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1 Introduction

The introductory chapter presents the background, research problem, purpose, delimitations, and definition of key terms. The background describes the use of place branding in the public sector and CSR as a key factor to become an attractive city. The research problem illustrates the phenomenon CSR within the public sector. The chapter ends with the purpose of this paper, followed by research questions, delimitations and definition of key terms.

1.1 Background

Place branding is a marketing tool that has increased in recent years (Kavaratzis, 2009). It is used to attract potential residents, visitors as well as businesses to a city and it has become an initiative to create competitive advantages among cities (Ashworth, Kavaratzis, & Warnaby, 2015). The marketing of activities within place branding is often led by public authorities, as for instance municipalities (Kavaratzis & Ashworth, 2005; van Ham, 2001). Thus, a municipality often represents a city (Hankinson, 2009). Stockholm known as "the capital of Scandinavia" is one example of place branding (Stålnacke & Andersson, 2014). Furthermore, different terms of place branding have been used within academic journals and articles, such as destination branding. Hankinson (2015) explains that place branding can be understood as an umbrella concept that captures a number of different geographical and conceptual subsets with focus on different aspects of place branding. The umbrella effect implies that place branding however needs further specification and therefore use different terminologies such as destination branding and city branding. These different terminologies should not be regarded as different (Rowley, 2008). Thus, the term place branding will be used throughout the thesis and the definition mentioned above should be kept in mind.

The engagement of municipalities using place branding have led to an increase in research within the topic (Hankinson, 2015). Previous research demonstrates that municipalities spend an increasingly amount of money collected through tax revenues to create competitive advantages (Ashworth et al., 2015). In addition, previous research illustrates that place branding is an effect of globalisation. Municipalities are today constantly competing with other municipalities all over the world (Anholt, 2007). Thus, the need to create a strong and distinguished brand image in regards to competitors, have become vital for cities. Brand image refers to the image municipalities intend for the residents, visitors and businesses to perceive. Although, in contrast to product branding the brand of a place is not owned by anyone and it has a large number of stakeholders that influence the brand image instead (Kavaratzis & Ashworth, 2005).

Place branding has helped municipalities to become attractive municipalities (Ashworth et al., 2015; Hankinson, 2009). One of the main goals that municipalities are required to attain is to contribute to a better environment, but also to manage the taxpayer's money to make a municipality attractive for its current and potential stakeholders. Hence, municipalities must ensure that their stakeholders are satisfied with the goods and service that the municipalities provide (Regeringskansliet, 2015). Dannestam (2008) claim that municipalities and regions are becoming more politically independent, but due to this development, the need to carry a great responsibility for the financial sustainability is crucial in their decisions. Morgan, Pritchard and Piggott (2002) found three factors of importance in place branding a city. One of these factors is sustainability, which they claim that the selling proposition needs to be. Seisdedos and Vaggione (2005) stress the importance of place branding

for urban socio-economic development. They point out that place branding strategies need to be considered a multidimensional concept to fulfil a municipality's stakeholder's environmental, social and economic requirements. The idea of taking responsibility for the impact that organisations have on the society is also called Corporate Social Responsibility (CSR). CSR incorporates the social responsibility where the organisations work with various aspects such as environmental, social and economic responsibilities. The concept of CSR is widely discussed in both theory and in business practice (Dahlsrud, 2008). Kim, Kwak and Koo (2010) claim that embedding CSR into place branding strategies is an emerging issue for those who are engaged in the decision making of place branding and governance. CSR has also been found to give positive effects on an organisation's brand, more specifically in building a brand image (Werther & Chandler, 2011).

The importance of CSR-initiatives appear to arise from both the public and private sector. Although the concept of CSR is well established within the private sector (Lee, Lee, & Li, 2012; Dumay, Guthrie, & Farneti, 2012; Castka, Balzarowa, Bamber, & Sharp, 2004), the public sector has a social responsibility to serve its residents (Christensen, 2005). CSR has recently become more common in the public sector, due to the requirements that the residents demand, which has also put pressure on the politicians and officials within municipalities. The fact that CSR has made it to the public sector, indicates that it is important for organisations in general to take social responsibility in order to act in response to the pressure from the surroundings. Thus, there is a consensus that the public sector is required to take responsibility for the environmental and social conditions as well as actively develop and improve it (Del Bello, 2006).

1.2   Research Problem

Municipalities play an important role in shaping our economic, political and cultural environment. It is therefore important for municipalities to lead by example and serve as a role model for societies in order to advance in sustainability (Visser, Magureanu, & Yadav, 2015). However, Hubbard (2004) stress that municipalities historically mainly focused on economic development rather than attracting new visitors, residents and businesses. More recently, it has become known to place brand municipalities by enhancing the image of being sustainable and climate friendly (Morgan et al., 2002; Werther & Chandler, 2011; Dumay et al., 2012; Visser et al., 2015), which an increasing amount of municipalities in Sweden are striving to do. Municipalities in Sweden market CSR-activities to their stakeholders on their websites, as for instance, Växjö in central Sweden, which is striving to be the greenest city in Europe (Vaxjo.se, 2016) or Jönköping being a so called Fairtrade City (Jonkoping.se, 2016).

The Swedish organisation "Aktuell Hållbarhet" investigated municipalities in Sweden 2013 about how the CSR-communication of the policy against corruption was provided. The research showed that despite several high-profile municipalities' cases in recent years, only every other municipality is working actively against corruption and there is a lack of communication about the municipalities' anti-corruption policies (Gunnarsson, 2013). A comparable study to Gunnarsson (2013) is a study from the Swedish organisation "Gröna Bilister" together with the Swedish Environmental Protection Agency (EPA). It was found in their study that the municipalities in Sweden should be better in communicating the sustainable transportation developed. The information is crucial in order to achieve the climate and environmental objectives (Goldmann, 2013). Ihrén (2012) found in his study that municipalities have many projects linked to climate

change, but the lack of recognition and communication from them makes it difficult for people to see the impact they have had developed. Despite the municipalities' lack of communication of CSR, there are successful examples of municipalities that are distinguished by elaborate sustainability strategies. Municipalities have high ambitions for increased sustainability, and it has become an important competitive factor for progressive municipalities to be at the forefront of sustainable development. The global market research organisation Ipsos, showed that 60 percent of the local government are using social media. This channel is used in order to create a dialogue with residents and to further inform and inspire residents about CSR (Ipsos, 2010). Göteborg City is a municipality that heavily invests in finding ways to communicate and inspire its residents about a sustainable lifestyle, especially through social media. Although there are municipalities that have delivered great communication, there is still a large untapped potential in the municipalities' communication of CSR (Rolfsdotter-Jansson, 2016). CSR within the public sector is a relatively recent topic and based on what has come to the researchers' knowledge, there is still a lack of research on the marketing of CSR among the public sector.

1.3   Purpose

Previous literature illustrates that there exists a research gap when it comes to marketing of CSR-activities within the public sector (Morgan et al., 2002; Seisdedos & Vaggione, 2005; Kim et al., 2010; Hankinson, 2015). Thus, the purpose of this thesis is to explore how Swedish municipalities can market their CSR-activities, in order to gain competitive advantages as attractive cities. More specifically, the thesis focuses on how the municipalities can use place branding to market their CSR-activities and how they can communicate this to current and potential stakeholders.

1.4   Research Questions

Based on the discussion and the purpose above, the following research questions are developed:

- *How can Swedish municipalities use place branding to market their CSR-activities?*

- *How can Swedish municipalities communicate their CSR-activities to current and potential stakeholders?*

1.5   Delimitations

This study focuses on the Swedish public sector, municipalities. A municipality in this study is a city with surrounding sub-areas, where smaller communities complements the city. A municipality represents a city as well. This goes in line with Hankinson's (2009) definition. Thus, the term municipality used throughout the thesis is based on the definition above. This thesis is centred around a qualitative exploration of how Swedish municipalities can communicate their CSR-activities. Hence, only Swedish municipalities are studied and therefore the relevance of the study, for municipalities outside of Sweden, may be limited. CSR is here limited to the concept derived from the triple bottom line (TBL), which regard CSR from environmental, social and economic aspects. As opposed to previous research, this thesis will particularly explore how municipalities can *market* their CSR-activities, and not how they *work* with CSR.

1.6   Definition of Key Terms

Brand Image
Brand image is defined as the image an organisation wants to be perceived in accordance with its stakeholders. It is about creating a memorable image in order to distinguish and position the brand among stakeholders (Anholt, 2010; Kavaratzis & Ashworth, 2005).

Corporate Social Responsibility, CSR
Dahlsrud (2008) defines corporate social responsibility (CSR) as taking responsibility for the impact organisations have on society from environmental, social and economic perspectives. The definition goes in line with the triple bottom line originated by Elkington (1999), where the aim is to balance the three cornerstones environmental, social and economic (Elkington, 1999).

Municipality
A municipality is defined as a city with surrounding sub areas where smaller communities complements the city. This definition goes in line with Hankinson (2009) that explains that a municipality often represents a city.

Place branding
Place branding is a concept that refers to the promotion of municipalities, cities and other places. It is a tool used to communicate the image of a place to attract potential visitors, residents and businesses (Hankinson, 2015).

Public Sector
The public sector consists of the central and local government sectors. The central government sector's role is to formulate and provide policies, and finance operations meanwhile the local government sector involves county councils and municipalities (Olson & Sahlin-Andersson, 1998).

Stakeholder
Freeman (1984) defines a stakeholder as "any group or individuals who can affect or be affected by the achievement of the organisation's objectives" (p.46).

Sustainability
Sustainability is a concept related to CSR. Brundtland Commission defines sustainability as "development that meets the needs of the present without compromising the ability for future generations to meet their own needs" (Brundtland, 1987).

Triple Bottom Line
Triple bottom line (TBL) is derived from CSR. TBL is defined as the responsibility an organisation has to the society in terms of environmental, social and economic perspectives (Elkington, 1999).

2　　　Theoretical Framework

The theoretical framework deals firstly with a section explaining the selection of the framework, the phenomenon of place branding and CSR. Furthermore, a communication model within place branding is presented. The chapter ends with a description of the Swedish public sector and regulations, lastly stakeholders within the public sector.

2.1　Selection of Theoretical Framework

The framework in this study has been critically reviewed to make sure that the theories relate to each other and are suitable for this study. The different concepts used within this study have been evaluated and compared to make sure it is applicable and appropriate for the purpose. The theoretical framework has five components (i) Place Branding, (ii) CSR, (iii) City Image Communication, (iv) Public Sector and Swedish Regulations, lastly (v) Stakeholders.

(i) *Place branding* is the basis of this study, because the purpose is to explore how municipalities can use it when marketing their CSR-activities. There are many terminologies similar to place branding, for instance destination branding and city branding. Graham Hankinson (2015) is regarded as one of the most prominent researchers within the place branding field. He defines place branding as a promotion tool to communicate a municipality's image to attract visitors and to develop its infrastructure as well as economic growth. Destination branding and city branding, on the other hand, mainly focus on how to increase the tourist trade (Hankinson 2009; Maheshwari, 2011; Dinnie, 2011). In regards to the above, this study chose to focus on Hankinson's perspective on place branding.

(ii) *CSR* is also included in this framework, because it is highly relevant to this study. The concept of CSR can be interpreted differently. Research has indicated that there are more than 37 definitions of CSR (Dahlsrud, 2008). The study regarded CSR from Elkington's (1999) perspective, CSR as a triple bottom line (TBL). The triple bottom line regards CSR from environmental, social and economic aspects. This study chose to use the definition of CSR as the triple bottom line, because it covers all three aspects that a municipality in Sweden tends to work with.

(iii) *City image communication* model, developed by Michalis Kavaratzis (2004), is included in the framework. This model offers extensive knowledge in the research field of place branding and elevated the analysis. It shows how place branding interacts with municipalities through communication. Since communication is an important aspect to reach the purpose, it is highly relevant to use a communication model with elements of place branding as a foundation for the analysis. A large part of the municipal work in Sweden is CSR oriented. Therefore, this model is more applicable than a communication model that does not implicate place branding.

(iv) *Public sector and regulations in Sweden* are part of the framework because the study is delimited to Swedish municipalities. Hence, understanding how the system work in Sweden is vital. Municipalities in Sweden are ruled under certain regulations and it is natural and expected that municipalities work with CSR. Therefore, it becomes important to evaluate if municipalities go beyond these rules and communicate other issues than those decided by the government.

(v) *Stakeholders* is the last chapter within this framework, as the purpose focus on which target groups municipalities communicate with. It therefore becomes important to identify the stakeholders.

2.2 Place Branding

In an increasingly globalised world, municipalities have to a greater extent adopted place branding in their marketing strategy to distinguish themselves from other places (Kavaratzis, 2009; Anholt, 2010; Ashworth et al., 2015; Hankinson, 2015). In this thesis, place branding is a concept that refers to the promotion of municipalities, cities and other places. Hankinson (2012) defines place branding as a tool to communicate a municipality's image to attract visitors and to develop the municipality's infrastructure as well as economic growth. Moreover, previous literature within place branding reveals an extensive variation in terms of definitions (Hankinson, 2015; Rowley, 2008). Hankinson (2015) describes the different terminologies as an umbrella effect, where the terminologies have developed as an umbrella from place branding depending on geographical and conceptual focus. This implies that the main difference between terminologies such as destination branding and city branding, is the definition of the place along with the purpose of the place branding activities. Moreover, the 'place' in place branding has previously been applied in branding practices for both locations, destinations, countries, nations, cities, and regions.

Historically, the establishment of place branding within academic articles can be traced back to 1950 (Hankinson, 2015). Furthermore, branding of products has been the main focus in previous research and it was not until the 21th century that place branding has increased (Zenker, 2009). According to Ashworth et al. (2015), there exist no clear and common theoretical framework for place branding and it is therefore often approached with scepticism (van Ham, 2008). However, examples of place branding or promotions of cities can be traced back to 1850. These examples show the promotion of the pyramids in Egypt, the Eiffel Tower in France and the Wild West in America (Ward, 1998; Ashworth et al., 2015). Therefore, there is nothing new with promoting places, what is new is the involvement of the public sector in place branding and place brand management (Ashworth & Voogd, 1990). In further details, place branding has evolved from concepts related to marketing products (Kavaratzis, 2009; Gertner & Kotler, 2004), and nowadays places are increasingly branded similar to corporate brands to distinguish themselves and thereby attract visitors, residents as well as businesses (Gertner & Kotler, 2004; Kavaratzis, 2009; Zenker, 2009; Hankinson, 2015). Baker (2012) explains the new phenomenon "global contest" as the struggle to gain attention and the need for the share of global tourism and trade. Due to the aggressive development of marketing, this global contest has even brought small-towns onto the contest. Baker (2012) also indicates that municipalities of all sizes find themselves competing against other municipalities, but also organisations worldwide. Thus, ambitious communities must compete by using the same principle of branding that once were exclusive for corporations.

2.2.1 Brand Image

Creating a brand image in order to distinguish a place has become essential in a globalised world (Anholt, 2007). Thus, it is central when it comes to understand the concept of place branding to understand the concept of brand image (Anholt, 2007). Kavaratzis and Ashworth (2005) define brand image as the image an organisation wants to be perceived as in accordance with its stakeholders. In further details, creating a brand image is for instance about evoking emotions in

order to make a place memorable in the minds of stakeholders, which subsequently creates competitive advantage. In contrast to branding products, a brand image of a city is not owned by anyone. Moreover, a brand image conveys a message that the brand represents a certain promise and that image might facilitate the information search when selecting a brand (Anholt, 2010; Kvaratzis & Ashworth, 2005). Therefore, place branding differs from traditional branding of products in which place branding is about evoking memories and perceptions of the place instead of mainly selling products (Anholt, 2010; Hankinson, 2015). The message can be perceived differently among stakeholders, which implies that the brand image is not only controlled by the organisation but also the stakeholders (Kavaratzis & Ashworth, 2005).

Kotler, Asplund, Rei and Haider (1999) have identified three tools used to build a brand image. The first tool includes slogans, themes and positions. The second tool is visual symbols and the third and last tool is events. Kotler et al. (1999) define a slogan as a short phrase that embodies a place's overall image, and is useful when creating cognitive learning. Furthermore, visual symbols such as logotypes or famous landmarks are also commonly used in place branding and can enhance the brand image of a place if it is consistent with the brand image (Kotler et al, 1999). Lastly, hosting events can also enhance the place's image (Hankinson, 2004; Wang, 2008).

2.2.2 Place Branding and the Public Sector

In recent years, place branding has also become a well-known practice within the public sector (Hankinson, 2009). Kavaratzis and Ashworth (2005), and van Ham (2001) state that place branding strategies are often led by public authorities. Maheshwari (2011) demonstrates that place branding is not only limited to increasing the tourist trade, but also plays an important part in developing a municipality's infrastructure as well as its economic growth. Moreover, place branding is a strategy used by local governments to attract social and financial capital to a place (Dinnie, 2011). Kotler et al. (1999) illustrate that place branding can pave the way of the establishment of new businesses, which can be beneficial when creating job opportunities.

Anholt (2010), Hankinson (2015) and Kotler et al. (1999) emphasise that nations and cities are competing about potential businesses, residents and visitors as they have the ability to decide where to go, and therefore it is important for a place to distinguish itself from other places. Thus, as Kavaratzis and Ashworth (2005) state, that place branding is a communication process that involves the local government, which represents the producing side, and the current and potential residents represent the consuming side. Place branding therefore often occurs through collaboration between the public sector and the private sector (Hankinson, 2004; Wang, 2008).

2.3 Corporate Social Responsibility

Corporate social responsibility (CSR) is an important factor to attract stakeholders to a place and to build a brand image (Morgan et al., 2002; Werther & Chandler, 2011; Dumay et al., 2012; Visser et al., 2015). The focus on the concept of CSR has increased among academic scholars as well as within organisations. Moreover, the increased knowledge within CSR and the widespread use of CSR have led to several terms and definitions depending on the context in which CSR is used (Brejning, 2012; De Geer, Borglund, & Frostenson, 2010; Dahlsrud, 2008). Dahlsrud (2008) defines CSR as the concept of taking responsibility for the impact organisations have on society from environmental, social and economic perspectives. According to Porter and Kramer (2011), if CSR

is used wisely it can create a competitive advantage. Furthermore, an increasing involvement from the stakeholders' side are showing an increasing concern for challenges associated with conditions, outcomes and sustainability in the decision making (Keller & Aaker, 1998). Moreover, according to Carrigan and Attalla (2001), stakeholders that are informed about the production conditions tend to be more willing to consume. This implies that working conditions are important to highlight, as it plays an important role in stakeholders' decision (Carrigan & Attalla, 2001). In addition, a Fairtrade certification guarantees stakeholders about better conditions and might therefore affect consumers' decision of consuming. In order to become certified as a Fairtrade City the main criteria are better conditions for producers and employees. Moreover, criteria such as ecological and environmental friendly, as well as working against child labour and discrimination are in focus (Faritrade.se, 2016).

2.3.1 Triple Bottom Line

CSR can be defined through the concept of triple bottom line (TBL). TBL acknowledges that organisations should not only be concerned about making economic profit, but also operate responsible. It is a framework that emphasises the environmental, social and economic perspectives of an organisation. These three perspectives, environmental, social and economic, are the cornerstones of TBL (as illustrated in figure 1). Therefore, TBL originated by Elkington (1999), has become a common guide among organisations to describe and report their CSR engagements (Elkington, 1999; Savitz & Weber, 2006).
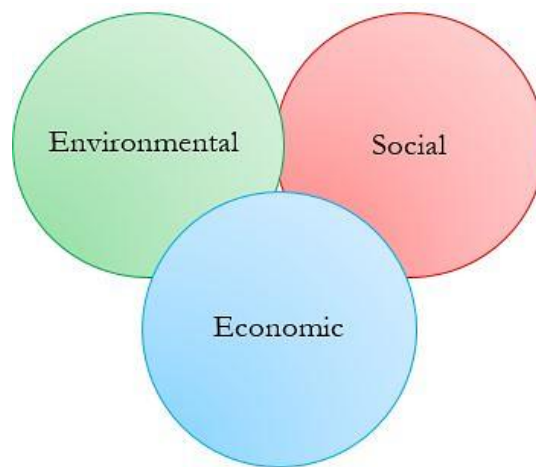
Figure 1: Triple Bottom Line based on Elkington's (1999) definition of CSR

The first cornerstone is the *environmental perspective*, which reflects the importance of environmental responsibility. It mainly focuses on the impact of consumption on the future (Elkington, 1999), since the fewer resources an organisation consumes, the less impact an organisation has on the environment. Therefore, this perspective includes for instance managing, monitoring, and reporting an organisation's waste and emissions (Regeringen.se, 2016b). Furthermore, the second cornerstone is the *social perspective* and it involves social capital, for example human capital (Elkington, 1999). This perspective of the TBL therefore concerns stakeholders and the organisations' impact on them. In addition, the social perspective is about having fair and beneficial working conditions. Therefore, working with social sustainability means improving society by empowering people (Elkington, 1999; Savitz & Weber, 2006). The last cornerstone is the *economic*

perspective that implies that an organisation should strive for economic sustainability. The economic perspective includes the economic capital of an organisation and being profitable (Elkington, 1999). Moreover, being economic sustainable emphasise the importance of providing transparency, for instance about corruption and public procurement policies (Savitz & Weber, 2006).

