation of this

study, which lies in the relatively small number of employees interviewed, potentially limiting the generalizability of the findings. Furthermore, an additional discrepancy emerged during the research, as it was anticipated that the Employer Branding portfolio would fall under the purview of Internal Communication, whereas in practice, this was not the case.

For future research, it is recommended to employ a more comprehensive approach by conducting a broader survey to capture a wider range of perspectives from employees across different departments and hierarchical levels. This would provide a more comprehensive understanding of the internal communication and employer branding practices within the Carlsberg Group.

Furthermore, it would be beneficial to delve deeper into the topic of VUCA reality within the context of Employer Branding Communication, particularly within the Carlsberg Group. A comparative analysis of the group's various markets would offer valuable insights into the strategies and approaches employed in managing employer branding amidst the challenges of the VUCA environment.

Addressing these limitations and further exploring the complexities of VUCA reality in employer branding communication would contribute to the existing body of knowledge and provide practical implications for organizations aiming to enhance their internal communication strategies and cultivate a strong employer brand.

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Appendices

Appendix 1 – Interview guide 1 (Dora Vicente, Global Talent Manager)

Good afternoon, Dora,

First of all, I, would like to thank you for your availability for this interview, which will be essential for the development of this research project, carried out for obtaining a Master's degree in Strategic Management of Public Relations at the School of Social Communication in Lisbon.

We live in an ever-changing world, characterized by Volatility, Uncertainty, Complexity, and Ambiguity. The main purpose of this study is to understand how Employer Branding has been changing over the past few years, considering the mediating role of Internal Communication.

One of the analysis methods selected for this project is semi-structured interviews that aim at understanding Carlsberg’s organizational processes, specifically its internal Communication and Organizational Engagement.

Do you authorize the recording of the interview to enable its transcription?
Should you have any questions, please feel free to intervene whenever you consider important.

Once again, thank you for your availability and essential contribution to the course of this research!

Interview - Dora Vicente		
	Source	**Question**
1. Professional Background	N/A	1.1 What has been your career path at the Carlsberg Group?
	N/A	1.2 How would you describe the experience of working for Carlsberg?
2. Human Resources	Storey (1995, p. 5) defined HRM as "a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques".	2.1 What makes the Carlsberg recruitment and selection process different?
	Goldin (2016, pp. 8-9) adds that the concept is "broadly about how organizations seek to manage their employees in the pursuit of organizational success", and the real challenge that HRM faces is how to recruit, deploy, develop, reward and motivate staff, leading to them being a source of competitive advantage.	2.2 How is the integration and welcoming process (on boarding) at Carlsberg done?
		2.3 What is the employee retention rate at Carlsberg?
		2.4 What strategies are used to motivate and retain employees?
3. Internal Communication	In order to achieve its goals, internal communication must be strategic (Argenti, 2007 in Bharadwaj, 2014, p. 184).	3.1 How would you rate the importance of Internal Communication at Carlsberg? Do you consider it is managed as a strategic or essential element?

	"Internal corporate communication channels, like newsletters or podcasts, portray culture by communicating corporate stories (how we influenced government policy) celebrating heroes (an award winning employee) and facilitating rituals (get your tickets for our company's 40th anniversary party)." Welch and Jackson (2007, p.192).	3.2 How would you describe it concretely, if possible identifying the main channels of Internal Communication?
	As for internal communication channels, these can be formal or informal. Torquato understands that the formal channels "are the official instruments through which both descending and ascending information pass and which aim to ensure the orderly and efficient functioning of the company" (ibidem, 1966, p. 63). On the other hand, informal communications are all "the free expressions and manifestations of employees, not controlled by management" (ibidem, 1966, p. 63).	3.3 How do you consider the existing relationship/connection with Carlsberg employees? Do you feel that this is also conveyed by the different instruments of Internal Communication?
		3.4 How is the process of transmission of messages from top management to the teams conveyed?
4. Employer Branding	"Employer Branding is defined as a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm. The employer brand puts forth an image showing the organization as a good place to work." (Sullivan, 2004 in Backhaus e Tikoo, 2004, p.501)	4.1 How would you describe Carlsberg's Employer Brand?
		4.2 What does Carlsberg want to be for the employee?
	Berthon et al. (2005) highlighted the possibility that the "competition for the best employees will be as fierce as competition for customers" (Berthon et al., 2005, p.167).	4.3 Considering your previous professional experiences, do you think that Carlsberg has a strong employer brand? Do you feel like it is well communicated internally?

	Based on this EB model developed by Backhaus and Tikoo (2004, p. 504), it is possible to say that "establish employer brand associations with issues of professional development, career planning, social responsibility and promotion of events related to entertainment or sports help shape the image of a good employer which, in turn, affects the organization's attractiveness to potential employees".	4.5 Does Carlsberg have EB policies?
	"The competitive advantage of strategic internal communication comes not only from the obvious benefits of employee satisfaction and productivity, but also from the positive contributions that well-informed employees can make to a company's external public relations efforts. Employees can be an organization's best ambassadors or loudest critics, depending on whether and how they get information (Howard, 1998)."	4.6 Do you consider that a strong employer brand can influence the performance, the results and the Organizational Climate?
	Morgan, Reynolds, Nelson, Johanningmeier, Griffin and Andrade (2004, cit in White et al., 2010, p.6) found out that employee identification with a company and organizational image are mutually beneficial and self-sustaining relationships: "working for a company with a positive reputation can enhance the self-concepts of organizational members, and in turn, positive employee identification helps preserve a company's good public standing as workers share their positive workplace stories with outsiders." Employees that are knowledgeable about their company are less prone to spread rumors and more willing to support it (Cubbage, 2005).	4.7 Do you think that these values create a feeling of belonging in the employees? That they feel part of a family?

	“Do CEOs need a CHRO/CPO on their top team? In many organisations, the CHRO is basically the Head of People Operations, with ultimate responsibility for People/HR Operations. The strategic consultant position in the people and organisation area can be filled by others, such as strategic HR consultants, for example.” (Randstad, 2018)	4.8 How would you describe/classify the role of leadership in the process of transmission and perpetuation of the Employer Brand?
	Public relations "must also define its position and contribution in relation to other mainstream organizational functions and levels, such as marketing, human resources, legal, and finance" (DeSanto, 2011, p. 13).	4.9 For Carlsberg, is there a distinction between internal marketing, internal communication and Employer Branding? If yes, please give me an example for each case.
		3.3 It is usual for the IM, HR and IC department to work together?
	The model proposed by the author calls for clear and interactive communication between employees and employers. Fundamentally, companies need to be clear about what expectations can be elicited from an organizational, rational, and emotional standpoint when communicating information (Mosley, 2011).	4.10 How do you manage Employer Branding at Carlsberg? Give me an example. [Explore which department is responsible for Employer Branding strategies, how are strategies developed and implemented, whether they are global or local strategies].
	Personal Opinion	4.11 Do you consider Employer Branding important for the Carlsberg brand? Why do you think so?
	According to Universum's "The Most Attractive Employers in Denmark" study, Carlsberg is the 7th most attractive employer in Denmark	4.12 Do you consider Carlsberg a reference employer in the market? Why do you think so?
		4.13 What factors do you think candidates consider when applying for a Carlsberg vacancy?

5. Employer Brand during VUCA times	Business executives all around the world later adopted the VUCA model to handle various complex scenarios brought on by numerous external causes. This has been a persistent phenomenon, and predictions indicate that it will continue (Nangia and Mohsin, 2020).	5.1 Are you familiar with the term VUCA? Currently, as we face these times, what is the biggest challenge in terms of Employer Branding?
	According to Boyd (2020), work has also changed a lot. The author calls it the 3d workforce: 1) Distributed; 2) Decentralized; 3) Discontinuous.	5.2 In 2020, an author that characterized the current workforce as Distributed, Decentralized, and Discontinuous – naming it the 3d workforce. Do you feel this is a reality? Have you had to adapt your internal strategies to face this change?
	Employee Engagement and Development has become one of the main challenges, as VUCA times require managers to be fully always engaged with their teams. A. Mann and J. Harter. (2016) highlight that, worldwide, only 13% of employees working for an organization are engaged.	5.3 Many studies argue that, during these uncertain times, there is a tendency for employees to be less engaged with the organization. In fact, worldwide, only 13% of employees working for an organization are engaged. Do you agree with this affirmation? Why?
	According to Deo (2018, p.23), disengaged employees represent a risk to companies, as it "threatens innovation, effective collaboration and human capital management", as they are "not inclined to use their skills and tacit knowledge for betterment of the organization".	5.4 Disengaged employees represent a risk to companies, as it "threatens innovation, effective collaboration and human capital management. Can a good Employer Brand Strategy solve this?

