Copenhagen Business School

Brand perception

A case study of Uber's entrance at the Danish market

Danish resume

I juni 2009 blev den app-baserede transport virksomhed Uber grundlagt i Californien, USA, med formålet at skabe et bedre og billigere alternativ til taxa transport. Fra begyndelsen mødte Uber kritik og modstand grundet deres forretningsmodel, som skiller sig ud på bl.a. ansættelsesvilkår og prisberegning af turene. Kritikken skyldes overordnet den tvivl der på nuværende tidspunkt hersker omkring definitionen af Ubers virksomhed – er det taxakørsel eller samkørsel? I november 2014 åbnede Uber op for deres kørsel i Danmark. Lanceringen blev mødt med samme kritik som i udlandet, og Uber var kort tid efter lanceringen politianmeldt af Trafikstyrelsen for overtrædelse af personbefordringsloven. Siden da har Uber været i mediernes søgelys, hvor beskyldninger mod Uber bl.a. har været mangel på skattebetaling, dårlige løn- og arbejdsvilkår for deres chauffører og konkurrenceforvridning, som ifølge modstandere af Uber vil underminere det danske arbejdsmarked og velfærdssystem.

Med udgangspunkt i de mange sager om Uber, tager denne kandidatafhandling afsæt i hvordan disse sager og form for omtale påvirker Ubers brand. Fokus ligger derfor på Ubers kommunikation med deres stakeholdere, og den påvirkning disse stakeholdere har på både Uber og hinanden.

Formålet med kandidatafhandlingen er som følge heraf at undersøge hvorfor Uber møder modstand fra deres stakeholdere selvom teorien foreslår, at man som virksomhed tager hånd om dette før problemet opstår. Hertil undersøges det også hvilken betydning stakeholder-kommunikation har for Uber og opfattelsen af deres brand, samt hvordan denne kommunikation eventuelt kan forbedres.

Den metodiske tilgang er social konstruktivistisk med en abduktiv strategi, hvilket udformer sig i et casestudie med et datasæt bestående af 200 danske artikler, hvori Uber er omtalt. Datasættet bliver anvendt igennem hele afhandlingen, og bliver som følge heraf brugt både kvalitativt og kvantitativt i analysen af Ubers brand.

Analysen og diskussionen er delt op i fire overordnede sektioner på baggrund af Hansens (2011) kommunikationstrekant og Freemans (1984) stakeholder strategimatrix, som med en udvidelse fra Polonsky (1996) danner den teoretiske ramme. Her fokuseres der bl.a. på de forskellige elementer,

såsom servicedefinition, konkurrenter, forbrugere, ansatte og stakeholder-indflydelse, som tilsammen danner rammen for skabelsen af Ubers brand og opfattelsen heraf.

Ved hjælp af Hansens (2011) kommunikationstrekant belyser denne kandidatafhandling bl.a vigtigheden i konstant at være i balance med sin virksomhed og sit brand. Det gælder om, at have konstruktiv kommunikation mellem virksomhedens omgivelser (etos), dens sande jeg (identitet) og det 'jeg', som det ønsker at fremstå som (image ønske). På baggrund af analysen og diskussion tegnede der sig et billede af, at Uber har flere gabs. Disse opstår som følge af uoverensstemmelser med hvad der f.eks. bliver gjort og hvad der bliver sagt fra Ubers side af. Derudover viste analysen, at Uber i høj grad benytter sig af talspersoner, som i over halvdelen af tilfældene var uden navn. Hertil blev det konkluderet at brugen af de mange talspersoner kombineret med en manglende fremtrædende fortælling om hvem og hvad Uber er, svækker Ubers etos og dermed opfattelsen af Ubers styrke som brand.

Polonskys (1996) udvidede stakeholder strategimatrix åbnede op for diskussionen om stakeholdernes indflydelse – både på Uber, men i særdeleshed også på hinanden. I forbindelse med dataindsamlingen og analysen viste der sig den tendens at især medierne har stor indflydelse på hvordan Uber kan opfattes, som følge af bl.a. deres navngivning og umiddelbare definering af Uber. Hertil blev det konkluderet, at Uber står med et etos i ubalance grundet mediernes hyppige brug af til-/øgenavne, som kombineret med en overvægt af negativt ladede artikler og en manglende tilstedeværelse blandt de adspurgte i artiklerne fjerner fokus fra Uber og deres budskab.

På baggrund af analysen og diskussionen bliver det foreslået, at Uber i højere grad skal være mere bevidste om og synligt tage stilling til deres image udadtil. På den måde får Uber skabt sig et stærkere etos, som bedre vil kunne modstå kritikken og modstanden fra de stakeholdere, som ikke er samarbejdsvillige (non-supportive).

Acknowledgements

In this section I would like to share my acknowledgement of the people who helped me make this thesis possible.

I would like to thank my supervisor **Ioanna Constantiou** for being a great inspiration and motivation, while providing valuable guidance and constructive criticism throughout the process.

To friends, family and the man of my life, **Rune Grønborg Junker**, thank you for your unconditionally interest, love and heartwarming support throughout the process of this thesis.

Content

Figures and models

1 Introduction

1.1 Problem statement

1.1.1 Problem area

In an ever-changing world like our it is still common to see entire industries being ruled by only a few companies in what more or less looks like a monopoly. Due to heavy companies in such an industry, it can be difficult and almost impossible for new and small companies to enter such a market. In order to do so a market entry must be supported by among other things the company's competitive advantage and communication with the company's current and future stakeholders. This communication can be crucial for newly established companies' chance to survive since the company needs support from its surroundings, such as the media, the local community and consumers.

1.1.2 Thesis

In June 2009, the American app-based transportation company Uber was established by the two entrepreneurs Travis Kalanick and Garrett Camp in San Francisco, California. The idea for the business arose when Kalanick and Camp failed to hail a taxi during rush hours in San Francisco. They came up with the idea of creating an app, which would offer you a ride after just one touch. The booking and payment of an Uber ride goes through the app, where the Uber driver and Uber user also rate each other after each trip, in order to keep the service level high.

Since 2009, Uber has been met with resistance and criticism from among other the media, politicians and the taxi industry in almost every city all over the world, which Uber has expanded to. The expansions of the company has caused industrial disputes among the taxi industry, protests and demonstrations from politicians and taxi associations. This comes along with violent behavior, harassments, lawsuits and exclusions from countries such as Spain. The conflict originates from Uber's business model, which keeps the drivers (called Uber-partners) as independent contractors and not as employees. This gives the drivers more freedom to choose how much they want to work, but benefits such as pension, insurance and holiday allowances are not part of the deal of being an independent contractor at Uber.

In November 2014, Uber entered into the Danish market and were met by the same resistance and criticism as in the rest of the world. At the day of the Danish market entry, Uber was reported to the police by The Danish Transport Authority for piracy driving while competing on unequal terms and

conditions without permission to transport people. However, Uber keeps defining themselves as a carpooling service and has throughout the long-standing case been persistent in their organizational statements and opinions.

1.1.3 Problem statement

As a result, the analysis of this thesis is based on the following research questions:

Q1: Why does the management in Uber meet resistance from their stakeholders, when the stakeholder theory suggests dealing with stakeholders before such problem occurs?

Q2: What significance does stakeholder communication have for a company and the perception of their brand?

Q3: How can Uber improve their stakeholder communication?

The research questions will be answered with the overall use of Freeman's (1984) stakeholder theory and Hansen's (2011) communication triangle, which jointly will shed light on Uber's stakeholder situation. In order to get a deeper understanding of Uber as a brand, Uber will be analyzed and discussed with the use of Jung's 12 archetypes (Mark & Pearson, 2001).

First, the thesis introduces the sharing economy phenomenon, which will be followed by the methodology and data collection section. Second, the literature review provides the needed theory, which leads on to the short discussion of Uber's brand and an analysis, which puts forth the different opinions and attitudes towards Uber. Third, the thesis provides a discussion followed by recommendations for Uber, a conclusion and suggested further research.

1.2 Motivation

Uber is a very successful example of modern day sharing economy. This thesis investigates their communication with and to their stakeholders and the manufactured brand perception, which this communication creates. This is done based on an empirical observation that this is apparently not working very well for them right now in Denmark. As a result, Uber is in the middle of what for some may seem as a major communicational and organizational crisis, where the company's business model is threatened upon its life. This controversial situation and how this is handled is the incentive throughout this thesis.

2 Introduction to sharing economy

2.1 Sharing economy

Sharing economy is a phenomenon that has raised a big debate since the term was mentioned for the first time in 2008 (Puschmann & Alt, 2016). However, according to Christensen (2015), sharing economy is here to stay. Hesseldahl (2015) supports this statement by discussing how the underlying trends from the evolution of accessibility and shared economy develop in direction of pointing the focus more and more towards the consumers. This is done rather than focusing on the company and the brand behind the product or the service, which was the procedure especially before the invention of the Internet (Labrecque et al., 2013). Labrecque et al.'s (2013) study of the evolution in the digital age is supported by Belk (2013), who proposes that the Internet functions as one giant pool of shared content.

Puschmann & Alt (2016) define the term sharing economy as *"the collaborative consumption made by the activities of sharing, exchanging, and rental of resources without owning the goods."* Richardson (2015) endorses this definition by stating that the sharing economy *"refers to forms of exchange facilitated through online platforms, encompassing a diversity of for-profit and non-profit activities that all broadly aim to open access to under-utilized resources through what is termed 'sharing'."* However, King (2015) emphasizes that the sharing economy poses a lot of legal challenges, which other platform-based two-sided markets also do in relation to the competition law. Richardson (2015) agrees upon how the sharing economy affects the existing economy. The sharing economy both constructs diverse economic activities whilst also deconstructing the ongoing practices of the existing economy. This can among other things be seen in the debate about how Uber should be managed and why, as a consequence of their sharing economy approach of transporting people from A to B.

2.2 Access-based consumption

The case of Uber's business model with the access-based consumption have its roots in Rifkin's (2000) suggestion of the age of access. Rifkin (2000) proposes how we do not necessarily need to own something, in order to access them. Rifkin's (2000) studies show how we are moving from ownership to just being able to access the products we need, whenever we need them and wherever we need them. This tendency has been noted by Belk (2013), who puts forth how products such as books, transportation, music, apartments and knowledge in general have moved from involving

ownership to simple accessibility through services and online platforms such as public libraries, public transport (and Uber), YouTube, AirBnB and Wikipedia/Google, respectively (Belk, 2013; Bardhi & Eckhardt, 2012).

Bardhi & Eckhardt (2012) state that there is not much theory about access-based consumption, and that research in alternative modes of consumption is limited. However, the existing research shows that *"the mode of consumption shapes consumers' relationship to product and services and their preference, values, and desires"* (Bardhi & Eckhardt, 2012, p. 882). They define access-based consumption as *"transactions that may be market mediated in which no transfer of ownership takes place. The consumer is acquiring consumption time with the item, and, in market-mediated cases of access, is willing to pay a price premium for use of that object"* (Bardhi & Eckhardt, 2012, p. 881). As a result, ownership is no longer the ultimate expression of consumers' desire, as we are willing to pay the price for temporarily accessing the products instead of owning them (Bardhi & Eckhardt, 2012). Bardhi & Eckhardt's (2012) definition of access-based consumption is related to Belk's (2013) definition of collaborative consumption, because both definitions are capable of describing the phenomenon of Uber: *"people coordinating the acquisition and distribution of a resource for a fee or other compensation"* (Belk, 2013, p. 1597).

2.3 Car sharing

Several authors have proposed definitions of what car sharing and shared economy in general stand for (Katzev, 2003; Bardhi & Eckhardt, 2012; Belk, 2013; Hesseldahl, 2015; Christensen, 2015). At this point (May 2016), it should be made clear that the exact juristic definition of what Uber is, has not been made clear, due to the pending court case in Denmark. However, the different definitions of the different services will to some degree point out what kind of service Uber delivers. Dear child has many names, but still the different terms have different definitions, which separate them apart from one another. In the studies of Katzev (2003), the terms ride sharing, car pooling, automobile renting and car sharing are all defined as different terms. According to Katzev (2003, p. 67), ride sharing and car pooling are *"alternatives to private vehicle ownership that provides access to car when walking, cycling, or public transit is not possible or convenient."* However, Katzev (2003) does not mention anything about the amount of people using ride sharing or car pooling. To specify this, a look in Oxford Advanced Learner's Dictionary (2005, p. 225) provides us with the definition of car-pooling, which sounds as following: *"a group of car owners who take turns to drive everyone in the group to work, so that only one car is used at a time."* Regarding the definition of automobile

renting, Katzev (2003) states that these cars are parked in central city areas or nearby greater transport hubs, whereas car sharing companies often are located close to the users' residence. Katzev (2003) adds to this that car sharing organizations provide users with access to a car for brief trips only, but that the car sharing organization on the contrary pays for fuel, insurance, vehicle maintenance, service and repairs of the cars. According to Bardhi & Eckhardt (2012, p. 886) car sharing is when *"consumers access cars owned by a company, which makes it distinct from carpooling or peer-to-peer car-sharing programs."* Despite this definition Bardhi & Eckhardt's (2012) study examines another definition of the term car-sharing, due to its widely and broad use in the everyday vocabulary. Together with Belk (2007; 2010) they agree upon a definition of car sharing, which emphasizes that it is access-based consumption rather than sharing. A further analysis and discussion of what Uber is defined as, and should and could be defined as is established later on in the thesis.

3 Methodology and data collection

3.1 Introduction

Throughout this section the underlying research of the thesis is illustrated and elaborated upon. This will be done with the use of Saunders et al.'s (2009) philosophy of 'The Research Onion', which by means of its six layers supports and structures the data used in the thesis. As a result, the following subsections describe the philosophies, approaches, strategies, research choices, time horizon, techniques and procedures, which function as the underlying skeleton of research. Saunders et al. (2009, p. 5) defines research *"as something that people undertake in order to find out things in a systematic way, thereby increasing their knowledge"*, which is the reason for using this framework in relation to the methodology and data collection.
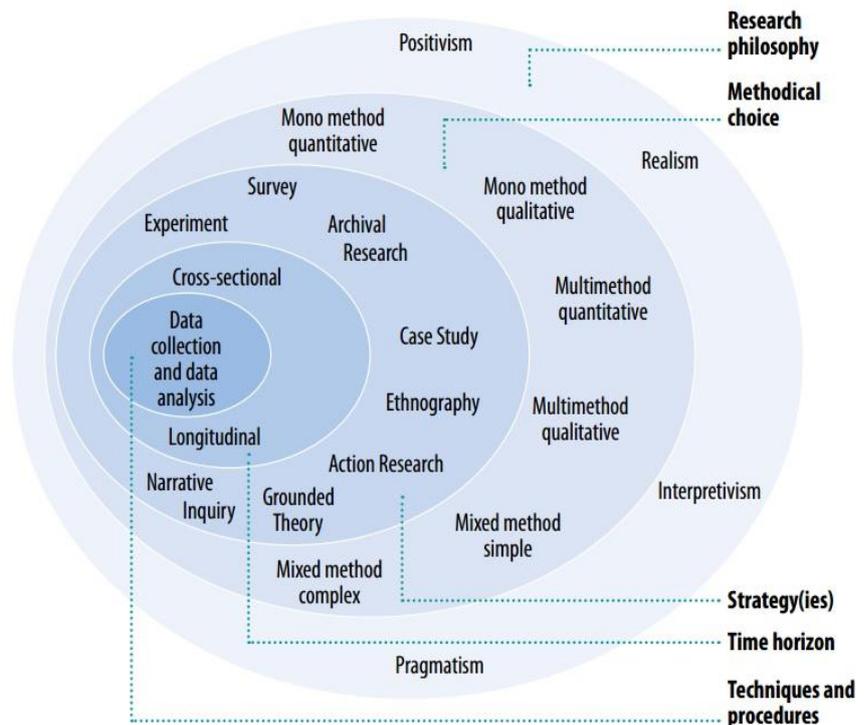
Figure 1: The Research Onion (Saunders et al., 2009, p. 108)

3.2 Philosophies

The research philosophy for this thesis moves within the field of ontology, and is determined based on the research questions, due to its concern with the nature of reality (Saunders et al., 2009). Ontology covers the aspects of objectivism and subjectivism, where the last-mentioned is found more suitable as a research philosophy for this thesis. This is due to the focus upon the phenomena of brand perception and stakeholder management, which is socially constructed by Uber's communication (Saunders et al., 2009). Remenyi et al. (1998, p. 35) emphasize essential obligations of studying a case through the aspect of subjectivism, because it provides *"the details of the situation to understand the reality or perhaps a reality working behind them."* This correlates with the focus of this thesis, because the essential understanding of Uber's situation is found in the reality

surrounding Uber. As a result, this thesis is categorized within the field of a research philosophy of subjectivism/social constructivism.

