

“ALL FOR ONE AND ONE FOR ALL” A CASE-STUDY ON A CULTURAL CHANGE IN A MULTINATIONAL ORGANIZATION



This is a study on cultural change. It analyses how a large multinational organization plan, strategize and works concretely to implement an intended cultural change they launch under the headline: “All for one and one for all.” The results provides insights and best practice for practitioners and scholars pursuing the aim of understanding organizations change communication work (compare Bütschi and Steyn, 2006).

The backdrop of the study rests in strategy as practice, SAP (Whittington 1996, Jarzabkowski et al 2016). SAP is a framework that has been developed to shift the focus away from strategy-effects on organizations’ performances alone and rather look at how the strategy is implemented to arrive at a more in-depth understanding of strategic work, the “who” and “how” and not only “what” (Golsorkhi, et al. 2015).

The empirical case is Volvo Group. The transport industry is currently in its largest change since the internal combustion engine was introduced on a large scale. Not only are vehicles becoming electric, they will soon be self-driving. The truck-manufactures are not only selling trucks, they are also selling packages for running the trucks with complex control-systems. How are these changes coped with internally in organizations producing vehicles?

Volvo Group have developed vehicles for almost 100 years (in 2027). In the centre for the 100 000 + employees has been innovation, engineering and creativity. Since recently they are launching a new strategy world wide. Partly, it is based on the observation by Edelman in their trustbarometer saying that organisations need to shift focus from customers to employees (Edelman Trust Barometer). In short, they are exchanging the current focus on technology and instead puts the human in the centre.

What does it mean to be a human-driven organization producing technical vehicles? What is it that the managers think will change? What are the artefacts of the culture they want to be changed (Senior & Swales 2010). How do they go about to implement the change? The study will study the process on a macrolevel with interviews to map intentions, strategy and overall plans. It will also study the process on a microlevel with participatory observations of workshops with co-workers. The observation aims at understanding how and in which dimension the change affect the organisation as well as how they concretely go about to do the workshop. How do they attempt to influence the leaders and how should the leaders in turn influence their co-workers?

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In the process to understand and analyse change process it is vital to study both formal and informal processes, structures and routines, culture and norms (Senior & Swailes 2010). In the participatory observation it will be relevant to study how the change is communicated, what sense do the leaders of the workshop make of the change? The participants? Will there be observed resistance in some form and if so, how? (Lewis 2011) Parts of the study is already conducted and consists of several interviews with the head of Communication for the division that works with trucks.

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DR CAMILLA NOTHHAFT

Dr. Camilla Nothhaft is a senior lecturer at Lund University, Sweden with soon 20 years of teaching and research-experience. She researches PR, lobbying, research communication and more recently change communication. Camilla is group-leader in the thematic collaboration initiative NanoSafe4All with participants from both university and business. She is also project-leader at Lund University Science Center who works for enhanced science capital for especially children and to broaden the recruitment base for higher studies.

In the field of Strategic communication her favorite research method is participatory observation. She preferably adopts an ethnomethodological view to find out how communication is done, its rules and conditions.

In the last years she has run courses in Public Affairs, Change Communication and thesis writing

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THE USE OF CO-CREATION AND STAKEHOLDER INCLUSION IN ADOLESCENT HEALTHCARE FOR UNDERAGE DRINKING



Stakeholder-inclusivity and co-creation are increasingly being encouraged in modern healthcare because of the primary benefit of empowering the stakeholder. Also reporting a similar advantage, some scholars have reported that the application of these two concepts can assist in addressing the problem of substance abuse among adolescents. However, further research is needed to explore how co-creation and stakeholder-inclusivity are used in adolescent healthcare to address underage drinking. This preliminary literature review thus aims to explore how co-creation and stakeholder-inclusivity are used in adolescent healthcare to address underage drinking. A search of major electronic databases was conducted. The author independently applied eligibility criteria, evaluated the study's quality, and extracted data. The selected articles were used for in-depth analysis to research the issue under investigation. The literature revealed the importance of stakeholder inclusion and co-creation in adolescent healthcare. Applying these concepts to adolescent healthcare allows for a cooperative and participatory approach to research and intervention development. It is possible to increase the relevance, acceptability, and effectiveness of therapies by incorporating stakeholders like teenagers, parents, teachers, medical experts, and community members. This approach considers the important perspectives and data that stakeholders may offer to studies and activities. The importance of creating a partnership between academics and stakeholders is emphasized in co-creation since it can lead to more egalitarian and long-lasting outcomes. Incorporating and working with stakeholders in the design and execution of interventions can also boost the chance of successful adoption and acceptability. The procedures that researchers and practitioners should take while co-creating with teenagers were highlighted, even though it was recognised that adolescents are fragile individuals whose decision-making should be supervised by competent adults. Parts of the study are already conducted and consist of several interviews with the head of Communication for the division that works with trucks.

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SERIANE MORAPELI

Seriane Morapeli is a Lecturer in the Department of Strategic Communication. As a young academic she has a few years of experience lecturing Strategic Communication and Public Relations modules. Her teaching philosophy is centred on empowering students to embrace and incorporate their African lived experiences in their learning.

Research Interests: Health communication; NPO/NGO; digital communication; social media

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PERCEPTIONS OF STRATEGIC COMMUNICATION IN INTERNATIONAL MASTER'S PROGRAMMES



Limited systematic knowledge exists regarding international master's programmes in Strategic Communication, relying primarily on anecdotal information. To bridge this gap and gain comprehensive understanding, the study explores conceptions of Strategic Communication in international master's programmes, contributing with knowledge of the tensions and ongoing negotiations within the subject. The research draws from previous work on the discipline's development (e.g., Nothhaft et al., 2018; Werder et al., 2018; Zerfass et al., 2018). Additionally, the study incorporates insights from critical management studies to examine the modern labour market. (e.g., Alvesson, 2013) and professionalization in the communication sector (e.g., Simonsson & Heide, 2021).

This research builds on interviews with 24 leading international experts in the field. The results highlight tensions and negotiations, including theory vs. practice, merging vs. specializing, students' interests vs. scholarly relevance, competing curricula for BA or MA level, designing sound programs vs. marketing of the programs, and the very definition of the subject. Considering emerging global concerns such as AI, unsustainability, and economic fluctuations, this research prompts reflection on the evolving profession of strategic communication. Further, it discusses implications for teaching and research and sheds light on key issues that warrant further examination.

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DR MARIA RUIZ

Currently working as a teacher at the Strategic Communication department at Lund University, María is a communications specialist with 20 years of experience in roles ranging from journalism and hands-on communication materials production to strategy and advisory work for European lobbies and corporate businesses. She has also worked as a translator from English and French into Spanish. Her overarching goal in each of these capacities has always been to craft compelling narratives that resonate with target audiences. By fostering inspiration and enhancing comprehension her aim has consistently been to contribute to a better world. María is interested in intersectionality and sustainability from a Critical Animal Media Studies perspective. She completed her Ph.D. in Communication at Pompeu Fabra University (Barcelona, Spain) two years ago and is also BA in Advertising and Public Relations, MA in Communication and Socio-Cultural Issues, MA in Translation, and BA in Graphic Design. Research Interests: Health communication; NPO/NGO; digital communication; social media

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