	Referring to Employee engagement, Deo (2018, p.22) points out that there are many definitions, as every organizations has its own view of the concept. Nevertheless, the author claims that the concept has a common ground between all definitions: it is a "desirable condition that has a purpose for the organization and connotes involvement, commitment, passion, enthusiasm, focused effort and energy, so it has both attitudinal and behavioral components" (Macey and Schneider, 2008).	5.5 How does Carlsberg employ Employer Branding to improve employee Engagement during VUCA times? To attract new employees, to motivate, engage and retain employees, or both?
	During the month of March 2020, in the wake of the Covid-19 pandemic, Link Humans conducted a study that aimed to understand how the frontline employees felt about their job and what the organizations were to do to respond to this crisis. Then, as a methodology, they collected more than 1000 comments from 15 of the largest companies of the "Fortune 500" group based in the USA, elaborating, based on an analysis of this data, an Employer Branding attribute map. LH concluded that attributes such as "Balance and Well-Being"; "Compensation", "Work Environment", "Company Management", "Mission and Purpose" and "Change and Stability" were much more relevant in this period compared to a year before	5.6 Over the past few years, during the Pandemic, and now the war, do you feel like employees changed their necessities?

Appendix 2 – Interview guide 2 (Emily D'Alterio, Communications Manager)

Good afternoon, Emily,

First of all, I would like to thank you for your availability for this interview, which will be essential for the development of this research project, carried out for obtaining a Master's degree in Strategic Management of Public Relations at the School of Social Communication in Lisbon.

We live in an ever-changing world, characterized by Volatility, Uncertainty, Complexity, and Ambiguity. The main purpose of this study is to understand how Employer Branding has been changing over the past few years, considering the mediating role of Internal Communication.

One of the analysis methods selected for this project is semi-structured interviews that aim at understanding Carlsberg's organizational processes, specifically its Internal Communication and Organizational Engagement.

Do you authorize the recording of the interview to enable its transcription?
Should you have any questions, please feel free to intervene whenever you consider important.

Once again, thank you for your availability and essential contribution to the course of this research!

Interview – Emily D'Alterio		
	Source	**Question**
1. Professional Background	N/A	1.1 What has been your career path at the Carlsberg Group?
	N/A	1.2 How would you describe the experience of working for Carlsberg?
3. Internal Communication	In order to achieve its goals, internal communication must be strategic (Argenti, 2007 in Bharadwaj, 2014, p. 184).	2.1 How would you rate the importance of Internal Communication at Carlsberg? Do you consider it is managed as a strategic or essential element?
	"Internal corporate communication channels, like newsletters or podcasts, portray culture by communicating corporate stories (how we influenced government policy) celebrating heroes (an award-winning employee) and facilitating rituals (get your tickets for our company's 40th anniversary party)." Welch and Jackson (2007, p.192).	2.2 How would you describe it concretely, if possible, identifying the main channels of Internal Communication?
	Public relations "must also define its position and contribution in relation to other mainstream organizational functions and levels, such as marketing, human resources, legal, and finance" (DeSanto, 2011, p. 13).	2.3 It is usual for the IM, HR and IC department to work together?

	As for internal communication channels, these can be formal or informal. Torquato understands that the formal channels "are the official instruments through which both descending and ascending information pass and which aim to ensure the orderly and efficient functioning of the company" (ibidem, 1966, p. 63). On the other hand, informal communications are all "the free expressions and manifestations of employees, not controlled by management" (ibidem, 1966, p. 63).	2.4 How do you consider the existing relationship/connection with Carlsberg employees? Do you feel that this is also conveyed by the different instruments of Internal Communication?
		2.5 How is the process of transmission of messages from top management to the teams conveyed?
	Personal opinion	2.6 What are the difficulties and limitations in the company's internal communication?
	Personal opinion	2.7 If you could improve something in internal communication, what would be your priorities?
4. Employer Branding	"Employer Branding is defined as a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm. The employer brand puts forth an image showing the organization as a good place to work." (Sullivan, 2004 in Backhaus e Tikoo, 2004, p.501)	3.1 How would you describe Carlsberg's Employer Brand?
		3.2 What does Carlsberg want to be for the employee?
	Berthon et al. (2005) highlighted the possibility that the "competition for the best employees will be as fierce as competition for customers" (Berthon et al., 2005, p.167).	3.3 Considering your previous professional experiences, do you think that Carlsberg has a strong employer brand? Do you feel like it is well communicated internally?

	Based on this EB model developed by Backhaus and Tikoo (2004, p. 504), it is possible to say that "establish employer brand associations with issues of professional development, career planning, social responsibility and promotion of events related to entertainment or sports help shape the image of a good employer which, in turn, affects the organization's attractiveness to potential employees".	3.5 Does Carlsberg have EB policies?
	"The competitive advantage of strategic internal communication comes not only from the obvious benefits of employee satisfaction and productivity, but also from the positive contributions that well-informed employees can make to a company's external public relations efforts. Employees can be an organization's best ambassadors or loudest critics, depending on whether and how they get information (Howard, 1998)."	3.6 Do you consider that a strong employer brand can influence the performance, the results and the Organizational Climate?
	Morgan, Reynolds, Nelson, Johanningmeier, Griffin and Andrade (2004, cit in White et al., 2010, p.6) found out that employee identification with a company and organizational image are mutually beneficial and self-sustaining relationships: "working for a company with a positive reputation can enhance the self-concepts of organizational members, and in turn, positive employee identification helps preserve a company's good public standing as workers share their positive workplace stories with outsiders." Employees that are knowledgeable about their company are less prone to spread rumors and more willing to support it (Cubbage, 2005).	3.7 Do you think that these values create a feeling of belonging in the employees? That they feel part of a family?
	As for internal communication channels, these can be formal or informal. Torquato understands that the formal channels "are the	3.8 How would you describe/classify the role of leadership in the process of

	official instruments through which both descending and ascending information pass and which aim to ensure the orderly and efficient functioning of the company" (ibidem, 1966, p. 63). On the other hand, informal communications are all "the free expressions and manifestations of employees, not controlled by management" (ibidem, 1966, p. 63).	transmission and perpetuation of the Employer Brand?
	Public relations "must also define its position and contribution in relation to other mainstream organizational functions and levels, such as marketing, human resources, legal, and finance" (DeSanto, 2011, p. 13).	3.9 For Carlsberg, is there a distinction between internal marketing, internal communication and Employer Branding? If yes, please give me an example for each case.
	N/A	3.10 How do you manage Employer Branding at Carlsberg? Give me an example. [Explore which department is responsible for Employer Branding strategies, how are strategies developed and implemented, whether they are global or local strategies].
	Personal opinion	3.11 Do you consider Employer Branding important for the Carlsberg brand? Why do you think so?
	According to Universum's "The Most Attractive Employers in Denmark" study, Carlsberg is the 7th most attractive employer in Denmark	3.12 Do you consider Carlsberg a reference employer in the market? Why do you think so?
		3.13 What factors do you think candidates consider when applying for a Carlsberg vacancy?
4. Employer Brand during VUCA times	Business executives all around the world later adopted the VUCA model to handle various complex scenarios brought on by numerous external causes. This has been a persistent phenomenon, and predictions indicate that it will continue (Nangia and Mohsin, 2020).	4.1 Are you familiar with the term VUCA? Currently, as we face these times, what is the biggest challenge in terms of Employer Branding?

	According to Boyd (2020), work has also changed a lot. The author calls it the 3d workforce: 1) Distributed; 2) Decentralized; 3) Discontinuous.	4.2 In 2020, an author that characterized the current workforce as Distributed, Decentralized, and Discontinuous – naming it the 3d workforce. Do you feel this is a reality? Have you had to adapt your internal strategies to face this change?
	Employee Engagement and Development has become one of the main challenges, as VUCA times require managers to be fully always engaged with their teams. A. Mann and J. Harter. (2016) highlight that, worldwide, only 13% of employees working for an organization are engaged.	4.3 Many studies argue that, during these uncertain times, there is a tendency for employees to be less engaged with the organization. In fact, J. Harter. (2016) highlighted that, worldwide, only 13% of employees working for an organization are engaged. Do you agree with this affirmation? Why?
	According to Deo (2018, p.23), disengaged employees represent a risk to companies, as it "threatens innovation, effective collaboration and human capital management", as they are "not inclined to use their skills and tacit knowledge for betterment of the organization".	4.4 Disengaged employees represent a risk to companies, as it "threatens innovation, effective collaboration and human capital management. Can a good Employer Brand Strategy solve this?
	Referring to Employee engagement, Deo (2018, p.22) points out that there are many definitions, as every organizations has its own view of the concept. Nevertheless, the author claims that the concept has a common ground between all definitions: it is a "desirable condition that has a purpose for the organization and connotes involvement, commitment, passion, enthusiasm, focused effort and energy, so it has both attitudinal and behavioral components" (Macey and Schneider, 2008).	4.5 How does Carlsberg employ Employer Branding to improve employee Engagement during VUCA times? To attract new employees, to motivate, engage and retain employees, or both?
	During the month of March 2020, in the wake of the Covid-19 pandemic, Link Humans conducted a study that aimed to understand how the frontline employees felt about their	4.6 Over the past few years, during the Pandemic, and now the war, do you feel like employees changed their necessities?

	job and what the organizations were to do to respond to this crisis. Then, as a methodology, they collected more than 1000 comments from 15 of the largest companies of the "Fortune 500" group based in the USA, elaborating, based on an analysis of this data, an Employer Branding attribute map. LH concluded that attributes such as "Balance and Well-Being"; "Compensation", "Work Environment", "Company Management", "Mission and Purpose" and "Change and Stability" were much more relevant in this period compared to a year before	

Appendix 3 – Interview with Dora Vicente, Global Talent Manager

HV: Could you describe your career path in Carlsberg Group?