3.3 Approaches

Deduction and induction function as the two primary approaches, when looking at the angle of incidence for a research. Due to the research philosophy of social constructivism, this thesis has adopted an abductive approach, which integrates the elements from both a deductive and an inductive approach. The use of an abductive approach provides this thesis with the opportunity to derive explanations and conclusions for the events, which have been observed in the case of Uber. According to Peirce (1965, p. 7) abduction *"suggests that something may be"*, which correlates with Walton's (2014, p. 9) explanation that abduction is an approach *"used to narrow down the number of alternatives by picking out one or a few hypotheses from a much larger number of them that are available."* This makes the abductive approach relevant for this thesis and in the case of Uber, where three research questions have been chosen to narrow down the large amount of data, so the approach hereafter follows deductively.

3.4 Strategies

A case study of Uber forms the strategy of this thesis, because it *"involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence"*, which enables the research questions to be answered (Saunders et al., 2009, p. 146). The mentioned multiple sources of evidence are in this thesis an extract of Uber's situation in the shape of 200 journalistic articles[1]. The case study strategy provides the opportunity of achieving a rich understanding of Uber's specific case, and has the specific ability of answering questions of 'why', 'what' and 'how', which in this thesis constitute the three research questions (Saunders et al., 2009). Throughout the thesis these articles is referred to with numbers in brackets (for example [1],[2],[3]). These articles are listed in a numerical order in the data bibliography (see p. 77), whereas the articles, which are only used for the quantitative part is listed alphabetical subsequently (see p. 83).

3.5 Research choices

The research choices explains how the study is carried out, and as a result how the study is designed. According to Saunders et al. (2009), it is common in management research to use both quantitative and qualitative, and primary and secondary data. As a result, this thesis employ a

---

[1] See appendix 1, p. 96

mixed-model research, since the research combines the use of qualitative and quantitative data collection techniques and procedures (Saunders et al., 2009). More specifically, the qualitative data from the 200 collected articles were quantified to provide an overview of 1) Uber's nicknames given by the media, 2) the amount of times where Uber has been interviewed, 3) the distribution of people representing Uber, 4) the distribution of the different media and 5) the distribution of positive, negative and neutral loaded attitude in the articles.

3.6 Time horizon

The case study of this thesis takes place over a period of one and a half year – from Uber's entrance at the Danish market in November 2014 to this day (May 2016). The use of longitudinal studies provides the thesis with an opportunity of studying change and development, which is briefly touched upon throughout the entire thesis (Saunders et al., 2009). Despite the time constraint laid upon this thesis in consequence of the submission deadline, it is argued that the choice of a longitudinal study can be justified due to its scope of one and a half year. This period of time provides a wide range of different situations and minor cases, because of the intense focus, which has been and is on Uber.

3.7 Techniques and procedures

The core of the research onion, called techniques and procedures, is produced by the other layers of the onion (Saunders et al., 2009). The techniques and procedures used to conduct this thesis have evolved around secondary data, which has been chosen due to its relevance for the thesis's case study approach.

3.7.1 Data collection

The data collection was initiated with a collection of academic articles and books concerning sharing economy, stakeholder management, brand perception and organizational communication. Databases such as CBS Library, SAGE Publications, JSTOR (Journal Storage) and Google Scholar were conducted throughout this academic data collection. The collection provided the thesis with a theoretical foundation in the literature, which created the further collection of secondary data. Here, the database Infomedia with the help of Google was utilized to gather a reasonable and diverse amount of journalistic articles. The amount of 200 journalistic articles were chosen based on their content about Uber, and with the specific search words of among other things: Uber, Denmark, Uber communication, taxi industry, Uber resistance, demonstrations, Uber drivers and Uber press releases. As a consequence of the media's working method, where they use/copy a great amount of

the same text as is published from the news agencies, the amount of journalistic articles is no higher than 200. This limit is established in order to avoid having several articles with the exact same content, which would blur the results of the analysis. A mixed amount of Danish and foreign articles were collected together with a mixed use of different media, in order to provide as broad a picture as possible regarding the cases. As a result of the thesis's primary focus on the Danish Uber case, there is a majority of Danish articles and Danish media[2]. However, this mixed usage was adopted in order to extract a better understanding of Uber's overall situation regarding communication and brand perception.

3.7.2 Transcribing the data and data analysis

The transcription of the quantified qualitative data was carried out through a counting of a list of predetermined words present in the articles. Throughout the 200 articles, a quantification was made with the focus on and counting of these five elements 1) Uber's nicknames given by the media, 2) the amount of times where Uber has been interviewed, 3) the distribution of people representing Uber, 4) the distribution of the different media and 5) the distribution of positive, negative and neutral loaded attitudes in the articles. With the first element, a list of every name used to describe Uber was created, and the different appearances of the descriptions were then counted. The second and third element were transcribed simultaneously with the observation process of counting the times where Uber was asked about their opinion. These times were then further divided into who represented Uber during the interviews. The fourth element produced a list of all the used media web pages, which was based on the domain of each link. These domains were not divided into sub domains, but only separated based on the domain between "www." and ".dk", ".com", ".org." etc. The fifth and final element was produced by a subjective approach of judging whether the content of the articles was characterized with a positive, negative or neutral/balanced attitude towards Uber. Subsequently, the articles were divided into these three categories and were counted. The qualitative data drawn from the news articles was analyzed with and coded around the primary use of Hansen's (2011) communication triangle three corners and Freeman's (1984) stakeholder strategy matrix with an addition of Polonsky's (1996) expanded stakeholder strategy matrix. This was done in order to get a complete and more holistic analysis of the qualitative data, which was extracted from the news articles.

---

[2] 151 Danish domains and 49 foreign domains. See appendix 2 on p. 112

3.8 Trustworthiness

When conducting a study, which centers around qualitative data, it is important to ensure three main criteria within the element of trustworthiness. These four criteria concern credibility, transferability and generalisability together with the ability to confirm the study (Saunders et al., 2009).

3.8.1 Credibility

A great amount of credibility (also referred to as external validity) is achieved with among other things having a focus on both sides of a case. In the case of this thesis, the secondary data is retrieved from the journalistic articles. This might lower the level of credibility, because the data and thereby the displayed information to some degree is selected by the media. However, the great amount of diversity among the different media and the wide range of different stories/cases about Uber, increases the level of credibility. Furthermore, the content of the stories cannot be manipulated due to their origin in the reality even though this is argued to be socially constructive, it still remains facts regarding what had happened.

3.8.2 Transferability and generalisability

The second criteria concerns transferability, which is achieved if the study can be transferred to other cases (Saunders et al., 2009). This thesis focuses on the case of Uber and their overall management of their stakeholders and the communication with these based on the aforementioned 200 articles, which functions as the foundation for the study. As a result, this study can to some degree be transferred to another company or another case in another context. However, it should be noted that the entire thesis is in the context of the problems occurring between a company and its stakeholder. This context is marked by Uber's situation, which also involves a legal aspect due to a question of definition. However, Saunders et al. (2009, p. 158) emphasize how the use of a case study concerning one company or an organization, which *"is markedly 'different' in some way"* can become a particular worry. As a result, the research of the thesis cannot be generalized entirely, but will provide the thesis with an explanation of what is going on in this particular case.

3.8.3 Confirmability

The third criteria, the ability to confirm the study, has been maintained through the author of this thesis's dissociation from the case by keeping any further personal opinions out of the discussion. As a result, a separate section regarding recommendations for Uber follows the discussion, and can be found just before the conclusion. Furthermore, a major focus has been on providing as broad a perspective as possible regarding the case of Uber and their stakeholders.

4 Literature review

4.1 Brand theory

In a world with many different companies and brands within each industry, it is important to differentiate and stand out among one's competitors. This can among other things be done through the creation of a brand personality. The theory of brand personality originates from the Swiss psychiatrist Carl Gustav Jung's theory of archetypes and the collective unconsciousness (Mark & Pearson, 2001). Several authors have explored the theory of brand personality and archetypes since Jung first proposed the theories in the beginning of the twentieth century (Aaker, 2002; Mark & Pearson, 2001; Hansen 2012). Among these Aaker (2002, p. 141) states that *"a brand personality can be defined as the set of human characteristics associated with a given brand."* However, Hansen (2012) clearly points out the importance of not confusing an archetype and a brand personality with a stereotype. The archetype term signifies a deeper and broader meaning than a stereotype, which is a strongly simplified perception. This may seem limiting for the people labeled with a stereotype. With a brand personality a brand is given the opportunity to stand out and be remembered for something, which does not take long for consumers to recognize and remember (Hansen, 2012). According to Aaker (2002), it is a human trait of character to humanize the objects we are surrounded by in our everyday life. This is done in order to simplify the interaction we have with the material world, and it is as a result also applied to the world of brands. Through simplification we are capable of personalizing and embracing brands, phenomena and similar elements more easily. This is among other things seen in how users have embraced a sharing economy phenomenon such as Google, which has turned the verb *"to google"* into an approved word in for example the Oxford English Dictionary (Schwartz, 2006; Puschmann & Alt, 2016). Such an accept of a brand provides users and consumers with a more active brand usage, just like a brand personality is capable of creating a closer and more personal bond with consumers. A brand personality lets consumers feel like they know the brand better, because they are capable of identifying with the brand. This makes the brand seem more comprehensible and easier to relate to (Hansen, 2012; Aaker, 2002). Mark & Pearson (2001) even relate to the archetype as a human default setting regarding how to react, handle and sort all the different impressions we receive every day. In Hansen's (2012) studies, she emphasizes the importance and strength of being aware of one's brand personality, when you (as a company) are working with a company's brand.

When controlling a brand's meaning and its perception (also called ethos), it is important to be aware of the so-called brand alignment, which occurs when the company behind the brand supports the same brand identity and the same brand personality throughout the creation and maintenance of the brand (Mark & Pearson, 2001). This creates coherence and consistency, which makes the brand personality stand out more clearly towards the consumers (Hansen, 2012). In Mark & Pearson's (2001) modern brand interpretation of Jung's 12 archetypes, Hansen (2012) gains her inspiration for "creating" the definition of the 12 archetypes. However, they do not vary much from Mark & Pearson's interpretation of the archetypes. As a result, Mark & Pearson's description of the 12 archetypes is combined with Hansen's naming of the 12 archetypes in this thesis, because the names of Hansen's 12 archetypes come out as more appropriate according to the description of the archetypes (Hansen, 2012). All 12 of the archetypes are categorized into what Mark & Pearson (2001) define as our four basic needs. These needs are put up against each other as four poles functioning as each other's contrast, even though all four needs are more or less a part of every human being (Hansen, 2012). However, in most situations people do have a greater need for either cohesion or independence, when a person wants to be part of the group (for example among friends or family)(cohesion) or when individuality takes over and gives us a need to follow our own dreams (independence)(Mark & Pearson, 2001). On the opposite (vertical) pole the needs of stability and transformation are found. These bring along the basic need for safety, which occurs among other things in the need of routines (stability), and the need for taking chances and trying something new, which occurs when we have a need for development and self-realization (transformation) (Mark & Pearson, 2001).

Working with and analyzing a company's brand personality – and in this case Uber's brand personality – can open one's eyes towards why the company and the brand is being perceived the way it is. The expression of the company and the brand will also influence consumers' view upon themselves and how they behave (Hansen, 2012). This is regardless of whether consumers have the opportunity of ownership of the company's product or make use of access-based consumption. Bardhi & Eckhardt (2012) state that ownership can become a part of the extended self. This is a statement, which Hansen (2012) supports in her studies of brands, brand personalities and how these affect us, as consumers. Aaker (2002) investigates the role of how a brand is more than just a product due to its immaterial added value, which they represent. To these studies, Hansen (2012) provides the theory of how we stage ourselves with the brands we consume. However, in order to be interested

in the staging of ourselves and the brand, consumers need to be able to show their consumption of the brand, for example through social media or by wearing the product, before it is "profitable" for them to tell about it (Hansen, 2012). As a result, the staging of ourselves with specific brands is related to the brand's personality.

A company's brand and its brand personality do not stand alone, as it is a part of how the company is perceived by its surroundings. As a result, the literature review now moves on to Hansen's (2011) communication triangle model. This is done, because the theory behind this model explores the relation between the company and its surroundings (stakeholders), which is dealt with further on towards the end of the literature review.

4.2 Communication triangle

Hansen's (2011) communication triangle is inspired by Bordum & Hansen's (2005) image triangle and has its roots in Peirce's tripartite sign. The American semiotician Charles Sanders Peirce examined one of the social constructivism's fundamental ideas, and proposed his tripartite sign when he developed a sign theory, which included the interpretant (Jørgensen, 1993). According to social constructivism, it is about being open to different interpretations of the same phenomenon, because it is all in the eye of the beholder (Jørgensen, 1993). This can be compared with Uber's heterogeneous way of being perceived and defined by the media, consumers and others, because it to some degree is all in the eye of the beholder. Peirce argues in his studies how the aforementioned interpretant (the 1st corner of Peirce's model) is seen as the mental picture created in the mind of the person, who sees the sign. The object (the 2nd corner of Peirce's model) is what is being communicated, which is represented through the so-called representamen (the 3rd corner of Peirce's model) (Jørgensen, 1993).

The study made by Bordum & Hansen (2005) makes additions to Peirce's tripartite sign by incorporating a company's organizational communication process in the semiotic perspective of Peirce's tripartite sign. Bordum & Hansen's (2005) image triangle focuses on the three corners: identity, profile and image, which represent what the company really is, what the company says about itself and what the company is interpreted as, respectively (Bordum & Hansen, 2005). However, Hansen (2011) explores the organizational communication through a more holistic perspective by focussing on the interplay between the model's three corners. In particular, the communication triangle is based on a social constructivitic understanding, which provides the model with a sense of reality

and totality, instead of only looking at the several small components of the communicational activities. This is caused by the fact that all kinds of communication is dependent on meanings, which are created as social constructive elements (Hansen, 2011).

The communication triangle (Hansen, 2011) is chosen above Bordum & Hansen's (2005) image triangle due to a number of reasons. First of all the more holistic view of Hansen's communication triangle involves an inclusion of both internal and external communication. This comes along with the communication between the different layers of the company, and as a result, the communication triangle also shows the communication between for example the CEO and the employees. Furthermore, Hansen's (2011) communication triangle provides the theory of communication management with more suitable terms in contrast to Bordum & Hansen's (2005). Bordum & Hansen (2005) propose the bottom left corner of the model to be named as the 'profile'. However, Hansen (2011) provides evidence that this corner of the model may be subject to some degree of manipulation by the company itself. Consequently, Hansen (2011) argues that the term 'image wish' may be more appropriate, since a company profile on the inside may not be 100 % what the company actually is or should be defined as. It is more or less something that the company *wish* to become. According to Hansen (2011), the part concerning what the company really is belongs under the model's bottom right corner: 'identity'. However, there should be agreement between the three different corners of the communication model.