The performance in each cornerstone represents commitment to their stakeholders. The relationship between the cornerstones is not necessarily a trade-off where one must be conceded in order to achieve the other, but rather be in balance in order to maximize the potential benefits in each cornerstone. In an organisation, increased efficiency and innovation can create competitive advantages, which in turn can lead to profitability. However, the TBL emphasise the importance of this without compromising the environment, social and economic sustainability (Elkington, 1999; Savitz & Weber, 2006).

2.3.2   CSR and the Public Sector

In Sweden, CSR is voluntary and regarded as soft regulation, implying that organisations can engage in other issues than those decided by politicians and funded by the government. Therefore, it has become a well-established concept in Sweden (De Geer et al., 2010, Brejning 2012). However, Tagesson, Klugman and Ekström (2011) state that the demand for communication and transparency in the public sector has increased. Moreover, previous research illustrates that the public sector has a responsibility in regards to CSR-issues as it plays an important role in shaping the society and therefore needs to lead by example (Christensen, 2005; Visser et al., 2015; Hira & Ferrie, 2006). Hira and Ferrie (2006) suggest to address the issue by introducing standards. Wheeler and Elkington (2001) argue that these standards can be formed in order to satisfy stakeholders' requirements. Fox, Ward, and Howard (2002) explain that the public sector has improved the communication of its CSR-activities by using mandatory laws such as public procurement policies. According to Howlett and Ramesh (1993), policy instruments work as tools of governance. Likewise, Steurer (2009) suggest that the public sector should work with sustainable consumption and policies within production, environmental, energy and social. In addition, cooperating with stakeholders when communicating CSR are important approaches (Fox et al., 2002).

Malpass, Cloke, Barnett and Clarke (2007) emphasise that a municipality should approach public procurement policies in order to conduct its operations as sustainable as possible. Furthermore, nine out of ten politicians have a positive attitude towards ethical criteria within the public procurement policy in the certification process of becoming a Fairtrade City (Bruun & Falk, 2012). Moreover, Malpass et al. (2007) describe that campaigns can act as a tool that enables residents to engage and involve in a municipality's sustainability projects. In a research conducted by TNS Sifo (Taylor Nelson Sofres, Swedish institute of public opinion research), ten municipalities were selected and five of them were certified as a Fairtrade City. The research conducted, illustrated that a vast majority of the residents in a Fairtrade City were aware of the certificate as well as its ethical requirements. The residents also believed that the municipality should be part of the Fairtrade City organisation. However, the residents in a non-certificated Fairtrade City believed that a certification would benefit the municipality (Petersson, 2011). Furthermore, there is a tendency among municipalities to choose economic growth rather than long-term sustainability. The environmental protection organisation (EPA) concluded how Swedish municipalities' approaches of

environmental responsibility have evolved over the last decade, from focusing on local initiatives to clear guidelines provided by the government (Naturvårdsverket, 2007).

2.4 City Image Communication

Kavaratzis (2004) claims that the realisation of a city takes place through perceptions and images. The object of place branding is not the city itself, but its image. Everything a city consists of, takes place in and is done by the city, represent the image of a city. This needs to be planned and consequently marketed. Kavaratzis (2004) has also developed a framework that focus on the use of place branding and its potential effects on the residents. This framework is called "City image communication." The elements in the framework are based on a combination of place branding and place brand management. The basic elements are represented in the form of a model that describes the way in which image communication takes place through the choice and appropriate usage of the variables. In further details, the image can be communicated through three types of communication. These are primary, secondary and tertiary communication (Kavaratzis, 2004). This framework is presented as a model below, see figure 2.
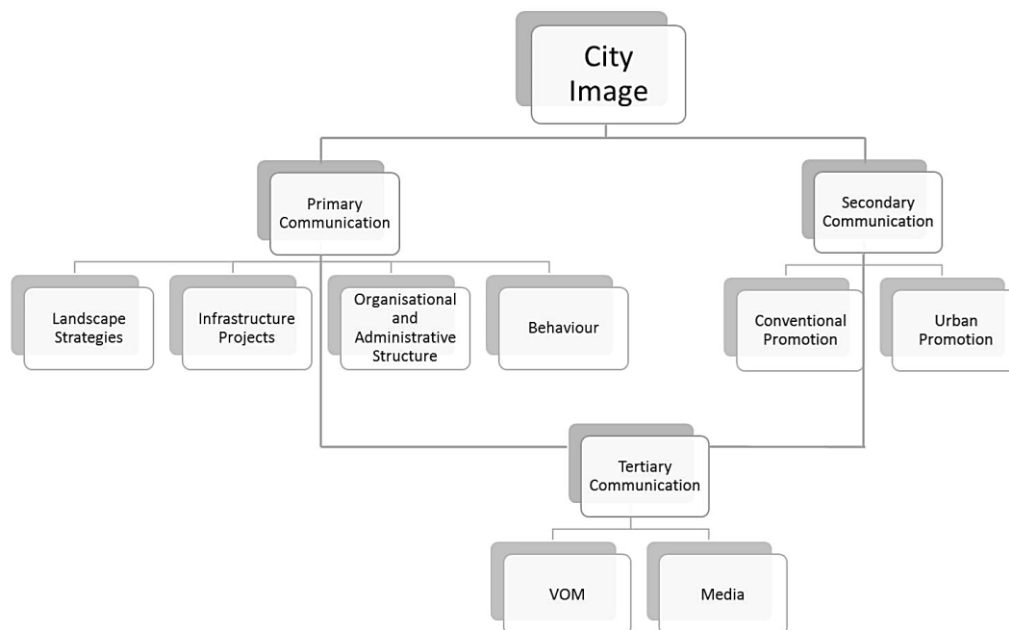

Figure 2: The City Image Communication model based on Kavaratzis (2004) framework

2.4.1 Primary Communication

Primary communication is the communicative effects of a city's actions. These effects are divided into four broad areas of intermediations, landscape strategies, infrastructure projects, organisational and administrative structure, and behaviour (Kavaratzis, 2004).

*Landscape strategie*s refer to the actions and decisions within the architecture, urban designs and, generally public and green spaces in the city. The landscape can also be seen as the place as a character or a product (Kavaratzis, 2004). Landscape strategies is about creating and designing the future of society from environmental, social and economic perspectives. The public sector can affect the design of cities, urban life, rural areas, regional developments, economy and environment. With the help of the municipalities, a good and secure living condition as well as a sustainable habitat for the city's residents and visitors can be created. Thus, the decisions taken by a municipality regarding the landscapes have a large impact on the society. The way the municipality plans to build and create new landscapes as well as what it chooses to allocate its budget on, can affect the residents and the environment in the long run (Lansstyrelsen.se, 2016a).

Infrastructure projects are the second part of primary communication. These projects involve the developments and creations to improve or give a distinctive character to the infrastructure needed in a city (Kavaratzis, 2004). The public sector works to facilitate the communication within municipalities to expand the accessibility such as the public transport. A municipality with good communications and infrastructure can help many companies and organisations to widen their labour market. Thus, this can increase people's choice of workplaces and companies can get a larger recruitment base (Lansstyrelsen.se, 2016b).

Organisational and administrative structure is the third element in the framework. This element refers to the effectiveness and improvement of a city's government structure. The organisational structure conclude a public-private partnership (Kavaratzis, 2004). A public-private partnership is a form of a public procurement where a private company is assigned to finance, build and operate a public utility (Bloomfield, 2006). The improvement of a city's government structure also include community development network and the residents' participation in the decision-making, along with the public-private partnership. Another important part of the organisational structure is corporate branding (Kavaratzis, 2004). Balmer and Gray (2003) claim that there are common characteristics of corporate branding and place branding, because both of them have multidisciplinary roots. In other words, both deal with multiple groups of stakeholders, both have a high level of intangibility and complexity, and both need to take into account the social responsibilities. Furthermore, the core of a corporate brand is an explicit covenant or promise between an organisation and its stakeholder group (Balmer, 2001).

Behaviour is the last element in the primary communication. It refers to the vision for the city that a municipality has planned. This could for instance be the strategies adopted and the financial incentives provided by the city to various stakeholders. The behaviour of a municipality involves event-based strategies and services. In further details, event-based strategies involve organising festivals, cultural events, sport and leisure events, and service refers to the place as a service provide. To build a prominent city image, the skills, innovativeness and imagination have to come from the municipality. In addition, the construction and management of a city image can be enhanced by bringing new ideas, practices and techniques into it (Kavaratzis, 2004).

2.4.2   Secondary Communication

Secondary communication is the "promotion" component within place branding. This type of communication commonly takes place through traditional marketing practices such as, indoor and

outdoor advertising, public relations, and graphic designs. A municipality can promote the city from two different aspects, conventional promotion and urban promotion. Conventional promotion include any avenue where the organisation can reach people in the real world. This can be through indoor and outdoor advertising, print, radio, television and the use of logotypes (Kavaratzis, 2004). The latter type of advertising is relatively new within the public sector. Examples of municipalities' cooperation with logotypes are the Fairtrade award and Sweden's greenest municipality award. These certifications prove municipalities' active work with a sustainable society. It is a receipt on success and a viable future (Fairtrade.se, 2016; Aktuellhallbarhet.se, 2016). The second type of promotion is urban promotion. This can be promoting through events, festivals and cultural attractions. It builds upon the communicative competences of the municipality to promote the city successfully (Kavaratzis, 2004).

2.4.3 Tertiary Communication

The third and last communication in this framework is linked with primary and secondary communication. The primary and secondary communication are supposed to evoke and reinforce positive communication that will enrich the tertiary communication. Moreover, the municipality or any marketer cannot control this type of communication, because media and competitors reinforce it. The process of building an image is difficult without the residents. In fact, the residents are the most important place marketers. What is heard and seen by the residents can be forwarded through word-of-mouth (WOM), which in turn can pass on to potential residents (Kavaratzis, 2004).

Media is a significant role in our modern culture. It has allowed users to join the collective of online communication channels, which is also known as social media. Social media refers to the conversations and participations that focus on user-generated contents. Municipalities are not only enhancing the attractiveness of their cities for the residents, but also for potential ones. Social media is a relevant strategy for tourism due to what Hays, Page, and Buhalis (2013) call "information-intensive-industry." Tourism experiences are intangible, thus personal recommendations are very influential. The line of communication is now open to consumer-to-consumer and not traditionally producer-to-consumer. Thus, the importance of media practices in place branding is critical since word-of-mouth is slowly but surely shifting towards *world*-of-mouth (Hays et al., 2013).

Continuously, a website is another media channel that has become increasingly important for municipalities when it comes to providing information to stakeholders. It provides transparency and accountability (Cegarra-Navarro, Pachón, & Cegarra, 2012). Thus, it is important that the landing page of a website is providing information in an online environment in which users easily can access the information (Chaffey & Ellis-Chadwick, 2012). The number of "clicks" can for instance determine the efficiency and effectiveness of the information. The clicks refer to the process of a user clicking on the landing page to reach its destination. The click rate can measure customer satisfaction, since more clicks lead to poorer user experience (Marcus, 2014). In addition, providing external links on the website can make it easier for users to find further information (Chaffey & Ellis-Chadwick, 2012).

2.5 Public Sector and Regulations in Sweden

The public sector in Sweden is divided into central and local government sectors. The central government sector's role is to formulate and provide policies as well as to finance operations.

Furthermore, the local government sector consists of county councils and municipalities. It has a long tradition of being independent and self-organised. There are politicians that govern the local governments, which are selected in separate elections. Thus, the municipality is seen as an independent unit that is controlled by its own citizens (Olson & Sahlin-Andersson, 1998).

2.5.1 Municipality

In order to create good and equal economic opportunities for local governments, it is essential for the government to contribute to an efficient municipal operation with high quality (Regeringen.se, 2016b). There are a total of 290 independent municipalities in Sweden (skl.se, 2016). The framework for the municipal operations is set by the parliament and the government, in the form of laws and regulations. Municipalities have long had the task of securing the local common prosperity and interest. Furthermore, most of the service and activities that are provided by the municipalities are obligated to carry out by law. Examples of such activities are public transport, education, cleaning and waste treatment (Regeringen.se, 2016b). The state contributes in addition to different government grants. Over half of the government grants are general grants used in the way the local governments themselves decide. Thus, each municipality has the capacity to decide which areas to focuses on as long as it is within the framework of the Local Government Act. This concludes that each generation has to maintain their resources over time that subsequently will give the future generations the same possibilities as the current generations (Regeringen.se, 2016b).

2.5.2 Regulations in Sweden

2.5.2.1 General Laws for Municipalities

Sweden is divided into two different levels, local and regional. Municipalities belong to the local level and county councils belong to the regional level. In Sweden, the local self-government means that the municipalities handle local and regional issues and matters. The municipalities have to follow the framework that the parliament and government offers. Furthermore, local self-government allows the municipality the right to make independent decisions. This could be to levy a tax of the residents in order to do their jobs (skl.se, 2015). Moreover, the Instrument of Government and the Local Government Act set the framework for the municipal organisation. All public power in Sweden proceeds from the citizens and the parliament is the foremost representative. The instrument of government is the foundation of the Swedish democracy. It describes the democratic rights the citizens are entitled to, how the country is governed and how the public power should be distributed (Riksdagen.se, 2013). Therefore, the Local Government Act governs the local self-government and comprehend the general rules for the municipalities and county councils (Government.se, 2004).

2.5.2.2 Laws relating to CSR

Laws within the Environmental Responsibility Aspect
There are 16 environmental objectives adopted by the parliament in Sweden. The objectives set the basis for the government's environmental policy. The objectives are established to provide a structure and as a guideline for the environmental work, that Sweden conduct nationally, within the European Union (EU) and internationally. The central authorities, county councils, municipalities and enterprises, all have important roles in the implementation of the procedures. The environmental protection agency (EPA) is responsible for the overall coordination and

implementation. There are also responsible ministries for the environmental issues (the ministry of the environment and energy). They work with environmental issues that are for instance related to the reduction of emissions, sustainable energy, recycling and waste, and radiation safety (Regeringen.se, 2016a).

Laws within the Social Responsibility Aspect
The labour law in Sweden, regulates the relationship between employers and employees. In further details, a collective agreement operated issues in Sweden to the Labour Court bind any dispute over the labour law related to the parties. The labour law deals with employment law questions such as wages, redundancy, holiday pay, working hours, study leave, parental leave and employment (Svenskarbetsratt.se, 2016a). The discrimination act came into force in 2009 in Sweden. The areas of where it is prohibited to discriminate against people are within the labour market, education system, health care and social services (Svenskarbetsratt.se, 2016b).

Laws within the Economic Responsibility Aspect
In Sweden, the fundamental values for all public activities, are democracy, rule of law and efficiency. Therefore, an employee or elected official within the public sector must never abuse its position. Municipalities have responsibilities toward their residents to combat corrupt behaviour wherever it may occur. Thus, transparency is an important pillar to a trustworthy society (Agnevik, 2012). Corruption is the opposite of being transparent. Corruption means to give or receive a bribe or other improper rewards. It can also be a crime called breach of trust. This means that someone is abusing a position of trust and this abuse harms the principal. In order to avoid the risk of committing the crime, anyone who is offered a bribe, must actively reject. All organisations should develop and maintain policies and guidelines regarding bribery as well as other irregularities to ensure that all employees are informed about the approach (Polisen.se, 2016).

2.6 Stakeholders
The term stakeholder is a fundamentally contested concept with many different descriptions, which makes it variously describable, internally complex and open in character (Miles, 2015). According to Freeman (1984), a stakeholder refers to "any group or individuals who can affect or be affected by the achievement of the organisation's objectives" (p, 46). Miles (2015) stress that Freeman's (1984) definition of a stakeholder includes the notion "affect", which means that stakeholders are classified as influencers, this goes in line with Kaler's (2002) definition. Kaler's (2002) definition can however be criticised, he claim that the essence of a stakeholder has to be in an existing relationship. Friedman and Miles (2002) argue that an influencer can influence or affect regardless of relationship existence. This goes in line with this study, because a stakeholder such as media does not necessarily has to have a relationship with the organisation, but still can affect the organisation through media's actions. Hence, this study intends to use Freeman's (1984) definition of a stakeholder with Friedman and Miles (2002) classification of an influencer.

The term stakeholder is more common in a business context rather than in a public sector. Thus, the stakeholder theory concludes a group of individuals and organisations that can affect a company. Employees, suppliers, government, customers and shareholders are a few to mention, that belongs to the stakeholder group (Freeman, 1984). However, this slightly differs from the public sector. A municipality has many individuals and organisations that can affect it, although

they are not traditionally seen as stakeholders. Even if the stakeholders within a municipality have, at least as much effect on them, as the stakeholders within a company, the expression for stakeholders in the public sector will differ. According to Tagesson (2007), there are both internal and external stakeholders. The internal stakeholders are employees, civil servants and politicians. External stakeholders are residents, taxpayers, fee-paying subscribers, media, government, lenders and other investors, municipal associations and other users of municipal service (Tagesson, 2007). Kotler et al. (1999) also propose three important target groups similar to Tagesson (2007). These target groups are residents, businesses and visitors. The stakeholders within the public sector that Kotler et al. (1999) propose could therefore complement Tagesson's (2007) stakeholders (see figure 3, for a more detailed overview of the combined stakeholders). Lee (2011) argues that the core idea of the stakeholder approach is balancing the interests of various stakeholders and managing the influences rooted in the relationship between the stakeholders and the focal organisation, which in this case are municipalities. Its relations with various stakeholders can influence the social behaviour, which also depends on the resources between the organisation and its stakeholders. Henriques and Sadorsky (1999) found that an organisation's perception of the importance of a stakeholder would significantly influence the level of environmental commitment.
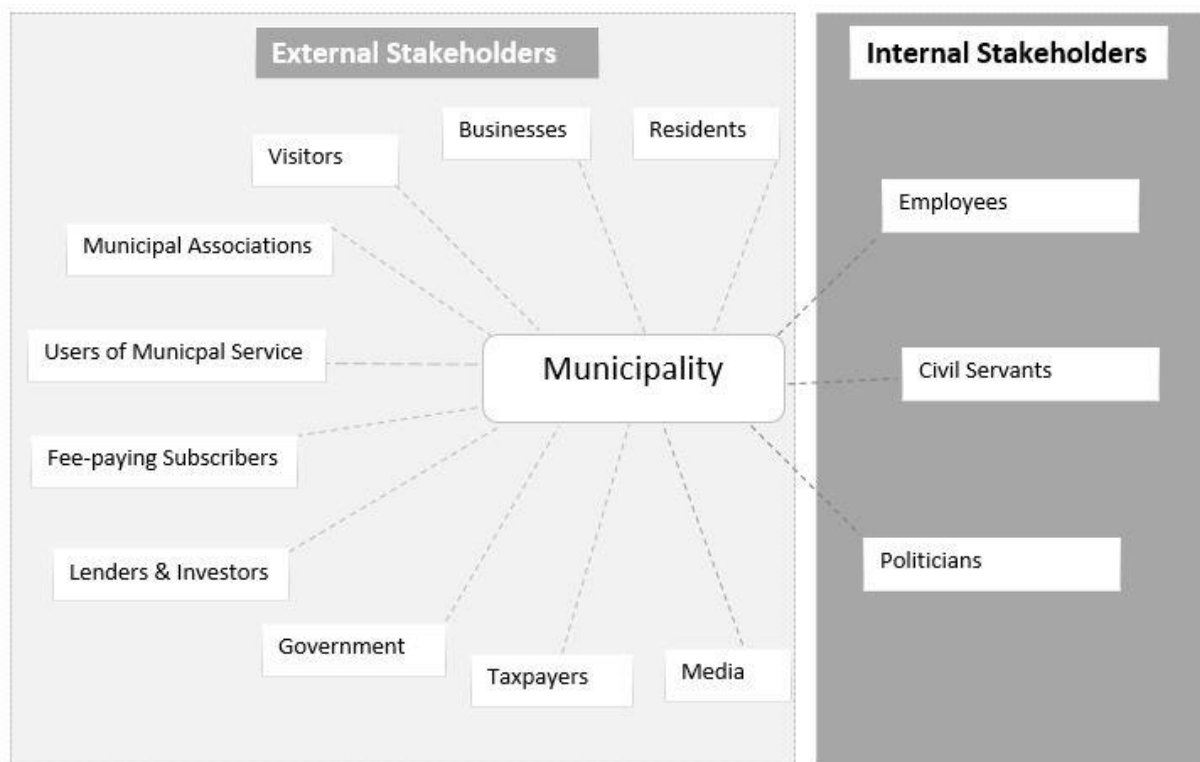

Figure 3: Stakeholders within a municipality based on the stakeholders that Tagesson (2007), Kotler, Asplund, Rei and Haider (1999) initiated

3 Methodology

The following chapter describes the procedure of this research. The study used a mixed method to fulfil its purpose. Content analysis, web content analysis and in-depth interviews were adopted. The chapter also conclude the sampling technique, how the data was collected and how the data analysis was proceeded. It ends with a discussion and reflection of the choice of method, the study's credibility and deficiencies in selecting the method as well as ethical implications.