DV: I joined Carlsberg as a Talent manager fin Western Europe where I was responsible for recruitment, leadership management, talent acquisition, market embedment and basically the annual cycle of talent management. Since august 2022, I'm now responsible for the global talent management, more specifically about the year cycle.

HV: How would you describe your experience in Carlsberg?

DV: It has been a very interesting experience, I previously worked in BAT (British American Tobacco) and there I couldn't see the pride in the brand as I see it in Carlsberg. Carlsberg has that special bond, where as soon as you enter the building, you feel the pride in belonging to the company. There´s also a challenge, since Carlsberg is so spread out through the different market, sometimes some branding aspects get lost. For example, in France they don't even have the same logo colors or name. This results in a very diverse organizational culture and sometimes, when you work directly with Organizational Culture and Engagement, that can become difficult sometimes. At the same time, you never get bored, it's an interesting challenge.

HV: What the Carlsberg recruitment and selection different?

DV: When I look at our process I can characterizes as a traditional one. But I think a lot of it is driven by the leader management, so they really push the leaders to develop their organization, develop the engagement and brining the best talent into de organization. One of the leadership expectations that you see across all line managers is that we really push them to know, grow and flow that talent through the organization. Therefore, whenever there's a vacancy, our first place to go is internal talent pool and only after, when you can't consider any candidates, you contact your external partners to support you in this process. I think this process is really special, and every year, 70% of the vacancies are filled by internal candidates. Even though this is an unique process, one might say that when you fill you vacancies so internally, maybe you are killing innovation, because you are not bringing so much talent and ideas from the outside. I believe we cover that, and found out that by moving people across markets, they get to experience a very different organization, but still, there might come a time in the future where the right thing might not be to push for this 70% internal vacancies. Imagine in the future we go into other product categories that we don't know so much about, then we might have to change our strategy, but know that's the right one for us. So I believe that is what it makes the talent and acquisition so special for us, is that we invest a lot of time equipping and training our line managers to be accountable for that.

HV: This internal candidate search was implemented from the beginning?

DV: No, it's not necessarily a news strategy, it was already the strategy implemented when I arrived. I believe that maybe in the past it was different, but this focus of growing from within is very involved in our Culture.

HV: So, I imagine that the employee retention is really good at this time?

DV: It is. I think retention is becoming an issue in every organization, especially after Covid 19, Im sure you heard about the great resignation and all that, but when we compare ourselves to external benchmarks, we´re pretty far from the benchmark. But that's not always good, we´re not great in creating space in the organization to develop our talents as quickly as we should. We do loose some talents, I think our ratio is about 5%.

HV: Since you look internally for your talents, is it harder to integrate external talents? Is that an issue for Carlsberg?

DV: I´m not sure if its harder or not, for example, if I send someone from Carlsberg to our French market, they feel that they are in a different organization. Onboarding to a new role, either coming from a different market or coming from an external partner, must not be underestimated. You always need to put your effort into it, you always need to invest in the onboarding, even with internal candidates. It´s pretty hard to be a new hire in Carlsberg, I guess as hard as any other company, but you really need to take your time to learn the organizational language and how things work. If I compare ourselves with other FMCG companies, I´m sure we will all share a lot of our experience. It´s fast, it's not by chance that we call ourselves fast moving consuming goods, because it goes really fast.

HV: What strategies are used to motivate and retain employees?

DV: As I told you initially, one of the key pillars of our talent strategy is the leadership expectations. Basically, we set expectations for every leader and what is expected from them within that specific role. This includes different elements, such as people management or organizational management and the goal is to create a heathy organizational management. Above all is to know, grow and flow your talent. For sure the opportunity to grow and move within Carlsberg is something that people value, but if there was a specific learning to highlight is that, especially after Covid 19, people rethink and re-prioritize their lives and you start to see less mobility within your talent move. We feel this growing tendency for moving, yes, but more on a national level. This pushed us to re-think job location, and I think this is a key point for talent Retention, and it´s not only for the future. Every time we have a vacancy that can offer you a unique experience and to motivate someone's talent, do we really need this person to move to Copenhagen? Can this person do the job in their current market? These thoughts allowed us to have more and more people across the globe, working in these roles that can be done remotely. This is not always the case, as you can imagine, of you are a supply chain, a sales manager in the north of France, you need to be there and talk to costumers. But there are certain roles, more like headquarters base roles, where we need to push ourselves and offer more flexibility to people. Lately that helped us a lot to retain our talent in comparison with other organizations.

HV: As a Carlsberg employee, how would you rate the importance of Internal Communication and do you consider that it is managed as a strategic element?

DV: Internal Communications is super important for us, from a talent management perspective, that's the channel we must feel connected to the company as a whole, that's the opportunity for me to feel close and connected to other markets and the world. Internal communications plays a key role in that by creating that sense of pride and celebrating successes internally, not only the successes but sharing and allowing us all to learn from the mistakes. This is also very important, since we definitely don't want to create a culture of fear. The freedom to try and risk it comes with some successes but sometimes with some learnings for the future. Internal Communications is the channel that most recently the whole organization has been focusing on creating the SAIL'27 and it was something really special because even though it was led by the senior managers, it was a process that involved many many people, including some junior talents that participated as co-creators. So, it was really an engaging process, bottom up, sideways and internal communications was the main focus of the process. That´s just an example of how Carlsberg drives and values Internal Communications.

HV: Do you have a global channel or is it local?

DV: We do have a global SharePoint that is now connect in Microsoft teams as well, but when you access the platform, you can choose what to see. You have the global SharePoint and then you have local pages.

HV: Is it usual for HR, Internal Marketing, and Internal Communications departments to work together?

DV: There are many situations if we are launching a new product, a new flavor, or some new campaign with a football club, we launched it internally first. We don't have a specific internal marketing team, but we do have these initiatives really focused on the internal consumers. Besides this, yes, the internal communication team works closely to all the departments since they orchestrate the flow of communication with the teams.

HV: Do you consider that the employer's connection with the brand is stimulated by internal communication?

DV: I think internal communication is the channel that allows us to see what´s happening, but I mean this sense of pride would not exist if our global brand marketing teams were not creating great campaigns or if our product development teams were not creating new products or innovations. Internal Marketing is just making it visible to everyone, ensuring it gets to everyone.

HV: How is the message transmission process happen, from the top management to the teams?

DV: We have a global Count Hall every quarter where you gather all the employees across the globe, via teams, where we have all the ExCom members talking about the results and accepting questions. Then once a year, we might have the fire side chats or sometimes we have special events where our ExCom members come and talk to everyone. Something that is very high on our SAIL'27 agenda, is diversity and inclusion, we had many activities around that, buy is mainly that. Those are the more formal top-down way of communication, but there are always opportunities to participate and to ask questions. But then there are other ways for the internal communication team to communicate with other teams/talents, as it is the case with the leadership development program. This program is dedicated to developing successors to management team positions. Every year I have a core board of about 18 people of western Europe who are seen as the future VP´s of each department. They go through this program and one of the experiences of the programs is to meet the global CEO. Besides the usual top-down communication processes, then we find some ways to increase the proximity within our talents and our ExCom members, because, again, it connects them to the know, grow, flow system. They need to know who the talent poll is, they need to grow them and to get to know them better.

HV: How would you describe Carlsberg´s Employer Branding?

DV: Employer branding is all about creating an image and reputation of the company as an employer in the minds of current and prospective employees. At the Carlsberg Group, we understand the importance of having a strong employer brand. It helps us to attract top talent and retain our current workforce. To create our employer brand, we conducted extensive research. We looked at strategy documents, news stories, and survey results to gather information about what people think of us. We also held a workshop with representatives from across the business and conducted interviews with leaders and employees from all regions and business areas. From this research, we created our core positioning statement, "Local Heart, Global Strength." This statement encapsulates our mission to create scale from the intimacy and authenticity of our local

brands while leveraging the resources and reputation of our global brand. Our employer brand is supported by three pillars: Purpose, Pride, and Performance. Our Purpose is to brew more sustainably and make society better as we grow, our Pride is in our strong local and international brands, and our Performance is about going above and beyond in our work and valuing high-performing and inclusive teams. Overall, our employer brand is about creating a positive image of the Carlsberg Group as an employer, differentiating us from other organizations in the recruitment marketplace, and making us an attractive choice for talented individuals with the right profile.

HV: What does Carlsberg want to be for the employee?

DV: We want to be a place where people can try, can perform, can succeed but at the same time, they can have fun, since it's such a fun industry. When you think about beer you associate with a fun environment and you want to bring all that into our organization and associate it with pride. Above all we want people to feel that they are working for something that is creating a positive impact in the world, to have a sense of purpose. The purpose is a big thing to us, so you see it everywhere, from the ways we deal and save energy in our breweries to our reuse policy, so this care for the future is also something that we want to offer to our employees. The most interesting parti is that this all comes from Carlsberg´s history, so we want to pass it on every current and future generation.