Regardless of who you would ask – for example the CEO, employees or consumers – the answer should be the same regarding who the company is and how it is. The creation of this correspondance between the three corners is seen as the first communication challenge by several companies (Hansen, 2012). If any one or two of the
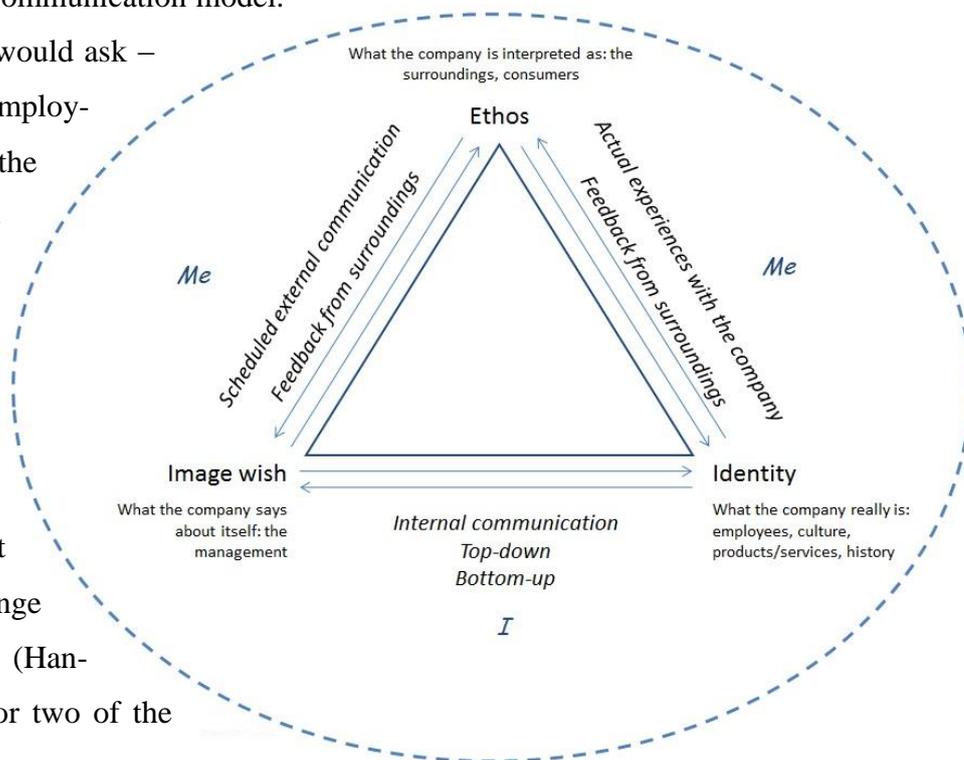
Figure 2: The Communication Triangle (Hansen, 2011. p. 39)

three corners do not match with one or two of the other corners, gaps will occur within the organizational communication. This happens because of a lacking agreement between for example what is being said and what is being perceived. This might lead to misunderstandings and in worst case communication crises, which to a greater or lesser extent may affect the company, its brand and image in the long run (Johansen & Frandsen, 2010).

The communication triangle begins its focus at the 'identity', which describes what the company really is. This concerns the company's employees, products, services, culture, history and business data (for example accounting figures and other numbers). Hansen's (2011) studies have found a two-parted identity with an observable and non-observable part. The observable identity is a man-made phenomena made by the company's history and artefacts, and contains everything which is visible for anyone. This might be the knowledge of who the company's CEO is, and how the company's financial situation looks like at the moment (Hansen, 2011). Behind the non-observable identity lies among other things the company's culture and the employees' self-image. According to Hansen (2012), employees play an important role as the company's ambassadors – not only when they are employed, but especially also when they become ex-employees regardless of the reason for this (for example voluntarily retirement or mass layoffs). Hansen (2011) argues that it is important to keep well-balanced communication between image wish and identity due to the employees capability of communicating with each other and the world surrounding the company and its business. Especially the internal top-down and bottom-up communication between the image wish and the identity is important for the company in order to function at an internal level. This communication will bring forth the right amount of feedback and not the least give every employee at every level of the company a chance to be heard (Hansen, 2011). Furthermore, Hansen (2011) comments on the importance of letting employees be aware of every aspect of the company's image wish (for example vision, mission and core values). Along with the company's vision, mission and core values also comes the company's website and other media, which the company might use to expose itself. This should be done in order to avoid a superficial relationship between employees and the company. Within the importance of having a good internal communication also lies the premise for making good external communication, which emphasizes the importance of having every employee know about the company's image wish in order to make a proper connection between the top and the bottom of the company (Hansen, 2011).

Within the 'image wish', Hansen (2011) proposes two kinds of communication: the conscious communication and the unconscious communication. The conscious communication is all the planned communication from the company, such as advertising campaigns, booklets, websites, press releases, uniforms, logos, slogans, papers with the company's logo on and even the furnishing of the company's offices. Whereas the unconscious communication is everything from body language, tone of voice and facial expressions to spelling mistakes, unfortunate statements, choice of clothes and personality and manner (Hansen, 2011). We cannot not-communicate, since this will be interpreted as a way of responding just like if we used our verbal language (Brummett, 1980).

Last but not least, the communication triangle's ethos proposes how the company is interpreted by for example the surroundings and consumers. Disagreeing with Bordum & Hansen's (2005) naming of the top corner of the model as being the image, Hansen (2011) renames the corner as being the ethos. According to Hansen (2011), an ethos is not something you own, but a phenomenon, which others can ascribe to you. The ethos is also deeply connected with the image wish and the identity, and especially the employees due to their ability to affect the company's ethos in their way of communicating with the surroundings (Hansen, 2011). The effect of the ethos is seen in the 'ethos in constant change', which Hansen (2011) has created with inspiration from Lund & Petersen (2004) together with the terms of McCroskey (2006). As stated by Hansen (2011), an ethos can be both positive or negative, due to the fact that it is constantly changing. McCroskey (2006) supports this statement by defining the ethos as a dynamic term. The ethos in constant change takes its beginning in the initial ethos, which is the impression consumers have of a company both before and after they have interacted with the company. McCroskey (2006) argues that companies, which are unknown to a consumer may still have some knowledge stored in the mind of the consumer. This knowledge can be everything from almost non-existing to wide-ranging, depending on the exposure the consumer has received from the company and about the company (Hansen, 2012). When consumers interact with the company, either as part of a business or through publicity in the media, their initial ethos may be changed. The initial ethos may be confirmed by how the company acts or by what they say, or the initial ethos may be changed in either a positive or negative direction (McCroskey, 2006). The new impression of the company becomes the derived ethos, which again will be the initial ethos until another interaction occurs between the consumer and the company (McCroskey, 2006). A changed ethos might for example be the case for users of the online sharing economy website Airbnb, where several renters have experienced their homes among other things have been

turned into brothels, while they were away (Kitching, 2016). Such an experience with Airbnb can change their ethos radically for both Airbnb-renters and consumers, who might consider using Airbnb in the future. However, since every company and brand have an ethos in constant change, they are given the opportunity to rebalance their image all the time. However, Hansen (2011) argues that the more negative an image has become, the harder it will be for a company to derive a positive image, because the company's history will not be forgotten from one day to another.

Hansen's (2011) communication triangle connects with Polonsky's (1996) theory of gaps, when a disagreement occurs between two or three of the communication triangle's three corners. Hansen (2011) investigates the role of gaps between the three corners and proposes three different versions of gaps depending on where they occur. This is done based on Bordum & Hansen's (2005) supplementation to the image triangle and the arising of gaps. If a gap occurs between the company's identity and its image wish, then a gap concerning truth and credibility will occur, because what the company says about itself (image wish) does not correspond with how it really is (identity). A communicational gap occurs, if the surrounding world interprets the company "incorrectly" (ethos) compared to how it really is (identity) (Bordum & Hansen, 2005). The last possible gap is the image gap, which occurs if the world surrounding the company interprets the company differently (ethos) than how the company really is (identity) (Bordum & Hansen, 2005). As a result, it is important to work with all three corners of the communication triangle in order to avoid gaps or in worst case a company crisis and/or a brand crises. Therefore, the literature review now moves on to talk about Freeman's (1984) theory about stakeholders and Polonsky's studies concerning gaps and the bridging stakeholders, because these are interrelated with Hansen's (2012) communication triangle's focus upon the company's surroundings.

4.3 Stakeholder theory

Stakeholders have, throughout the history of marketing and strategy, had a centered position especially since R. Edward Freeman in 1984 published his book *'Strategic management – a stakeholder approach'*, even though the term 'stakeholder' appeared already in 1963 for the first time (Ambler & Wilson, 1995). Several authors have proposed their definition and reflection of what a stakeholder is and how stakeholders affect the company (Ambler & Wilson, 1995; Clarkson, 1995; Freeman, 1984; Mainardes et al., 2011):

"A person who holds a stake in the activities of an organization" – (Ambler & Wilson, 1995, p. 30)

"Stakeholders are persons or groups that have, or claim, ownership, rights, or interests in a corporation and its activities, past, present, or future. Such claimed rights or interests are the result of transactions with, or actions taken by, the corporation, and may be legal or moral, individual or collective" – (Clarkson, 1995, p. 106)

"Any group or individual who can affect, or is affected by, the achievement of an organization's purpose" – (Freeman, 1984, p. 46)

"The company should take into consideration the needs, interests and influences of peoples and groups who either impact on or may be impacted by its policies and operations" – (Mainardes et al., 2011, p. 228)

Common to all of the definitions is an understanding of stakeholders being persons or groups, who either may be affected by the company and/or affect the company. As a result, stakeholders include among others consumers, suppliers, competitors, the state, employees, shareholders, interest groups (e.g. NGOs and unions), the media and the local communities (Ambler & Wilson, 1995). According to the overall stakeholder literature, Freeman's (1984) two-dimensional stakeholder strategy matrix functions as a useful and professional tool for companies to deal appropriately with their stake-holders regardless of what type of stakeholder this would concern (Polonsky 1996; Mainardes et al., 2011; Ambler & Wilson, 1995, Clarkson 1995). Freeman (1984) divides the different stakeholder groups into four categories based on their high or low cooperative potential and their high or low competitive threat towards the company.

According to Polonsky (1996) the stakeholder strategies are within the matrix, and should help close the gaps, which occurs if the company and the important stakeholders move too far from each other. Polonsky (1996, p. 215) claims that *"the strategies suggested by the matrix are designed to reduce the gap between stakeholder's expectations and the firm's performance by changing expectations, behavior, or both simultaneously"* but he continues with the challenge that *"a shift in organizational strategy may not remove all the gaps, although gaps should be reduced"* (Polonsky, 1996, p. 215). These gaps may occur because stakeholders change their expectations and/or because the company changes its behavior. The changes may occur simultaneously or at different times, and have no limit of duration. Some changes may be caused by a sudden and unexpected crisis, whereas others may be caused by the slowly changing environments. Polonsky (1996, p. 227) states that the

"marketing strategy will be effective as long as it recognizes that the environment and stakeholders are something to be worked with and not a constraint that has to be worked around." Important stakeholders will be defined subjectively based on their level of cooperative potential and competitive threat (Polonsky, 1996).

Polonsky (1996) emphasizes the importance of remembering that every stakeholder potentially have the ability to both threat and corporate. However, these two factors may vary from stakeholder to stakeholder, and some stakeholders may, as a result, not seem threatening or cooperative. Taking the contrary view of Savage et al. (1991) and Freeman (1984), Polonsky (1996) argues that Freeman's stakeholder strategy matrix does not truly reflect stakeholders' overall ability to affect a company. Since Freeman's stakeholder strategy matrix (1984) only deals with the direct influence of stakeholders, the model does not manage the indirect influence from stakeholders, which, according to Polonsky & Scott (2005) makes the matrix too restrictive if every stakeholder is not dealt with properly. The article by Polonsky (1996) is noteworthy in that it combines Freeman's stakeholder strategy matrix from 1984 with the extension of a fifth stakeholder type – the bridging stakeholder group (Polonsky, 1996). By giving the model an extra axis (the Z axis) the matrix model now manages the indirect influence from bridging stakeholders such as the media (see fig. 3)
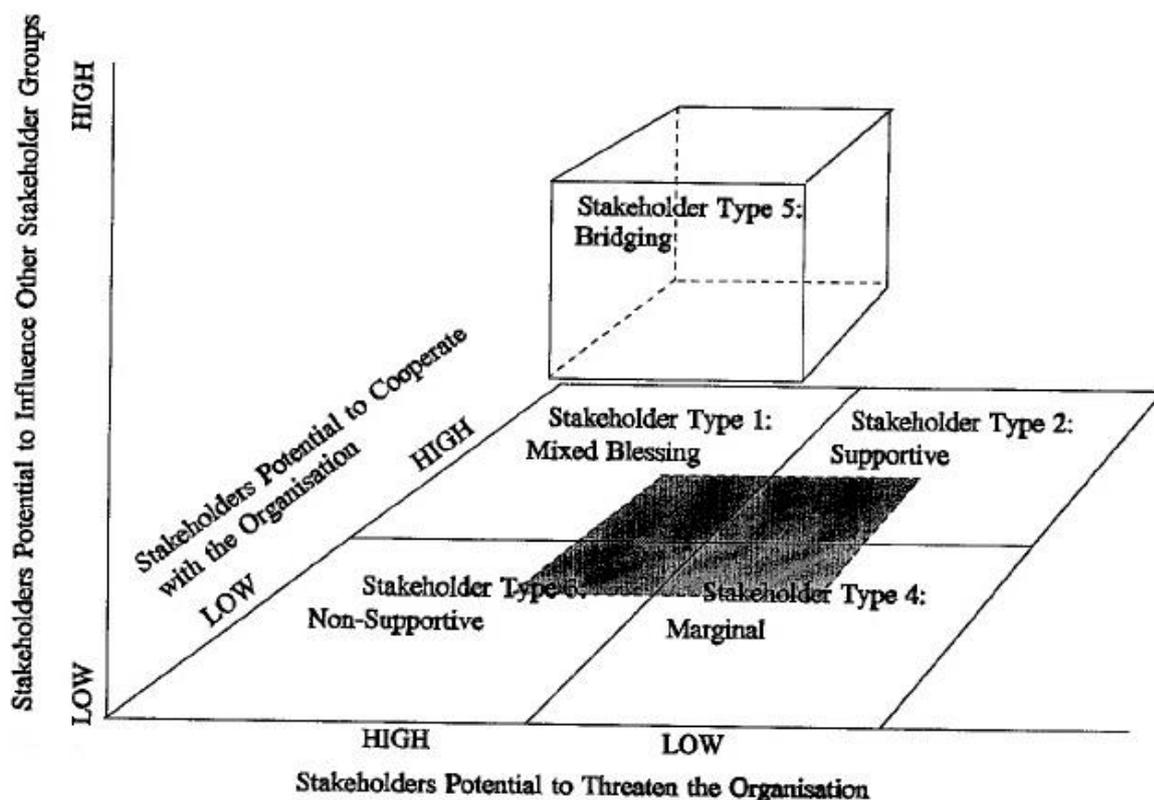
Figure 3: The expanded Stakeholder Matrix (Polonsky, 1996, p. 219)

The bridging stakeholder group – for example the media – plays a great role in the stakeholder management scene and communication scene of Uber and Uber's entrance at the Danish market. This is the reason why Polonsky's expanded stakeholder strategy matrix will be used. According to Polonsky (1996), the media has an important role due to their indirect influence and communication. The media is often seen as more credible by consumers, because this is where most consumers gain their every day information regarding news and the world around them. As a bridging stakeholder, the media influence organizational behavior through publicizing others' activities, which results in stakeholders changing their behavior. These stakeholders (for example politicians) have a direct effect on the company, and the media have as a result indirectly affected the company. Therefore, the media must be carefully considered when formulating promotional strategies, although their direct influence is often minimal (Polonsky, 1996).

Polonsky & Scott (2005) clearly point out, one of the main problems with many marketing managers are their mismatching of stakeholders' influencing abilities or the lack of it. Practical implications, found by Polonsky & Scott (2005), designate that managers should be aware of what influencing abilities they irrespectively apply to stakeholder groups. These groups may not have these abilities, but will end up with other abilities, which will then be in risk of getting ignored. Polonsky & Scott (2005, p. 1199) end up concluding that *"some strategies were more applicable to stakeholders with certain sets of influencing abilities."* This might be the reason for Uber's poor and negative publicity. However, this is dealt with in greater details later on in the thesis.