3.1 Research Perspective, Approach and Design

The selection of a philosophical perspective of the research guides both the nature of the research problem and the understanding of this research (Saunders, Lewis, & Thornhill, 2012). Saunders et al. (2012) suggest four philosophical perspectives; positivism, realism, pragmatism and interpretivism. Although, there are mainly two perspectives used by researchers within marketing, positivism and interpretivism (Malhotra, Birks, & Wills, 2012). According to Bryman and Bell (2015), in an interpretivist perspective, the access to reality will be achieved through social actors. Whereas, a positivist perspective views the respondent as measurement objects to be studied in a scientific perspective (Malhotra et al., 2012). Contrary to the positivist perspective, an interpretivist perspective does not predefine dependent and independent variables (Bryman & Bell, 2015). A positivist perspective was therefore not appropriate for this research as this research aims to interact with social actors. Malhotra et al. (2012) and Saunders et al. (2012) argue that the interpretivist perspective is appropriate for studies within marketing, as these studies often involves case studies and where each case is unique. More specifically, an interpretivist perspective would allow the researchers to operate in a "naturalistic" and subjective setting. This will in turn set a research context, which will create trust, participation, access to meanings and an in-depth understanding to give the best answers to the research questions (Saunders et al., 2012). Thus, an interpretivist philosophical perspective was used in this study, since the aim of this research was to gain insight into how Swedish municipalities can use place branding to market their CSR-activities to become attractive cities.

Subsequently, selecting the right research approach is important since the research approach can lead to better understanding and facilitate the selection of research design. A research approach will act as a guideline in the research. Thus, the research approach selected for this study was carefully considered and chosen. There are three types of research approach deductive, inductive and abductive. A deductive approach is associated with quantitative research, and is more narrowed and concerned with testing or confirming hypotheses. The initial stage in a deductive approach involves hypothesis with supporting theories (Denzin & Lincoln, 2000). Meanwhile, an inductive approach is often associated with a qualitative research. It starts with a limited or no theoretical framework. The findings are not aimed to be generalised, but to gain insight and build theory (Malhotra et al., 2012). An abductive approach according to Bryman and Bell (2015) is a reasoning where the researchers ground theoretical understanding of the context and what the researchers are studying. It has strong ties with an inductive approach, although, the fact that distinguish the abductive approach from the inductive, is the reliance on explanation and understanding of the meaning and perspectives of respondents. Moreover, it is an approach allowing new insights gained through primary data collection, which is also what the study intended to do. Ideas presented in the theoretical reference did not only work as a foundation for the analysis, but was also further developed and adapted according to new insights gained. Thus, an abductive approach allowed this

research to go back and forth from data and theory. Furthermore, an abductive approach is often used in studies using a mixed method (Suddaby, 2006; Saunders et al., 2012), which was used in this case, because it appeared to be the most appropriate research approach. Therefore, this research used an abductive approach, which is a combination of a deductive approach and an inductive approach. The study however placed a greater weight on the inductive approach.

Lastly, the research selected a research design, which according to Malhotra et al. (2012), is a framework for conducting a research. In addition, it specifies the details and procedures in which will be used to address the research. There are two main types of research design, exploratory design and conclusive design. A conclusive design can be descriptive or causal. Conclusive design is characterised with measuring a clear phenomenon and testing hypotheses in order to examine specific relationships. Meanwhile, exploratory research is used when little is known about the phenomena. Exploratory studies are rather informal, flexible and evolutionary by nature (Malhotra et al, 2012). Therefore, an exploratory research was used in this research, as the aim was to explore how Swedish municipalities can use place branding to market their CSR-activities in order to become attractive cities. More specifically, selecting an exploratory research enabled deep insight through asking open questions and investigating the underlying reasons on how the municipalities communicate their CSR-activities.

3.2   Mixed Method Research

In order to fulfil the purpose, the study used a combination of qualitative and quantitative methods, also known as a mixed-method. Mixed method is used in order to create better and more accurate answers to the research questions that would not be achieved with solely a quantitative or qualitative method (Denzin & Lincoln, 2000). The study therefore believed that the methods complement each other and by combining these methods, the results of the study would be more credible and reliable. The concept where qualitative method is enhanced by quantitative method is also known as triangulation (Bryman & Bell, 2015). As this research followed a mixed method, the study started with a quantitative method and complemented it with a qualitative method. However, a greater emphasis was placed on the qualitative method, in-depth interviews. This is because the purpose of the study aims to gain insight and depth in how the Swedish municipalities can use place branding as a tool to market their CSR-activities, thus a qualitative research approach gave a richer understanding of the municipalities' process. The mixed method forced the two methods to share the same research questions, which allowed the researchers to get richer and stronger evidence that would not be achieved solely with one of the two methods (Yin, 2009).

The main contrast between quantitative and qualitative research is the generalisation versus the contextual understanding. In quantitative research, the findings are supposed to be generalizable to the relevant population. Whereas, in qualitative research, the research aimed to get an understanding of the behaviour, values and beliefs from the respondent. Although, the two methods differ, both are interested in what people think and do. The main similarity between the methods are concerned with relating data analysis to the research literature (Bryman & Bell, 2015). The findings from the content analyses and in-depth interviews were intended to complement each other. The content analyses provided an overview of the municipalities, and the in-depth interviews provided deeper insights as well as explanations to how each municipality market their CSR-activities. The study combined quantitative and qualitative research methods in different sequences.

The first method carried out was content analyses. By observing and analysing Sweden's top municipalities within the CSR-activities, the data gave a great foundation to further move on to the next step in this research. Furthermore, the selection of potential municipalities to proceed in-depth interviews with, was based on the statistical results conducted in the content analyses. Thus, the in-depth interviews were the second method carried out after the content analyses research.

3.3   Content Analysis

Content analysis is an approach that aims to draw a systematic inference from qualitative data that have been structured by a set of ideas or concepts (Easterby-Smith, Thorpe, & Jackson, 2015). It is about analysing textual material or communication, rather than behaviour or physical objects. This type of method is an established social science methodology with a quantitative description of the content. The research starts with determining a number of criteria for the selection of relevant material and identifiable components. Content analysis has increasingly been used to analyse contents on the internet, thus the technique of *web content analysis* has also been developed. Web content analysis is the application of traditional content analysis, which is narrowly construed to the web. It can be broken down into three components that comprehend the content of the web. These components are image and videos, features and language (Herring, 2009). The content analyses of this study consisted of two steps. *The first step* in the content analysis was to gain information and statistical results on Swedish municipalities that actively are involved in CSR-activities. The information studied were statistics and rankings within three categories (environmental, social and economic responsibilities). Based on this, the researchers were able to move forward to the second step of the content analyses. *The second step* is also known as web content analysis, where the study chose municipalities that have achieved all three criteria within the categories of the first step. This means that the municipalities have to work with all three aspects. The researchers further on analysed each of the chosen municipality's website. The study could then observe how the municipalities communicate their CSR-activities through the websites. The overall representation of the content analyses process is shown in Figure 4 below.

Content Analysis (Step 1)
- **Environmental** (Top 60 environmental municipalities in Sweden, 2015)
- **Social** (Fairtrade City certified)
- **Economic** (Clearly provide policy against corruption and guidelines for public procurements)

Web Content Analysis (Step 2)
- **Image & Videos** (Slogans, Logotypes, Pictures & Videos)
- **Features** (Navigation, Social Media, Search Options, External Links & News)
- **Language** (Type & Translate Options)
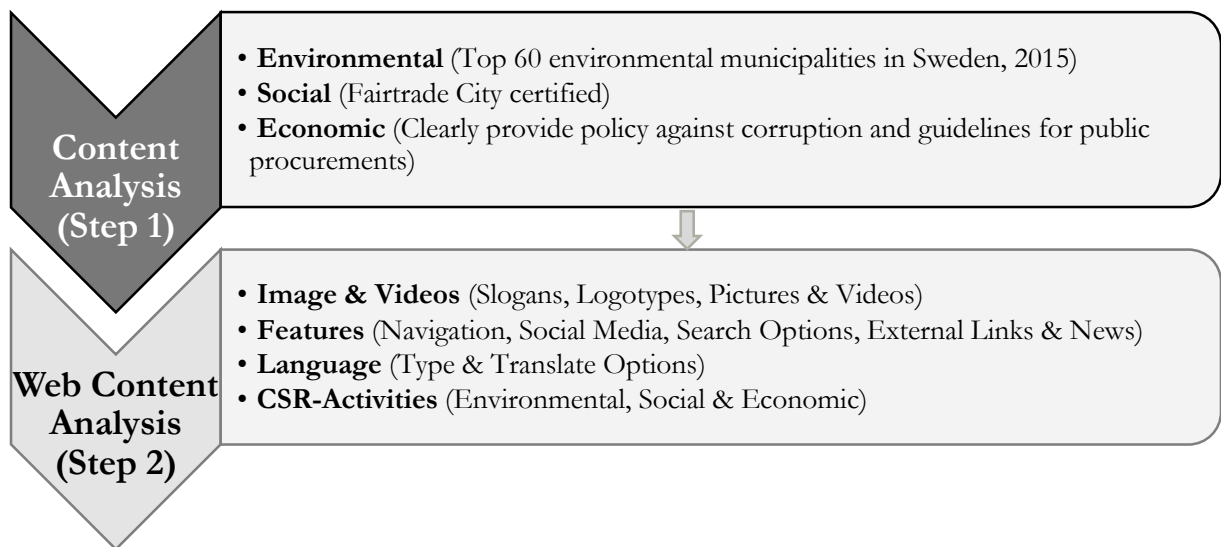- **CSR-Activities** (Environmental, Social & Economic)

Figure 4: The Quantitative Process of Content Analyses

Step 1: Criteria derived from the categories within the Content Analysis that a municipality has to fulfil.
Step 2: The analysed factors within the Web Content Analysis of the chosen municipalities' websites.

The categories within the content analysis were environmental, social and economic responsibilities. These categories were derived from Elkington's (1999) TBL. TBL should be perceived as one unit, where all categories are intended to complement each other, in order to create a balance. The balance can in turn enable the prospect to maximise the potential benefits in each category. Moreover, the process of finding the criteria for each category as well as the outcome of this, are further explained below.

3.3.1 Environmental Responsibility

The environmental aspect included municipalities that work with environmental responsibilities. Organisations that support other organisations' environmental performance were therefore examined. An organisation that actively supports and investigates the environmental and sustainable development within an organisation was found. This organisation is "Aktuell Hållbarhet." This organisation supports decision-makers within CSR and their environment and sustainable developments. Aktuell Hållbarhet has an annual competition for the top Swedish environmental municipality. In order to be entitled as the top Swedish environmental municipality, the municipalities have to fulfil the criteria set by Aktuell Hållbarhet. The criteria are environmental management system, procurement of eco-labelled products, good status on Swedish water, environmental quality objectives, educational activities that deal with sustainable development, increased production of renewable energy and highest share of organic food (Aktuellhallbarhet.se, 2016). Municipalities that have achieved these criteria will be on Aktuell Hållbarhet's ranking list as one of the top Swedish environmental municipalities. The latest results, which is from 2015, showed the top 60 municipalities included in the ranking list. As Aktuell Hållbarhet's survey covers a broad area of the environmental aspect, the study believed that this ranking list provides a good basis of information on municipalities' work with environmental responsibility.

3.3.2 Social Responsibility

The social aspect included the foundation of working conditions and human rights. The researchers found an organisation that is known for operating and supporting working conditions and human rights worldwide. This organisation is the Fairtrade International organisation. Fairtrade is an international umbrella organisation that develops criteria and serve as a supporter for employees in countries with widespread poverty. The Swedish representative for this organisation is Fairtrade Sweden. Fairtrade Sweden provides a Fairtrade City certification. In order to obtain a certificate, there are specific criteria within social responsibility that municipalities are required to achieve. These criteria are the demands on good wage levels, upright trade relations, healthy working conditions, employee safety and health criteria (Fairtrade.se, 2016). Based on this, the study considered that the Fairtrade City certificate covers the social aspect. The study therefore continued the research by examining which municipalities that are certified as a Fairtrade City, as this demonstrates which municipalities actively work with social responsibility. The results from the content analyses (step 1), showed that 68 municipalities in Sweden are Fairtrade City certified.

3.3.3 Economic Responsibility

The economic aspect included municipalities that have established policies and guidelines for public procurement. Since there are 290 municipalities in Sweden, the study had to narrow down the numbers of municipalities. The research first looked at municipalities that are ranked as the top

60 environmental municipalities and the 68 municipalities that are certified as a Fairtrade City. Based on the results, the study found that 30 municipalities fulfilled both criteria. The study continued the research by investigating these 30 municipalities' websites, in order to see if they clearly provided any policies against corruption and guidelines about public procurements. This showed that 14 municipalities provided that. Which also means that 14 municipalities fulfil all three criteria, see appendix C for further details.

3.4   Sampling Technique

Malhotra et al. (2012) explain that sampling refers to the target population selected for participation in the study. In order to specify the target population for this thesis, the elements that possess the information need to be sought by the researchers. In this case, there is a sampling frame of the target population. This frame includes 290 municipalities within Sweden. Since there is an existing sampling frame, certain criteria or elements can be set to identify the target population. The criteria set, came from the first step of the content analyses. These criteria were set within the environmental, social and economic aspects. Consequently, the research was proceeded with a non-probability sampling. When certain criteria are set to identify the sampling unit, it is also known as quota sampling. Quota sampling consists of developing characteristics or quotas of the population elements, such as age and gender (Bryman & Bell, 2015). The criteria set for this study differs from traditional quotas, but the process is similar. Moreover, the quota sampling process consists of a two-stage restricted judgemental sampling. The first stage consists of developing the criteria. The second stage involves the selection of the elements based on convenience or judgmental sampling (Malhotra et al., 2012). In this case, the municipalities were selected based on judgemental sampling, because it was significant to identify prosperous municipalities whom market CSR-activities.

The content analyses comprise the sampling technique, because the findings entail the number of municipalities chosen for this research. The first step of the content analyses revealed that 14 municipalities fulfilled all three criteria. In order to move on to the second step of the content analyses, the number of municipalities had to be narrowed down, to further analyse. Furthermore, Malhotra et al. (2012) state that the saturation point, which indicate the numbers of interviews needed, depends on which field the research is conducted in. The aim of this research was to gain richness and depth rather than representativeness, the saturation point suggested by Malhotra et al. (2012) was five to ten interviews. However, Jette, Grover and Keck (2003) suggest that the expertise of the respondents chosen can reduce the number of respondents needed in a study. Lee, Woo and Mackenzie (2002) claim that a research that uses more than one method may require fewer respondents. The results will be better when analysing a few rather than many respondents, when doing a deeper analysis. Based on their suggestion, four municipalities that are in the forefront of marketing CSR-activities were selected. It was however very difficult to contact experts within the field of CSR from the municipalities, who were perceived as suitable to participate in this research. There were several experts within the municipalities that were unable to participate, thus the researchers had to further contact other departments that corresponds to the same field of CSR. Since Göteborg is a larger municipality compared to the other three selected, it was challenging to find experts that were able to participate in this research. However, all four municipalities initiated, agreed to participate and therefore the researchers are grateful for their willingness to participate under the circumstances of hectic schedules.

The interviews conducted are also later presented as cases. By using multiple cases, the study was able to find factors, which provided a platform of comparisons between them in the same category. If the study only had used one municipality case, it would have only reflected on a single municipality's work in this field. A municipality in Sweden consists of various departments, where employees are focused on a specific area. Consequently, it becomes important to explore respondents with different expertise. In this way, it was possible to get respondents who are knowledgeable in several areas of CSR, instead of one specific area within CSR such as the environmental part. By interviewing people from different municipalities, it was possible to capture a wider perspective that covers all three aspects of CSR.

The aim was to explore how municipalities can market CSR-activities, thus it was important to select municipalities that actively market their CSR-activities. The selected municipalities were Göteborg, Jönköping, Växjö and Örebro. All four municipalities were selected due to specific reasons that are linked to the purpose of the study. Each selected municipality market a certain CSR-activity that made them stand out among the 14 municipalities. Göteborg has a few years ago been suffered for a bribery scandal. However, this has led to a well-established policy against corruption within the municipality. In fact, the policy is so strong that people has slowly but surely forgot about the bribery scandal (Swedwatch, 2015). Göteborg also markets itself as a "Sustainable City, Open to the World" on its international website. The municipality wants to be a forerunner in the environmental and urban development. Göteborg was therefore the first municipality the study chose to analyse deeper. Although many other municipalities are Fairtrade City certified, Jönköping markets this certificate very well by actively post news about its Fairtrade engagement and activities on its website. Based on this, Jönköping was the second municipality selected. The third municipality was Växjö, because the municipality markets itself as "Europe's Greenest City." This is a strong statement and needs to be further explored on how Växjö strives to belong to this position. The last municipality selected was Örebro. Örebro was on the first place in the top Swedish environmental municipality 2015, which makes Örebro an interesting municipality to analyse deeper, because it was vital to explore how the municipality has achieved this title.

3.5   Web Content Analysis

The web content analysis was the second step in the quantitative research method. A web content analysis differs from content analysis in the focal process, as web content analysis only look at one specific website and not several websites at the same time (Herring, 2009). Based on the first step of the content analyses, four municipalities fulfilled the three criteria. Thus, in this research step, the study has looked at four municipalities' websites individually. In order to carry out a web content analysis, the researchers needed to set factors that helped to structure the data. The factors chosen for the analysis were image and videos, features, language and CSR-activities, which were derived from Herring's (2009) research and are described in further details below.

3.5.1   Images and Videos

This factor included the pictures and videos that the investigated websites shared. The study analysed the type of pictures the municipalities used on their website. When looking at videos, only videos about the municipality or anything related to place branding the municipality were analysed. Kotler et al. (1999) identified tools in order to build a brand image. Among these tools, slogans and

visual symbols were included. Thus, slogans and visual symbols such as logotypes were also characteristics analysed.

3.5.2 Features

Features refer to how user-friendly a website is (Chaffey & Ellis-Chadwick, 2012). The characteristics within the features that were analysed were the navigation, social media integrations, search option, external links, and news. In further details, the navigation shows how easy or complicated it is for a user to find and search on the website. Thus, one approach to determine navigation is by measuring the number of clicks it took from the landing page to the intended tabs. The reason for this is that more clicks leads to poorer user experience (Marcus, 2014). Therefore, by looking at the number of clicks, it allowed to measure how easy or complicated it was to navigate. Furthermore, search option shows the opportunity to search on the website. This allows stakeholders to search and find information in their interest. Moreover, external links refer to links to external pages that still goes along with the municipalities, which can make it easier for users to find information (Chaffey & Ellis-Chadwick, 2012). In addition, by looking at news, an analysis on how well a municipality updates its current news for its stakeholders could be performed. This include the type of news they communicate and how the news are presented on the website.

3.5.3 Language

The way municipalities choose to express and communicate through their websites are vital factors that can affect their image. Thus, the study chose to look at the language criteria. Furthermore, an important factor within place branding is to attract stakeholders (Kotler et al, 1999). In order to attract stakeholders, the website has to provide different language options. This will otherwise be difficult to communicate with them. Thus, providing translation options also increase the accessibility for users (Chaffey & Ellis-Chadwick, 2012) as well as enabling the opportunity to analyse how they communicate on their websites. The study therefore took into account if the websites provided any translation options. This is because it can be helpful for stakeholders that cannot understand Swedish to take part of what is communicated on the websites.

3.5.4 CSR

The analysis of the CSR-activities that the municipalities work with was important for the purpose. It was essential to know what kind of activities the municipalities market and communicate to their stakeholders. The CSR-activities were divided into environmental, social and economic aspects derived from TBL (Elkington, 1999). Activities within the economic aspect that the study examined were public procurement, policies and guidelines of corruption. Moreover, the environmental activities included how the municipalities work with recycling, exploitation, climate, green deeds and further sustainable developments. The last aspect is social responsibilities where the study mainly examined the marketing of their working conditions and the Fairtrade City certification.

3.6 In-depth Interviews

In-depth interviews were selected as the second method in the mixed method. It is a qualitative research method that aims to gain depth and richness to the data collected. In further details, the method is suitable as it involves conducting individual interviews with experts within the field (Bryman & Bell, 2015). This allowed the research to explore from the municipalities' perspectives. However, one challenge with in-depth interviews is the lack of structure and length of the interview.