HV: Do you think that Carlsberg is a strong employer brand?

DV: I think the purpose piece is there, the pride piece is very variable per market, due to these decentralized cultures. We have markets where we are super strong (nº1 or nº2) and we have markets where we are in the bottom, our challenge and opportunity is that Culture element and that harmonization of who we are.

HV: Do you consider that Employer Branding influences the performance/results and organizational climate?

DV: Yes, for sure! I mean sometimes people think that Employer Branding is only a tool for talent acquisition but it's not, so much is linked to the pride it creates internally, the advocates and the engagement.

HV: Does Carlsberg, have Employer Branding policies/strategies?

DV: Yes! So, a couple of years back, in 2019, we started the process of creating or identifying the EVP across Carlsberg and we did interviews and focus groups per market and per organization within Carlsberg Group. In this process we talked to junior and senior levels, so it was a big research project that led us to identify those three P´s – Performance, Pride and Purpose and to plan a strategy. After that we asked to all the organizations, and by that, I mean the different markets, to describe their own identity across the three P´s, so that all narratives can be connected in one central piece. This way all the communication done regarding this matter would be in line with every organization. From there we also created a tagline, that we always use when we mention employers branding. "Something´s brewing" was the tagline and you can also often see it in our LinkedIn posts and its very interesting because it gets you curious, it's fun and it leads to innovation. Underneath that tagline there's a very specific code that everybody must follow, there's a specific way of talking, there are pantones to follow or the pictures we use, basically very well constructed branding and cultural guidelines that we ask to all the markets to use. That was something pretty easy for a market to do if you were already in line with Carlsberg cultural aspects, but for example for Kronenbourg it was not so easy, so each market had to work in the co-branding, since we don't want to lose the local powerful details. The challenge here was really to blend these local characteristics and embrace this global heritage. This also applies to how do you show your talent, I mean you want to show your talent pool in the market and to show how strong you are. But you also want people to know that something is, in fact, always brewing, that they are part of something bigger, that they are part of Carlsberg. There´s a whole pack of things that we do around that: how do we train managers, how do we train recruiters and all that stuff.

HV: Does leadership play a role in the transmission of Employer Branding?

DV: For sure! So, the way you communicate who we are, as a leader we expect you to also make posts on LinkedIn as well, it´s also part of the leadership expectations. They have a specific training in order for them to understand and recognize the role that they play in it.

HV: How do you manage Employer Branding at Carlsberg?

DV: The HR department has the custodial of it, but you can´t do it without the partnership with the internal communication department. So, we are the custodians, but everybody plays a role to keep the image of Carlsberg inside and outside.

HV: Do you consider that Carlsberg is a reference employer in the market? Why do you think so?

DV: Yes, I do, but it depends on the Market. As part of my role, I do a bit of the recruitment myself, so I recruit for management team roles across the nine markets in western Europe. I know, for sure, that if I´m looking for the next VP in Marketing in Germany or Finland, I´ll have a hard time finding someone, there will be lots of competition. However, if I´m looking for the same role in Poland, I´ll have no problem, or in Denmark, everybody will want to work for Carlsberg. We have developed different roles in different markets, and we tend to have different levels of importance within our markets. As a whole I could say that we have a lot of opportunities to be better.

HV: Which factors do you think candidates consider when applying for a Carlsberg vacancy?

DV: It can vary quite a lot with the areas, with the functions, so if you work in supply chain or a more technical or research areas or we have a huge team working in IT since it´s a key future area for us. Those are functions where attracting people is really hard, because the talent is scarce and there are so many other companies out there that could give opportunities that we can't. Imagine, you´re an IT talent, and you get an offer from Carlsberg and from Microsoft, who do you think you would choose? We can´t compete with Microsoft in terms of learning and development within the area. To conclude, these areas are hard for us, but, on the other hand, sales, marketing are very interesting and challenging since the trends are the same also across markets, so yes, those are the easiest ones. But to answer briefly to your question, people look for the opportunity to learn and develop and to expand the career path.

HV: Considering the VUCA context, do you think that this tendency also changed what people look for in an employer?

DV: Not so much. I think it goes back to what we were talking in the beginning, I believe people still value the opportunity to grow and develop and that would help us in a volatile environment, since the more you learn, the more you´ll be ready for any changes that would come. In my opinion, VUCA, brought this uncertainty from people, this safety. However, this does not apply in terms of wanting to stay in the same job forever, in fact, that happens less and less. It doesn't change

what people change what people want for themselves, it just changes the terms and conditions, that allows them to cope with the uncertainty of the world.

HV: Was that a challenge for a global talent manager?

DV: Of course, because now we must make compromises. If people are not so mobile anymore, then I need to be very clear and strategic to who do I appoint to the very few roles in the organization that are location agnostic. I´m not able to be flexible regarding location for all roles in the organization (like the sales and brewer roles) only the back-office roles I can make them location agnostic.

HV: Many studies argue that during the uncertain times there´s a tendency for employees to be less engaged with the organization. Do you agree with this?

DV: Yes, I think that´s very right because you feel threaten, you don't know what is going to happen and of course organizations can aim to be very transparent and try to lower down the panic, but you need to be careful on how to do that. Organizations can´t know the future and if they would need to re-shape, downsize it or upsize it, so it´s a very delicate subject that needs to be managed. This is one of the aspects that I´m aiming to change since we´re not so good at, today. We´re very good at listening to our employees, so now we only have 1 or 2 surveys to feel the engagement in these pulse checks, but this is really old fashion, I mean the best companies, are the ones that these days have the best practices in this area. They have very agile and frequent listening moments, they are always listening, they don't wait for that yearly engagement survey that we do. This is something that we want to change next year, we will bring an external provider, a new technology and we will start to have a more agile listening of employees. We really want to abolish that yearly survey, not to make it disappear, but to make faster and interpret better the results

HV: Disengaged employees represent a risk to the company as it threatens innovations, effective collaboration, and human capital management. Can a good employer brand solve this?

DV: No, I mean, if anyone would have a magic recipe for employee engagement it would probably win a Nobel prize. That's what we have been trying to do for a century, it´s all about that, how to tackle it. It´s a complex thing and many factors contribute to it, definitely Employer Branding is one of them, but doesn´t have the power to, alone, determine the system. It's part of a whole cloud

of things that need to make sense with each other. You have your Employer Branding, its built on your employer value proposition but if you are not bringing it to life, it´s just pretty words on a slide. So, everything you do needs to bring that to life, every single day. So, no, alone it doesn't determine engagement, but it´s a very decent contributor to it.

Appendix 4 – Interview with Dora Vicente, Global Talent Manager

HV: I would like to know a little bit more about your professional background just for a brief introduction. What has been your career path at the Carlsberg group?

ED: I haven't been at Carlsberg for very long. I joined in a February of this year, so just prior to the outbreak of the war and in Ukraine. Prior to that, I worked almost exclusively in an external comms. Okay, so I was a journalist and then I worked in human rights, managing the public affairs function, essentially. So, this is my first role that's strictly internal.

I have a little bit more of a diverse background, I would say it hasn't largely been internal - It's mostly external within like an internal portfolio, if that makes sense.

HV: So how would you describe your experience of working for Carlsberg? Do you like the environment? Do you like what you do? Do you like working for such an historical brand?

ED: The portfolio that I have is fantastic, I really like it. For such a large Company, you often expect that the roles will be quite niche, but they're not. They're actually extremely diverse and I do a lot of cross-functional work with other teams, I suppose. Like HR, for example, and external comms.

Because it's so agile at group level, you can really do whatever – if it shows business value, you can do it. If you provide value to the business and you say "I'm gonna go and film some short films for six months" and it makes sense and it is towards the strategy, they're quite flexible in letting you do that. So, it kind of has a small business mentality at a really large scale that I love. I love it. The role is so interesting, and internal comes in a company of this big in a multinational so much more than I had expected, actually. I had expected it to be like you would go external first with the big stories and then go internal. But it's the opposite: You actually go internal with the big stories and the narrative and then you take sections of that externally.

And that I was not expecting I actually thought it would be less like that. I thought it would be the opposite. So those are the things and then the cohort it's super International. It's amazing to be connected to colleagues all across the world.
You know, I think that there's work to be done in terms of diversity and inclusion, and that's really exciting. So there's also capacity, it's not like it's one of those big companies that's done and then you're just kind of maintaining status like you can you can really make your mark. Also, Carlsberg is very people oriented in the sense like you are special and you're advanced versus the role you have. It's more like if you're a superstar and you do well, then you really are in control of your career path, and that's really cool. I like that. It stops it from getting so siled in like, you know finances our favorite function or it is the superstars or whatever. It really is like based on how you individually contribute, and that's super cool.

HV: How would you rate the importance of internal communication within the company at Carlsberg?