Stakeholders with a high amount of competitive threat and a high amount of cooperative potential are listed as a 'mixed blessing' by Savage et al. (1991). Whereas Freeman (1984) focuses more on their strong ability to influence and as a result name them 'swing', due to their ability of changing things. According to Polonsky (1996), employees may be put in the category of being a swing stakeholder due to their high willingness to both potentially cooperate and potentially threat the company, which they work for. As a result of the high potential to cooperate and/or threat, Savage et al. (1991) suggests collaborating with this stakeholder category. However, the article by Polonsky (1996) suggests the opportunity of turning a potential hostile stakeholder into an ally, by involving the stakeholder in the company's development through for example a new product or strategy.

When looking at the stakeholder group with high competitive threat and low cooperative potential, it is seen how Freeman (1984) and Savage et al. (1991) agree upon the strategy 'defend', when dealing with 'defensive' and 'non-supportive' stakeholders, respectively. Freeman (1984) claims that these stakeholders easily can prevent the company of achieving certain goals by standing in its way and distressing the company. 'Defensive' and 'non-supportive' stakeholders are described as being employees in larger industrial factories, the government or sometimes even the media (Polonsky, 1996). Savage et al. (1991) propose that a strategy against this type of stakeholder should decrease the dependence, which binds the stakeholder's interest to the company.

According to Savage et al. (1991), the ideal stakeholder (within the stakeholder strategy matrix) is the one with a high willingness to cooperate and a low potential to threat the company. The 'offensive' and 'supportive' stakeholder is looked at with the purpose of exploiting and involving the particular stakeholder. In Savage et al.'s (1991) investigation and elaboration of this stakeholder type, it is found that this stakeholder category can include managers, board of trustees, suppliers, staff employee together with an eventual parent company.

Freeman (1984) argues that stakeholders with low competitive threat and low cooperative potential should be put on hold and be kept in their current position. Savage et al. (1991) agree in their definition of this stakeholder group by naming them 'marginal' with the associated strategy of monitoring this stakeholder group. In particular, Savage et al. (1991) build onto Freeman's definitions and framing of the model, but provide clarifying descriptions to each stakeholder category. The combination of Freeman's overall stakeholder theory and Savage et al.'s clarifying definitions and strategies provides an extra layer to Freeman's stakeholder strategy matrix together with Polonsky's (1996) expanded version of the model.

A recent article by Polonsky & Scott (2005) do, however, take a contrary view, when arguing that stakeholders should be treated with more or less equal importance, and not be put on hold as a consequence of their level of cooperative potential and/or competitive threat. As a result both Freeman's strategic stakeholder matrix from 1984 and Polonsky's expanded stakeholder strategy matrix from 1996 cannot to full effect stand alone in a stakeholder management analysis. Consequently, this thesis combines Freeman's stakeholder theory and Polonsky's expanded version of the stakeholder strategy matrix together with Hansen's (2011) communication triangle. This will

be done in order to reach the communicational aspect of the thesis's problem statement. The aspect regards how significant a new company's stakeholder communication is when entering a new market – like it was the case with Uber back in November 2014 in Denmark. Freeman's (1984) stakeholder theory brings along the remote environment when he focuses on the stakeholders, whereas Hansen's (2011) communication triangle focuses on the immediate environment. Together these two theories give a more holistic approach to the analysis.

4.4 Contributions to previous research

Previous work (for example Polonsky, 1996; Mainardes et al., 2011; Polonsky & Scott, 2005) has not found what significance the combination of stakeholders and communication does have to a new company entering a market, and staying within it. Furthermore, since Uber is a new company, there is no academic articles contributing to the knowledge of Uber and the company's communication with its stakeholders. As a result, this thesis examines the brand of Uber in order to investigate their communicational situation in Denmark further. In order to do this, the theories of brand personality and archetypes will be used, because these show the importance of considering thoroughly the personality and thereby the brand's personal attractiveness. Both things are perceived by the surroundings and not least consumers, who in the end determine how successful the company and its brand will become.

The focus upon how companies stand out based on their definition has not been investigated by any of the previous studies concerning car sharing, shared economy and access-based consumption (for example Bardhi & Eckhardt, 2012; Rifkin, 2000; Belk, 2013; Christensen, 2015; Hesseldahl, 2015). Consequently, this thesis will throughout the analysis and discussion touch upon how Uber is being perceived based on how Uber is being defined. As a result, Hansen's (2011) communication triangle will be used in order to combine the brand theory including the brand personality and the stakeholder theory, which focus on Freeman's (1984) stakeholder strategy matrix.

Polonsky (1996) states that there is little literature, in any discipline, examining a broad process that can be used to include stakeholders and their needs in the strategy formulation. As a result, this thesis will also point its focus on the effect of stakeholder influence – both from stakeholders with direct influence as well as indirect influence. Freeman's (1984) stakeholder theory and Polonsky's (1996) expanded stakeholder strategy matrix is used here, because the combination of these two theorists' work provides the needed and relevant theory and approach. This is done in order to

review and analyze Uber's situation in Denmark regarding how they have managed the different stakeholders regardless of whether the stakeholders' influence has been direct or indirect.

The combination of the brand theory, communication theory and the stakeholder theory, provides the integrated approach, which gives the needed and relevant theoretical insights when analyzing and discussing a relatively new phenomenon such as (car) sharing economy and the case of Uber. Additionally, this thesis contributes to the existing research on brand perception, stakeholder management and stakeholder communication.

5 Introduction of Uber

5.1 Brand personality

Uber, as a brand, belongs under the archetype of the rebel, due to the brand's need and wish for transformation in an industry with old traditions, rules and monopoly (Mark & Pearson, 2001). The rebel balances between the poles of cohesion and independence, which in this case relates to Uber's wish of being a part of people's need for transportation and Uber's wish of being independent as a company. Uber has consistently put forth that the company only functions as a platform for connecting people [1]. As a result, Uber writes off any responsibility for people 'working for' them, since they are not employed by Uber. However, Uber also delivers independency for their drivers, because they work as independent contractors and as a result are more or less free to decide for example how many rides they take [2].

The wish of the rebel is to create a rebellion or a revolution by somehow breaking the rules. Furthermore, Uber drivers do not necessarily have the intended insurances, educations and similar. This is required at this point in time (May 2016), according to the Danish Transportation Authority, who reported Uber to the police for among other things breaking these rules [3]. This correlates with how Mark & Pearson (2001) describe the surroundings' perception of the rebel, which they also refer to as the outlaw. This perception of Uber being an illegal service may derive from the rebel's wish of getting what they want, which may lead to anger and the willingness of doing things that may be in conflict with the law. However, it must be said that Uber not yet (May 2016) has been found guilty in the charges against them, but that their status as awaiting a police report does not work in Uber's favor. Mark & Pearson (2001) point out that the brand personality of a rebel to some extent requires a society, which is ready to embrace it. This might not be the case for Uber, which since their entrance at the Danish market has received criticism, just like Mark & Pearson (2001) describe the reaction of a society, which was not ready to embrace the new brand.

The rebel as a person stays loyal to its values, which among other things can be seen when the CEO of Uber argues in favor of using Uber. He identifies among other things the environmental issue of having taxis to wait for rides on the streets, instead of having car owners driving people from A to B. To the brand personality of a rebel belongs consumers with more or less the same characteristics as the brand's. These consumers are drawn by products, which shock, revolutionize or somehow disrupt the established society (Mark & Pearson, 2001). According to Mark & Pearson (2001, p.

139), this disruption may for example be the products' prices and if the *"product helps retain values that are threatened by prevailing ones or pioneers new and revolutionary attitudes"*, which is the case with Uber and their service. As it is seen throughout the discussion several stakeholders note Uber's low prices as an distortion of competition [4]. Along with the lower prices, Uber also revives the entire debate about the taxi industry, monopoly and welcoming new initiatives. This debate originates in the definition of what Uber's service is, which leads us on to the analysis and the definition of Uber.

6 Analysis

6.1 Identity

Identity is divided into the following three subsections 'service definition', 'Uber and the taxi industry' and 'employee management – safety concerns'. These 3 subsections are all related to the creation of Uber's identity, and establish among other things an understanding of Uber's service, external resistance and the organization of Uber in the nature of the Uber drivers.

6.1.1 Service definition

Since Uber's establishment in the American market in 2009, the company has received criticism and attention, which mainly has been because of their business model. This raises three different concerns, which focus on 1) whether or not Uber is a taxi company or a car pooling service, 2) how this affects Uber's situation regarding paying Danish taxes and 3) how this affects the so-called 'Danish Model' and the trade organization's concern about Uber's employee management [5].

Uber belongs within the category of platform companies, because they run their business with the use of a platform, which in this case is a smartphone app. The debate in Denmark has especially concerned whether or not Uber should be defined as a taxi service or as a car pooling service. The senior launcher of Uber in Denmark, defines Uber as: *"(…) a smartphone-app, which connects drivers with people, who needs transportation. We are a technology company and not a taxi company, and we do not own cars, and we do not employ any drivers."* [6] CEO of the Danish car-pooling company, GoMore, disagrees with Uber's definition of their business. *"They [Uber] delivers a taxi service, where a driver drives you from A to B on a trip you ordered, and which the driver would not make if you did not order it,"* [7] he states and continues: *"With us it is a driver, who already is going on a decided trip, offering to take people with them. The trips are on average 230 kilometers long, and would never be driven, if it was only about making money."* [7] The senior launcher of Uber in Denmark adds to these statements: *"A difference between Uber's partners and taxis is that with Uber you always book beforehand and do never hail a taxi on the street. Therefore, I believe that it is unfair to compare us as a technology company with taxi companies"* [6]. This statement is consistent with what the CEO of Uber announced earlier that year (2014): *"It is a technology platform that connects riders and drivers,"* [8] he said. *"So you want a ride, we are going to connect you to all the transportation providers that are available in a market, and we are going to get you*

the quickest pick up time, highest quality ride, and get it to you at the lowest cost that is possible." [8]

When it comes to the definition of what Uber offers as a service, it is seen that the concern indeed is centered around how Denmark, as a state, will benefit from Uber's business in Denmark. The public debate in Denmark shows an increased focus on how Uber may or may not try to commit tax evasion. A transport researcher sheds light upon the concern: *"It is quite clear that Uber focuses on calling their service for car-pooling rather than taxiing. It is a clever formulation, because they are sneaking in under another gentle set of rules."* [9] Employees at Uber – including spokespersons, managers and the CEO – consistently deny these explanations and definitions. The CEO of Uber, states that: *"We do not deliver cars or drive people around. We are more like an exchange, where people can offer and request services. We only help to join these two."* [10] The regional general manger of Uber in UK, Ireland and the Nordics supports her chief executive when she states that: *"The point of Uber Pop is not profit, but to utilize the space in cars better than today, and thereby redress congestion and pollution in large cities. Car pooling services are not illegal, so I do not see the problem."* [11] As it can be seen, Uber consistently moves the focus from their service definition to what benefits their company delivers to Denmark. However, this has not passed unnoticed for the earlier-mentioned transport researcher: *"When Uber specifically offers a car-pooling service and emphasizes that the driver and the passenger are sharing the cartage alone, they [Uber] hope that they can go under the radar of the Central Tax Administration and the taxi authorities."* [9]

However, it is not only companies and trade organizations, who vote in favor of defining Uber as a taxi service. This can to a high degree also be seen among the Danish politicians and in the media's way of presenting Uber and their business model. Left-winged spokesman for transport (Ø) emphasizes that *"Uber is not shared economy, but a business model, which will take part in deregulating an entire industry and postpone the drivers for wage push and social dumping under cover of the term shared economy."* [12] The chairman of the Danish trade-union movement LO assents to this statement: *"We would rather call it platform economy, because it has nothing to do with sharing something."* [5] The left-winged spokesman for transport (Ø) elaborates on this: *"Uber represents a return to a raw and unregulated capitalism, which has long since been abandoned. But I am not in doubt that politicians are making an attempt to protect Uber. And when the police currently can*

excuse themselves with a lack of resources, it forms a synthesis." [12] The mentioning of the Danish politicians leads us on to the concern of Uber's impact on the Danish state and the Treasury.

Uber's service definition also affects how Uber should treat their drivers and whether or not these people actually is defined as employees or just as independent contractors. This is among other a great concern for the Danish trade organizations. Chairman of the Danish trade-union movement LO does not acknowledge Uber's business model: *"The important thing is that there are orderly conditions on the Danish labor market, also when we are talking about digital companies or platform companies. It must be done in a fair and lawful manner."* [5] The transport researcher supports these considerations with his final statement that *"they act as taxi central office, booking office for taxi companies. They do not only arrange the contact between customers and drivers, but they also regulate the conditions for the taxi drivers [Uber drivers]. By doing so they also under-take a managerial role in relation to the taxi drivers [Uber drivers]."* [13] The continuous focus on Uber being a taxi company brings us to the competition management, where the established taxi industry plays a central role for Uber and Uber's business.

6.1.2 Uber and the taxi industry

Since Uber's arrival in the Danish market in November 2014, the opinions about how they compete have been many and from several different stakeholders. Most of these have referred to how Uber has bypassed the Danish law – without prejudice to whether or not Uber actually should be defined as a taxi company. These alleged violations of the law will, according to several concerned stake-holders [5], ruin the Danish labor market if this so-called slide way disperses to other industries. In relation to this, the CEO of Uber points out that: *"In our view, we create jobs rather than elimina-ting them. If we allow ordinary people to run routes for other people, well, then it is a brilliant opportunity for the non-working mother, the student, those who lack a bit of money in everyday life. Nearly 40 percent of all our Uber-drivers run only 10 hours a week and it is as a result not their only job."* [10][3] Despite this, the Danish taxi industry claims that they have lost 9,000 taxi rides in 2015 solely because of Uber's presence in Copenhagen [14]. CEO of Uber in Denmark denies this information: *"We see that those who are driving with Uber is a brand new group, which did not use that kind of paid transport before. The growth we have experienced is much larger than the decline, which we have heard about in the taxi industry."* [15]

---

[3] Numbers from September 2015

According to the trade organization, Taxi drivers in Denmark (TiD), Uber's appearance in the Danish market caused some taxi drivers to lose income as much as 6,000 DKK per month. The chairmanship from the trade organization Danish Taxi states in February 2016: *"Right now Danish taxi drivers are threatened on their livelihood. Not because of a lack of taxi customers, but because an increasing number of people choose Uber, because Uber by not living up to the taxi law can meet the customers' requirements better."* [16] Chairman of Taxi Driver's Trade Association adds to this: *"It is clear that people choose the cheapest alternative. But the reason why Uber's drivers are cheaper, is because they do not follow the law. They do not pay the tax that we pay. We could become as cheap as Uber, if we just did not follow the law."* [16] The mentioned requirements are among other lower prices, which Uber is capable of delivering, because Uber (at the moment, May 2016) does not work under the same regulations as the taxi industry [17]. Among these are executive order on environmental requirements, an increased bottom limit for the vehicle registration fee (230,000 DKK), affiliation to a central office with a rent at 100,000 DKK, installation of a taximeter, training and yearly inspections [17].