The reason for this is that a structured interview might hinder the respondent to mention issues, meanwhile an unstructured interview might bring up issues not related to the research. Therefore, in this research, a semi-structured interview was used, as it allowed a natural conversation. A semi-structured interview is a combination of a structured and an unstructured interview. Although, the primary advantage of selecting in-depth interviews in this research was that they provided much more detailed information than what could be available through other data collection methods, such as surveys, telephone interviews and focus groups (Malhotra et al., 2012). Interviews were selected and sought to gain understanding of how and why the municipalities market their CSR-activities. The method did not only allowed the research to interpret verbal communication but non-verbal as well. For this reason, telephone interviews were eliminated as a research method, because they do not allow non-verbal communication. Furthermore, using in-depth interviews might also provide a more relaxed atmosphere, and the respondent may feel more comfortable having a conversation with the researchers about their expertise as opposed to filling out a survey (Bryman & Bell, 2015). Hence, in-depth interviews helped the study to gain detailed information and depth due to the trust the researchers offered that allowed the respondent to be more comfortable in providing information. Moreover, in-depth interviews are more flexible as it allows probing to gain insight and thus, a broader scope in the research. Another reason for choosing in-depth interviews in this research compared to focus groups was that it was easier to work around hectic schedules. For the reason that the ones with expertise often are busy and prefer to meet at their office rather than trying to find a day that works for several respondents. An additional motive for conducting in-depth interviews was to avoid the social desirability affect, as a respondent in a group might provide answers based on what their work colleagues or the society might think is appropriate (Malhotra et al., 2012). Thus, focus groups were also eliminated as a research method.

Continuously, the four municipalities Göteborg, Jönköping, Växjö and Örebro were selected from the first step of the content analyses with three specific criteria for selecting the municipalities. The three criteria were, (1) the municipality being within the top 60 of environmental municipality, (2) Fairtrade City certificated and (3) having policies and guidelines within the economic aspect reflecting corruption and bribery.

3.6.1 Interview Guide

The questions in the interview guide were derived from the chosen topics, covering the issues in the research and designed to gain additional insight that the content analyses could not provide. The interviews allowed room for the respondents to contribute with any information they deemed relevant within the topic. Therefore, the questions were designed with open-ended questions to allow the respondents to contribute with issues they felt were of importance. Additionally, open-ended questions were chosen due to the fact that, they gave the opportunity for respondents to answer in their own words, which provided data that increased the richness and depth in the responses. The advantage of this was that it involved less research bias than in structured questions (Malhotra et al., 2012).

The first section in the interview guide aimed at giving an insight into the respondent's background. This included what role and description of experience in the municipalities the respondents had. In addition, this section is also derived from the issues related to marketing of CSR-activities and included the question "Which CSR-activities does the municipality market?" *The second section* was

derived from issues related to place branding and aimed at giving answers to the first research question "How can Swedish municipalities use place branding to market their CSR-activities?" This provided insight into how the municipalities build their image, whether it was through slogans, logotypes, events or activities. In addition, this section included the question "What competitive advantage does CSR-marketing give?" This question might give the impression to be leading, however it was probed in a context where the respondent had clarified that it gives competitive advantages. Furthermore, the interview guide also aimed to explore the municipalities' main competitors, in regards to attract potential visitors, residents and businesses. Additionally, this section also explored the positive as well as negative responses the municipalities have received from their stakeholders. Lastly, *the third section* focused on issues related to communication and aimed at answering the research question, "How can Swedish municipalities communicate their CSR-activities to current and potential stakeholders?" This section aimed to explore the municipalities' main stakeholders in order to identify the most relevant target group for their CSR-activities. This section also explored how the municipalities communicate their CSR-activities, including what channels they used and if there were channels considered more effective. In the end of the interview guide, there were specific questions for each municipality based on the findings from the web content analysis. These questions were probed when the opportunity was given and aimed at providing further insight into how the municipalities market their specific CSR-activities. For a more detailed overview of the interview guide, see appendices B and C.

3.6.2 Interview Process

The researchers carried out the interview together, where one researcher interviewed and the other researcher took notes. This would make it easier to not confuse or distract the respondent as well as to not make the respondent feel uncomfortable. Since in-depth interviews are a direct approach, meaning that the purpose of the research is revealed during the process (Malhotra et al., 2012). The purpose of the research was explained briefly to the respondent as well as the anonymity and confidentiality. All respondents agreed to the recording of the interviews, which the researchers made clear that it would only be used for the purpose of the research. Even if one researcher took notes during the interview, this allowed the transcription to be more detailed and specific. Moreover, during the interview it was also important for the researchers to make sure that the respondents felt comfortable. To ensure this, the researchers did not interrupt them or provoke them in any way. Thus, probing was used when necessary, in order to confirm if the answers had been understood correctly as well as to notice what the respondents were interested in. The respondents also had the opportunity to ask questions or add further comments they wanted to share. Furthermore, the interviews took place in an environment that the respondents independently chose, because this would give them a feeling of controlling the interview and created a more comfortable and relaxed atmosphere for the respondents. Some interviews ended up taking place in the office of the respondents, and some in the conference rooms at the municipalities. Continuously, all municipalities except for Göteborg City gave the researchers annual reports or corresponding documents and brochures of their CSR-activities. All respondents were open to answer all the questions. Although, some of them acknowledged that some aspects were out of their knowledge or expertise. Göteborg City was more focused on the social aspect, whereas Jönköping was more focused on the environmental aspect. Örebro and Växjö had a good overview of the whole CSR-aspect. Table 1 illustrates the background information from the interviews.

Municipality:	Respondent:	Expertise:	Length:
Göteborg	Respondent A	Sustainability Coordinator	82 min
Jönköping	Respondent B	Environmental Strategist	92 min
Växjö	Respondent C	Environmental Coordinator	99 min
Örebro	Respondent D	Sustainability Manager	88 min

Table 1: Background information from the in-depth interviews

3.7   Literature Review

In order to get a clear picture of existing materials within this research field and to conduct a substantive discussion, the study began to search for relevant literature. Critical review and evaluation of these sources have been of highest importance in the academic writing. Therefore, the literature review was a thoughtful selection of sources where it was important to review it critically and evaluate its relevance to the topic. The research began with creating an overview of previous research on place branding and CSR. Furthermore, the review conducted involved carrying out a comprehensive and unbiased search. The search for literature has mainly been through electronic databases from the Jönköping University Primo Library and Google Scholar. It was important to identify suitable keywords and browse by topic to search for relevant articles. The main keywords that were used were *place branding, CSR, communication, public sector* and *municipalities*. Synonyms to the keywords increased the search field and made it easier to find relevant articles and capture topics within the same research field. Some of the synonyms to the keywords used were *sustainability, city, place marketing* and *destination branding.*

The literature review was an important foundation for this study. It was a framework of the information founded, that the study has analysed and interpreted critically. The literature review was based on information found in journals and articles, books, handbooks and websites. The study has mostly used academic journals, also referred to scholarly, peer-reviewed or refereed journal. This means that the research paper submitted for a process where experts in the specialist subject reviewed the paper (Bryman & Bell, 2015). The literature review of this study was based on 46 peer-reviewed journals. This enabled the study to have confidence in the quality of the research because it has been reviewed and approved for publication by other experts in the field. Along with the research, the study could identify key authors within the research field. Anholt, Ashworth, Elkington, Hankinson, Kavaratzis and Kotler, are a few of the most relevant authors to mention in this study. Anholt, Ashworth and Hankinson have written articles and books within the same research field. It allowed the researchers to use their ideas to support a particular point of view or argument. Both Hankinson and Kavaratzis have done great research about place branding. When reading their articles it sorted "snowballed", because the articles introduced the researchers to further readings within the topic. The researchers have gone through the reference lists of their studies and thus been able to find additional studies that were relevant for this study. Bryman and Bell (2015) stress that literature reviews often start with a small number of references, following the citations from those and continuing the process until a relevant number of journals are gathered, which is similar to this process.

Additionally, books were reviewed from the key authors that also have written the journals within place branding. This allowed the study to compare and ensure the credibility of the source and content from previous research. The books were used as to strengthen a particular argument or point of view together with what was stated in the journals. Besides the books written by the key authors, books from other authors within the same research field were also used. These books reinforced the definitions and arguments within the main topics in this study as for instance CSR and stakeholders. The study also used two handbooks, the first one is written by Denzin and Lincoln the second one is written by Herring. These handbooks were used for the research method section as a guidance within the quantitative and qualitative method, in addition to other research method books and journals.

Besides the journals and books, websites were also used as references. Data from the websites are easy to obtain information that is available and freely from agreements to access it (Bryman & Bell, 2015). However, websites can sometimes be tricky, because it can be difficult to differentiate what is useful and reliable and what is sufficiently academic. Since most of the information the study searched for came from Swedish government sites rather than commercial sites, the study considered the information found as credible. It was however important to evaluate if the information founded was useful or not and how recently each site was updated.

3.8   Data analysis
3.8.1   Web Content Analysis
The quantitative web content analysis involved observing and analysing municipalities, based on the factors (image and videos, features, language and CSR-activities). In order to make sense of the textual data, previous research and theories enabled the verification and explanation of the data. In addition, the subjective interpretation could also be reduced. The theories of place branding and City image communication model were foremost used to support the findings. More specifically, the secondary and tertiary communication found in Kavaratzis (2004) model, could strengthen the arguments of the findings from the image and videos, features and language factors. The findings from the CSR-activities were mainly verified back to the landscape strategies within Kavaratzis (2004) primary communication, Elkington's (1999) TBL and the regulations in Sweden. Kotler et al. (1999) theories could also be linked to the findings within the factor images and videos. Subsequently, the analysis of the findings from the web content analysis served as a complement to the findings from the interviews, in order to reinforce a deeper insight of the results. Furthermore, the empirical findings from content analyses are presented in form of tables, in order to grasp the information in a structured and understandable way.

3.8.2   In-depth Interviews
When analysing the data from the interviews, it was important to give a fair interpretation of what was said. To improve the interpretation of the completed interviews, the work of the transcription needed to be divided. The transcription was then summarised by the researcher who did not transcribed it in the first place. This gave a deeper understanding of the respondents' answers, which provided the opportunity to discuss and to interpret what the respondents said. The transcription of the interview was done immediately after each interview, because it is easier to recall the reaction and answers from a fresh memory. Transcribing directly enabled the ability to captivate the hesitation in replying to a question or if the issue was evaded or the excitement about

a certain topic. Malhotra et al. (2012) introduced a process of qualitative data analysis. The generic process outline four stages that are linked to each other. The stages are data assembly, data reduction, data display, and data verification. The *data assembly* included notes that were taking during the interview besides the recording. The notes taken helped to explore the respondent by giving a deeper and more general sense of what was happening during the interview. The notes also helped to recall how the respondents felt at the point of setting the question. When the transcription of the data was done, some data reduction needed to be carried out. *Data reduction* involves handling the data by organising and structuring the data, or as Malhotra et al. (2012) call it "throwing away some data." The transcripts of what was actually said in the interviews can be very heavy to handle and time consuming. With the transcripts, notes and supporting materials, a decision about the relevance of the data had to be taken. Reducing the data is a process of coding data, which also means breaking down the data. Coding the data implies bringing the respondent's responses into similar categories (Malhotra et al., 2012). It was important to organise the data in order to evaluate the similarities and differences. Thus, the data reduction forced the researchers to focus on what was believed to be the most valid meaning held in the data.

The *data display* involves summarising and presenting the structure that was seen in the collected qualitative data. In order to present the data without making it look unstructured and extremely bulky, it was resolved by displaying the results according to "cases." Each case was presented with a background of the respondent's position and the CSR-activities the municipality market. Furthermore, the results were presented in accordance with the sections from the interview guide, namely background, place branding and communication. Furthermore, *data verification* was the most important part in the data analysis, because it involved the credibility of the data gathered (Malhotra et al., 2012). Since the research proceeded with a mixed method, also known as triangulation (Bryman & Bell, 2015), it allowed the researchers to explore the difference and similarities of the data. Each municipality case was however analysed separately, before the results could be analysed and compared in relation to each other. In addition, different bearings gave the correct position of the topic and allowed a reflection and comparison between the data from the two methods. By using a mixed method, it increased the confidence in the validity of the findings. Respondent validation was also used, where questions were repeated to enable verification of the respondent's answers. This could in turn decrease the bias interpretation of the data. Alternative explanations of the interpretations were derived from the theoretical framework, in order to gain a deeper understanding of what the results actually meant. The place branding theories and Kavaratzis (2004) communication model were big parts of the data verification. The theories enabled the researchers to strengthen a particular argument or point of view together with what was found in the empirical results. The analysis is therefore presented in accordance to the theoretical framework to comprehend a logical order of the study.

3.9   Methodological Criticism

According to Bryman and Bell (2015), reliability and validity are most often related to quantitative research methods. It addresses the challenges with adequacy of measures. Reliability refers to if the research can demonstrate same results when replicating the research. Meanwhile, validity is a measure of quality and refers to whether the research actually measures what it was intended to measure (Bryman & Bell, 2015). Content analysis, as the quantitative part of the research, need specialised procedures that allow other researchers to achieve same findings (White & Marsh,

2006). In order to achieve high reliability and validity, there were specific categories and factors set within the content analyses. To mention a few, features, language and CSR-activities were selected factors. Categories and factors can simplify the process for the researchers, but also enable future researchers to achieve similar results. Another contribution to reliability was the full disclosure of the content analyses in this thesis, where a detailed description of the two steps were illustrated. Moreover, to ensure the validity in this study, the content analyses exclusively evaluated the municipalities' marketing of CSR-activities. More specific, textual and visual contents on the websites that did not reveal a sense of a CSR-activity that the municipalities market, were not taken into consideration. However, the content analyses do not specifically examine the strategies employed by the municipalities' marketing of their CSR-activities. For this reason, in-depth interviews were also conducted to contextualise and give a deeper understanding of the marketing of CSR-activities within the municipalities.

As with any qualitative methods, the empirical findings from the in-depth interviews can be questionable in terms of validity, biased responses and subjective interpretation. In contemplation of diminishing the uncertainty of the results' credibility, the interviews were complemented by the content analyses. The content analyses were attempted to provide more objective interpretation of the findings. Further criticism in the qualitative method is the sample. In contrary to quantitative methods, the sample size in qualitative studies are often much smaller. Thus, the main challenge of qualitative methods were the representativeness and the generalisation of the sample (Bryman & Bell). However, a qualitative research does not aim to offer a representative sample. Hence, the level of representativeness and generalisability in this research are predicted as low. The reason to this is that the purpose was to gain insight and explore the experiences of the subjects individually, rather than forming a general assumption of the findings. Moreover, the matters of representativeness can be compensated with a high level of trustworthiness and strong credibility of the empirical findings. Thus, trustworthiness and credibility are two aspects that inevitably need to be scrutinised. The concept of trustworthiness in qualitative research relates to the balance between the respondents' answers (subjectivity) and consequent interpretation of the meaning by the researcher (reflexivity) (Williams & Morrow, 2009). The interviews were conducted in Swedish and had to be translated into English, thus the risk of misinterpretation together with a subjective interpretation must be taken into account. To reduce the subjective interpretations, the results from the interviews were analysed and interpreted together as a team. This allowed the researchers to compare and reflect on giving a fair interpretation. When presenting the findings from the interviews, the understanding of removing the researchers' own thoughts during the transcription had to be reserved for the very end. The researchers had to make sure that the description gave enough background and context of the results to give a rational sense of the findings. The interpretations were also enriched by quotations to justify conclusions. In addition, the extensive literature strengthened the confidence in light of the arguments made.

Bryman and Bell (2015) claim that the credibility is concerned with how congruent the findings are with reality. By ensuring credibility, trustworthiness could also be established. In this case, the use of triangulation can give a greater credibility in the eyes of the reader. Credibility also refer to if other researchers will reach similar results and conclusions based on the research's description of the process. The thorough description of the methodological process in terms of research approach, design, sampling and data analysis, contributes to increase the credibility. The

improvement of the credibility has also been done by ensuring the honesty of the contributed data. More specific, each respondent who was approached had the opportunity to refuse to participate, as to involve respondents who was genuinely and generously willingly to participate. The compulsion of informing the participant about the researchers' purpose and intentions of this research provided the means of the achieved sincerity in results. Lastly, the social desirability effects could be reduced by conducting the interviews in person, which enabled them to provide their own opinions without being influenced by social pressure and desirability.

3.10   Ethical Implications

Bryman and Bell (2015) claim that ethical considerations need to be taken throughout the research. They outline four aspects related to ethical issues that might arise when conducting interviews. *The first aspect* involves factors that could cause harm to the respondents. Since, in-depth interviews are a direct approach, the purpose of this research was revealed in the beginning of the interview, as well as when the interview proceeded through the questions. Thus, the content of the topic early revealed that the respondent's knowledge within the field would contribute to the findings. However, the content of the topic is not of sensitive nature, thus the arguments presented by the respondents would not jeopardise or cause harm to the respondent's position nor putting the individual respondent in a position of discomfort. The environment that the interviews took place in were chosen by each respondent, this would enhance a more relaxed atmosphere and encourage comfort. Furthermore, the arguments presented by the respondents were fully respected and not provoked in any way. *The second aspect* within ethical issues refer to the lack of information of agreement. In this case, the respondents voluntarily agreed to participate, despite the fact that all respondents had the opportunity to refuse in participation. Since the researchers had the intentions to record the interviews in order to facilitate the transcription and to reduce the risk of bias interpretation, the respondent's consent and permission were required. The opportunity to decline this proposal was clearly made before proceeding the interviews. *The third aspect* regards the invasion of privacy. In regards to this, the respondents were informed about the anonymity and confidentiality in order to make sure that no invasion of privacy would be made. It was also made clear that the respondents approached, had the right to withdraw at any point from the study when seeking approval for the participation. *The last aspect* covers the risk of deception. In attempt to reduce the risk of deception, the respondents were well informed about the intention of the study, how the data was going to be collected and how the data would be handled. Therefore, the ethical issues have been taken to every aspect in order to ensure that the invasion of privacy, risk of deception, cause of harm, stress and discomfort are not present in this research.

4   Empirical Results

This chapter presents the results from the content analyses and the in-depth interviews. The results from the content analyses are presented in the form of tables. The in-depth interviews are presented as four different municipality cases.

4.1   Content Analysis Findings

The results from the content analysis are presented according to the categories environmental, social and economic. The study analysed 99 municipalities in total and within the environmental category, a statistical ranking of Sweden's top 60 environmental municipality was found. The social category included municipalities in Sweden that are entitled as Fairtrade Cities. The results showed that there are 68 municipalities with this certificate. From these two categories, the study could narrow down the number of municipalities with the right criteria for the research. The results showed that 30 municipalities were both environmental municipalities and Fairtrade City certified. The economic category take into account of how well the municipalities market their policy and public procurement on their websites. The results showed that 14 out of the remaining 30 municipalities fulfilled the economic criterion (see table 2). Thus, it could be determine that only 16 municipalities out of 30 fulfilled the environmental and social criteria. This also means that 14 municipalities in Sweden met all three criteria based on the categories. Lastly, 31 out of the 99 municipalities fulfilled solely the environmental criterion and 38 out of 99 municipalities fulfilled solely the economic criterion. A summary of the content analysis can be found in table 2 below, a more detailed table of the results is shown in Appendix C.

Results from Content Analysis	
Total municipalities analysed:	99
Total municipalities within Swedish top environmental municipalities[1]:	60
Total municipalities with a Fairtrade City Certificate[2]:	68
Municipalities in the top environmental municipalities & Fairtrade City certified:	30
Number of municipalities in each category	
Environmental*	31
Social*	38
Environmental & Social**	16
Environmental, Social & Economic	14
* Municipalities whom belong to one out of three categories.	
** Municipalities whom belong to two out of three categories.	

Table 2: Summary of the results from the Content Analysis (Step 1)

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[1] Corresponds to the Environment Category
[2] Corresponds to the Social Category

4.2 Web Content Analysis Findings

In the web content analysis, the four municipalities out of the 14 municipalities that fulfilled the three criteria derived from the content analysis, were analysed in more depth by looking at their websites. The findings from this web content analysis can be found in table 3 and 4. The findings illustrate that it was most often easy to navigate among the tabs. The number of clicks varied between the different tabs. In some cases, it required more clicks to reach the intended tab. The evaluated tabs were environment, Fairtrade City, as well as policy and procurement. The results of the number of clicks are presented below in table 3.

Tabs:	Göteborg[3]	Jönköping[4]	Växjö[5]	Örebro[6]
Environment	1	1	2	1
Fairtrade City	3	2	3	3
Policy & Procurement	4	4	2 (When typing in the search field)	3

Table 3: Results from the Web Content Analysis (Step 2) – The number of clicks it took to get to the intended tabs

The findings from table 4 on next page, illustrated that Växjö and Göteborg have slogans that describes their CSR work. Växjö has "Europe's Greenest City" and Göteborg has "Sustainable City, Open to the World." Furthermore, the findings showed that two municipalities, Göteborg and Växjö, integrated social media platforms like Facebook and Instagram on their websites. All municipalities had external links related to activities provided by them. The websites also illustrated that there were different translation options and search options provided on the websites. Moreover, it was found that most of the websites used formal language, but one municipality, Växjö, provided an easy to read option, in the original language Swedish as well. Within the CSR-factor, it was found that most of the websites had information about their working conditions, recycling information and corruption policies.