ED: Super super high, which is quite surprising for me actually as well because a lot of the times I've worked in comms Management in my previous work and it's often the top management - they either get it or they don't. Particularly in countries... Like I'm from Australia, so English is our mother tongue, a lot of the time the comms department, because everybody speaks English so I can write an article, you know? Whereas I've definitely found that here it's very close to our CEO's heart. I know that for sure and it's very prioritized by him. He is an incredible advocate for internal comms, so, in terms of the reputation of the team or the kind of access at the team has we're really lucky.

And I know that that's not the case for all internal comms teams, particularly in corporates it can be seen as an afterthought.

HV: Something's Brewing is a brilliant sentence that sums up Carlsberg Mission and culture, where the sense of Pride and purpose are very present. Is this easy to communicate internally? Is there a strategy for this?

ED: Yeah, it's much harder actually to communicate internally because I'm sure you know our structure is we have a group function, which is our sort of international function, and then we have markets. So, we are definitely all connected through our purpose, all of the different breweries. But JC Jacobson, for example, is just the founder of Carlsberg. He's not the founder of Ringnes,

for example, which is our Norwegian imprint or market. We can't talk about our 175-year history and our purpose being inspired necessarily by him in the same way to them because they have their own founder. We have Grimbergen for example, which is almost a thousand years old, you know, so that becomes a challenge and that's where you have to really know when to not overstep into the Market's roles of creating their sense of spirit.

We have a global Spirit group, but they're very Purpose Driven particularly Carlsberg Denmark here, who we share an office with. They are very particular about owning their own sense of spirit and culture and stuff like that. So, it's a real balance of knowing when to involve yourself and when to step out and kind of just support in other ways. But then there's new markets for example that are more interested in feeling a part of the heritage and history, and then that's really easier. That's a difference from us to Heineken. For example, you know, you buy Heineken anywhere in the world, It's a Heineken. Whereas, here you might get a 1664 Blanc or a Grimbergen.

There are more challenges but it's also way more interesting that way because then you don't turn into this sort of top down. It's impossible to be this kind of top down business that I wouldn't like that anyway.

HV: But, managing internal Communications, do you like this feeling of purpose? Because it comes from JC Jacobsen and Carlsberg's rich heritage, do you feel this sense of purpose is common between all markets?

ED: Of course. Yes, and that's how the kind of mergers tend to go is if you have that shared value- We always talk about the value of our Founders is the same as those of the other Founders the other breweries that we have, it's definitely something that is felt.

Performance is huge. It's interesting one there because we have internally and the group level, we are bringing for a better day today and tomorrow and then we also have this kind of striving for perfection. But then in our public brand, we're probably the best beer in the world. So, it's quite humble on the other hand. Sometimes, that can be a challenge as well because we are very performance focused here, and sometimes I think externally that might not be the perception that we give off. I think sometimes it can be a little jarring for new hires when there is that, you know that difference between the internal and the external marketing.

HV: What are the main channels of internal Communications?

ED: There is what we recommend and then there's what people use. But at group level I recommendation is the Office 365 package and we use teams as our core kind of communication Channel. Our intranet is also accessible through teams - It's just a little button on our team's app.

Email is still huge. Markets and functions use email and then obviously is you just talking internally.

Some of our colleagues, like for example in China, they use WeChat as a channel as well for their conversations. Some of the markets have Facebook workplace, but that is not a recommendation from us because of the security issues associated with that working in human rights in the past. I don't a lot with Facebook and breaches. Because of security and human rights, it would never be my recommendation.

We work quite closely honestly with Microsoft as well to utilize their systems.

HV: Do you see LinkedIn as a tool for internal comms?

Yes, I do. I do. Yeah, particularly LinkedIn life and really and it's something that we're talking about now, and I want to I want to take it. It's where our colleagues also communicate and it is a little bit of a blind spot for us at the moment. But I mean, pricing has to be put into the equation because the licenses are expensive. That has to be balanced, but you can see some really good ones, like Maersk for example. Yes, I would love to get one up and running. I have an old planned out in my mind and something that if I could make a business case for. This is the kind of company that would let you do it.

But yes, that's something that we're really going to amplify next year with sort of put in some structure because technically is an external platform, but it's for the employee. So, I'm trying to have that built into my portfolio.

HV: Is it usual for internal marketing or marketing and HR and internal comms Department to work together?

ED: Totally, It's very close. We don't HR business partner, they have a dedicated person. We don't do that in internal comms because we're so small. Yeah, but we work in what is called alignment.

We work very closely, and I specifically work very closely with HR and external comms, actually. Lesser marketing, and more specifically with HR - Then the marketing for employer brand is me.

HV: How do you consider the existing relationship or connection with Carlsberg employees? Do you feel like employees are engaged?

ED: Yeah, I think so. I mean our way of checking is not necessarily the most correct way. We have 40,000 employees, but only a small amount of them actually have access to our internal channel - not small amount but not 40 000. So, sometimes when we have four or five thousand people attend an event, we will think "where are the other 35,000?", but there are only 15,000 that have access to those. And then you have viewing parties, so our colleagues in Asia, they're all after work and they all sit together on one big screen. So, I actually find out our means of testing can be quite difficult, but we're with certainly put in place certain sort of technical infrastructure, to make sure that they are engaged.

I know when I've run engagement campaigns, when they can win something, they are super engaged and very sweetly so.

Engagement is not just about the colleagues, it's about what you are serving them. And I do think that, at group level, it's unrealistic to think that we can provide valuable content for a colleague, for example, who's a brewery worker in Myanmar. I mean, we have a language barrier and, also, we're serving in a different demographic health and safety.

I think it's also knowing again, like I said earlier with the sparking Global spirit, is knowing when to pull back and rely on your Market to deliver that. And particularly at group level, we provide Global steer versus you know needing that one-to-one contact and I think I think we can do a little better at being clear about that.

HV: How do you channel messages from Top management to all the teams? Is there a strategy for this?

ED: We engage in something that's called cascading, where we provide the message, and often provide open files and as well through our specific channels. For example, if it's a comms message, it'll go through the corporate affairs channel, so every other corporate affairs responsible person -

it could be the manager, a junior person, etc -, gets access to that information. Then they can localize it: they can either translate it, or change the message or do what they want. And because we have input our new intranet with this quite Advanced translation service on top of it, they don't need to translate the messages anymore from group.

But if they want to use a different message, if they want to have it come from there CM versus our CEO, for example, we prefer to use the word localize.

What we do prior is that we would send these messages and the assets and they would download the materials, they would translate it, and they would re-upload it onto their separate sites. But just recently, with the creation of our new intranet, they don't need to do that anymore, they can just access ours. If the translation is weird, which it often is, they can just edit the script into any language. I think we have every single language maybe traditional Chinese. And so it's quite Advanced. They don't use it, yet, because I think they can live with the machine translation.

HV: I've seen on LinkedIn this really interesting early event - It's called a fireside Chat. And I wanted to know if Cees't Hart, your CEO, is part of the internal comms strategy?

ED: So, in addition to the fireside chat, we also have... Yeah, it's almost by weekly now we call them Cees't directs. They're these videos that we produce of him talking - we might do Cees't direct from Vietnam, or Cees't Direct on our new brews, etc. When I said that we really have top management support, I mean, it's more than I ever could have anticipated. He's very visible to the staff and the employees and he's super supportive of internal comms.

But that also can be a double-edged sword, because it's great in a time of crises to have visibility of your CEO, but as you get better at producing these things, they can become really polished, and sometimes maybe a bit over polished. We have to find that balance of making them feel like a really high quality, but then also making sure that they feel real. And I think we got so sharp with them, sometimes I think we need to make them a little more human little “Snappier”.

HV: If you could improve something in internal communication, what would be your priorities? And what are the difficulties and limitations of working in internal comms?

ED: I think it's a little bit what I said earlier like I think I would change the expectation a little bit. I think I would group internal comms as like another market, in a sense, so that the message

becomes more focused, as we came a little bit more tailored in the public we're trying to reach and then we're more formal in what each of the markets were doing with that message. Because I think it's 34 Markets, so it's not impossible to get that feedback from them like "What did you do with this message?" So then instead of saying our reach was 4,000 or 5,000, we can say we were able to tailor our message to our corporate colleagues working in office. And in Denmark, you can say "yes, and then we shifted the message for our Brewery workers!" I think that could be an improvement rather than expecting that the same message would work for all 40 000 employees. Maybe a third of these 40 000 speak English, which is our corporate language, which is how we share group messages. So that would be a huge Improvement.

Also, the stakeholder management is really challenging. Because you are given a CEO maybe or a top leadership Direction, that you then need to Cascade to markets, some of which are so much more robust in their structure. For example, I've been working for 12 years, and some of my colleagues who I'm kind of giving direction to have been working for this company for 25 years, are former diplomats and are so much more senior to me. So that is very challenging. And it's not bad. I don't find it bad. I actually find it great because horizontal management is the best skill that you can have. And to provide a service is the best way to do that in my opinion.

HV: Now about Employer Branding. My first question is how would you describe Carlsberg employer brand? and do you feel like is it well communicated internally? and what what is the role of internal comms in deploying it internally?