Center-left winged former Minister of Trade and Industry (S) expresses his opinion about the price concern: *"One must say that taking a taxi today is a pricey pleasure. So when someone comes in and actually makes it affordable to be transported in a car, then I think it would be great."* [18]. The center-left winged spokesman for transport (S) does however emphasize that: *"The price is not the only parameter for a good taxi trip. It is also about good service. I have experienced super service in a taxi, and I have asked taxi drivers to stop half-way on the trip, because they were rude."* [19]. Entrepreneur and former taxi driver, Martin Thorborg, states that it is not that difficult to be or become a taxi driver: *"The development is running, and that is just how it is. I am educated taxi driver myself, and 90 percent of what I learned, was to find the way with a map. It was difficult to keep track of back then, when you also had to be aware of the radio and drive the car. Today you got a GPS, and everything runs through a computer."* [20] and he continues: *"What is it that taxi drivers can, which everyone else with a driver license cannot? - not a damn. It is totally okay that the market is now given free."* [20]. To this chairman of the Danish Taxi Council agrees: *"We do not fear competition as such, but we fear if it is built on an illegal basis. Everyone can apply to the municipality in a lawful manner to create a booking office and get approval of their cars."* [21]. It is once again emphasized that things should be conducted according to the law. However, the Danish lawsuit has not proceeded any further since The Danish Transport Authority in November 2014

reported Uber to the police for breaking the law regarding the conveyance of passengers. *"The problem is not Uber, but the law"* [22], states the right winged spokesman on trade and industry (LA) and continues: *"Right now we have a situation where the police consider a concept as illegal, although no one knows whether this is true or not. No one can be served with this, and as a result politicians should figure out whether new solutions like Uber are welcome in Denmark or not. I definitely think that they are welcome."* [22]. Center-right winged former spokesman for entrepreneurship and innovation (V), agrees on this and joins the site, which supports Uber's entrance in Denmark. *"The taxi industry is one of the markets in Denmark, which is regulated the most. And perhaps it is a wake-up call for us politicians that it is time to let the market forces and competition free,"* [23] the center-right winged former spokesman for entrepreneurship and innovation (V) proposes. CEO of Uber supports this statement, when he argues that: *"The taxi industry is trying to protect a monopoly that has been granted them by local officials, so they're trying to slow down competition,"* [8] and continues *"so we try to get the story out there about accessibility of transportation, lower cost transportation, higher quality, and I think that story wins at the end of the day."* [8]. As it can be seen, Uber is to a high degree aware of what their company and business model have brought along with it. The company indicates that: *"the authorities' counter shock says more about the monopolistic taxi industry, which they wish to shake up, than it says about shortcomings in the strategy or the company culture."* [24] Especially, the earlier mentioned low prices and Uber's way of calculating the prices have caused some trouble and unexpected focus at Uber. During New Year's Eve in New York, the prices increased as much as 10 times the normal rate. However, this has not showed any negative results to Uber's progress – neither in New York nor in Denmark [25][26]. However, earlier mentioned center-left winged spokesman for transport (S) states that *"Competition is good, but it should not be at any costs."* [19]. The reason for this may also be seen in how Uber's way of competing may affect Uber's employees and especially the Uber drivers. Even though, last-mentioned are not defined as employees at Uber, referring to Uber's own statements [6]. However, the competition between the taxi drivers and the Uber drivers is visible among the different incidents concerning Uber drivers. This leads us on to how Uber's identity unfolds, when looking at the company as a workplace for employees.

6.1.3 Employee management – safety concerns

The Uber drivers do not, according to Uber, work as employees for Uber, but as independent contractors [2]. However, it can still be argued that you as an independent contractor to some degree has a workplace in the shape of the place you are connected to your customers. In the case of Uber,

the Uber drivers are connected with their customers through the app, which Uber makes available to the Uber drivers. Even though Uber resigns all immediate responsibility for the Uber drivers, because they are independent contractors, articles about the driver's safety still take up space in the newspapers. As recently as in the autumn of 2015, the media showed different cases where Uber drivers' safety were in danger. A spokesperson from Uber stated that:

"We know that an amount of Uber-partners have been intimidated by a small number of taxi drivers during times, but we never believe that violence is acceptable and as a result we will look further into the case. Generally speaking it is our policy to suspend Uber-partners, while we investigate cases of serious matters." [27]

In this case, several Uber drivers reported that they had been attacked, harassed or in other ways assaulted by non-Uber drivers. This has happened even though Uber drivers drive around in neutral, non-commercial and private cars. However, the Uber drivers explain that they to some extent are prepared for such situations: *"If a taxi [driver] harasses us or drives in front of us, we leave an SOS, and then there will be eight to ten Uber drivers helping us fast. We are not in favor of taking the law into one's own hands and start fighting, but we try to clear the situation,"* an Uber driver explains [27]. This Uber driver was also involved in a case together with another Uber driver concerning a unauthorized database made by anti-Uber supporters. One of the Uber drivers stated: *"Here the other day, I found some pictures of my car on Facebook. I have heard from others that some have had their tires cut open. But it is a very small amount of taxi drivers, who does that here,"* [28] supported by the other Uber driver's statement, which he made one month earlier (October, 2015): *"We feel harassed and exposed, because they register us based on a specific affiliation, and that is uncomfortable. It is a pure stitch line in my opinion. They should respect that we live in a constitutional state"* [29].

However, this does not keep the drivers from applying to become an Uber driver. In Denmark, there is knowledge of an amount of Uber drivers reaching 1,500 in Copenhagen in 2015 [30]. An Uber driver describes the difference, which Uber offers in his everyday life: *"It may seem like small change to some, but for me it means a lot in the end of the month. And that is what is important to me."* [30]. Uber has several times reiterated that *"most drivers said they love being their own boss"*, which the job as an Uber driver to some extent also offers [31]. However, the Uber drivers are

bound to take a certain amount of rides, if they want to avoid their Uber account getting deactivated [32]. The chairman of the trade-union movement LO emphasizes her concern regarding how Uber may affect the Danish labor market, and points out that new employers must take on their employer responsibility [33]. Uber's spokesperson in Europe knocks down this concern: *"Uber only offers the platform, so the term full-time driver does not really exist. A partner driver decides how many hours he or she will be available via the platform. So that is why we do not talk about workplaces."* [33].

As an overall response to all the cases concerning driver safety, Uber announced in March 2015 and again in December 2015 that they have updated their safety enhancements [34]. These include safety concerning both Uber drivers and Uber passengers. The Uber passengers' effect on Uber will be discussed further in the section about passenger safety. Uber's safety update mentions among other things how the driver safety has been improved in India as a result of several events concerning among other things violations of Uber passengers [35]. However, the safety concerned events in Denmark may also have affected the progress and outcome of Uber's safety update. This reaction is part of Uber's image wish, because it concerns what Uber say about themselves. This leads us on to how Uber attempts to manage their surroundings and how these perceive them, and as a result create Uber's ethos.

6.2 Image wish

Image wish is divided into two subsections: 'sensemaking and sensegiving in the context of storytelling' and 'communication – responses and denials'. Both subsections are created from a branding point of view and creates a broader perspective of the analysis of the image wish. This establishes among other things an understanding of how Uber and the surrounding world creates sense and how Uber manages the communication with its stakeholders.

6.2.1 Sensemaking and sensegiving in the context of storytelling

Every time Uber says something concerning themselves, it is an attempt to make sense and give sense in a branding context. The regional general manger in UK, Ireland and the Nordics puts forth her sensegiving, when she states: *"Across Europe, cities are trying to cope with the increasing challenges, which congestion and pollution create. That is exactly why Uber's technology is important, because we are trying to get modern and better cars to transport more people around, as efficient as possible."* [36] and she continues: *"The points of the report have confirmed to us that*

car-pooling is an obvious opportunity for cities, which want to increase productivity and mobility, while congestion and pollution are reduced without significant costs of infrastructure." [36]. The mentioned report can be seen as Uber's attempt to give sense to its surroundings by making them aware of the positive benefits, which Uber provides the society with. According to Uber, the report is independent, but ordered by Uber. It shows among other things that an efficient car-pooling community can reduce the daily amount of car journeys with 37,000 in Stockholm, which the analysis of the report is based on. Furthermore and according to the analysis, this would create economic opportunities equivalent to 3,000 full-time jobs, while the annual CO_2 emissions from cars would decrease with 49,000 tons [36]. As a result, it can be seen how Uber focuses on their environmental effect on the community, and how using their service will result in among other things less pollution and traffic jams [36]. But also the influence on drunk driving accidents appears during an anniversary speech from the CEO of Uber [37]. He points out how somebody is killed by drunk driving every 52 minute in the United States of America, and emphasizes that taking an Uber home instead of driving yourself may not only save your life, but also the lives of others [37]. CEO of the Danish liberal think-tank CEPOS also applies his opinion about why using Uber makes sense. He points his focus in a more socio economic direction:

"Uber is a new technology, which in many ways increases productivity in our society. Uber has found a more efficient way of taxi driving than the taxi industry. Among other things, Uber has contributed by making society's capital stock better utilized. Private cars suddenly becomes a productivity factor, which creates an income to the owner. It increases productivity and wealth, and we should welcome such things." [38]

Despite not being involved in the company, the CEO of the Danish liberal think-tank's quote still adds sense to Uber's brand and Uber's business, and is weighted more heavily than sense giving from e.g. the management of Uber. Sensegiving is to a great concern situated around what the company do and say (the company's image wish), whereas sensemaking takes place among the company's surroundings and its stakeholders. This can among other things be seen in the United States of America where increasing numbers of families with children have assigned Uber and especially Uber's service their own sense. These families, who have a busy everyday life, use Uber to transport their children, when they have dentist appointments, play soccer after school or if they have play dates [39]. Uber does not provide this kind of perception of Uber's service through their

own way of referring to it. However, Uber is capable of influencing their consumers through their image wish and how they choose to communicate with and to their ethos, which is Uber's surroundings and stakeholders.

6.2.2 Communication – responses and denials

Uber makes use of communication in order to primarily respond to questions made by the media, and in these cases deny most of the things, which are concluded, or defend the business of Uber. The defends concern both the use of surge pricing, legislations, rumors about digging into critical journalist private lives and Uber's business model. Whereas the second most used person, who represents Uber, the CEO[4], primarily talks about the future of a world with Uber and not the least what benefits Uber will provide the world with: *"Our future dream is simple: All cars on the roads should and must be Uber-cars. If every car here in San Francisco were Uber-cars, the city would avoid huge traffic problems and there would on average be spared an hour for all motorists, which they would use in traffic jams."* [10]. However, the CEO of Uber in Denmark does not keep back from defending and responding to the media's focus on Uber's business model. *"What we believe in Uber, is that we are moving within the framework of Danish law, including the rules of car-pooling,"* [13] the CEO of Uber in Denmark said in regard to Uber being accused of driving an illegal business. Here it is also seen how Uber once again is referred to as a car-pooling company, and not a taxi company, despite the lacking judgment by the Danish court of law. The CEO of Uber in Denmark continues his defend of Uber in another article regarding whether Uber pays taxes in Denmark or not: *"Uber pays taxes all the places where we operate, and we contribute to a great extent to the economic activities in the city. There are increasingly created thousands of new economic opportunities."* [40]. Here the focus moves from the tax payment towards what kind of opportunities Uber creates. As a result, the CEO of Uber in Denmark dodges the issue of Uber's tax payment further, and meanwhile puts forth Uber's self-presentation – as a company, which cares about the economy of others.

However, it is far from every time that Uber is among the consulted parties in the articles[5]. When looking at the data set it is seen that in 200 different newspaper articles, Uber was only consulted in 81 cases[6]. This deprives to some extent Uber of defending, answering or questioning the situation in more than half of the investigated articles. As a result, Uber is in most cases obliged to publish their

---

[4] See appendix 3, p. 112
[5] See appendix 4, p. 112
[6] See appendix 4, p. 112

own statements in order to have a voice in the public debate. However, this is not a common thing among Uber's chosen ways of communicating. Only 5 out of the 200 articles contain a formal and directly targeted statement from Uber[7]. Among Uber's relatively small amount of their own statements, this written statement is found in October 2015:

"We were notified about a bug impacting a fraction of our US drivers. Within 30 minutes our security team had fixed the issue. We'd like to thank the driver who drew it to our attention and apologize to those drivers whose information may have been affected. Their security is incredibly important to Uber and we will follow up with them directly." [35]

The quote originates from an article regarding an online information leak concerning hundreds of Uber drivers in the United States of America. It shows how Uber once again, just like the previous quote from the CEO of Uber in Denmark, slowly moves from talking about the actual situation towards what Uber values, which in this case is the safety of the Uber drivers. Throughout all of Uber's communication, regardless of whether this is written or spoken, Uber's surroundings will be affected in varying degrees depending on the case and the communicated content. This will affect Uber's ethos, which is created by its surroundings (for example Uber passengers). As a result, this leads us on to how Uber's passenger safety is perceived and how this affects the overall ethos of Uber as a company and as a brand.

6.3 Ethos

Ethos is divided into two subsections: 'passenger safety' and 'consumer focus'. Both subsections concern how Uber is perceived by the surrounding world, and as a result how their ethos is created. The two subsections establish among other things an understanding of where Uber's surroundings have brought their attention to, which to a high degree will affect Uber's ethos.

6.3.1 Passenger safety

One of the major concerns, when looking at Uber's ethos, is the passenger safety. This comes as a result that Uber's passengers are also Uber's consumers, and consumers are the ones, who create Uber's ethos. The concern also emerges from an unknown number of cases, where Uber's image in

---

[7] See appendix 4, p. 112

relation to passenger safety has suffered a setback. The chairman of the Danish Taxi Board addresses his concern in a press release from the Danish Taxi Board from November 2014:

"In an authorized taxi the passenger is guaranteed that the driver is not previously convicted of behavior, which makes him unsuitable as a driver. Meanwhile, the car is properly insured, so there will be no complicated questions about coverage. Finally, there are a large number of legislative measures regarding education, service and customer-friendliness, and pricing, which the driver must comply with. All this does not apply, when you are driving in a taxi from Uber." (Nygaard, 2014)

Center-left winged member of the European Parliament (S) shares his concern in September 2015, while comparing Uber with the airline company, Ryan Air: *"I believe that it is risky to let anybody and everybody run taxi-driving. Personally, I want to be sure that my driver is competent at driving, capable of finding his way and has his things in order. The driver must drive a proper and safe car and besides pay his taxes and be socially insured."* [41]. To this a police superintendent at the Copenhagen Police Traffic Department, establishes that: *"It is not illegal for the passenger, but you have to think twice. You get into a car where the driver has no education, and there might not be any insurance for the vehicle as well,"* [42] and that *"if there is an accident, you risk not being covered properly by any insurance."* [42].

Despite this, the passenger safety concern was already in the limelight before Uber arrived at the Danish market in November 2014. CEO of Uber emphasizes in June 2014 to CNN.com that *"safety is number one at Uber ... so we make sure the system is in place so riders get the safest ride possible,"* [8] and he continued: *"with that said, Uber is in the limelight. When things happen, if there's claims of any kind in any city in any car, we take those claims very seriously."* [8]. The claims, which are referred to have been many since Uber started their business in March 2009. Among these have been cases where Uber passengers have been assaulted, choked, kidnapped, involuntary involved in a car chase, verbally and physically abused, attacked, harassed and even killed due to the behavior of Uber drivers [43]. In most of the cases, Uber simply renounces the responsibility with the argument that Uber drivers are not employed by Uber. As a result, Uber drivers act for themselves even though they are active on the Uber app.

Despite the consistent exemption of liability, Uber still responds to most of these passenger safety concerned cases. General Manager at Uber, states in a case concerning a sexual assault on an Uber passenger that *"we are determined to learn from the mistakes that were made so we can do better in the future. Our thoughts are with the victim and her family."* [44]. As a result of all these passenger safety cases, Uber has made several attempts to improve the safety, while driving with Uber. Among these things, the safety screening of Uber drivers has been subject to rigorous scrutiny several times. Head of Global Safety at Uber said in December 2014: *"We are finding solutions in many places that range from polygraph exams that fill gaps in available data to adding our own processes on top of existing screening for commercial licenses,"* [45] and that, *"we are exploring new ways to screen drivers globally, using scientific analysis and technology to find solutions."* [45]. These statements were retold one year later in December 2015: *"We are committed to safety for riders and drivers on the Uber platform."* [34]. With the elaboration that: *"Our goal is to enhance safety for everyone on the platform and provide clear guidance to all users about appropriate behavior during Uber rides."* [34]. A new feature in the United States of America, called SafetyNet, has also been launched in order to make the Uber rides seem more safe. The SafetyNet feature makes it easier for Uber passengers to share their Uber ride information in real time with their friends and family [46]. Head of Global Safety at Uber, finishes off with the statement that *"these initiatives are part of an ongoing process at Uber: With more than a million rides per day in 295 cities and 55 countries, continually improving rider and driver safety is the most critical component of what we do."* [34]. With all these millions of rides each day, Uber must be aware of how they manage their business, especially the part which directly concerns consumers. As a consequence of the increasing liberty of choice, consumers have gotten more power. Along with the increased power comes an enhanced consumer focus, which makes it more and more important for companies to listen to their consumers. Therefore, the focus upon the ethos now moves on to consumer focus.