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[3] (Goteborg.se, 2016)
[4] (Jonkoping.se, 2016)
[5] (Vaxjo.se, 2016)
[6] (Orebro.se, 2016)

Web Content Analysis				
Factors:	**Göteborg**	**Jönköping**	**Växjö**	**Örebro**
Image & Videos				
Logotypes	#GREEN HACKGBG		VÄXJÖ Europas grönaste stad	SVERIGES MILJÖBÄSTA KOMMUN M MiljöAktuellt
Slogans	*Sustainable City Open to the World*		*Europe's Greenest City*	
Pictures	Nature, Residents	Nature, Landscape, Buildings	Nature, Residents	Only pictures taken for each newsfeed
Videos	Sustainable City, Open to the World		Anything is possible	
Features				
Navigation	Easy to navigate, however did require more clicks.	Easy to navigate among the tabs, however did required more clicks to reach the intended tab.	Clear navigation through tabs/headlines that will lead the user to right errand.	Many tabs that will direct the user to a page with more information. Due to too many tabs, it was complicated.
Social media	Facebook	-	Facebook Instagram	-
Search option	Yes	Yes	None on landing page	Yes
External links	International Website Green Hack GBG Tourist	Destination - Jönköping Events	Event page Shopping page Communication page	Webcast from Council Snow journal Tourist
News	On top of the page, slide share with opportunities.	On top of the website, latest jobs, activities.	A newsfeed on planned events, the Växjö-movie and Växjö latest magazine.	Newsfeed on upcoming events in Örebro. E.g. the job fair, environmental office work with waste management
Language				
Type	Formal	Formal	Formal Easy to read option	Formal
Translate option	Sign Language Speaking Website English (International Website) Finnish	Sign Language Speaking Website Google Translate	Google translate option to any language in the world.	Sign language English, Dutch, French, Bosnian, Arabic, Finnish & Somali
CSR				
Environment	Living Environment Recycling Exploitation	Living Environment Recycling Infrastructure	Earth Week Green Deeds Climate, Waste & Recycling	Environmental Awards Climate & Nature Waste & Recycling
Social	Working Conditions	Working Conditions Fairtrade City	Working Conditions Fairtrade City	Working Conditions Social & Ethical Consideration in Procurement Fairtrade City
Economic	Corruption Policy	Corruption Policy	Procurement & Purchasing Policy	Budget Procurement & Supplies

Table 4: Results from the Web Content Analysis (Step 2)

4.3   In-depth Interviews

The in-depth interviews are presented as four cases: Göteborg city, Jönköping municipality, Växjö municipality, and Örebro municipality. Each case consists of three aspects; background, place branding and communication. The background presents background information of the respondent and which CSR-activities the municipality market. Place branding consists of information on how they place brand themselves as sustainable and responsible municipalities. Communication illustrates how the municipalities communicate the CSR-activities to their stakeholders.

4.3.1   Göteborg City

The respondent has a position as a sustainability coordinator at Göteborg City, with five years of experience in that position. A sustainability coordinator works with service towards the stakeholders. This involves consultation within consumption, budget and deficits, climate and energy as well as CO_2 calculations. It also involves organising and designing Fairtrade City campaigns for Göteborg. In further details, it entails to inspire sustainable and ecological consumption as well as to inform about better working conditions.

Göteborg markets its policy for public procurement, a policy for increased visibility, as well as control about corruption and whistle-blower system, which is an anonymous way to work with corruption. The reason for this being that corruption is something Göteborg believes that it has to work with. The municipality focuses on other sustainability factors as well. For example, the municipality set political goals to purchase 100 percent ecological meat. Moreover, Göteborg markets the campaign Green Hack GBG, which involves inspiring the residents towards a more sustainable everyday life. It consists of different themes like food, transportation and leisure. There are also different contests within these themes.

Place Branding

We want to be perceived as a Sustainable City, Open to the World.

(Respondent A, Personal Communication, March 8th, 2016*)*

Göteborg wants people to think of it as a "Sustainability City, Open to the World." This statement is also its slogan. According to the respondent, this is particularly important at the moment with the refugee situation, that has entailed a steady stream of refugees arriving at Göteborg the past year. The slogan has an umbrella effect. Sustainability is visible through the municipality's work and the slogan can for instance be found in brochures provided by Göteborg. Furthermore, Göteborg celebrates five years as a Fairtrade City in 2016. The celebrations will take place in "Trädgårdsföreningen", where there will be performances and ambassadors will offer free Fairtrade bananas. Thus, Göteborg hopes this event will strengthen its position as a Fairtrade City as well as create awareness of the sustainability focus of the municipality. It is clear that Göteborg strives to enhance to sustainability focus in collaboration with its stakeholders.

We feel that as a municipality we cannot do all the work. We need to work together with different organisations, companies, university and residents to achieve these goals.

(Respondent A, Personal Communication, March 8th, 2016)

Another example of how Göteborg collaborates with others is how the municipality cooperates with the company Retoy, in order to arrange toy exchanges between children. It is an approach to enlighten the younger generation about the unnecessary buying of new toys and that one can instead exchange used toys in order to get new toys. In addition, it is an opportunity to create awareness of children's rights in society. The respondent explained that measuring the effectiveness of Göteborg as a Fairtrade City is often time-consuming and costly. Göteborg however still makes assessments to find out how effective its campaigns are and how many people recognise Göteborg as a Fairtrade City. Göteborg also cooperates with other Fairtrade cities in Sweden such as Malmö in order to share experiences. Moreover, Göteborg cooperates with various companies, when it comes to environment and climate issues, in order to inspire them to diminish their energy and climate footprint. In a similar way, the municipality also cooperates with restaurants and cafés, to inspire them to purchase ecological and ethical food. Furthermore, in the campaign Green Hack GBG, Göteborg cooperates with companies, bloggers and communities in order to inspire residents to take on a more sustainable lifestyle when it comes to transport and leisure. Another cooperation is with the technical university Chalmers, where they together have developed a system that enables residents to measure their CO_2 emissions by connecting their bank cards to the system. The system then calculates their CO_2 emission based on their purchases.

Göteborg does not consider itself to compete with municipalities close to the municipality such as Borås or Mölndal, but rather with municipalities in the same size, like Stockholm and Malmö. The reason is, according to the respondent that these municipalities are the main competitors Göteborg competes with in order to attract potential visitors, residents and businesses. Göteborg also competes with these same cities concerning which place is considered most sustainable. Malmö for instance, has well communicated work it achieved so far. Meanwhile, Göteborg feels that the municipality needs to improve its communication about its sustainability efforts.

Residents often call when there is something they are not happy with and no one really call when they are happy about something.

(Respondent A, Personal Communication, March 8th, 2016)

As is evident from the statement above, most of the feedback that the municipality receive is negative. According to the respondent A, this is because people are more likely to give criticism rather than compliments. However, there has been positive responses about the initiative of the Instagram Green Hack GBG as well as about the work of marketing Göteborg as a Fairtrade City. Overall, the respondent has the impression that residents and companies think that it is vital that a municipality works with these issues.

Communication

In our department, 100% of the communication is about CSR. In the department of education, on the other hand, only about 10% of the communication might be related to CSR.

<div align="right">(Respondent A, Personal Communication, March 8th, 2016)</div>

It is difficult for Göteborg to estimate the proportion of the total communication from the municipality include CSR. This is because the amount of CSR focused information might differ depending on the department, as respondent A explained. However, Göteborg believes that it is a general trend in society to become more sustainable, which means that the CSR focused information, has increased in the last 10-15 years. In addition, the sustainability criteria from UN (United Nations) have increased Göteborg's focus on sustainability. Furthermore, the main stakeholders Göteborg communicates its CSR-activities to, are residents, companies, organisations and municipal associations. The respondent explained that the trend in society with increased focus on CSR, stakeholders raise the awareness of the sustainability issues and if Göteborg succeeds with marketing itself as a sustainable city, the municipality believes that more stakeholders might choose Göteborg when settling down.

According to respondent A, the most important communication channel for Göteborg is the website, where it has thousands of visitors each day. Göteborg also works with social media channels, for example Facebook, Instagram and Twitter. Many departments have their own Facebook and Twitter accounts. Moreover, the municipality uses brochures that are available at the office building of Göteborg City as well as in different parts of the city. As mentioned above, in the campaign Green Hack GBG. The respondent explained that Instagram is a channel that is considered suitable for its target group. In addition, Göteborg also has guest users from well-known bloggers to communities and companies, whom post on Instagram, the respondent claimed has been effective in reaching various stakeholders. The same respondent explained that it was difficult to answer which channel that is most effective for the whole municipality, as it depends on the message and the audience. For Fairtrade City communication, Göteborg has the Facebook page as the main communication channel. The respondent argued that the residents might not visit the website to read about Fairtrade City, but if they seek construction permit and similar things, they might find their way to the website or "google it." For further details on Göteborg's communication channel, see table 5 below.

Communication Channels:	
Website*	
Social media:	Facebook
	Instagram*
	Twitter
Brochures	
Campaigns	
* Most effective channel ** Less effective channel	

Table 5: Göteborg City's Communication Channels

4.3.2   Jönköping Municipality

The respondent B's position at Jönköping municipality is environmental strategist, which belongs to the city government administration. The respondent has almost nine years of experience in that position. The role of an environmental strategist is to act as a coordinator. This involves working with annual efforts to update the sustainable development programme from an environmental perspective. This position also involves working with other organisations and companies to exchange ideas and give feedback. The environmental strategist, together with a political steering committee, moreover develop the proposals for new targets and new measures.

Jönköping markets four subject areas within CSR. These areas are the living environment, housing and urban development, energy and transport, and production and consumption. Jönköping is also communicating its waste activity, which include collecting food waste and recycling. The municipality also tries to market its work with the 16 national goals on CSR as stated by the Swedish Government, as mentioned on page 13. However, Jönköping only works with 14 of them, because its environment is not affected by mountains and seas. Jönköping also wants to inform stakeholders about its follow-up work on the municipality's CSR efforts to prove the effectiveness of its work. Since, Jönköping has received a Fairtrade City certificate, the municipality also communicate this to all its stakeholders, according to respondent B.

Place Branding

Jönköping wants to be in the forefront of and remain forward-looking to achieve a sustainable municipality at all levels. As far as respondent B knows, Jönköping does not have any slogan or logotypes that describes the city. However, Jönköping works according to the definition of sustainability that was introduced by the Brundtland Commission (Brundtland, 1987). The respondent expressed the definition as:

Sustainable development is to meet today's needs without compromising the ability of future generations to meet their own needs.

(Respondent B, Personal Communication, March 14th, 2016)

Jönköping has a reference group where there is a cooperation with companies and organisations. It also cooperates with other external parties and the public sector. Respondent B states that it is important that many people contribute to the CSR work and therefore Jönköping has opportunities for stakeholders to engage more, which are introduced in the document *How is Jönköping?* The municipality is also part of City Lab, which is a project run by an industry called Swedish Green Building Council AB. This project aims to develop the area of the southern lake of Jönköping, Munksjön. City Lab involves twelve projects throughout Sweden that have meetings and deal with various themes. City Lab is therefore a place where Jönköping can exchange experience between the twelve projects.

Jönköping also plans for Earth Week where the activities are related to the climate change. This programme involves for instance, activities at night with torchlight procession and switching off the lights of buildings. There is a regional cooperation between companies and the municipality

during Earth Week, where Jönköping creates a joint programme and markets the activities. A cooperation with schools and children will be held this year. The schools are supposed to come with suggestions for the activities in form of a calendar that will be handed in to the councillor.

Jönköping furthermore plans to hold a climate week, which is a regional arrangement that the climate council is in charge of. The climate week includes activities and climate conferences for everyone in Jönköping. There is also a climate prize award that companies can be nominated for. Moreover, Jönköping has campaigns when it comes to sustainable travel, where there are project managers in the city planning department that works with sustainable travel within the municipality. This effort is to encourage the residents to change their travel behaviour. The respondent B explained that these activities are for example to act as a test pilot for electrical bicycles. Teams from different companies and organisations compete with each other about how much they bicycle to and from work. Jönköping also has "mobility week" every September, which includes activities related to sustainable travel too.

The environment is an important area, where we compete with other municipalities when it comes to attracting people who wants to stay here and Jönköping municipality has very good conditions in terms of outdoor activities and beautiful natural areas.

(Respondent B, Personal Communication, March 14th, 2016)

Jönköping's main competitors when it comes to attracting potential visitors, residents and businesses are claimed to be those who are equal in size and municipalities within the local area or within the next few regions. This includes municipalities such as Linköping, Norrköping, Växjö and Borås. However, respondent B explained that Jönköping mostly cooperates with other municipalities rather than competing with them. Furthermore, when asked about what kind of feedback and responses the municipality receives, the respondent states that it has no knowledge of either positive or negative responses. The respondent further explained the lack of responses by the fact that stakeholders consider that municipality's work with CSR is a basic decency demand.

It is not as if you would lift your eyebrows in some way, since it is quite common that municipalities work with this [CSR-activities].

(Respondent B, Personal Communication, March 14th, 2016)

Communication

The respondent B claimed that it was hard to estimate how large part of the municipality's total communication that was related to CSR, because the respondent was not in the right position to tell. It was however stated that Jönköping communicates much CSR information to the stakeholders. The respondent felt that there is an increasing demand on the CSR related communication, but it is also expected that a municipality should work with these areas. The demand for the environmental aspect came first, but lately the social aspect has become more important to the stakeholders. With regards to the main stakeholders in Jönköping's communication about CSR-activities, the respondent claimed that a municipality has even more stakeholders than a company. Thus, the respondent explained that everyone that is active within the municipality are its stakeholders.

One can conclude that we do not put that much effort into marketing, we are rather good on doing the following, planning, fixing and tracking, but maybe we are not as good as showing and describing what we do, [as for CSR] It is an area where we can improve.

(Respondent B, Personal Communication, March 14th, 2016)

Even if respondent B expressed the statement above, there are communication channels that Jönköping communicates its CSR-activities through. A website called "Hållbarometern" shows all information about CSR-activities. There is also a printed version of the document H*ow is Jönköping?* This document is a presentation of the key performances that describe the environment in Jönköping. This document can also be found as a PDF-format on Hållbarometern. The municipality has campaigns and exhibitions with printed-paper formats that mainly take place in the entrance of the municipality, library and town hall. The municipality also holds press conferences about new CSR information. Moreover, the local magazines for the households and the residents contain information about the municipality's CSR-activities. In addition, a magazine is provided internally. This means that the magazine is mainly for the municipality's employees. Lastly, outdoor billboards within Jönköping are also a communication channel the municipality uses, especially when marketing Jönköping as a Fairtrade City. For further details, on how Jönköping communicate its CSR-activities, see table 6 below.

Communication Channels:	
Website**	Hållbarometern
Printed Documents	Hur Mår Jönköping? (How is Jönköping?)
Press Conferences*	
Campaigns	
Exhibition	
Local Magazines**	
Internal Magazine for Employees**	
Outdoor Billboards	
* Most effective channel ** Less effective channel	

Table 6: Jönköping's Communication Channels

Although Jönköping uses many different communication channels. Jönköping acknowledges that there are channels that are more efficient than others and vice versa. The press conference is arranged when the municipality wants to spread information in a more efficient way. Especially if it wants to get the media to write about positive news. The website is not as efficient as Jönköping wants, since the search engine is currently not working, as it should. Thus, respondent B explained that the information on the website does not reach out to as many as Jönköping would want to. The respondent argued that printed documents are probably less effective because there is a general trend in the society where printed documents are becoming less useful. Moreover, the magazines that are handed out to the households and to the employees are not considered as effective either. The respondent expressed this about the magazines:

Although, it reaches out to many people, it is probably put in the trashcan [without anyone reading it] by quite a few of us [residents and employees].

(Respondent B, Personal Communication, March 14th, 2016)

4.3.3   Växjö Municipality

The respondent C works as an environmental coordinator at Växjö municipality, which implies that the respondent works with strategic environmental planning. The respondent has worked within the municipality for sixteen years. At the moment, the environmental planning department is placed in the municipal administration, but in the near future the aim is to have the departments that work with diversity, equality, health and accessibility issues merged into one unit. The respondent explains that it will hopefully make the work more structured and tied together with better communication both internally and externally.

According to the respondent C, Växjö markets its environmental status, such as quality of the air and lakes and encourage consumption of ecological food, but also how to diminish the CO_2 emissions. The municipality also markets its environmental programmes and environmental goals. Furthermore, Växjö works with social aspects of equality programmes and diversity programmes as well as policy questions.

We call our budget our environmental goals.

(Respondent C, Personal Communication, March 3rd, 2016)

The respondent explained that the budget represents the economic aspect and the budget includes the allocation of money from the different aspects. In the budget, the goals within democratic, environmental, energy and traffic aspects are also presented. As illustrated in the statement above, the social budget is related to the economic budget. Växjö has a budget for decreasing child poverty. Its aim is to increase the importance of this question and to make it easier to take political decisions. Växjö markets the improvement of its security as well as marketing ongoing environmental projects. Furthermore, Växjö provides subventions for environmental car. Thus, the municipality market the focus on the development of paths for bicycles. In summary, the respondent clarifies that it is about communicating the results, thus most of what Växjö municipality communicates can be related to a form of CSR.

Place Branding

We want that everyone should see Växjö as the absolute best place to live in, but don't we all [all municipalities].

(Respondent C, Personal Communication, March 3rd, 2016)

An image and slogan Växjö works with is "Europe's Greenest City." Växjö has a logotype for this slogan with graphics of green letters, in order to enhance what Växjö stands for. The respondent C explained that the history behind the slogan started when a journalist from BBC wanted to visit the greenest city in Europe and write a story about it. The journalist received suggestions about Växjö because a large focus is on the environment. However, the municipality has not received an award for being Europe's Greenest City, but the journalist created a story of it in England. When it aired in England, Växjö was referred to Europe's Greenest City, which many journalists took after. There are no requirements to use the slogan or logotype. Hence, organisations and companies can proudly use the logo to show their support, the respondent described. An example is the ice-

hockey team from Växjö, that proudly uses the logotype. Although, many use their own definition of Växjö as Europe's Greenest City, according to the respondent.

The phenomena of Earth Hour is known all over the world, but Växjö thought an hour was not enough and therefore, the municipality arranges "Earth Week." During that week there are different activities related to sustainability, where the municipality, university and organisations arrange activities together. There are seminars, events and meetings that consist of activities such as how to cook or learn to recycle in Arabic. The latter is aimed at immigrant from Arabic speaking countries. Växjö also has a cooperation with upper secondary school students and international students at the university. The students receive CSR related tasks and give feedback as well as solutions to present for the municipality. In further details, during Earth Week there are 50 activities with 20 different organisations and thousands of visitors. Moreover, during the event "Stadsfesten", Växjö claims that the municipality takes the opportunity to communicate its CSR-activities. There are also public direct meetings, where Växjö discusses information regarding CSR.

It [Växjö] is not only one organisation, but we all have a responsibility.

(Respondent C, Personal Communication, March 3rd, 2016)

Respondent C explained that Växjö cooperates with local companies and universities in order to create and develop the municipality. Växjö has an environmental policy as a criterion for companies. Volvo construction and equipment for instance, has chosen to have its headquarters in Växjö. Due to the environmental policy of Växjö, Volvo believes that Växjö has the greenest production place in Sweden. This is something that Växjö markets actively and proudly. For instance, the respondent explains that Volvo uses Växjö's sustainable image when questions about energy and transportation are brought up, since Volvo competes with other companies about the use of renewable energy.

We [Volvo] have 100% renewable energy, how much do you have?

(Respondent C, Personal Communication, March 3rd, 2016)

Växjö cooperates with a South African organisation that explores the experience of walking around in Växjö blindfolded. This is to improve the residents' understanding of how it is to live as a blind in Växjö. Furthermore, Växjö municipality also cooperates with the organisation "Macken", where Växjö tries to integrate people that might not be able to work full hours due to a disability or are not able to use the language adequately. The main focus of Macken is on recycling, but it is also an initiative that aims to make people feel a part of something bigger. Macken is also constructing the plantation of the city to encourage local food, by making chutney out of food that grocery stores have no use of. In order to make this cooperation feasible, Växjö received subventions from the EU. The respondent claimed that, without the subventions, it would be difficult to make the project meet ends.

Respondent C stated that Växjö believes that the image of Europe's Greenest City gives competitive advantages, but it is not a vital factor for people. The respondent believed that there are probably few people that move to Växjö, because of its CSR-activities. Although, it might be more attractive for companies. All in all, the respondent explained that Växjö believes that

municipalities rarely compete against each other when it comes to work and attractive living. Since Växjö is the residential city in Kronoberg County, most potential residents and businesses in that county tend to move to Växjö. However, municipalities like Jönköping, Kalmar, Karlskrona, Halmstad and Kristianstad are municipalities of the same size as Växjö. Thus, Växjö compares with and compete with these municipalities in regards to potential visitors, residents and businesses. The respondent also indicated that smaller municipalities might have competitive advantages too, because of rural areas preferences with good transportation for residents. Moreover, rural areas tend to have lower living costs as well. The respondent claim that competition also depends on how well Växjö communicates sustainability, job opportunities and the education system. Therefore, it might depend a lot on people's various preferences.

There are always those who will question 'how can you be the greenest city?' I have seen that in Lund, there are better bicycle paths or well the buses [in Växjö] do not run on biogas.