ED: We call it our EVP, it's our employee value proposition, and it actually sits with HRM. They have a dedicated person. How would I describe it? I wouldn't do it just as compared to how the person responsible for it, Juliana.

I think I can look it up. It's very direct and straightforward and does touch on all areas of- the business. How would I say it's Incorporated? It is difficult because we have a Corporate Visual Identity, from brand, that is separate from EVP. Yeah, I think there are some challenges in incorporating - which one to incorporate or which one takes priority. And often the CVI takes priority over EVP, because I think the employer brand can be seen as a very HR thing and just for HR professionals.

So we've actually just begun really trying to support In the embedding of that across the entire business. There are little things that get in the way like, there's some wording on some of the

visuals and it looks bad when you put it on LinkedIn. So instead of just like not putting it on LinkedIn, we feed that information back and work with the person who is in charge of that, to make it more accessible. That's something we're currently working on and the improvements are amazing. I think we can do more embedding that.

Also, sometimes when something is held by a function, It can be quite solid, so HR content is quite heavy and technical. It's up to us in internal comms to make that more accessible for the employees, because we haven't partnered previously, you know, it was really HR responsibility to do that. But we're becoming more and more enmeshed in that way. So I think you know watch this space next year, it'll be much more embedded.

HV: Does Carlsberg have EB policies? Are they part of the internal comms strategy?

ED: No, they're not, they're part of the HR strategy and they're not a part of the internal comms. So, we sit with the CVI, they sit with the EVP. I mean the same universe of colors and things like that.

But more work could be done to have them in. I think they should be the same.

HV: Do you think that a strong employer brand can influence performance, results, and, specially, organizational culture?

ED: Yes, totally, because it creates a sense of Pride. Purpose is a really interesting one for me. I think a lot of time, Corporates will really highlight a purpose, because that's very attractive to particularly younger employees - like to do something with purpose and to be Purpose Driven.

And for me it's a little different because I come from a human rights background, that is nonprofit. So that means something different, you have a very different sense of purpose in a field like that. For those kinds of people that are attracted to that, the sense of purpose of sort of striving for Perfection might not touch them in the same way. But the sense of culture and what the EVP can do – that employee driven kind of "for the people that you work with, for the team culture, for the company culture" - that creates a feeling of belonging.

I think you would be interested in joining a big company with a huge international footprint, that's what you're attracted to right? Is that kind of feeling. So, I think it's vital. I really do. I'm huge. I'm very passionate about it.

HV: And how would you describe or classify the role of leadership in Employer Branding? Does it have a role?

ED: Absolutely. I mean, I think they're endorsement is really important. Reminding, you know, making sure - I mean, you can't really mandate things in a company like this - hat's certainly their endorsement of it is really important.

Yeah, probably leadership should be kind of leading by example, I would say in this regard. So yeah, I'm not sure many things would be kind of embedded without their endorsement. Maybe the Friday bar would still go, but apart from that I I'm not sure.

HV: Do you consider Employer Branding important for the Carlsberg brand?

ED: Yeah, I definitely think so. And you don't join a beer company without being attracted to that. I know in corporate affairs, they say like something like football and parties, or something like this. You know that sense of fun and spirit and that's certainly why people join. Is that represented in the employer brand? Sometimes.

I think we could do more with that - that sense of fun. That's what I mean by why it's a little tricky to be striving for Perfection and then having that sense of fun and that sense of probably the best beer... it can sometimes get a little confusing because you're like "Striving for Perfection, let's drink beer and have fun!". But I think that's why actually the employer brand has done it. Well, there's a strap line - Inspiring work, serious play. A happier you is brewing. – I really like that one.

HV: Yeah, I guess you've touched on this point already, as you said that it's under HR, but how do you manage Employer Branding at Carlsberg?

ED: Yeah, it's under HR, but it should be embedded across the organization and we do that, in Internal Comms, to make sure that happens.

HV: As we face these uncertain times, what is the biggest challenge in terms of internal comms and Employer Branding? Do you feel like there's a difference?

ED: Yeah, sure. I mean, it's about how agile you have to be. We couldn't possibly have put in a process for "If a war breakout, we will do XYZ". You certainly can from a business perspective or financial perspective, those things are kind of quite commonplace. But from a comms perspective, it would be Overkill to do a strategy for this. Because we would be doing the same: is something going to happen China? and Taiwan? So, you have to be agile.

HV: In terms of contents, like imagine you feel like posting more articles or posts related to specific themes, such as job security, mental health?

ED: Yeah. Yeah, we've definitely done that. But I think it's less about what to post and maybe what to hold back from posting. So, nobody wants to hear about inspiring work and serious play when they're in bomb shelters. I think that was a challenge for us, during the war, is figuring out how do we uplift parts of the business that are not affected by the war. China, for example, who we rely on heavily financially, you know whilst also being conscious that we had markets in both Russia and Ukraine - that was crazy, it was a balancing act.

I think we did pretty well. And you know, that's where your CEO and visibility of your CEO is very important, and just using some common sense when to when to pull back. We did like a lot of blackouts, both externally and internally, and just focused on critical business updates. Yeah, I it's hard to kind of give more inputs in that because there's so much that's highly confidential.

What we used to do in human rights was triage. So, the first thing is: Is what I'm going to say put my employees at risk at all? Can I use the word War, for example? No, not for my colleagues in Russia. And so, you pick your battles a little bit. So, while you might get pushed back saying, why do you keep calling it the situation? Why aren´t you calling it the Invasion? We have half thousand people in the country and we can't put them at risk. So that was quite a balancing act. You have to have a very strong geopolitical understanding which I think is missed a little bit. When people think of internal comms, they think of cakes and decoration and all this kind of stuff.

So, we're lucky that we are purpose driven and actually we're really lucky that we're performance driven as well. And because business decisions are understandable - when you make certain critical

business decisions, people are very understanding of why that was taking (more than I would have expect).

But there was a high expectation of Carlsberg, particularly through the war, almost a humanitarian expectation. It surprised me because it is a business and I think that there is a leaning more towards having more expectations from our big businesses, and I don't think that's bad thing. I actually think it's a good thing and I do think that Carlsberg rose to the challenge really well. As an employee, I felt very trusting of the decisions and I think we did a good job at communicating those.

HV: It must have been a big challenge, imagining that you have employees over in Russia and Ukraine. It must have been a big Challenge to balance that.

ED: Yes, and all bets are off. You know, when you post something that is not even sympathetic but understanding that some of our Russian employees maybe didn't vote for this current situation or were supportive of that and then you have other employees in bomb shelters being like “what are you talking about?”.
It was really challenging but it was mostly challenging for those people affected. It's just like I said, you triage what is the thing that I can communicate to make the most people feel safe and do the least amount of harm? You know, whilst also protecting the employees. At that point, it's all about the employees, the rest comes later in those kinds of situations, covid was the same.

HV: I was going to ask you about that. Do you have like covid related Contents?

ED: Yeah, so I wasn't employed with the company at that time, but I know that they did. There was like updates and we do crisis comms in the same way. So updates from the CEO, that's where Cees't direct started - like, you know a little camera where he would update the colleagues using like the selfie, I think people really liked it.

But then also we did like an internal employee campaign called co-video where you know, we talked about the achievements even under that. So that's a cool thing that, in internal comms, we get to do these Employee Engagement campaigns. And that was super nice.

HV: On that note, and because people were working from home, do you feel there was an engagement problem during Covid? And/or is it still a problem?

ED: I don't know that one. I know that in some of the some of the offices, it's been hard to get colleagues to come back. It's just coming back into the offices because we opened our office here at CCR. It was a new building. I'm not sure we have the same issues.

HV: How does Carlsberg employ Employer Branding to improve employee Engagement during VUCA times? To attract new employees, to motivate, engage and retain employees, or both?

ED: Both! We have pretty decent retention as a business. I think it is a part of the employer brand. I think it's also a part of the work it is done at the level of HR to mobilize employees, move them around, you know, it's not either carlsberg or out, there is so much opportunity within this company. I think that is translated in the employer brand actually. I think HR does a really good job at both attracting talent and then also working with that Talent, and I think an employer brand should communicate that effectively.

I think we can do a little more with embedding ours, so then that comes across. But clearly it does because the retention is quite good and the spirit is really high within the company. I think you know what you're getting when you sign up at Carlsberg and I think HR does a great job with that.