6.3.2 Consumer focus
Since the invention of the Internet, consumers have engaged more power, which among other things is visible in their consumer behavior. As mentioned earlier, Uber is in a stage between being legal and illegal since the final judgment has not been made by the Danish court of justice. Despite this, many stakeholders have settled with the perception of Uber as being an illegal business, but likewise many stakeholders (including Uber's consumers) have received Uber and their service with open arms. An Uber passenger would even go as far as defending an Uber driver if this was

necessary. She argues that *"it is a good alternative, and I do not see anything wrong about it. It is like for example GoMore, which is quite popular. I think it is fine that people are able to earn some extra money, if they have a need for it."* [47]. To the question of whether or not she would fear being stopped in an Uber car by the police, she responds: *"No not at all. On the contrary, I actually think that I would back up the driver, if that became the case, and I would actually lie and say that it was a friend driving me."* [47]. In addition to this, the CEO of The Danish IT Industry Association, reflects upon the development among consumers: *"The time, where municipal councils should determine the amount of taxi drivers, what they were allowed to charge for a trip and whether some geographical areas should be handled differently than others, is over. For a long time, consumers have been used to the modern world with shared cars, car-pooling and other innovative transportation solutions, and the legislation should follow."* [48].

Uber's ethos contains of an external observation made by the company's surroundings. These surroundings include among others consumers, stakeholders and competitors. This external observation is among other things affected by the influence from the media, where Uber several times is mentioned as a company, which does not pay Danish taxes [49]. After several statements regarding lacking tax payments, it may develop into a fact or common understanding that "Uber does not pay Danish taxes", even though this might not be the case. As a result, the perception of Uber and hence also how consumers understand Uber may change. Uber's stakeholders also have a certain influence on how Uber's ethos is created. This is connected to the next part concerning stakeholder management and how these are able to influence Uber's perception, business and brand.

6.4 Stakeholder management

Stakeholder management is divided into the following three subsections: 'stakeholder influence', 'closing the gaps – turning a stakeholder into an ally' and 'the media (and their indirect) influence as a bridging stakeholder'. These three subsections create a holistic analysis of stakeholder management, and establish among other things an understanding of these stakeholders' direct and indirect influence on Uber together with an understanding of how the different stakeholder types can be managed.

6.4.1 Stakeholder influence

Without moving to far away from Uber's ethos, focus will now turn to Uber's stakeholders, who have an influence on how Uber is being perceived. Uber's stakeholders are among others politicians (across the world), employees, the authorities, competitors, trade associations and the media. Every opinion, which a stakeholder has about Uber, is part of what creates Uber's ethos, because these opinions constitute a direct influence. People in society, who for example are politically engaged and as a result follow the political debate or people, who stay updated through the media, will to a greater or lesser extent become influenced by the media depending on their usage and approach to the media. Direct influence on a stakeholder's opinion towards a given company may also come from experiences with the company. This could for example be through an online transaction at a web shop or (in the case of Uber) through a ride with an Uber car. Whereas the indirect influence can come from for example the media through their way of putting a story into perspective.

Many Danish politicians have participated in the debate about Uber, since the focus upon Uber mainly has been about whether they drive a legal or illegal business or not. All these politicians have an influence on Uber regardless of whether they are for or against Uber's business. This is due to the fact that politicians who are in favor of Uber, to some degree, will cause changes for the way Uber is being perceived at the moment. On the other hand, politicians who are against what Uber does, will attempt to illegalize the company's business, which will have consequences for Uber's further business in Denmark, and potentially also in countries, who frequently compare themselves with Denmark (for example Norway, Sweden, Germany and the United Kingdom).

In the case of Uber, it can be seen several times how one stakeholder (for example a politician) is concerned about the well-being of another stakeholder (for example the taxi industry). Center-left winged spokesman for transport (DF) shows his concern for the taxi industry due to unequal competition parameters: *"We risk to destroy the taxi industry, if someone is allowed to compete on dissimilar conditions. We cannot forbid Uber to create a regular taxi company, but then the company also runs on a meter."* [50]. In this newspaper article from December 2015, the center-left winged spokesman for transport (DF) is supported by two center-left winged spokesmen for transport (S)(Å). All three spokesmen say no to changing the law for Uber's sake [50]. The center-left winged spokesman for transport (Å) elaborates: *"Our taxi legislation ensures a certain security and correct wages and working conditions. We should not let go of this. If Uber wants to be at the market, the*

company must fulfill the requirements. I will gladly discuss a revision of the law, but we will not be part of a total relaxation." [50]. Both quotes point in the direction of a change that to some degree will limit Uber's business model. A change, which is welcomed by the CEO of the Danish Taxi Council: *"We are very pleased. We have been waiting a year for something to actually happen."* [51]. However, she would still love to see some more specific actions on the streets against the Uber drivers, as she indicated back in December 2015 [51]. This quote's content originates from the lacking progress in the court case in which Uber is charged for breaking the law regarding the conveyance of passengers [3]. Consultant at 3F (Denmark's largest trade union and unemployment fund), shares the CEO of the Danish Taxi Council 's impatience regarding the case: *"It is to us a mystery that quibbling and police work can take so long time. It is now 10 months since Uber were charged, and it is strongly unsatisfying that we do not have a settlement yet, which denounce Uber as an illegal taxi company."* [52]. Both organizations expresses a concern and irritation, which is shared by the police superintendent: *"We are also about to get tired of this case, and would like to have it ended."* [52]. A combination of politicians who are against Uber's business, a trade organization, a trade union and the police may influence the business of Uber, and not least how people perceive Uber – regardless of whether they have used Uber's service beforehand or not.

However, the influence from Uber's stakeholders do not have to turn out as a disadvantage for Uber and their business model. Politicians from three right winged parties (LA)(K)(V) agree that a new law should clear the way for a legal Uber service. The right winged spokesman on trade and industry (LA) elaborates on this: *"Uber has showed how outdated the law is. Uber has through technology solved some of the problems you would solve with a tough legislation. We need a legislation, which gives space for concepts like Uber, so you can easier start up as a driver without being employed by a booking office."* [50]. Center-right winged spokesman for transport (K) agrees, but emphasizes the competitive equality, which a change in legislation should address: *"When we are making a new legislation, we need to make space for Uber. There must be the same requirements for all operators, so the competition is equal and fair, but it is not certain that the requirements should be the same as today."* [12].

Beside politicians and the Danish authorities, Uber also has a major stakeholder in the taxi industry, which also functions as their competitors. Chief administrative officer at The Danish Transport Authority, explained in a press release in November 2014 how the Danish taxi industry managed

the arrival of another competitor (the car-pooling service called Haxi): *"The Danish taxi industry is already under pressure. Therefore, as an authority we cannot just stand and watch, while something is going on, which in our view is illegal, and which also helps to remove some of the income from the law-abiding and professional drivers."* [53]. Meanwhile the taxi industry is criticized from different perspectives regarding their lacking innovational business development. Instead Uber is to some degree brought to light, and praised for their innovative thinking. Center-right winged spokesman for entrepreneurship and innovation (V) elaborates on this in November 2014: *"Uber has done something, which is quite interesting innovatively speaking. They have taken an inflexible service product - taxi transport - and innovated it into different service categories. I like that way of rethinking the service sector. That is what Denmark needs, if we should create jobs in the future."* [54]. Not much has changed one year after in December 2015 where a travel editor and journalist states that: *"For several years, I have believed that the Danish taxi industry is some of the most clumsy, you can ever imagine in travelling on dry land."* [55]. With all these statements, the taxi industry is portrayed as an unsuccessful industry with lacking innovative skills in order to fight free of its own crisis. The taxi industry's situation has influence on Uber and their market approach, because the taxi industry is already fighting for survival. With a new competitor on the market it will become even more difficult for the taxi industry, which as a result will try to affect Uber's business in favor of strengthening their own [56]. However, it is to some extent possible for Uber to take advantage of the taxi industry's situation. This comes as a result of every company being capable of turning a stakeholder into an ally. Consequently, collaboration and balance among a company's stakeholders can be obtained if an alliance is created among one or several stakeholders. This leads us on to Uber's further management of its stakeholders.

6.4.2 Closing the gaps – turning a stakeholder into an ally
Throughout Uber's launch at the Danish market, a state of demand regarding co-determination has been pushed forward by several of Uber's stakeholders. This demand has primarily concerned a desire of a legal influence on Uber and has derived from among other the taxi industry and Danish politicians. Despite this, Uber has consistently rejected that their business model was illegal. As a result, Uber has brushed aside any attempt on meeting their stakeholders halfway with regard to closing the gap, which may arise along with discrepancies between a company and its stakeholders. Despite the resistance, which Uber has met, the CEO of Uber and the rest of the Uber team had high ambitions of creating 50,000 new jobs in Europe in 2015 [57]: *"We wish to make 2015 the year, where we establish a new partnership with Europe,"* the CEO of Uber said in January 2015, and

continued: *"We can turn to any mayor in any city and say that if we can find a way to establish partnerships at, we will be able to promise 10,000 jobs in four years. Many young people and the unemployed can start on this platform and make a living"* [57]. Despite the great dreams about creating several thousand jobs, it has not been possible to find any official numbers regarding the current amount of Uber drivers or jobs created by Uber [14]. Furthermore, Uber's businesses have been stopped across Europe counting Belgium, France, Germany, the Netherlands and Spain [57]. This lacking success emerges later in 2015 when the CEO of Uber's Public Policy in Europe elabo-rates on the resistance Uber has met during their launch in Europe and *"acknowledge that they [Uber] have made major mistakes, but that they are willing to try off with a more conciliatory atti-tude,"* [24] and continues, *"when a newly established company is on the rise, you have to collabo-rate with the authorities and find people, who are willing to undertake vested interests."* [24]. These quotes from September 2015 show that Uber has changed their attitude towards their stake-holders, which in this case are the authorities. CEO of Uber in Denmark denies the alleged violations of the law and clarifies: *"We believe that Uber operates within the boarder of the Danish Legislation and we collaborate fully with the authorities in relation with their investigations."* [58]. This is said despite the lacking responds and lacking cooperativeness from Uber in the months from their Danish market entry in November 2014 to the date of this quote in November 2015. Despite Uber's new wish of collaborating with the authorities and thereby closing some of the gaps between Uber and one of their stakeholders, the CEO of Uber hired a campaign manager in 2014, who previously worked for president Barack Obama. The CEO of Uber elaborates on this organizational move: *"It has dawned on me that we are in the middle of a political campaign, and it turns out that the candidate is Uber."* [10]. This statement has along with Uber's change of style been interpreted as acknowledgement that the previous aggressive and confrontational style only works for new entrepreneurial companies, and not for a more well-established company, which it is argued that Uber has become [10][65]. The small wish of turning one of Uber's stakeholders (the authorities) into an ally may come as a result of the growing pressure from the other stakeholders, e.g. the taxi industry and the media. Last-mentioned belong among the stakeholder group called bridging stake-holders due to their indirect influence on the company, which leads on to the next part concerning the media and their (indirect) influence on Uber.

6.4.3 The media (and their indirect) influence as a bridging stakeholder

The media has an indirect influence on every group, person, organization and so on, which they choose to talk about. This is among other things caused by the media's choice of words, which to a

greater or lesser extent may color the reader's perception of what is written. When looking at the presentation of Uber in the media[8], it is seen that the attitude towards Uber is positive in 48 out of 200 different chosen articles. 86 articles have a negative attitude towards Uber, whereas 66 out of the 200 articles remain with a neutral attitude towards Uber, which in this case means that both sides of the story have been heard or told in the article[9].

Despite the division of positive, negative and neutral loaded articles, Uber is called many different names throughout the articles. These names come in 72 different variations and contain among other things words such as: 'taxi', 'app', 'service', 'pirate', 'illegal', 'sharing' and 'American' [10]. One by one these combinations contain a different meaning that may lead to different perceptions. This depends on the person who reads it, but also on the context in which the words and names are used in. As a result, the media's fluctuating naming of Uber may give a wide range of perceptions of Uber and not least Uber's service and business model. Especially when the most and second most used word, in order to describe Uber, is 'taxi' and 'service', while the use of the words 'American' and 'app' also are frequent[11]. However, Uber is still called 'Uber' by many of the media. In 92 out of the 200 different articles, Uber is referred to with their name and without any extra elements, which could change Uber's ethos.

---

[8] For example online news sites such as www.dr.dk, www.tv2.dk and www.berlingske.dk
[9] See appendix 5, p. 113
[10] See appendix 6, p. 113
[11] See appendix 6, p. 113

7 Discussion

7.1 Identity

7.1.1 Service definition

Uber has since their establishment in Denmark been subject to a constant discussion of their service definition. Due to a court case by the Court of Justice of the European Union, which has made slow progress since its beginning in 2014, Uber has not been conclusively defined as being either an IT-company or a taxi-company [1]. This court case has influence on the outcome of the Danish court case, which the Danish Transport Authority brought an action against Uber in November 2014. As a result of all these elements of uncertainties, Uber's identity and to some degree their ethos are negatively affected. Uber's service definition belongs under Hansen's (2011) identity corner in the communication triangle. However, their service definition is also closely linked to the communication triangle's ethos, because Uber's surroundings have experienced Uber and now have an opinion about how Uber should be defined. These experiences may be everything from a ride with Uber to reading about them in the newspaper. As a result, the influence of Uber's stakeholders (for example the media) has a fundamental and decisive role on how Uber's identity is defined. This happens despite the fact that Uber keeps defining themselves as a car-pooling service or a company, which only delivers the platform for the drivers and their passengers [8]. Uber's definition of themselves and the naming of themselves is dealt with later on in the paragraphs concerning sensemaking and sensegiving.

7.1.2 Uber and the taxi industry

Uber's way of competing and managing their business strategies is part of their history and their identity, because this is part of who they are (Hansen, 2011). When looking at Hansen's communication triangle it is seen how the identity also gathers around the products and the service of the company. As a result, Uber's much debated surge pricing algorithm is part of their product, because it forms their service and their identity. According to Hansen's (2011) communication triangle, a company's identity is highly connected to its image wish through the way the company's customers perceive the brand. In relation to Uber's surge pricing, negative experiences may occur and accumulate for every newspaper article the media write about Uber's surge pricing. If Uber's consumers thought of Uber, as a cheaper alternative to the taxis, then their perception of Uber might change, when they hear about how the surge pricing algorithm affects the prices in both directions – both negatively and positively. The surge pricing algorithm also stands behind many frustrations from

Uber's competitors, because of the unapproachable distance it creates between Uber and the taxi industry. As a result of the distance and the alleged competitive injustice, Uber still meets resistance, which is managed in a specific pattern. This behavioral pattern can be described with keywords such as consistency, innovation and independence, which all correlate to Uber's identity. It is argued that these keywords to a certain extent describe how Uber's image looks like. This argument is based on how Uber is described by their stakeholders, for example the media, politicians and the taxi industry.

Regarding Uber's core values, Uber has not published any list with these on their website, as it is the case with many other major companies (for example LEGO) (Jensen, 2016). However, according to several Uber drivers, they have been instructed in identifying with the following competencies: vision, quality obsession, innovation, fierceness, execution, scale, communication and super pumpedness [59]. These eight competencies reveal some of the focus, which Uber has regarding their competitive approach. According to Hansen (2011) it is important for the employees to be aware of such competencies, which can be recognized as company values, in order for the company to deliver a goal-oriented service and bulletproof competition. The eight competencies is dealt with more profoundly, when discussing the management of the Uber drivers in the next section.