(Respondent C, Personal Communication, March 3rd, 2016)

Respondent C claimed that the possibility to find information on Växjö's website is appreciated by residents. According to the respondent, people gave positive feedback about some projects derived from the subventions, where residents were offered subventions to enhance the environmental friendliness of the municipality. This included an exchange projects where oil boilers could be exchanged for solar cells, and a project with environmental cars. It appeared that Växjö receives mostly constructive criticism and interesting discussions with residents. For example, the respondent explained that journalists that have been in contact with residents of Växjö, expressed that the overall impression showed that residents were proud of being part of Europe's Greenest City.

Communication

Respondent C explains that Växjö believes it is difficult to answer the proportion of the total communication that consists of CSR focused communication, but states that all communication can be related to CSR, in one way or another. The respondent further explained that the reason for this is that the aim with the municipality's communication is to create a good life with social welfare, good education and job opportunities.

It is in our [Växjö] interest to communicate and have meetings with as many we think can help us reach the goals.
(Respondent C, Personal Communication, March 3rd, 2016)

Växjö believes it is important to communicate its CSR-activities with stakeholders such as visitors, residents and businesses. An example is companies, as Växjö wants to work with them to reach the environmental goals and to be part of the development. Companies might be interested in the annual reports of the municipalities, likewise, Växjö is of other companies. Växjö also aims to communicate with its residents, municipal associations and, regional and national organisations. Växjö for instance is well-known in the EU for its work with the environment, but also nationally such as within the Government and EPA. The respondent C explained that it is due to the fact that Växjö has visitors both national and international wise.

With 88 000 residents there are 88 000 different ways to process information.

(Respondent C, Personal Communication, March 3rd, 2016)

The respondent C explained that there are many ways of communicating its CSR-activities. However, the respondent clarified that the main communication channels Växjö uses are the website, brochures, journalists and seminars. Växjö believes that the communication can be better, although Växjö states that the internal communication might be better than the external. There are brochures translated into English in the reception. Another communication channel Växjö uses is seminars that are often held at schools, companies and events like Stadsfesten. Direct meetings is also a channel that Växjö uses, where different sustainability topics are discussed. Furthermore, Växjö also uses communication channels such as magazines and information boards.

The respondent C mentioned that external brochures such as annual reports might not be as effective, since they are not attractive for residents, although it is developed, as the law requires it. These brochures are also available on the website. In addition, direct meetings might not always be considered as effective, since it takes time to go through different city parts but it is an effective channel for residents to stay updated to what is going on in some parts of the city, the respondent explained. Furthermore, the respondent described that although many people know about Växjö as Europe's Greenest City, people might not know what it stands for. Seminars and events would then be, according to the respondent, an effective communication channel to take the opportunity to inform. In addition, seminars are also considered effective when discussing different fields/topics and how Växjö works with them, as well as how far it has gotten. The respondent also claims that seminars with schools, companies, communities and residents might not be the most effective channel, but neither is the magazine in the mailbox. However, according to the respondent, the most effective would be a mix of all these channels. For further details on Växjö's communication channels, see table 7.

Communication Channels:	
Website	
Annual Reports	
Brochures	Swedish and English Version
Journalists	
Seminars*	Schools
	Companies
	Communities
	Residents
Direct Meetings**	
Magazines**	
Information Boards	
* Most effective channel ** Less effective channel	

Table 7: Växjö's Communication Channels

4.3.4   Örebro Municipality

The respondent D is a sustainability manager at Örebro municipality. The respondent has worked in this position for approximately three years. This position makes sure that the municipality constantly stay one-step ahead, when working with sustainable developments. A sustainability manager works strategically with sustainability issues on a long-term perspective. There are concrete sustainability goals that a sustainability manager must ensure that the municipality works to achieve them. Örebro wants to highlight its title as Sweden's quality municipality and Sweden's environmental municipality. The municipality works with the development of a sustainable society. This includes looking at different parts from a sustainable perspective such as ecological, social and economic sustainability.

We usually say that ecological sustainability is what the planet can express and social sustainability often benefit from working with ecological sustainability, but the economic sustainability is the tool for us to reach anywhere.
(Respondent D, Personal Communication, March 7th, 2016)

Respondent D explained that it is important for Örebro to show how the three perspectives relates to each other, because they are not isolated islands. The municipality works with four major strategic goal areas. These are sustainability and growth, children and young people's needs, people's own power, and social welfare. People's own power is about the municipality's work with gender equality issues and national minority issues. Örebro provides service on different terms, The respondent explained that no matter where people come from, speak another language or are disabled, people should be able to have the same contact with the municipality. The municipality believes that sustainability issues should permeate the entire organisation. Örebro also markets its work with decreasing child poverty index and wants to show how it works with procurement and social investments.

Place Branding

We want people to think that we are the ones who are far ahead and have high aspirations, that they [stakeholders] will be attracted from the outside and that they can participate and contribute to [CSR-activities].
(Respondent D, Personal Communication, March 7th, 2016)

Respondent D revealed that Örebro's vision is to become 'Scandinavia's Most Attractive Medium-sized City'', which is also the slogan Örebro uses. The municipality has policy documents where it aims to be best in certain categories. As for instance, Europe's capital of sign language, Sweden's most HBT-friendly municipality (Homosexual, Bisexual and Transgender), and the best municipality in the country to work with human rights. The municipality tries to become more service-oriented, respond quicker to questions and have a customer perspective. The respondent claimed that Örebro does not want to be an authority that is perceived as big, heavy and slow, but an organisation that is there for everyone who comes when they need assistance with anything.

Örebro has entitled to be Sweden's environmental municipality, Sweden's quality municipality and the Mayflower municipality of 2015. The most attractive and important prize is the Swedish environmental municipality. Örebro revealed its secret behind the title of Sweden's environmental

municipality 2015. The respondent explained that the municipality has courageous politicians and adopted a few years ago an environmental programme. The municipality is currently working with a social responsibility programme and very strategically with the management to achieve results.

We dare to try [new CSR initiatives] and to be there [for the society] and push where no one else [other municipalities] dares to do.

(Respondent D, Personal Communication, March 7th, 2016)

The respondent D explained that Örebro was the first municipality who dared to work with procurements in social sustainability, where the municipality made demands on the market in order to create changes. Örebro is far ahead with the procurement and implementation, since the municipality deals with goods and services for approximately two billion in accumulated terms. The respondent explained that Örebro was the first municipality who decided that all money invested by the municipality was free from fossil fuels. Many of those managers who supply funds to the municipality must therefore tighten their requirements, the respondent clarified.

Örebro engages its CSR-activities through events and activities. Seminars about its CSR-activities are held for the civil society and the non-profit sector when the municipality is working with procurement and social investments. Each month, there are challenges for the residents where Örebro invites stakeholders to try something new. The respondent D described that the challenges could for example be to try eating vegetarian food or try an electric bike to decrease the use a car. Örebro has also had a challenge of sustainable consumption where people refrain from consumption, unless it is recycled. These activities are supposed to generate debate and change a consumption pattern. The municipality also organises the "Örebro-week" for human rights together with non-profit organisations. This week involves arranging activities and lectures for everyone. An activity could for example be sign language. Moreover, the respondent explained that it is about placing focus on the issues and discussions. The respondent also mentioned that Örebro finances the Örebro Pride, to show that the municipality cares and supports the event.

The respondent D claimed that Örebro cooperates with other municipalities as well. Around ten to twelve municipalities work together to exchange their experiences. Örebro is part of the "climate municipalities", where municipalities with high ambitions of climate issues work together to pursue the same objectives nationally. By cooperating with the civil society, the respondent explained that the municipality can create a "resident dialogue." Örebro has for example, resident dialogues with children to get the children's perspective. The respondent further explained that the municipality started with developing a GIS tool (Geographic Information System) that is used in building a neighbourhood. The children can then put a pin on where they feel safe and where they want to play. In this way, the municipality can capture the children's views on their neighbourhood.

Örebro has an index that shows how well the municipality is performing in comparison with other municipalities. The respondent D believes that it is important that stakeholders think of Örebro as Sweden's environmental municipality. When hiring more competent co-workers, this title has increased the opportunity for the municipality to hire competent employees. The respondent mentioned that many stakeholders want to come and visit Örebro, which makes it possible for the municipality to get a give-and-take experience at the same time. The municipality can communicate

how it works with sustainability and interesting discussions tend to come along. It has allowed the municipality to make connections with those who are active within sustainable developments. Örebro also thinks that when the municipality let people know how well it delivers the service and good warranty, people will choose Örebro when it comes to the choice of public or private organisations.

The respondent D explained that it is important for Örebro to stand out from the competitors when it comes to attracting visitors, residents and businesses. The competitors appeared to be larger municipalities that are of the same size as Örebro. To mention a few, Västerås, Linköping, Norrköping and Uppsala are Örebro's competitors. However, the respondent claimed that Örebro perceives Malmö and Göteborg as the main competitors, since they have come far in sustainability matters. The municipality also claimed that Örebro cooperates with other municipalities. As Malmö has a long history of working with social sustainability, therefore Örebro cooperates with Malmö to learn more. The respondent further explained that although other municipalities are perceived as competitors, private actors within the municipality such as private schools and elderly care also appeared as serious competitors.

The newspaper probably has a task to review the municipality and write about things we [Örebro] do not do rather than what we do.

(Respondent D, Personal Communication, March 7th, 2016)

The respondent D revealed that Örebro has received positive responses about its CSR-activities. However, the respondent claimed that a municipality would always receive more criticism than compliments, especially, when people have the opportunity to bring complaints and comments, it is mostly negative.

Communication

The amount of CSR communication of the total communication is according to respondent D "not that much." The total communication flow is mostly about the basic services such as welfare services and infrastructure. The respondent further explain that Örebro constantly tries to ensure that sustainability issues are integrated into all of it and not a track on its own. The respondent also thought that even if the municipality would double the communication department, it would still feel that the municipality are not catching up with the demands of CSR focused information. Therefore, it is important that its communication reach out to many people.

I believe that the demand [of CSR focused information] from us as a municipality and the communication have increased generally in all matters.

(Respondent D, Personal Communication, March 7th, 2016)

Örebro thinks that the most important stakeholders for its CSR-communication are the residents, businesses, local civil society and politicians. The respondent D described that Örebro mainly communicates towards its stakeholders through its website and blog, but radio and TV were also important channels. The respondent claimed that the municipality however focuses more on press releases when Örebro wants to announce important news about CSR. The respondent showed that Örebro communicates its CSR information in the municipality's annual report. The annual report

comes in a printed and an electronic version. Moreover, there is an internal project portal for employees and other municipalities. Örebro uses social media such as Facebook and Twitter as well. Seminars and lectures about its CSR-activities are held for all residents. There are also ads in newspapers, but the respondent claimed that it is not a priority channel. The respondent explained that the most effective channel was through a press release, because press releases give great impact on reaching the stakeholders. The respondent further believed that the most effective way is when a newspaper or radio intercepts Örebro's CSR-activities and write a reportage about it. Furthermore, the respondent claimed that social media is also an effective channel to reach a younger target audience. The municipality can easily communicate directly through social media in real time instead of e-mailing. The respondent also thought that an ad in the newspaper does not give the impact that a municipality aims. It is expensive and people nowadays do not subscribe to the local newspaper as much as before. The respondent believed that it is better to focus on making a good press release instead. For further details of Örebro's communication channels, see table 8 below.

Communication Channels:	
Website	
Annual Reports	Printed & Electronic Versions
Blog	
TV	
Radio	
Social Media*	Facebook
	Twitter
Internal Project Portal for Employees	
Press Release*	
Ads in Newspapers**	
Seminars & Lectures	
* Most effective channel ** Less effective channel	

Table 8: Örebro's Communication Channels

5 Analysis

In this chapter, the results of the empirical material are brought to a discussion and analysed in light of the theoretical reference. The analysis is structured in accordance to how municipalities can use place branding with its brand image in relation to the stakeholders and lastly how they can communicate it through City image communication.

5.1 Place Branding

Anholt (2010), Kavaratzis and Ashworth (2005) denote the importance of distinguishing and positioning a municipality in harmony with its brand image. This can in turn create competitive advantages in terms of attracting stakeholders. The adoption of place branding encompasses the development of brand image to gain competitive advantages. In order to understand how municipalities can use place branding to market their CSR-activities, it is inevitable for municipalities to think about what they expect to get in return, how they want to be perceived and most importantly to identify the target audience. Thus, three aspects within place branding that need to be addressed for a successful marketing of CSR-activities are competitive advantages, brand image and stakeholders.

5.1.1 Competitive Advantage

Anholt (2010) and Hankinson (2015) claim that municipalities commonly compete about potential business, residents and visitors. Place branding is a marketing strategy for municipalities to distinguish themselves from other places (Ashworth et al., 2015). Ashworth and Kavaratzis (2005) stress the importance of creating a strong and distinguished brand image in regards to competitors. The results from this study found that all municipalities perceived that their CSR-marketing gave competitive advantages. The main competitive advantages that the municipalities acknowledged were that it helped them stand out from their competitors. It was also important to have a sustainable profile when attracting new residents, which can confirm Morgan et al. (2002), and Werther and Chandler's (2011) findings. Moreover, all municipalities believed that a general trend in becoming more sustainable have developed. Thus, the demand for the municipalities' CSR-communication has noticeably increased generally in all matters. Jönköping claims that the demand for the environmental aspect came first, but lately the social aspect has become even more important to the stakeholders. Örebro stated that the demand of CSR focused information has increased drastically. Örebro further explains that having courageous employees whom dare to adopt new strategies, will assure the municipality the risk of not being left behind.

Kotler et al. (1999) indicate that place branding is beneficial when creating new job opportunities, which goes in line with the empirical findings. Växjö and Örebro claimed that the marketing of their CSR-activities could create new job opportunities and increase their recruitment base. Göteborg was confident that stakeholders would choose the municipality if people perceived Göteborg as a sustainable city. This became further evident when Växjö also claimed that one of its stakeholders chose Växjö because of its image as Europe's Greenest City. The reasons for this was that the stakeholder wanted to have its production in a green environment. Although all municipalities think that the marketing of CSR could help them attract stakeholders, Växjö envisioned that it depends on the circumstances and personal preferences. The respondent at Växjö indicated that a municipality with a CSR profile would not necessarily be a deal, because there are other factors that can affect the respondents' choices of a municipality. Altogether, it can therefore

be argued that by marketing themselves as a CSR conscious municipality, the municipalities perceive themselves as more attractive for businesses than for residents.

Place branding is a tool that helps municipalities gain competitive advantages (Anholt, 2010; Hankinson, 2015), hence, making each municipality stand out from its competitors. When probing the respondents about which municipalities they perceive as their competitors on the behalf of visitors, potential residents, workers and businesses, all municipalities claimed that municipalities equal of the same size were their main competitors (see table 9 for specific competitors). However, Växjö considered smaller and nearby municipalities as competitors too. It was explained that they are not Växjö's main competitors, but smaller municipalities have their advantages from an economical aspect in terms of lower expenses. This is in contrast with what Göteborg considered. Since Göteborg is larger than the other investigated municipalities, the municipality thought that smaller and nearby municipalities would not affect the municipality. As a consequence of these results, smaller municipalities can be perceived as competitors, but it depends on how well municipalities perform their marketing of CSR-activities. Örebro pointed out that the private sector is also a competitor, especially when it comes to the choice of school and elderly care. Baker (2012) explains that due to the aggressive development of marketing, the global contest has made the smaller municipalities serious competitors. An interesting result in this study is that none of the municipalities mentioned any international municipalities or cities as their competitors. This is in conflict with what Baker (2012) found in his study, where municipalities compete against each other worldwide. However, he argued that municipalities of all sizes not only compete against themselves, but with organisations as well, which goes in line with the study's findings. In regards to the above, this study suggest that the investigated municipalities mainly compete with other municipalities of the same size and to some extent, nearby municipalities as well as the private sector.

Competitors			
Göteborg	**Jönköping**	**Växjö**	**Örebro**
Stockholm Malmö*	Linköping* Norrköping Växjö** Borås	Jönköping** Kalmar Karlskrona Halmstad Kristianstad	Västerås Linköping* Norrköping Uppsala Malmö* Göteborg**
* Is a competitor to more than one municipality			
** The competitor is one of the investigated municipalities			

Table 9: Municipalities perceived as competitors

5.1.2   Brand Image

Anholt (2010), Kavaratzis and Ashworth (2005) emphasise the importance of creating a brand image in order to position a place in the minds of its stakeholders. Kavaratzis and Ashworth (2005) further define brand image as how a brand is perceived by its stakeholders. Findings from this study showed that the municipalities worked with creating and developing a brand image. Moreover, Anholt (2010), Kavaratzis and Ashworth (2005) denote that the brand image process

involves creating a message and evoking emotions, which goes in line with the findings. With reference to the empirical findings, Göteborg wants to position itself as a "Sustainable City, Open to the World." Furthermore, Växjö wants to be perceived as "Europe's Greenest City" and Örebro as "Scandinavia's Most Attractive Medium-sized City." The findings indicated that the municipalities use short phrases, which can be linked to what Kotler et al. (1999) define as one of the three tools in creating a brand image. Although, from the web content analysis and the in-depth interviews, it was not revealed that Jönköping had any slogans, the respondent explained that Jönköping works in accordance with the definition of sustainability by the Brundtland Commission. The empirical findings, in line with the theoretical framework ascertain that municipalities use slogans to convey a message that subsequently evoke emotions. The reason for this could also be explained by Anholt's (2010) claims about how slogans can evoke emotions that becomes memorable in the minds of the municipalities' stakeholders. In fact, both Hankinson (2015) and Anholt (2010) demonstrate that evoking memories and creating perceptions of a place, instead of mainly selling products, are what distinguish place branding. Furthermore, with time, a message represents a certain promise, which might facilitate the information search of the brand (Anholt, 2010; Kavaratzis & Ashworth, 2005). Continuously, the empirical findings indicate that Örebro wants its stakeholders to perceive it as a service-minded municipality. Örebro attempts to engage in CSR issues and strive to be the best municipality in certain categories related to CSR. This can in turn convey the message of Örebro as a municipality with high service quality. These achievements can evoke emotions in the minds of its stakeholder, because it leaves an impression of what the municipalities stand for.

The message that a brand image conveys can be perceived differently among stakeholders (Kavaratzis & Ashworth 2005). This became evident when the respondent in Växjö mentioned that there will always be people who will question Växjö's slogan as Europe's Greenest City. Furthermore, a brand image is not only controlled by the municipality, but also by the stakeholders (Kavaratzis & Ashworth, 2005), which Växjö is aware of. Thus, there are no requirements for using Växjö's slogan or logotype, as the respondent explained that Växjö wants to encourage its stakeholders to proudly use it. Moreover, the empirical findings from the web content analysis demonstrate that Göteborg and Växjö use promotional videos. The use of videos is also one of Kotler et al. (1999) tools. Videos can enhance the communication of the municipalities' brand image and should not be neglected (Kotler et al., 1999). Moreover, it was found that most of the municipalities investigated used logotypes on their websites, which was also reinforced by the in-depth interviews. This illustrates that municipalities use logotypes, which is also part of the second tool in building a brand image that Kotler et al. (1999) suggest. In addition, it became evident from the web content analysis that the vast majority of the municipalities had pictures of nature, landscapes, buildings and residents on their websites, which can also enhance the position according to Kotler et al. (1999). In regards to the above, working with these different messages (pictures, promotional videos and logotypes) allowed the municipalities to position themselves and show how they want to be perceived by their stakeholders. Furthermore, the empirical findings illustrate that these tools are important factors in creating a brand image. Particularly, these slogans convey a message that evoke emotions in the minds of the stakeholders, who are interested in finding out what the municipality stands for.

5.1.3 Stakeholders

Kotler et al. (1999) introduced three main target groups for a municipality (residents, businesses and visitors). Tagesson (2007) complements these target groups with ten other stakeholders. With reference to the empirical results, the municipalities regarded similarly to what Kotler et al. (1999) and Tagesson (2007) suggested. The investigated municipalities considered their external stakeholders to be residents, businesses, visitors, government and municipal associations. The internal stakeholders were claimed to be civil servants and politicians. Figure 5 shows how the results corresponded to what Kotler et al. (1999) and Tagesson (2007) initiated. Freeman (1984) defines stakeholders as any groups or individuals who can affect or be affected by a municipality's objectives. In relation to the results, the municipalities pointed out that the mentioned stakeholders were perceived as those who affected them the most, but also the most important target audience for their communication of CSR-activities. Friedman and Miles (2002) inspired by Freeman's (1984) definition of a stakeholder, entailed that stakeholders were so called "influencers." Influencers can affect a municipality regardless of the existence of a relationship. The notion "affect" appears in Freeman's definition too, it can therefore be argued that regardless of the relationship the stakeholders share with a municipality, they can still influence a municipality. According to the results, the stated stakeholders were perceived as the strongest influencers. Lee (2011) argues that the management of the influences are rooted in the relationship between stakeholders and the municipality. The relationship could further influence the social behaviour. In this case, none of the municipalities mentioned media as an important stakeholder. Media's important role was however later revealed during the interview with the municipalities. The respondents were aware of the impact media had on the municipality's reputation. To be more specific, one of the respondents claimed that the newspaper's main task probably was to review what a municipality does not do, rather than what it actually does. Another respondent indicated that the municipality invites the press when it wants the press to write a reportage about the CSR-activities executed by the municipality. Although, the investigated municipalities did not mention all the stakeholders that Kotler et al. (1999) and Tagesson (2007) initiated (see figure 5), all municipalities found that they were interested in everyone who exists and are active within the municipality in a geographic area.