Appendix 5 - LinkedIn Contents

Link	Date	Axis	Theme	Media	Note	CEO
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https://www.linkedin.com/posts/carlsberg-group_worldciderday-somersby-bestsharedwithfriends-activity-6938414071503331328-B6PR?utm_source=share&utm_medium=member_desktop	4m	Brand	History	Image		
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https://www.linkedin.com/posts/carlsberg-group_how-the-invention-of-the-ph-scale-changed-activity-6960523852355407872-DSXe?utm_source=share&utm_medium=member_desktop	2m	Brand	History	Image		
https://www.linkedin.com/posts/carlsberg-group_ipaday-indiapaleale-carlsbergheritage-activity-6960855225834336256-cURW?utm_source=share&utm_medium=member_desktop	2m	Brand	History	Image		
https://www.linkedin.com/posts/carlsberg-group_today-we-celebrate-our-founder-jc-jacobsen-activity-6971330928719601664-xqaZ?utm_source=share&utm_medium=member_desktop	1m	Brand	History	Image		
https://www.linkedin.com/posts/carlsberg-group_birrificioangeloporetti-carlsbergitalia-carlsbergitaly-activity-6975358601074765824-5USF?utm_source=share&utm_medium=member_desktop	3w	Brand	History	Photo		
https://www.linkedin.com/posts/carlsberg-group_onthisday-activity-6979681001832689664-M4fE?utm_source=share&utm_medium=member_desktop	1w	Brand	History	Video		
https://www.linkedin.com/posts/carlsberg-group_175anniversary-carlsberg175-activity-6984438445143203840-Vni8?utm_source=share&utm_medium=member_desktop	1d	Brand	History	Photo		
https://www.linkedin.com/posts/carlsberg-group_falcon-julbrygd-is-one-of-swedens-most-popular-activity-6873154082341720064-7tOn?utm_source=share&utm_medium=member_desktop	10m	Brand	History	Image		
https://www.linkedin.com/posts/carlsberg-group_highly-skilled-architects-conservators-and-activity-6900358711383322626-Oduc?utm_source=share&utm_medium=member_desktop	8m	Brand	History	Image		
https://www.linkedin.com/posts/carlsberg-group_meet-our-new-chair-henrik-poulsen-activity-6927970710317359104-xViM?utm_source=share&utm_medium=member_desktop	5m	Employer Branding	New hirings	video	New Chairman	
https://www.linkedin.com/posts/carlsberg-group_peopleofcarlsberg-carlsbergitalia-carlsbergitaly-activity-6976175428847738880-no6X?utm_source=share&utm_medium=member_desktop	3w	Employer Branding	New hirings	Photo		
https://www.linkedin.com/posts/carlsberg-group_carlsberg-group-appoints-new-chief-financial-activity-6981498992937332736-kUhy?utm_source=share&utm_medium=member_desktop	1w	Employer Branding	New hirings	Photo		
https://www.linkedin.com/posts/carlsberg-group_our-central-office-is-built-on-the-exact-activity-6959766826251649024-rajr?utm_source=share&utm_medium=member_desktop	2m	Employer Branding	Offices	Image		
https://www.linkedin.com/posts/carlsberg-group_architecture-activity-6970388320723869697-f5zr?utm_source=share&utm_medium=member_desktop	1m	Employer Branding	Offices	Image		
https://www.linkedin.com/posts/carlsberg-group_malaysia-is-one-of-the-key-growth-drivers-activity-6945012268992495616-dHSh?utm_source=share&utm_medium=member_desktop	3m	Employer Branding	People of Carlsberg	Photo	Visit	Yes
https://www.linkedin.com/posts/carlsberg-group_cfo-heine-dalsgaard-has-decided-to-resign-activity-6945273837877923840-yInv?utm_source=share&utm_medium=member_desktop	3m	Employer Branding	People of Carlsberg	Image		Yes
https://www.linkedin.com/posts/carlsberg-group_somethingsbrewing-carlsberg-carlsbergbrand-activity-6876136536090411008-wjX-?utm_source=share&utm_medium=member_desktop	10m	Employer Branding	People of Carlsberg	Photo	Testimonial	
https://www.linkedin.com/posts/carlsberg-group_if-you-could-ask-your-top-management-anything-activity-6876989525927710720-s7Uk?utm_source=share&utm_medium=member_desktop	10m	Employer Branding	People of Carlsberg	Photo	Communication between employees and top management	CEO
https://www.linkedin.com/posts/carlsberg-group_cheers-to-us-activity-6877156478612996096-B8Qg?utm_source=share&utm_medium=member_desktop	10m	Employer Branding	People of Carlsberg	Video	Covid-19 related	

https://www.linkedin.com/posts/carlsberg-group_hoppyholidays-activity-6878717427757256704-5Ass?utm_source=share&utm_medium=member_desktop	10m	Employer Branding	People of Carlsberg	Video	Communication between employees and top management	CEO
https://www.linkedin.com/posts/carlsberg-group_after-10-years-as-chair-of-carlsberg-group-activity-6909201555242061824-WSYD?utm_source=share&utm_medium=member_desktop	7m	Employer Branding	People of Carlsberg	Photo	Retirement	
https://www.linkedin.com/posts/carlsberg-group_peopleofcarlsberg-somethingsbrewing-activity-6919267301871538176-oTKS?utm_source=share&utm_medium=member_desktop	6m	Employer Branding	People of Carlsberg	Photo	Retirement	
https://www.linkedin.com/posts/carlsberg-group_peopleofcarlsberg-activity-6931536466468585472-TL50?utm_source=share&utm_medium=member_desktop	5m	Employer Branding	People of Carlsberg	photo	Retirement	
https://www.linkedin.com/posts/carlsberg-group_it-is-very-special-for-me-to-be-in-ukraine-activity-6935219348550631424-q7-u?utm_source=share&utm_medium=member_desktop	4m	Employer Branding	People of Carlsberg	Photo	Conflict in Ukraine	
https://www.linkedin.com/posts/carlsberg-group_did-you-know-you-can-get-carlsberg-groups-activity-6942036048487051264-8ej3?utm_source=share&utm_medium=member_desktop	4m	Employer Branding	People of Carlsberg	Photo	Meet the business	
https://www.linkedin.com/posts/carlsberg-group_what-does-40-years-in-carlsberg-look-like-activity-6943834758648881152-myD-?utm_source=share&utm_medium=member_desktop	3m	Employer Branding	People of Carlsberg	Photo		
https://www.linkedin.com/posts/carlsberg-group_peopleofcarlsberg-somethingsbrewing-activity-6952170050636144640-ZH6N?utm_source=share&utm_medium=member_desktop	3m	Employer Branding	People of Carlsberg	Image	Offices	
https://www.linkedin.com/posts/carlsberg-group_peopleofcarlsberg-carlsbergsingapore-activity-6962721626584924160-641z?utm_source=share&utm_medium=member_desktop	2m	Employer Branding	People of Carlsberg	Photo	New hirings	
https://www.linkedin.com/posts/carlsberg-group_jo%C3%A3o-abecasis-appointed-as-executive-vice-activity-6965332630573617152-DpUp?utm_source=share&utm_medium=member_desktop	1m	Employer Branding	People of Carlsberg	Photo		
https://www.linkedin.com/posts/carlsberg-group_careers-ceo-carlsberg-activity-6973174038282088448-93U_?utm_source=share&utm_medium=member_desktop	1m	Employer Branding	People of Carlsberg	Photo	Graduate Program	Yes
https://www.linkedin.com/posts/carlsberg-group_research-chemistry-science-activity-6983423353613074432-uNr9?utm_source=share&utm_medium=member_desktop	2d	Employer Branding	People of Carlsberg	Image		
https://www.linkedin.com/posts/carlsberg-group_karhu-holsten-mythos-activity-6899990778458857472-XYOL?utm_source=share&utm_medium=member_desktop	8m	Business	Products	Image		
https://www.linkedin.com/posts/carlsberg-group_in-ukraine-the-favorite-holiday-beer-is-activity-6875720921177583617-NlkV?utm_source=share&utm_medium=member_desktop	10m	Business	Products	Image		
https://www.linkedin.com/posts/carlsberg-group_beersofcarlsberg-beerrecommendations-abeerchristmas-activity-6878254330818904064-Q8Q4?utm_source=share&utm_medium=member_desktop	10m	Business	Products	Image		
https://www.linkedin.com/posts/carlsberg-group_grimbergen-grimbergenabbeybrewery-activity-6881609745501851648-Tc3H?utm_source=share&utm_medium=member_desktop	10m	Business	Products	Image		
https://www.linkedin.com/posts/carlsberg-group_alcoholfree-dryjanuary-somethingsbrewing-activity-6886612901667450880-zBSq?utm_source=share&utm_medium=member_desktop	9m	Business	Products	Image		
https://www.linkedin.com/posts/carlsberg-group_more-than-20-markets-have-already-been-introduced-activity-6901818568275578880-XODJ?utm_source=share&utm_medium=member_desktop	8m	Business	Products	Image	ESG report - Zero alcohol	
https://www.linkedin.com/posts/carlsberg-group_brooklynbrewery-carlsberggroup-brooklynpilsner-activity-6918182180296806400-vM4S?utm_source=share&utm_medium=member_desktop	6m	Business	Products	Image		
https://www.linkedin.com/posts/carlsberg-group_1664blanc-alcoholfree-alcoholfreebrews-activity-6921140173737000960-A3bv?utm_source=share&utm_medium=member_desktop	6m	Business	Products	Image	Zero Alcohol	
https://www.linkedin.com/posts/carlsberg-group_alcoholfreebrews-alcoholfree-activity-6922154348441436160-82LK?utm_source=share&utm_medium=member_desktop	6m	Business	Products	Image	Zero Alcohol	
https://www.linkedin.com/posts/carlsberg-group_alcholfreebrews-alcoholfree-alcoholfreebeers-activity-6923197220699701248-RVst?utm_source=share&utm_medium=member_desktop	6m	Business	Products	Image	Zero Alcohol	
https://www.linkedin.com/posts/carlsberg-group_vive-la-bi%C3%A8re-a-recent-study-concludes-that-activity-6932570527484002304-EQ7e?utm_source=share&utm_medium=member_desktop	5m	Business	Products	Photo		
https://www.linkedin.com/posts/carlsberg-group_an-alcohol-free-ipa-welcome-to-the-fridge-activity-6937659301243043840-xegZ?utm_source=share&utm_medium=member_desktop	4m	Business	Products	Video	Zero Alcohol	
https://www.linkedin.com/posts/carlsberg-group_afb-alcoholfree-carlsberggermany-activity-6940170304061112320-N65n?utm_source=share&utm_medium=member_desktop	4m	Business	Products	Image	Zero Alcohol	
https://www.linkedin.com/posts/carlsberg-group_re-designing-the-master-of-hops-activity-6948159998916993024-Mxgt?utm_source=share&utm_medium=member_desktop	3m	Business	Products	Video		
https://www.linkedin.com/posts/carlsberg-group_worldchocolateday-onthisday-brooklyn-activity-6950695180408643584-LSk0?utm_source=share&utm_medium=member_desktop	3m	Business	Products	Image		
https://www.linkedin.com/posts/carlsberg-group_somersby-alcoholfreebrews-alcoholfree-activity-6971744121069649920-nNqB?utm_source=share&utm_medium=member_desktop	1m	Business	Products	Image	Zero Alcohol	
https://www.linkedin.com/posts/carlsberg-group_brooklynbrewery-defendbeer-activity-6972903750667534337-wxNr?utm_source=share&utm_medium=member_desktop	1m	Business	Products	Video		
https://www.linkedin.com/posts/carlsberg-group_1664blanc-1664blanc-carlsbergvietnam-activity-6978344714223656960-koFh?utm_source=share&utm_medium=member_desktop	2w	Business	Products	Image		
https://www.linkedin.com/posts/carlsberg-group_localbeer-localpowerbrands-activity-6980401911220871169-gVLA?utm_source=share&utm_medium=member_desktop	1w	Business	Products	Image		