7.1.3 Employee management – safety concerns

The driver safety should be a great concern for Uber, because this is part of Uber's identity and furthermore has the ability to affect Uber's employer branding. However, this does not seem to be the main focus for Uber's management nor a problem for the business of Uber, since the amount of drivers keeps rising despite the amount of safety concerned cases with Uber drivers involved [60]. Hansen (2011) argues that employer branding should be used as a company's strategic work for making their workplace positively branded. As a result, Uber must value the Uber drivers highly, as long as these are argued to be employees at Uber, since Hansen (2011) argues that employees are the strongest tool for a company against its competitors. As a result, Uber must be more aware of how their company is branded as a workplace, because elements such as safety and salary are among what is being assessed, when applying for a job (Hansen, 2011). In relation to this, Uber also deals with a high risk of losing Uber drivers, because of the low expenses, which follows when applying or leaving the job as an Uber driver.

When focusing on Uber's publication of their safety update, it can be seen how this identity-based element (driver safety) is strongly connected to the image wish. This is mainly because of two different reasons. First, the safety report is part of a constant reconstruction of Uber's 'self', which takes place between the identity and the image wish (Hansen, 2011). This self-reconstruction arises as a result of feedback moving to and from Uber's identity and Uber's image wish. Second, the safety update functions as auto-communication. According to Hansen (2011) auto-communication moves from the image wish, passes by the ethos and ends at the identity corner, because it is internal communication, which is externally mediated. The publication of the safety update shows the strong and essential bond between all three corners of Hansen's (2011) communication triangle, due to its way of connecting the company (image wish) with its employees (identity) by including the surroundings (ethos).

Regarding the eight competencies, which Uber drivers are supposed to possess, these do not directly come forth as auto-communication. This is due to the fact that these competencies only are communicated directly to the Uber drivers, and the public is only aware of them because of a leakage from some of the Uber drivers [59]. Despite the probably unintended leakage, Uber is capable of taking advantage of these competencies, because they in spite of their rather controversial formulation still fit within the frame of Uber's identity. As a result, the eight competencies correlates with Uber's brand personality – the rebel – in the way the rebel wants to stay true to its values, while stirring up society with revolutions and doing things, which are slightly wrong or 'illegal' (Mark & Pearson, 2001). Especially the four competencies 'vision', 'innovation', 'fierceness' and 'super pumpedness' correlates with the personality of the rebel, because the rebel stays true to its values ('vision') with the goal of creating something new ('innovation'), where a strong attitude is needed in order to reach the goal ('fierceness' and 'super pumpedness') (Mark & Pearson, 2001). Along these four competencies come the 'execution' of a 'quality obsession' which through the right 'scale' and 'communication' will make Uber competitively strong. In order to do so, Uber must nonetheless also work at how their surroundings perceive the company. This leads us on to the image wish, which among other things takes care of what Uber says about itself.

7.2 Image wish

7.2.1 Sensemaking and sensegiving in the context of storytelling

Sensemaking is an everyday activity, which helps us create sense in the world we are surrounded by. In the process of making sense, we simplify and categorize the hundreds of impressions, we receive every day by bracketing and labeling (Hansen, 2011). With the use of sensemaking we organize and categorize all these situations and elements, before we are capable of taking action. For example the action of responding to a question or a general concern, as it is the case with the regional general manager, when she makes sense of Uber's business (Weick et al., 2005). In order for her to take action and respond to the concern about Uber's business and its intentions, it is argued that she notices and brackets the elements, which seems most important for her in order to create sense. It is seen how Uber emphasizes their business as having a positive effect on the environment, productivity, congestion and drunk driving [36]. Uber primarily focus on their environmental benefits, but do not use this to create a specific story or an aligned story about their company. The environmental benefits are mostly used in order to defend Uber and the business of Uber. However, it is argued that Uber could use these benefits more specifically. As a result, Uber could through the model of storytelling create a dominant story within a framework, which would help Uber to keep the focus on their business benefits. The act of storytelling is among other things used by major companies, and helps companies to stay on track regarding the work of telling their story and giving sense to their surroundings. Consequently, the earlier mentioned brand alignment is more easily reached due to the alignment of the company's core values, vision, mission, history and organizational business with the use of sensegiving (Hansen, 2011). Uber's lacking use of storytelling makes it easier for their ethos to get affected by negative comments and other activities, which are made in order to harm Uber and their business in Denmark and across the world (Hansen, 2011).

When looking at the quote from the CEO of the Danish liberal think-tank CEPOS, it is seen how he is using the sensemaking in order for him to be able to take action (Weick et al., 2005). In the quote he considers how Uber's presence creates a more efficient society, which among other things increases the wealth. In this case, the action regards taking responsibility and not least choosing side in the debate about Uber. According to the theory by Weick et al. (2005) regarding sensemaking and sensegiving, the CEO of the liberal think-tank simplifies the multi-faceted case of Uber and emphasizes the benefits, which Uber introduces. The more detailed process of labeling is discussed

further in the section dealing with the media and their influence on Uber (see page 67). First this discussion moves on to the communicational perspective of the image wish, which is related to sensemaking and sensegiving in the way that Uber's communication is used to give sense to Uber's actions.

7.2.2 Communication – responses and denials

Communication can be divided into two primary sections (spoken and written). Among communication management in relation to crisis communication, the strategy of silence is included as a way of 'responding' to an attack (Johansen & Frandsen, 2010). The definition of a crisis varies from theorist to theorist, but according to the American scientist Coombs a crisis appears when unpredictable greater threats have negative impacts on the organization, the associated industry or stakeholders (Coombs, 1999). Uber's situation does not fit completely within this definition, because the threat Uber experiences did not come unpredicted. The threat primarily comes in the shape of the legislation, which Uber to some degree must have been aware of during their company start-up and further development. However, when looking at Uber's communicational management, it will be discussed with the crisis communication theory made by Benoit. This is due to Uber's communicational content, and not their communicational situation.

Among Uber's communication (image wish) to its surroundings (ethos and identity) is a combination of feedback from among other Uber's employees (identity) and feedback from its consumers (ethos). Uber's communication originates from a wish to show the world what the company is made of (for example Uber's core values), how the company should be perceived (ethos) and what it wants to achieve in its industry (for example mission and vision for the future). When looking at Uber's communication to and with its surroundings, it is seen that Uber often makes use of spokespersons. In the data set consisting of 200 different articles about Uber, Uber makes use of spokespersons in 28 cases out of 81 cases, where Uber has been asked for their opinion[12]. Out of these 28 cases, the spokesperson's name is only known in 9 of the cases and spread out on 6 different persons, which decreases the opportunity of letting consumers get to know one or two names representing the company of Uber[13]. The data set shows no distinctive regarding the situations in which the spokespersons are brought in. This could for example be to defend Uber, explain a phenomenon or give an opinion about what has been said in the article. However, it is seen that the

---

[12] See appendix 4, p. 112
[13] See appendix 1 + 3 at p. 96 and p. 112

spokespersons (anonymous or not) primarily are used for defending Uber and Uber's business [25] [61] [62] [63].

The American communication scientist and crisis communication expert, Benoit, introduced an image restoration theory for companies and brands. Within this theory several of Uber's communicational responds can be found despite the fact that Uber's situation is not argued to be a crisis (Benoit, 1995). However, when looking at some of Uber's statement elements of denial, withdrawal of responsibility and reduction of the level of infestation can be found. In December 2015, CEO of Uber in Denmark made use of simple denials, when he once again repeated himself while stating that Uber is moving within the framework of the Danish law, which includes the regulations concerning car-pooling [13]. Within this strategy of denying any responsibility, we also find several cases of Uber denying the responsibility of whatever the Uber drivers have done, which is relocation of guilt from Uber to the Uber drivers (Johansen & Frandsen, 2010) [43]. This comes as a result that Uber see Uber drivers as independent contractors, and thereby not employees of Uber. The cases regarding exclusion of liability are among other things about: an Uber driver, who tragically struck and killed a 6 year old girl; a woman, who claims being kidnapped by an Uber driver; and an Uber driver allegedly verbally and physically abusing a passenger [43]. In all three cases Uber denied to have any responsibility of the actions. However, these cases of denials do not indicate any direct or indirect evidence of a company crisis, since these responses simply answer what has been questioned. Furthermore, it should be noticed how neither Uber nor the situation of the case indicates any sign of a crisis. According to Coombs (1999), a crisis is socially constructed and based on perception. Of this, can be derived that if one stakeholder perceive the organization as being in crisis, then there is a crisis and stakeholders will react to the organization as if it was in crisis. Since Uber has been in a headwind since their establishment and most importantly has not been defined to be in a crisis, it will be concluded that Uber is not in any regular crisis. However, they still have a battle to be fought with their stakeholders, before they will be able to settle and drop their guard regarding their communication strategy.

Nonetheless, Uber is not at a place in time where they can drop their guard due to the massive focus on their business model and brand. Consequently, this can be seen when looking further into Coombs' image restoration theory. Uber makes use of withdrawal of responsibility and the associated subcategories 'provocation', 'accident' and 'good intentions'. This is among other things

seen when Uber argues that the real scapegoat is the legislation and not Uber, because Uber simply offers a new way of transportation [58]. Here, CEO of Uber in Denmark argues that Uber is not the problem, the taxi legislation is. This argumentation shows a clear withdrawal of responsibility. An example of 'good intentions' is among other things seen in the case where Uber's Senior Vice President for business was overheard talking about spying on critical journalists [62]. The Senior Vice President himself elaborated on this case that it was only for the journalists to try their own medicine regarding being spied upon and digging dirt. This respond shows a slight attempt to categorize the espionage-plans as good intentions, while the management of Uber withdrew any responsibility of even considering espionage as a weapon against critical journalists [62].

As it was seen in the analysis, Uber consistently attempts to move focus from the negative things regarding their business towards what positive benefits their service brings along. This is Uber's use of reduction of the level of infestation, where they among other things makes use of both stiffening and transcendence (Johansen & Frandsen, 2010). The stiffening is seen in a quote from the regional general manger in UK, Ireland and the Nordics. The regional general manager focuses her attention to what positive benefits come along with Uber's service and how these benefits are not just for the passengers, but also profit the environment and the general society.

According to Polonsky (1996), many marketing campaigns and similar communicational management fail due to the use of spokespersons. If these spokespersons are not seen as credible and capable of endorsing the product or the message, these spokespersons will fall through in front of the company's stakeholders (Polonsky, 1996). As a result, Uber's great use of spokespersons may harm their company and the communicational message. An overuse of spokespersons – and especially anonymous spokespersons – creates a somehow faceless encounter for Uber's stakeholders (Polonsky, 1996). When addressing this concern to Hansen's (2011) communication triangle, it is seen that Uber may suffer a communication gab. If Uber is not capable of managing this external communication with and to their stakeholders, their ethos might change for the worse. As a result, Uber must to a higher degree focus on how they portray their company and their brand in order to increase their positive ethos. This brings us to Uber's ethos and among other things how a positive ethos may affect stakeholders' perception of Uber.

7.3 Ethos

7.3.1 Passenger safety

As it was seen in the analysis of Uber's passenger safety, Uber is up against a massive attack and lack of trust regarding how they manage safety during the rides with Uber drivers. These concerns are part of Uber's ethos, because they originate from Uber's surroundings, which in this case primarily are Uber passengers, but also politicians and the chairman of the Danish Taxi Board. When looking at Hansen's (2011) communication triangle it can be seen how the ethos is strongly connected with what Uber say about themselves (image wish) and in this case also what they say about their safety procedures. On the other hand, the ethos is also strongly connected to Uber's identity, because the identity represents what Uber really is and what actions they take. The ethos regarding passenger safety is primarily based upon the identity, since the experiences with Uber drivers and their (lacking) safety arise from here.

Belk (2013) discusses the opportunities of creating safer rides for passengers taking means of transport such as Uber. Among these opportunities, is the way of building trust through rating systems, adding user testimonials and by putting up pictures of the drivers and their cars (Belk, 2013). However, when looking at Uber's attempts of increasing the safety, it is seen that elements such as rating systems for passengers and drivers together with user testimonials and moneyless transfers are already implemented in Uber's safety procedure [34]. When comparing the passenger safety concerned cases with the already existing safety procedures, it can be seen that the gap primarily arises from lacking control of the Uber drivers [43]. To reach this, Uber would need to increase the screening process of the Uber drivers in order to lower the risk of hiring drivers with any types of psychological disturbances or wish of harming others.

The management of Uber repeatedly emphasizes the importance of passenger safety. The CEO of Uber even highlight that *"safety is number one at Uber"* [8]. However, this statement along with the other statements (from among other the head of Global Safety at Uber) develop a gap between what is said by Uber (image wish) and what is actually delivered service-wise (identity). According to Hansen (2011), this truth and credibility gap also affects the perception of Uber (the ethos) due to the strong connection between the three corners of the communication triangle. Furthermore, the perception of Uber becomes unbalanced due to the negative loaded articles concerning Uber's lacking passenger safety. This can be illustrated in the ethos mix model by Hansen (2012), which

displays the importance of weighing positive stories heavier than negative stories, or at least equalizing the two sides in order to avoid an imbalanced ethos. In order to understand the ethos mix model, we must first focus at how the ethos is separated into reputation and image. A company's/brand's reputation is its historical strength, which has been developed over a longer period of time, whereas an image is a more unstable size than the reputation. As a result, the image will to a higher degree be affected by immediate evaluations of the brand and consequently also crises (Hansen, 2012). Due to Uber's constant headwind since their establishment and due to the constant reception of negative loaded media coverage, it is difficult to separate Uber's reputation and image into two separate parts, since these to a high degree will look alike. This is also due to the fact that Uber is still a young company without any long organizational history as such. When looking at Uber's ethos it is seen that Uber has more negative building blocks than positive building blocks. This distribution of blocks originates from the constant and massive negative media coverage. Among the negative building blocks are among other things such as negative publicity in the media, negative word-of-mouth and bad experiences with products. Furthermore, Uber does not have many CSR activities, which could (if they existed) rebalance the ethos mix model slightly to the positive side. This would happen, if these CSR (Corporate Social Responsibility) activities were capable of overruling the negative stories from the media coverage (Hansen, 2012). However, Uber's CSR activities are not at the top of the list on any websites related to Uber's domain. On the contrary, there is a need for investigating further in order to track down Uber's CSR activities, which are:

- a collaboration with UN Women to create 1 million jobs for women by 2020
- and a campaign with the subsidiary company Uber Military, where 50,000 members of the military should be provided with jobs [64]

As a consequence of the lacking media coverage of these CSR activities, they do not weigh much in the accounts of Uber's positive ethos, where we also find the building block concerning the fact that Uber offers a cheaper service than for example many taxi companies (Hansen, 2012).

The ethos mix model shows the importance of having a positive loaded ethos. This is due to the increased consumer focus, which replaced the more company oriented focus from a time where companies to a greater extend were in control due the circumstances back then. These circum-stances were among other things a more limited product range together with monopoly, which gave

companies the power over consumers. Contrary to the business life earlier on, today consumers are more capable of deciding for themselves. The opportunities such as easily changing between brands, prices, store location, quality and quantity have moved control from the companies to consumers, due to low costs when changing from one brand to another (Labrecque et al., 2013). This is discussed further in the next section concerning consumer focus, and how this affects Uber.