Freeman (1984) also indicated that the term stakeholders was more common in a business context rather than in a public sector. In spite of this, the investigated municipalities implied that a municipality has even more stakeholders than a company. Henriques & Sadorsky (1999) showed that the level of environmental commitment could influence a municipality's perception of the importance of a stakeholder. This goes in line with the findings, because the municipalities were all concerned about their CSR appearance. They believed that their communication of CSR-activities could affect a stakeholder's choice of them over other competitors. The findings from the interviews revealed a sense of an additional stakeholder that the municipalities perceived as important. Without specifically expressing *employees* as the most important stakeholder, the findings exposed that the municipalities perceived that it was important to show the forefront position as a sustainable municipality for potential employees. The reason is that this could attract potential employees to work with them.
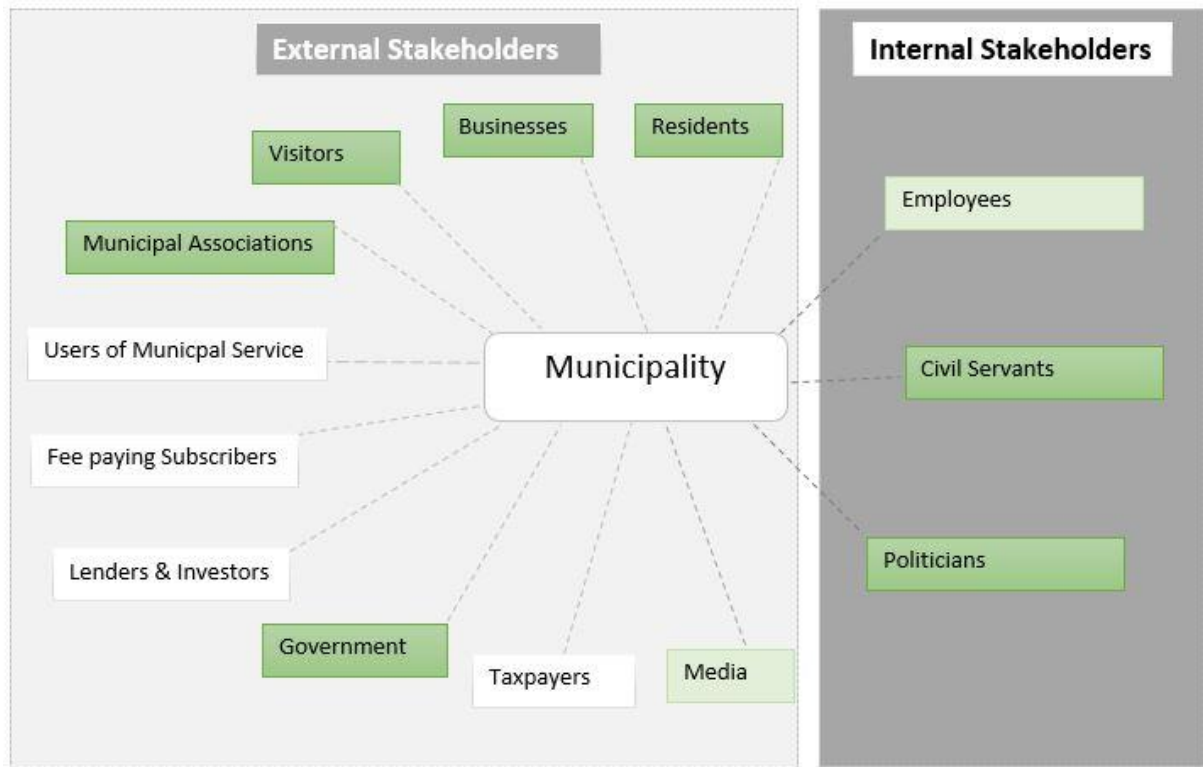
Figure 5: Stakeholders

The green areas show what the municipalities considered as their main stakeholders. The lighter green areas (employees and media) show stakeholders that later were revealed as particularly important.

5.2   City Image Communication

Place branding is about creating an image that represents the city (Hankinson, 2009). Kavaratzis (2004) developed the model called City image communication, which is composed of three levels of communication. Prior to the analysis of the findings with Kavaratzis (2004) model, the desired image a municipality wants to achieve needs to be addressed. The city image goes hand in hand with the brand image. City image however refers to the long-term vision rather than unique and memorable slogans. With reference to the findings, the municipalities' city images complement their slogans. It was found that the municipalities want to be in the forefront and be the best place to live in, where people are willing to participate and contribute to the CSR-activities.

5.2.1   Primary Communication

The primary communication contains the strategies of communicating the CSR-activities in light of place branding theories. According to Kavaratzis (2004), there are four main areas within primary communication, landscape strategies, infrastructure projects, organisational and administrative structure as well as behaviour.

5.2.1.1   Landscape Strategies

Kavaratzis (2004) refers to landscape strategies as a municipality's activities and decisions within architecture, urban designs as well as generally public and green spaces. It also concerns what a municipality chooses to allocate its budget to (Lansstyrelsen.se, 2016a). With reference to the empirical findings, Jönköping markets activities within fields such as housing and urban developments. In addition, Jönköping is part of City Lab, to improve the design and construction

of its green environment. Therefore, these areas can also be related to the landscapes strategies that Kavaratzis (2004) proposed. Landscape strategies is also about creating and designing a future from ecological, social, and economic perspectives. Therefore, landscape strategies can be related to the three cornerstones in the TBL, where companies should not only focus on profitability (Elkington, 1999).

There are regulations that regulate working conditions in regard to wages, working hours and employment as well as discrimination (Svenskarbetsratt.se, 2016a; Svenskarbetsratt.se, 2016b). The empirical findings illustrated that the municipalities' websites provided information about Fairtrade, which relates to working conditions in that the organisation supports better working conditions. Jönköping, Växjö and Örebro showed on their websites that they are Fairtrade City certified. Meanwhile, on Göteborg's website, the information about its Fairtrade City certificate did not come forward right away. The reason for this was found in the in-depth interviews, where the respondent revealed that Göteborg's main channel for Fairtrade City was its Facebook page. Therefore, this can indicate that the investigated municipalities have achieved ethical requirements when it comes to public procurements such as working against child labour and discrimination (Fairtrade.se, 2016). When stakeholders know the actual process of procurements, they tend to be more willing to trust the municipality (Carrigan and Attalla (2001). This was indicated when Volvo construction chose to have its production in Växjö. The initiation from Volvo indicates that the stakeholders are concerned about the issues related to sustainability, which goes in line with Keller and Aaker's (1998) statement, that there is an increasing concern for sustainability conditions in the decision-making among stakeholders. Therefore, as Wheeler and Elkington (2001) state, these sustainability reports are created in order to satisfy the requirements from stakeholders. This is further enhanced by that the municipalities have a positive attitude towards the ethical criteria within place branding (Bruun & Falk, 2012). Örebro shows its awareness for sustainable urban developments through social responsibilities. These responsibilities include the children's perspective taken into consideration. When it comes to the efforts in providing sustainability information, the findings revealed that all municipalities were transparent on their websites. The transparent information were provided in form of policies about public procurement and corruption, which can be linked to the economic aspect (Elkington, 1999; Savitz & Weber, 2006).

Continuously, a Swedish law that is related to the environmental aspect is the 16 national objectives set by the government's environmental policy (Regeringen.se, 2016b). This corresponds to the empirical findings where Jönköping markets its work based on these objectives. In addition, Jönköping is well aware of the importance of the environment, because Jönköping believes it is an attractive factor among stakeholders. Environment is also an area Växjö emphasises, which was one of the main reason Volvo construction chose to have its production in Växjö. Furthermore, landscape strategies represent the projects that municipalities choose to allocate their budget to, in order to create a sustainable future (Kavaratzis, 2004). This is further illustrated in the findings, where Växjö claimed that its budget represents its environmental goals. The results also illustrate that Göteborg chose to allocate the budget to a campaign for a sustainable cause. Furthermore, it was found on the municipalities' websites, that users could find information that relates to the environmental aspect in landscape strategies, such as the living environment and recycling (Kavaratzis, 2004). Although, services such as cleaning, waste and recycling, are according to Swedish laws, activities that a municipality is obliged to perform (Regeringen.se, 2016b), which the

municipalities agreed on and sought to work with. Therefore, the primary data conducted in this study and the supporting secondary data, confirm that policies provided by the government, act as a tool to encourage municipalities to become more sustainable (Malpass et al., 2007; Fox et al., 2002; Steurer, 2009; Howlett & Ramesh, 1993; Naturvårdsverket.se, 2007). The empirical findings entail that the municipalities communicate their projects and objectives from environmental, social and economic perspectives, rather than simply focusing on making profit. The municipalities need to consider what they deem important when investing in certain projects. Thus, in line with the theoretical framework (Christensen, 2005; Visser et al., 2015; Hira & Ferrie, 2006), this study suggest that a municipality plays an important role in acting as a role model when it comes to sustainability.

5.2.1.2 Infrastructure Projects

Infrastructure projects involve developments of the infrastructure needed in a city (Kavaratzis, 2004). According to the empirical findings, Jönköping has a mobility week, where the municipality emphasised sustainable travel to change the travel behaviour among the residents. During this week, Jönköping offered visitors to try an electrical bike. The improvement in the infrastructure through sustainable travel became evident when Växjö and Örebro also provided this. Växjö also provided subventions when the municipality adapted to a more environmentally transportation and developed paths for bicycles to diminish the use of cars. Another infrastructure project is Växjö's cooperation with South African delegates on a blindfolded experience to show how it is to walk around the city with no sight. Furthermore, Göteborg also markets about sustainable travel in its Green Hack GBG campaign, where the municipality wanted to inspire residents to a more sustainable lifestyle. These projects are examples of infrastructure projects proposed by Kavaratzis (2004). Both Maheshwari (2011) and Kavaratzis (2004) denoted that creating a good infrastructure could increase job opportunities. The empirical findings illustrated that both Växjö and Örebro believed that marketing their CSR-activities could expand their recruitment base and create job opportunities. Hence, infrastructure projects that are developed from a CSR-perspective, such as changing travel behaviour and increase the labour market, can subsequently provide a good infrastructure and enhance the economic growth. This finding goes in line with Hankinson's (2015) statement that the implementation of place branding can enhance infrastructure and economic growth.

5.2.1.3 Organisational and Administrative Structure

Organisational and administrative structure emphasise the importance of how the city improves the government structure. In addition, it is about public procurement in form of public-private partnership, therefore it is also about developing networks as well as including the residents in the decision-making. Furthermore, organisational and administrative structure are about corporate branding (Kavaratzis, 2004) and, a promise between an organisation and its stakeholders (Blamer, 2001; Anholt, 2010; Kavaratzis & Ashworth, 2005). All of the investigated municipalities cooperate with its stakeholders, primarily with businesses. The main objectives of collaborating with different companies are to spread information and inspire people towards a sustainable lifestyle. Göteborg cooperates for instance with restaurants and cafés, with the aim to inspire sustainable consumption. The municipality also cooperates with an organisation (Retoy) to raise awareness of sustainability for the younger generation. Another cooperation that involves social responsibility is Växjö's collaboration in helping people who are not able to work full-time. Additionally, Växjö's cooperation with Volvo about renewable energy has inspired more businesses to adopt a more

sustainable production. Hankinson (2004a) and Wang (2008) suggest that collaborations between the public and the private sector can enhance the effect of place branding. In regards to this, the findings showed that the municipalities also cooperate with businesses, to learn more and to gain experiences about sustainability. Such example is for instance Jönköping's cooperation with City Lab that has enabled an exchange in sustainable experiences with other organisations. Göteborg also invites stakeholders to manage its Instagram account for a short period to enhance its image as a sustainable municipality. Besides cooperating with businesses, the municipalities also cooperate with universities and schools. The collaborations have enabled the municipalities to develop sustainable projects together with the universities. In addition, Örebro cooperates with children to make sure that the municipality capture the children's perspective and considers the social impacts, when introducing new projects. Although the municipalities mostly cooperate with their stakeholders, they acknowledged that there exists a collaboration with other municipalities as well. Örebro pointed out that cooperating with other municipalities creates a give-and-take experience.

From the findings presented above, it can be argued that the cooperation with other stakeholders have helped strengthen the municipalities' position. The municipalities agreed on that they cannot do the work alone and therefore, it is important to cooperate with stakeholders in order to enhance their image. The respondent in Göteborg explained that a municipality cannot do all the work, and to achieve the goals, it needs to work together with different organisations, companies, universities and residents. The outcome of these collaborations has been positive and the stakeholders are more engaged and aware of the CSR-activities that the municipalities market. It also attracts businesses to establish their operations within the municipality and create more job opportunities, which generate economic growth. This goes in line with what Dinnie (2011) emphasise, that place branding is the aim for local governments to attract social and financial capital. However, Agnevik (2012) argue that transparency is important in a municipality as it creates trust. Furthermore, an employee within the public sector is in no position of taking advantage of its position, thus a municipality has an important role in working against corruption (Polisen.se, 2016). With reference to the findings in the web content analysis, all four municipalities investigated, provided policies against corruption on their websites. This can further explain their forefront position as a CSR-oriented municipality.

5.2.1.4 Behaviour

Behaviour is the last element in the primary communication. Kavaratzis (2004) explains this element as a plan that consists of certain strategies that could help the municipalities achieve their vision. The strategies sought to be event-based such as festivals, cultural events, sports events and leisure events. With reference to the findings, all of the investigated municipalities arrange and support events and activities to strengthen their position as sustainable municipalities. One of the behaviour within Göteborg is about celebrating its Fairtrade City anniversary. This event involves informing the stakeholders the awareness of Fairtrade. Göteborg also has a yearly campaign called Green Hack GBG. This campaign inspires its residents to live a sustainable lifestyle, by providing tips and advices. Due to Göteborg's engagement with building its image through the events, it can derive greater benefit from it and make the municipality stand out among other municipalities. Kavaratzis (2004) indicates that the importance of constructing a city image apart from the events is to bring new ideas, practices and techniques into it. Both Växjö and Jönköping introduced a new idea to an experience that informs the importance of climate change, which is a big part of the

environmental aspect. This idea is the event Earth Week. This event enabled the municipalities to create a joint programme with companies and to market their CSR-activities. Meetings were also held to inform and spread the word about sustainable consumption. Besides creating these events, Jönköping also shows its support to other organisations by sharing a climate award to companies or organisations that have succeeded with their CSR-activities. In order to build a prominent image of a city, a municipality needs to bring innovativeness and imagination to it (Kavaratzis, 2004). Örebro has events and activities to strengthen its position as an environmental municipality and to stand out from the competitors. One of the most important event is the Örebro-week. This week is supposed to help people with their consumption behaviour. Örebro has challenges that dares the stakeholders to try a new lifestyle from what they are used to. Such challenges are for instance to become vegetarian for a short period.

Besides the events and activities, the investigated municipalities also support and collaborate with organisations that deal with CSR-activities. It is important for a municipality to offer good service in order to maintain their image as a trustworthy municipality (Kavaratzis, 2004). The findings demonstrate that service is an important factor when it comes to build the image of a city. It was revealed that the municipalities did not want to be associated with a slow and clumsy sector, but they wanted to show that they are able to provide a good service guarantee and that the stakeholders should feel safe and trust them instead. Kavaratzis (2004) concludes that by organising events and activities as well as supporting other organisations through collaborations and giving out awards, it can enhance the image of a municipality. The empirical results entail Kavaratzis (2004) statement. However, it is important to shed light on the new ideas and imagination a municipality can construe within the "behaviour" element in primary communication. The reason behind this is that it can boost the image and make it stand out from other competitors.

5.2.2   Secondary Communication

Communication is the key to success, but it builds upon the communicative competences of a municipality to promote the city successfully (Kavaratzis, 2004). All municipalities found it difficult to estimate how much of their total communication actually contained CSR communication. The information differed depending on the departments. However, the majority believed that all municipal communication could be related to CSR in one way or another. They were all convinced that sustainability issues are integrated into all municipal work and not a track on its own. Jönköping claimed that the municipality is good on planning, fixing and tracking, rather than communicating and market its CSR-activities. Despite the communication flow within the municipality, there are communication channels that the municipalities adopt in order to promote their CSR-activities. In fact, Växjö claimed that there are 88.000 residents within the municipality, and thus there are probably 88.000 different ways to process information.

Kavaratzis (2004) introduces the secondary communication with two types of promotions, conventional and urban. The study confirms that the investigated municipalities are using a combination of both conventional and urban promotions. However, the municipalities take part of the conventional promotions more than the urban promotions. The urban promotions are mainly campaigns, exhibition seminars and events. Although there are more of the conventional promotions, the events and campaigns raise a great amount awareness of their CSR-activities. Malpass et al. (2007) claim that campaigns can act as a promotional tool that can enable residents

to engage and involve in a municipality's sustainability projects. It became evident that the municipalities believed that the events and campaigns enabled their stakeholders to get the opportunity to join them and take part of the CSR-activities. The municipalities claimed that they also take the opportunity to communicate their CSR-activities, on events that are not specifically aimed towards CSR. Table 10 below, displays the promotions the investigated municipalities use. The conventional promotions can be divided into indoor and outdoor advertising categories. The indoor advertisements the municipalities use are websites, social media, brochures, printed documents (annual reports), press conferences/releases, magazines, public relations, direct meetings, blogs, TV, and radio. The outdoor billboards and information boards are classified as outdoor advertising. Kavaratzis (2004) and Kotler et al. (1999) mentioned that the use of logotypes is a new type of advertisement within the public sector. In regards to this, it became evident from the web content analysis that all municipalities used some kind of logotype or slogan to describe their images. Växjö has for instance a logotype that describes the municipality as Europe's Greenest City. Örebro has a certificate on the logotype of being the Environmental Municipality in Sweden 2015 (see table 3). Kavaratzis (2004) concludes that the communicative competence of a municipality is the goal, but also the result of the place branding process. The secondary communication is similar to the "promotion" component in a traditional marketing mix (Kavaratzis, 2004), which has so far been a strategy that municipalities have adopted with great ease. Thus, the communication channels used within the municipalities can explain their successful accomplishment of being in the forefront.

Conventional Promotion		Urban Promotion
Indoor	**Outdoor**	Campaigns
Websites	Outdoor Billboards	Exhibitions
Social Media	Information Boards	Seminars
Brochures		Lectures
Printed Documents (Annual Reports)		Events and Activities:
Press Conferences/ Releases		- Climate Week
Magazines		- Earth Week
Public Relations		- Fairtrade City Celebration
Direct Meetings		- Green Hack GBG
Blogs		- Mobility Week
TV		- Örebro Week
Radio		
Ads in Newspapers		

Table 10: Communication Channels the Investigated Municipalities Use

Continuously, Cegarra-Navarro et al. (2012) state that the website is a media channel that has increasingly become important for municipalities, because it provides transparency and accountability. The web content analysis showed that vast majority of the municipalities studied had a relatively easy website to navigate, yet some required more clicks from the landing page to the tabs (see table 3 and table 4). This indicates that the municipalities still need to work on providing fewer clicks to the tabs, in order to maintain the interest in finding CSR-information. This corresponds to what Chaffey and Ellis-Chadwick (2012) show in their research about the importance of a landing page's access to further tabs. Furthermore, social media (Facebook and Instagram) could also be identified in the web content analysis. The in-depth interviews however revealed that there were additional social media platforms used within each municipality. It was found that Göteborg used Instagram and Twitter in addition to Facebook. There were no sign of

Örebro using any social media platforms from the web content analysis, but the respondent from the interview revealed its use of Facebook and Twitter. Växjö however did not mention social media as a communication channel during the interview, but the web content analysis confirmed that Växjö uses Facebook and Instagram. Hays et al. (2013) refer media as a significant role in our modern culture and a relevant strategy for organisations that are information intensive such as tourist organisations. Since, the municipalities' revelation of how important a sustainable profile could give competitive advantages when attracting potential stakeholders, it can be argued that social media is a vital platform to evoke and reinforce the communication of the CSR-activities.

Kavaratzis (2004) enlightens the importance of communicative competences of the municipalities to promote themselves successfully. Websites have become increasingly important for municipalities when providing information to its stakeholders. The landing page of a website needs to provide information in an online environment to make it accessible for all users (Cegarra-Navarro et al., 2012). The findings confirmed that the municipalities provided external links to events, campaigns, blogs, and tourist agencies, on the landing page. These external links did not specifically aim towards CSR-activities, but announcements and detailed information of the events and campaigns about the CSR-activities within a municipality, could be found through external links. In addition, most municipalities provided a newsfeed on top of the landing page where they shared latest news and activities. Another facilitation all municipalities provided were translation options, such as sign language, speaking website and other languages. Since the language of the municipalities' websites were mostly perceived as formal, some websites provided an "easy to read" option. Thus, the external links, newsfeeds and translation options confirm the strong facilitation all municipalities provide in order to makes the websites accessible, comprehensible and user-friendly.