https://www.linkedin.com/posts/carlsberg-group_learn-about-the-carlsberg-graduate-programme-activity-6889142750147702786-AeKO?utm_source=share&utm_medium=member_desktop	9m	Employer Branding	Recruitment	Video	Graduate Program	
https://www.linkedin.com/posts/carlsberg-group_learn-about-the-digital-graduate-programme-activity-6889943874438094848-njoN?utm_source=share&utm_medium=member_desktop	9m	Employer Branding	Recruitment	Video	Graduate Program	
https://www.linkedin.com/posts/carlsberg-group_learn-about-the-finance-graduate-programme-activity-6891381757590024192-B6o8?utm_source=share&utm_medium=member_desktop	9m	Employer Branding	Recruitment	Video	Graduate Program	
https://www.linkedin.com/posts/carlsberg-group_learn-about-the-international-commercial-activity-6892750510651252736-YlqU?utm_source=share&utm_medium=member_desktop	9m	Employer Branding	Recruitment	Video	Graduate Program	
https://www.linkedin.com/posts/carlsberg-group_join-our-team-of-graduates-activity-6894682142996090880-SD_p?utm_source=share&utm_medium=member_desktop	9m	Employer Branding	Recruitment	Video	Graduate Program	
https://www.linkedin.com/posts/carlsberg-group_denmarks-most-popular-graduate-programme-activity-6940527913662353409-71AO?utm_source=share&utm_medium=member_desktop	4m	Employer Branding	Recruitment	Image	Award	
https://www.linkedin.com/posts/carlsberg-group_gbrd-drinkresponsibly-towardszero-activity-6976592402761318400-6rGe?utm_source=share&utm_medium=member_desktop	2w	Social responsability	Responsible Drinking	Image	Zero Alcohol	
https://www.linkedin.com/posts/carlsberg-group_responsibledrinking-drinkresponsibly-activity-6948870413640732672-glYL?utm_source=share&utm_medium=member_desktop	3m	Social responsability	Responsible Drinking	Image		
https://www.linkedin.com/posts/carlsberg-group_responsibledrinking-drinkresponsibly-alcoholfree-activity-6981123173559762944-FyFE?utm_source=share&utm_medium=member_desktop	1w	Social responsability	Responsible Drinking	Video		
https://www.linkedin.com/posts/carlsberg-group_carlsberg-group-launches-new-strategy-to-activity-6895026007720501248-4Yvz?utm_source=share&utm_medium=member_desktop	8m	Business	Results/Strategy	Image	Sail 27	Yes
https://www.linkedin.com/posts/carlsberg-group_introducing-sail27-activity-6895098502033108992-0Nq4?utm_source=share&utm_medium=member_desktop	8m	Business	Results/Strategy	Video	Sail 27 - CEO Message	Yes
https://www.linkedin.com/posts/carlsberg-group_swipe-for-our-2021-full-year-results-activity-6895261014573617152-DISk?utm_source=share&utm_medium=member_desktop	8m	Business	Results/Strategy	Image	Results FY	
https://www.linkedin.com/posts/carlsberg-group_good-news-from-carlsberg-group-activity-6895285280329338880-d8eV?utm_source=share&utm_medium=member_desktop	8m	Business	Results/Strategy	Video	CEO Message - Results FY	Yes
https://www.linkedin.com/posts/carlsberg-group_carlsberg-ceo-on-fy-earnings-inflation-activity-6896524333276114944-27E2?utm_source=share&utm_medium=member_desktop	8m	Business	Results/Strategy	Video	CEO Message - Results FY	Yes
https://www.linkedin.com/posts/carlsberg-group_towardszero-activity-6896730354883928064-aF6J?utm_source=share&utm_medium=member_desktop	8m	Business	Results/Strategy	Image	ESG report - Zero alcohol	
https://www.linkedin.com/posts/carlsberg-group_carlsberg-eyes-up-asia-as-next-opportunity-activity-6897405264190939136-l4oX?utm_source=share&utm_medium=member_desktop	8m	Business	Results/Strategy	Image	ESG report - Zero alcohol	
https://www.linkedin.com/posts/carlsberg-group_swipe-for-progress-towardszero-irresponsible-activity-6897921425617883136-AEd92?utm_source=share&utm_medium=member_desktop	8m	Business	Results/Strategy	Image	ESG report - Zero alcohol	
https://www.linkedin.com/posts/carlsberg-group_q1-2022-trading-statement-highlights-activity-6925323377385611264-Gwnb?utm_source=share&utm_medium=member_desktop	6m	Business	Results/Strategy	Image	Q1	Yes
https://www.linkedin.com/posts/carlsberg-group_our-ceo-shares-headlines-from-q1-2022-activity-6925334810974425088-58FD?utm_source=share&utm_medium=member_desktop	6m	Business	Results/Strategy	Image	Q1	Yes
https://www.linkedin.com/posts/carlsberg-group_swipe-for-key-results-from-h1-2022-activity-6965548558720659456-tUmO?utm_source=share&utm_medium=member_desktop	1m	Business	Results/Strategy	Image		Yes
https://www.linkedin.com/posts/carlsberg-group_our-ceo-shares-the-headlines-from-h1-2022-activity-6965572660026126336-eHtq?utm_source=share&utm_medium=member_desktop	1m	Business	Results/Strategy	Image		Yes
https://www.linkedin.com/posts/carlsberg-group_a-merry-christmas-from-all-of-us-to-all-of-activity-6880114866712018944-Eyeg?utm_source=share&utm_medium=member_desktop	10m	Brand	Social Posts	Image		
https://www.linkedin.com/posts/carlsberg-group_1664blanc-activity-6882696386358448128-VN9r?utm_source=share&utm_medium=member_desktop	10m	Brand	Social Posts	Image		
https://www.linkedin.com/posts/carlsberg-group_lunarnewyear-carlsberg-chinesenewyear-activity-6894157397049380864-qQYM?utm_source=share&utm_medium=member_desktop	9m	Brand	Social Posts	Image		
https://www.linkedin.com/posts/carlsberg-group_1664blanc-activity-6898921515295891456-FPYy?utm_source=share&utm_medium=member_desktop	8m	Brand	Social Posts	Image		
https://www.linkedin.com/posts/carlsberg-group_cheers-to-international-beer-day-what-are-activity-6961199185492619264-nPW7?utm_source=share&utm_medium=member_desktop	2m	Brand	Social Posts	Video		
https://www.linkedin.com/posts/carlsberg-group_swipe-for-progress-towards-zero-water-waste-activity-6896360876396441600-WYVJ?utm_source=share&utm_medium=member_desktop	8m	Sustainability	Water	Image		
https://www.linkedin.com/posts/carlsberg-group_zero-water-waste-activity-6967747364648296448-2eCE?utm_source=share&utm_medium=member_desktop	1m	Sustainability	Water	Video		