5.2.3 Tertiary Communication

Lastly, tertiary communication is linked to how well the primary and secondary were adopted and executed. Thus, tertiary communication depends on the outcome of primary and secondary communication. Positive responses and the effect of word-of-mouth are confirmation of municipalities' prosperous marketing of CSR-activities. This type of communication cannot be controlled, because what is heard and seen by the stakeholders can be forwarded through WOM, which in turn can pass on to potential stakeholders. Therefore, stakeholders play an important role in marketing a municipality, since potential stakeholders rely more on personal opinions (Kavaratzis, 2004). Kavaratzis and Ashworth (2005) also stress that a message can be interpreted differently between stakeholders, which is led to that the brand image is not controlled by the organisation, but the stakeholders. The empirical findings illustrate that the majority of the municipalities often received more criticism that is negative rather than positive feedback. It is evident from this research that the municipalities were aware of the fact that stakeholders believed that CSR is an integral initiative. There will always be people who criticise or question their marketing. One respondent claimed that there are people who question Växjö's slogan as Europe's Greenest City and compared it with other cities. Örebro brought up a discussion about that media probably had the mission to review what a municipality does not do rather than what it actually does. In spite of the fact that the municipalities received more negative criticism than positive responses, stakeholders also contributed with constructive criticism. Växjö accredited that interesting dialogues with residents have emerged and stakeholders were proud for being part of

Europe's Greenest City. The stakeholders have recognised certain CSR-activities. More specifically, Växjö's management of the subventions or Göteborg's Green Hack GBG Instagram.

Continuously, using the website and social media channels (Facebook, Instagram and Twitter) were found to be the most effective channels. Social media enables users to integrate and create user-generated content. Social media is an important channel for making a municipality attractive, for current and potential residents, due to the fact that personal recommendations can be influential. In addition, social media gives an opportunity for stakeholders to interact with the municipalities, because it is a two-way communication (Hays et al, 2013). Besides, social media is an effective channel to reach out to the younger audience. According to the empirical findings, Jönköping states that its website might not be as effective, due to technical problems with the website's search engine, thus it becomes difficult to decide whether websites are effective or less effective. Marcus (2014) indicated that more clicks on the landing page can lead to poorer user experience and can therefore become a sort of measurement of the effectiveness of the information search. The empirical findings from the web content analysis indicate that one click was most common in order to find the environment tab from the landing page. However, finding the Fairtrade City award took between three to four clicks, which indicates that it is less effective than finding the environment tab. Furthermore, public procurement policy and corruption policy took at least two clicks and at most four clicks. As shown in table 11, press conferences are an effective channel according to the empirical findings. Örebro emphasised that press conferences gave a greater impact. Especially if the newspaper and the radio creates a story about the news. Furthermore, both Växjö and Örebro suggest seminars with stakeholders to be effective. Växjö however believed that the most effective would be a mix of all channel.

Effective channels	Less effective channels
Websites	Local Magazines
Social Media (Instagram, Facebook, Twitter)	Website (Jönköping) – Technical problems with the search engine)
Press Conferences	Internal Magazine for employees
Seminars	Ads in Newspapers
Events	Direct Meetings

Table 11: Effective and Less Effective Communication Channels

The findings showed that magazines for employees and ads in the newspaper considered to be less effective channels. Jönköping believed that the magazines would reach out to many people, but people were probably still not going to read the material. Ads in newspapers would also be less effective, because it is expensive and people are not as eager to subscribe to the local newspapers as before. Some of the channels considered less effective are one-way channels. Thus, the less effective channels can be explained by that people are more open to a two-way communication rather than the traditional one-way communication. This finding is in line with Hays et al. (2013) that can imply further arguments for this. They explained that the communication has to be open in order to enable interaction with the stakeholders, thus channels that do not permit a two-way communication are less effective.

6   Conclusion

In this concluding chapter, the research questions will be answered and the conclusion is fed back to the purpose. The chapter ends with the contributions, implications, limitations of the study and suggestions for future research.

This study sought to explore how Swedish municipalities can use place branding to market their CSR-activities, in order to gain competitive advantages as attractive cities. Place branding is in this research identified to be an important marketing tool, which is in line with previous research (Hankinson, 2015; Anholt, 2010, Kavaratzis & Ashworth). Our research illustrates that a sustainable profile was important in building an image and creating a competitive edge. From the empirical findings, it became evident that transparency was considered as an important factor in communication. The process of building a municipality's image does not solely involve the municipality, but also its stakeholders. The study revealed that the municipalities mainly perceived other municipalities of the same size as competitors, but smaller municipalities are currently serious competitors as well. This is in alignment with Baker's (2012) research. Furthermore, the results indicated that the private sector was a competitor when it comes to choice of schools and elderly care. An interesting result was that international municipalities were not perceived as competitors, which contradicts Baker's (2012) statement. In addition, it was revealed that the municipalities mostly received more criticism than positive feedback about their CSR-activities. The feedback however still remains important, and sometimes stakeholders were proud and applauded the changes that contributed to a better social environment.

Q1 - *How can Swedish municipalities use place branding to market their CSR-activities?*
This study illustrated that the use of place branding can give competitive advantages in order to attract stakeholders. The empirical findings can thus confirm what Hankinson (2015), Anholt (2010), and Kavaratzis and Ashworth (2015) have found in their research. The municipalities can use place branding strategies to convey and enhance their brand image as sustainable municipalities. Such strategies are using slogans, logotypes, pictures and videos. The study also revealed two other place branding strategies, hosting events and cooperating with stakeholders. These strategies can help municipalities create awareness and exchange CSR information as well as gaining sustainable experiences. Municipalities can through events, cooperate with stakeholders, in order to create a joint programme and market their CSR-activities. The findings indicated that cooperating with stakeholders were crucial, but cooperating with municipalities were even more crucial in order to create and develop a collective society. In regards to this, the place branding strategies that a municipality can use in order to gain competitive advantages are using slogan and logotypes, hosting events and activities, and cooperating with stakeholders.

Q2 - *How can Swedish municipalities communicate their CSR-activities to current and potential stakeholders?*
Rolfsdotter-Jansson's (2016), Goldmann's (2013), Gunnarsson's (2013) and Ihrén's (2012) study about municipalities' CSR-communication towards stakeholders, showed lack of communication, which made it difficult to see how the impact of CSR has actually developed. These findings differed from our study, because the results from the content analysis as well as the interviews have revealed an extension of communication channels each municipality used for the CSR-activities. When weighing the evidence, it appeared that the most effective channels a municipality can adopt

were websites, social media, press conferences, events and seminars. It can therefore be concluded that these channels were more effective. Hays et al. (2013) argue that social media is a relatively new way of communicating. The platform creates a user-generated content, which allows users to interact with the municipalities. Thus, it appeared more likely that channels that consist of two-way communication can enhance and promote municipalities' CSR-activities, as Ipsos (2010) ascertained. The study further indicated the website as an important channel that all municipalities use. It was revealed that the navigation was an important feature that can facilitate the use of the website. The findings also showed that translation options provided on websites can attract even more stakeholders. The study suggests that in order to find the CSR-information municipalities provide, the number of clicks from the landing page need to be abbreviated, to not lose the users' interest in finding the information. On the other hand, channels that were considered less effective were magazines and newspapers. The most reasonable interpretation for this is that these channels are perceived as a traditional one-way form of communicating. In conclusion, Swedish municipalities can communicate their CSR-activities foremostly through websites, social media, press conferences, seminars and events to current and potential stakeholders, in order to strengthen their CSR-image.

6.1 Contribution

6.1.1 Theoretical Contribution

Previous studies have mainly explored how the private sector market its CSR-activities and not studied this from a public perspective (Lee et al., 2012; Dumay et al., 2012; Castka et al.,2004). Many studies have also explored the adoption of place branding of a city from a tourist perspective and thus, omitting the CSR-activities within a municipality (Morgan et al., 2002; Seisdedos & Vaggione, 2005; Kim et al., 2010; Hankinson, 2015). In regards to this, there is a research gap in place branding a municipality with CSR-activities. Since there are few studies about CSR in the context of the public sector, this study intends to contribute to a relatively unexplored research area within place branding, for the reason that a deeper insight into CSR within the public sector will be emphasised. The study has also introduced Kavaratzis (2004) City image communication model in this context to elevate the analysis of the results. The study can thereby assists with results that confirms a theoretical contribution within this research field.

6.1.2 Practical Contribution

The findings will give practical recommendations for municipalities on how to adopt CSR-marketing to enhance the attractiveness of their cities. In virtue of this, the study can contribute with practical place branding strategies that a municipality can implement, but also recommend how decision-makers can communicate their CSR-activities. More specifically, the study points toward what type of communication channels that can be used and to whom this can be addressed. Highlighting the importance of working with CSR will also make it possible to contribute to the society, by means of providing a greater encouragement among other municipalities to work with and communicate CSR-activities, and attract current and potential residents as well as businesses. Furthermore, place branding is crucial to reach stakeholders in order to inform them about CSR-activities, but also to inspire more stakeholders to contribute to a sustainable environment. How other municipalities market CSR can further inspire a municipality itself. The marketing of CSR can successively enhance the municipalities' image as the society's role model. For that reason, the study's practical contribution can benefit municipalities, which as a matter of course, benefits the

society. Thus, the societal implication of this research can inspire and create a more sustainable lifestyle among municipalities, residents, visitors and businesses. Furthermore, this thesis studied the phenomenon CSR, and therefore it is by its own nature imbued with ethical aspects. Ethical aspects in this study have been inevitably taken into considerations. It can however be argued that the study's contribution can in the long run seem unethical. If municipalities abuse the strategies or adopt it with insincere motives, the trust for municipalities' CSR communication can in turn be at risk. The researchers have considered this, but these thoughts seem far-fetched, since CSR is still an important issue that needs to permeate the society. Furthermore, there are policy implications of this study as well. The findings shed light on the importance of transparency in municipalities' work, by implementing policies within anti-corruption, public procurements and working conditions. Thus, the study provides a proposition on how municipalities can relate to the regulations. These practical contributions can therefore help to spread the knowledge and place branding is the tool that can enable that.

6.2   Discussion of the Implications

Previous research has mainly focused on the marketing of CSR from the perspective of a private sector. Thus, this research emphasises how municipalities can use place branding strategies to market their CSR-activities. It became evident that CSR is highly important in both appearance and performance. All municipalities integrate CSR in one way or another. Whether it is integrated in larger or smaller areas, there is no doubt that CSR is a vital component within the municipalities. Although CSR is an integral part, without marketing concepts such as place branding, CSR will be overshadowed by other non-related CSR operations and taken for granted. The municipalities' image would thus be at risk to remain as a big, heavy and slow authority.

There were no sign of insincerity in the municipalities' CSR initiatives during the interviews. It appeared as all CSR-activities were impelled with sincere motives and developed with good intentions. One crucial aspect that could be identified along the research was transparency. Transparency is a general need in municipal work. Policies about public procurement, the prevention of corruption and working conditions within the municipalities, exhibit the sincere initiatives and sensible motives behind the CSR-activities. Thus, the incorporation of CSR can be beneficial and valuable for the society. The debates about how few municipalities work with CSR in terms of anti-corruption and green investments are not the main issues. The concern is dwelled upon the lack of communication in the CSR-activities. However, the empirical findings indicated that the municipalities were unsatisfied and disappointed with the response they received from their stakeholders. It can be argued that stakeholders do believe that CSR should be a central part within a municipality and expect nothing less than great CSR efforts. This can explain why their expression of gratitude and appreciation are not lit through. Thus, the marketing of CSR-activities becomes crucial to enhance the inevitable part of the development in society. Place branding can help municipalities to overcome the obstacle in communicating their CSR-activities. Marketing should therefore not be underestimated, but integrated ambitiously in their practice.

Within the private sector, aggressive marketing and advertising clutter have developed mistrust and scepticism among consumers (Meyer, Song, & Ha, 2016). Thus, the marketing of CSR should in that case be wisely implemented to not exaggerate the content, otherwise the trust will vanish and the time spent building a brand image is in vain. On the other hand, the public sector can be

perceived as a dependent and reliable authority, where marketing is not of significant practice. The marketing in this context needs to be enhanced and reinforced to raise public awareness about the sustainability issues and engage stakeholders to join the movement. The public sector could in turn be perceived as a role model that the private sector can take after and residents can benefit from it. This can be achieved by a strong communication in order to lead by example and illustrate the amount of CSR-activities.

In addition, the study's contribution can be perceived as a "circle." This so called circle consists of feedback loops in which the iteration of the circle reinforces a sustainable society. The public sector's communication of CSR-activities will leave a trace on the private sector. The impression will consequently influence the private sector's CSR actions. The private sector's CSR initiatives can in turn indirectly inspire the residents to adopt a sustainable lifestyle. Finally, the outcome of this circle can promote and contribute to preserve a sustainable society, where place branding is the tool that enables this.

6.3   Limitations

The study adopted a mixed-method research, thus the quality in the results can be confirmed as high in validity and credibility, because of the combination of quantitative and qualitative methods. However, as in any research, this thesis has limitations in various areas that need to be addressed. Firstly, due to the nature of the research approach and the relatively small sample size, the generalisation of results is neither intended nor implied. The findings of this study did not aim to be generalised and representative, but to gain depth and richness in the data collected. Secondly, due to the fact that this research was conducted under a certain time frame with a limited budget, much of the limitations are centred around the sampling. The targeted municipalities were narrowed down to four, but a longer time frame could provide even more depth by interviewing several respondents from each municipality. Lastly, the factors chosen in the web content analysis have an impact on the results. These factors were chosen for specific reasons to ensure validity, but it might be argued that this is a limitation. Thus, an extension of these factors is worth considering, when conducting a similar research.

6.4   Future Research

This research explored four municipalities, but with a longer time frame it could be possible to take a larger sample. By exploring more municipalities with in-depth interviews, the findings would provide more depth and allow drawing some level of generalisability. Additionally, municipalities outside Sweden could also be of interest to allow a comparison in the findings. Another suggestion is to conduct interviews with several employees from each municipality. This could provide even more depth in every CSR aspect. Furthermore, the web content analysis was limited by the factors set for the municipalities. Thus, future researchers should also consider other factors in the content analysis when conducting a similar research. A last recommendation for further research is to study municipalities from the perspective of the consuming side, in other words, stakeholders such as residents and established businesses. The research could then be conducted through a quantitative method with a survey to catch a more representative data that will be generalised for the stakeholders. In that way, future researchers can observe the level of effectiveness of the municipalities' place branding strategies and the communication channels.

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
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8 Appendices

8.1 Appendix A: Results from the Content Analysis

Municipalities

Legend: 🟢 Environment 🔴 Social 🔵 Economic

Municipality	Indicators	Municipality	Indicators	Municipality	Indicators	Municipality	Indicators
Ale	🔴	Härnösand	🔴	Malmö	🟢 🔴 🔵	Söderköping	🔴
Alingsås	🟢 🔴	Härryda	🔴	Mark	🔴	Södertälje	🟢 🔴
Askersund	🔴	Hörby	🔴	Mjölby	🔴	Tranås	🔴
Borgholm	🟢	Järfälla	🟢	Motala	🟢	Trelleborg	🔴
Borås	🟢 🔴	**Jönköping**	🟢 🔴 🔵	Munkfors	🔴	Trollhättan	🟢 🔴
Botkyrka	🟢 🔴 🔵	Kalmar	🟢 🔴 🔵	Mönsterås	🟢	Trosa	🟢
Boxholm	🔴	Karlskrona	🟢	Nacka	🟢	Töreboda	🔴
Danderyd	🟢	Karlstad	🟢 🔴 🔵	Norrköping	🟢 🔴	Uddevalla	🟢 🔴 🔵
Eda	🔴	Katrineholm	🟢	Nyköping	🟢	Umeå	🟢 🔴
Emmaboda	🟢 🔴	Kil	🟢 🔴	Nynäshamn	🟢	Upplands Väsby	🟢
Eskilstuna	🟢 🔴 🔵	Kristiansand	🔴	Nässjö	🔴	Uppsala	🟢 🔴
Fagersta	🔴	Kristianstad	🟢 🔴	Piteå	🔴	Vara	🔴
Falkenberg	🟢	Kristinehamn	🟢 🔴	Ronneby	🟢	Vaxholm	🟢
Finspång	🟢	Kumla	🔴	Sandviken	🟢	Vellinge	🟢
Forshaga	🔴	Köping	🟢	Sigtuna	🟢 🔴	Vetlanda	🔴
Gnosjö	🔴	Landskrona	🔴	Skurup	🔴	Vänersborg	🔴
Gotland	🔴	Lekeberg	🟢	Sollentuna	🟢	Värmdö	🟢
Göteborg	🟢 🔴 🔵	Lerum	🟢 🔴 🔵	Stockholm	🟢	Västerås	🟢 🔴
Habo	🟢	Lidköping	🟢 🔴 🔵	Strömstad	🔴	**Växjö**	🟢 🔴 🔵
Hallsberg	🔴	Linköping	🟢 🔴 🔵	Sundbyberg	🔴	Ystad	🔴
Halmstad	🟢	Ljungby	🔴	Sundsvall	🟢	Ängelholm	🔴
Hammarö	🔴	Lomma	🟢 🔴	Sunne	🟢	Öckerö	🔴
Haparanda	🔴	Ludvika	🟢	Svalöv	🟢	**Örebro**	🟢 🔴 🔵
Helsingborg	🟢 🔴	Luleå	🔴	Säffle	🔴	Östersund	🟢 🔴
Huddinge	🟢	Lund	🟢 🔴 🔵	Söderhamn	🟢		

🟢 Environment 🔴 Social 🔵 Economic

8.2   Appendix B: Interview Guide - Swedish Version

Interview Guide – Swedish Version
Bakgrundsfrågor:
1. Vilken befattning har du?   2. Hur länge har du jobbat i denna kommun?   3. Berätta om din roll i kommunen
CSR-frågor:
Vilka CSR-aktiviteter marknadsför ni?
Frågor Inom Place Branding
1. Hur vill ni att era intressenter upplever kommunen? Hur jobbar ni med att upprätthålla denna bild?   2. Har ni någon slogan eller logga som beskriver er stad?   3. Anordnar ni några evenemang/aktiviteter som stärker er position som en hållbar kommun?   4. Samarbetar ni med intressenterna? I så fall, vilka och med vad?   5. Vilka konkurrensfördelar har CSR-marknadsföringen givit? (Vilka andra kommuner ser ni som era största konkurrenter när det kommer till besökare, invånare, arbetskraft, och företag?)   6. Vad har kommunen fått för positiv respektive negativ respons från intressenterna kring CSR-arbetet?
Kommunikationsfrågor:
1. Vilka är de mest viktiga intressenterna för CSR-kommunikationen?   2. Uppskattningsvis, hur stor del av kommunens totala kommunikation till intressenter utgörs idag av CSR-kommunikation? (Upplever ni att krav på kommunikationen runt CSR-arbetet har ökat?)   3. Hur kommunicerar ni ert arbete rörande CSR till intressenterna?   4. Vilka kanaler anser ni vara effektivast vid kommunikation av CSR? (Varför just den/de? Finns det någon kanal ni anser är mindre effektiv? Om ja, varför?)
Specifika Frågor för Varje Kommun:
Göteborg   Ni har policy och riktlinjer mot korruption och mutor, hur marknadsför ni detta?   Jönköping   Ni är Fairtrade City certifierade, hur har ni valt att marknadsföra detta?   Växjö   Ni vill kännetecknas som *Europas Grönaste Stad,* hur arbetar ni för att uppnå detta?   Örebro   Ni är årets miljökommun 2015, vad är hemligheten bakom denna utmärkelse?
Övrigt:
Har ni några övriga kommentarer ni vill tillägga?

8.3   Appendix C: Interview Guide - English Version

Interview Guide – English Version
Background Questions:
1. What position do you have?
2. How long have you been working in this municipality?
3. Tell us about your role in this municipality
CSR Questions:
Which CSR-activities do you market?
Place Branding Questions:
1. How do you want your stakeholders to perceive the municipality? How do you work to maintain this image?
2. Do you have any slogans or logotypes that describe your municpality?
3. Do you arrange any events/activities to strengthen your position as a sustainable municipality?
4. Do you collaborate with any stakeholders? If so, with whom and with what?
5. What competitive advantages do CSR-marketing give? (What other municipalities do you see as your biggest competitors, when it comes to visitors, residents, workers, and businesses?)
6. What kind of positive respective negative feedback from the stakeholders has the municipality received about the CSR-work?
Communication Questions:
1. Who are the most important stakeholders for the CSR-communication?
2. Approximately, how much of the total municipal communication to stakeholders, currently consist of CSR-communication? (Do you feel that the demands on the communication about your CSR-work has increased?)
3. How do you communicate your work on CSR to the stakeholders?
4. Which communication channels do you consider the most effective? (Why? Are there any channels you think are less effective? If so, why?)
Specific Questions for each Municipality:
Göteborg   You have a policy and guideline against corruption and bribery, how do you market this?
Jönköping   You are Fairtrade City certified, how have you chosen to market this?
Växjö   You want to be characterized as *Europe's Greenest City*, how are you working to achieve this?
Örebro   You are Sweden's environmental municipality 2015, what is the secret behind this award?
Other:
Do you have any further comments you wish to add?