7.3.2 Consumer focus

Every company's ethos is created by its surroundings. These surroundings are among others consumers, which consequently must be within the sight of every company's focus (Hansen, 2012). Despite the consistent consumer focus throughout times, it is noteworthy to see how consumers also have gained more power throughout the times. Labreque et al. (2013) argue that since the invention of the Internet, consumer power has increased massively. Alongside the invention of the Internet also came more and more brands, which expanded the range of opportunities for consumers. When comparing these observations with what Uber offers as a business, it can be seen that Uber has helped this development to improve further. Before the use of taxis you needed a car in order to get from A to B, whereas with the implementation of taxis, Uber and car-pooling services you only more or less need an Internet connection or the ability to make a phone call. However, Uber has managed to increase the consumer focus further due to their lowering of the prices and their opportunities of getting exact information about your upcoming or current Uber ride. Uber's innovative thinking and different way of managing the job of transporting people from A to B have attracted many consumers and a new consumer group in regards to transportation. It is argued that this new consumer group is evolved from a group, who were not using taxis before, but mainly public transport. This argument is supported by the CEO of Uber in Denmark: *"We see that those who are driving with Uber is a whole new group, which did not use that kind of paid transport before."* [15]. This new consumer group uses the brand of Uber to create themselves as consumers and individuals. This is concluded based on Kunde's (2001) theory about self presentation and brand mosaic. Kunde (2001) proposes that consumers have different favorite brands depending on the situation and the role they are going to play. According to Hansen (2012), brands functions as the building blocks in the construction of our identity. As a result, our brand mosaic is not randomly composed, because we carefully choose each brand and use them as symbols to illustrate who we are as persons and consumers (Hansen, 2012). In this context, Uber's brand encourage a somewhat rebellious behavior or role, due to the general perception of Uber's brand. This rebellious behavior correlates to Uber's brand personality, which is the rebel. However, the consumption of Uber may

also display an environmentally conscious behavior due to Uber's positive impact on for example pollution. Uber's brand will receive its sense in relation to all the other brands, which are part of the alternatives that the consumer is given. As a result, Uber will be compared to other transport alternatives such as taxis, public transportation (for example bus, train and metro) and car-pooling services in every consumer's process of creating themselves.

Bardhi & Eckhardt (2012) state that ownership can become a part of the extended self, just like a brand becomes a part of your personality (Hansen, 2012). Even though Uber is not a product consumers own as such, it can still be seen how they embrace the brand. The earlier mentioned Uber passenger would even go as far as defending an Uber driver, if the Uber driver was stopped by the police for illegal conveyance of passengers [47]. This shows what Bardhi & Eckhardt (2012) examine in their studies of access-based consumption. Despite limited research in alternative modes of consumption, existing research has shown that *"the mode of consumption shapes consumers' relationship to products and services and their preferences, values and desires."* (Bardhi & Eckhardt, 2012, p. 882). To this it is argued that some consumers may change or increase their attitude towards what is okay to use and is not okay to use. The taxi industry and different trade associations argue that using Uber is egoistic due to the amount of damage Uber reportedly cause to the established taxi industry and the way Danes manage their job (for example with trade unions). This may be egoistic and selfish, but as long as it suits the person and does not affect the person, who is using the service, negatively then consumers may become blind toward how they value and perceive a given service, such as Uber's. For this purpose, it must also be emphasized that Uber's court case is still in progress at the moment (May 2016). As a result, it is not known whether or not Uber's business model is illegal or not, which it is argued will affect how some consumers perceive Uber.

Furthermore, at this point in time (May 2016) it is not known if the majority among consumers can change the perception of whether Uber's business is legal or not. However, Uber hopes that they will become big enough so they cannot be destroyed by any government or legislation [24]. Until then this is what Uber will "fight" against along with the critical eye upon them from among other the media, politicians and other stakeholders. This leads us on to how these stakeholders have an influence on Uber's brand and Uber's business. With this transition we slightly move away from Hansen's (2011) communication triangle and towards Freeman's (1984) stakeholder matrix, and

Polonsky's expanded version of this model. However, since the ethos is created by Uber's surroundings and among others Uber's stakeholders, focus is not totally lost from Hansen's (2011) communication triangle.

7.4 Stakeholder management

7.4.1 Stakeholder influence

Despite the fact that consumer focus has increased since the invention of the Internet, focus must not be forgotten regarding the company's remaining stakeholders (Labrecque et al., 2013). According to Polonsky (1996), all stakeholders have an indirect and/or direct influence on the company, which they are a stake to. Direct influence may affect the company's activities, as a result of what the stakeholder does directly to the company. Whereas indirect influence may appear through for example increased concern from taxi drivers and trade organizations, who have a strong enough voice to somehow affect the decisions made by the government (Polonsky, 1996). Stakeholder literature normally identifies six different stakeholder groups (Clarkson, 1995): Company, employees, shareholders, customers, suppliers and the general public. Within Uber's stakeholder map these stakeholders have been found:
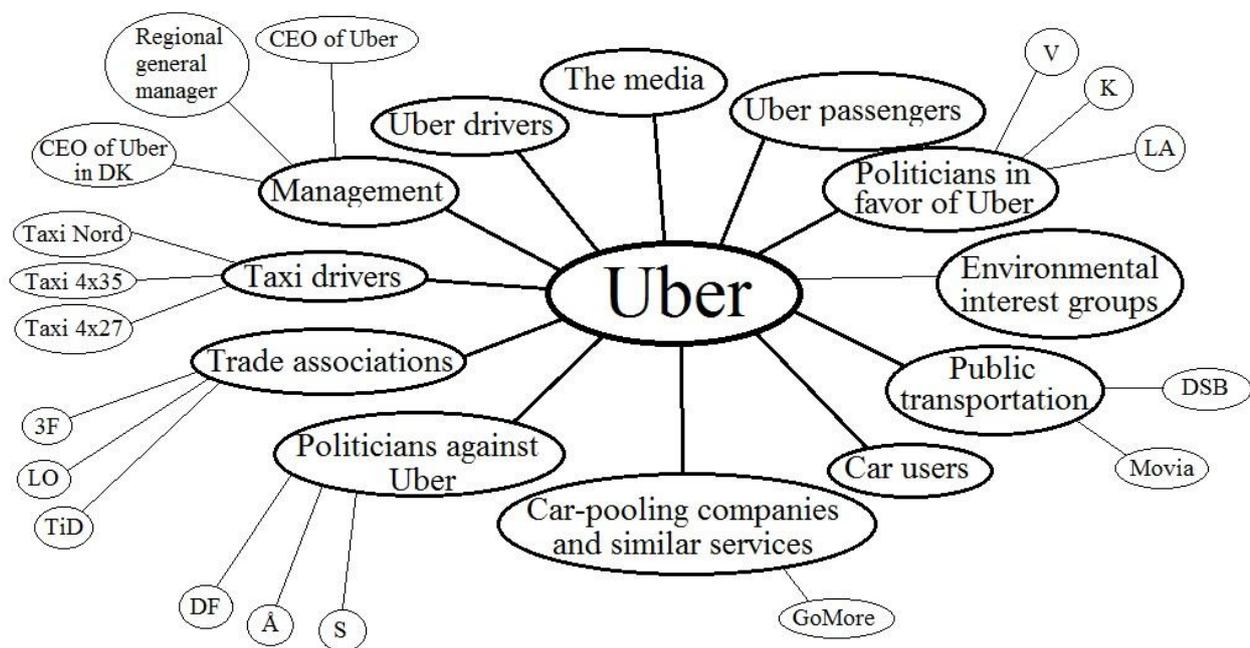
Figure 4: Mintzberg's Stakeholder Model - adapted version (Hansen, 2012, p. 87)

The stakeholder model above is adapted to Uber's situation, and slightly changed from Mintzberg's original stakeholder model (Hansen, 2012). In Mintzberg's model, competitors are not included, but since competitors play an important role in Uber's business and situation, they have been included

here (Bakka & Fivelsdal, 2010). Due to stakeholders' changing degree of influence, an overview is needed in order to manage each stakeholder correctly. In 1984, the American philosopher Freeman proposed a stakeholder strategy matrix in order to manage each stakeholder group properly.

Among Uber's stakeholders with a high cooperative potential and high competitive threat, we find the Uber drivers and also the managers on the higher levels, such as the CEO of Uber, the CEO of Uber in Denmark and the Senior Vice President of Uber. Freeman (1984) describes this group as swing stakeholders, who due to their swing should be treated with a strategy which seeks to adjust or affect the rules of the game where the stakeholder interaction takes place (Polonsky & Scott, 2005). The Uber drivers are within this category due to their collaboration with Uber. Despite Uber drivers' cooperative potential in their service offering of driving for Uber, they also have a high potential to threat the company. This is among other things seen in all the earlier mentioned cases with uncontrollable Uber drivers, who with their harmful behavior not only threat passengers, but also Uber's brand [43]. In one of these cases an Uber driver physically assaulted a passenger and afterwards was found with criminal records of a felony conviction despite passing through Uber's background security check [43]. This example harms Uber's brand, but especially also their ethos, because this behavior made by the Uber driver and the safety failure (in connection with the security check) creates a communication gap between what Uber say regarding their security check [35] (image wish), and how these security checks are actually perceived (ethos). This case shows how an Uber driver, as a mixed blessing stakeholder type, has influence on Uber's perception. Same story goes with the managers on the higher levels of the organization. When the Senior Vice President of Uber was caught in talking about espionage plans regarding critical journalists, a negatively loaded case evolved concerning Uber's aggressive way of managing resistance [62]. This case develops an image gap between how Uber is (identity, which among other things are created by Uber's employees) and how Uber is perceived by its surroundings (ethos). The experience of reading or hearing about the Senior Vice President's behavior adds influential power to this stakeholder (the Senior Vice President). This influential power is lead into his (probably unconscious) way of harming Uber's brand and overall ethos by giving Uber's surroundings an image of a company, who would go this far in order to avoid critical journalists. If it has not been for the media, this case would never have evolved in to what it became. As a result, it is argued that besides making sure that such statements will never appear again, it must also be assured how such cases (if they appear again) should be managed with the media coverage in mind. However, the management

of the swing stakeholders could involve integrating them into the marketing strategy development process. This would be done in order to make sure that their objectives are incorporated in Uber's business strategy. Nonetheless, this might become more or less problematic for Uber due to their consistent dissociation from the Uber drivers as being employed by Uber. Consequently, the management of Uber should reconsider the Uber drivers' position in their business model, if they are considering a strategy targeted at the swing stakeholders.

When moving on to the stakeholders with a low competitive threat, but a high cooperative potential, we find stakeholders such as Uber passengers, politicians in favor of Uber and groups of environmentally interested people. However, last-mentioned is not a salient group or participant in the public debate about Uber. According to Freeman (1984) this stakeholder group is defined as offensive and suggests that these stakeholders should be involved in an offensive strategy in order to bring about their cooperative potential (Polonsky & Scott, 2005). Uber passengers are willing to help as it was seen in the case with the Uber passenger in the previous section about consumer focus [47]. These passengers gain a cheaper ride from A to B with Uber, and the environmentally interested groups get their case promoted by Uber and their focus upon reducing pollution. Last-mentioned group is not among the biggest stakeholders, when looking at Uber's stakeholders in Denmark. However, it is assumed that these exist and have a somewhat active interest in Uber's business. The politicians, who are in favor of Uber[14], have the ability of supporting Uber in their business without constituting a threat for the company.

In the opposite corner of the matrix we find the defensive stakeholders with a low cooperative potential, but a high potential of threatening Uber (Polonsky & Scott, 2005). In Uber's world these stakeholders are among others the taxi drivers, the different trade associations within for example the taxi industry and not least the politicians, who are against Uber[15]. Since the taxi drivers function as competitors for Uber, they do not want to collaborate. On the contrary, they can start an outcry in the public debate and promote themselves as victims of Uber's business and driving on the streets. Likewise, the different Danish trade organizations such as The Danish Taxi Council and Taxi Drivers in Denmark have something say in relation to Uber's business model, because the trade organizations want to protect their members' rights and safety. However, notice that the Uber

---

[14] Among other the right winged parties (V), (K) and (LA)
[15] Among other the center-left winged parties (S), (Å) and (DF)

drivers are not members of any trade organizations. As a result, these stakeholders constitute a threat for Uber as long as Uber is perceived as a company working outside the frames of the Danish legislation. The politicians, who are against Uber, defend the same set of values as the taxi drivers and their trade associations. As a result, these political parties constitute a threat for Uber as long as these stakeholders are not managed correctly. Freeman (1984) suggests that this stakeholder group should be isolated in order to avoid their threat. This goes against Polonsky & Scott's (2005) interpretation of stakeholder management, as they agree upon handling every stakeholder with more or less equal importance regardless of their potential to cooperate and/or threat. When looking at Uber's management of this stakeholder group it is seen that Freeman's isolation strategy to a certain extent is used. This is among other things seen in Uber's consistent exclusion of their business being illegal. By doing so they attempt to remove all doubt regarding whether or not taxi drivers and trade associations should have anything to fear. However, it is argued that this is not proceeded successfully since the focus is still on Uber's unequal competition, lacking employer responsibility and an overall lacking control of what happens during the Uber rides.

Last but not least, we find the stakeholder group with a low cooperative potential, who also has a low competitive threat for the company (Freeman, 1984). According to Freeman (1984), these stakeholders should be put on hold and only monitored in order to keep an eye on eventual changes. Since most of Uber's momentous stakeholders already have been categorized, it is argued that we only find the sector of public transportation, car users and other car-pooling services or similar services, who have little or no interest in Uber's business. Despite being within the same industry (transport), the public transportation industry seem rather uninterested in Uber's business, and has not at this point in time (May 2016) been part of the public debate about Uber. It looks similar with the driving public, who at the moment has not showed any distinctive interest in either helping or harming Uber. However, this group may become a firmly anchored part of Uber's stakeholders if they develop an interest in Uber's business – either as an Uber driver, opponent or maybe as a user of an Uber ride. Other car sharing and car-pooling services, such as GoMore, have only showed interest when they (the CEO of GoMore in Denmark) denied being compared with a service such as Uber's. Besides this there has not been must interest, and this group can as a result be put on hold together with the two other stakeholders mentioned in this paragraph.

Freeman's (1984) stakeholder strategy matrix has showed how different stakeholder groups can and must be managed differently depending on their influence on the company. This brings us to how Polonsky (1996) suggests a certain kind of stakeholder management, which involves turning a stakeholder into an ally. Polonsky's (1996) theory functions as a gap closer, which is related to Hansen's (2011) communication triangle. In the communication triangle the gaps describe where a lacking connection disturbs the balance between the three corners (Hansen, 2011). Likewise, Polonsky's gaps show where focus must be laid in order to achieve satisfied stakeholders (Polonsky, 1996; Polonsky & Scott, 2005).

7.4.2 Closing the gaps – turning a stakeholder into an ally

Each stakeholder has a set of expectations towards each of their own stakeholders (Polonsky, 1996). If these expectations are not met, gaps will occur which must be reduced as much as possible before further disagreements damage the stakeholder relationship. Gaps can be caused by for example imprecise marketing campaigns or as a result of a lacking balancing of expectations among stakeholders (Polonsky, 1996). In the case of Uber, several gaps have been found. One of the most visible gaps is seen between Uber and the general society in which Uber has displayed their business in. Here the gap arises as a consequence of Uber's lacking collaboration with the authorities. As a result, Uber was immediately reported to the police by The Danish Transport Authority [3]. If Uber had analyzed the different statutory requirements in Denmark, the Danish market expansion would maybe had began differently. With that analysis, Uber would have been able to prepare Danes and the Danish authorities for their business and business model. With a longer marketing project and an overall introduction to Uber and their business, this gap could maybe have been avoided. However, according to the analysis, Uber has still changed their communication strategy. Uber states that they are now moving towards a more collaborative approach, and acknowledges that they have made mistakes along the way [24].

Uber's strategy of collaborating with the cities they are established in will help turning this stakeholder into their ally – if the collaboration turns out to both parties (Polonsky, 1996). However, this collaboration is more or less dependent on the outcome of the court case in among other places Denmark, which it is argued will affect Uber's business. The authorities move within a field of having a high potential to threat Uber, if this is what they aim at. At this moment in time (May 2016) it is not known whether the cities, which Uber refers to, have entered into any cooperation with Uber or not. However, if the Court of Justice of the European Union finds Uber guilty in viola-

ting the regulations regarding the conveyance or passengers, then Uber's business is under a major threat of being closed or forced to change [1].

Another stakeholder group with a high potential to threat Uber is, as we saw it in the previous section, the taxi drivers and the trade associations within the taxi industry. However, as long as Uber argues against being a taxi company a gap will remain between these two groups. In spite of all that, it is argued that Uber can make use of Hansen's (2011) communication triangle and look upon the gaps this model presents. Contrary to Polonsky's gaps, Hansen's (2012) gaps are somehow more manageable regarding Uber's chance of reducing them. This is due to the fact that this concerned gap primarily exist between Uber's ethos and Uber's image wish. However, since the three corners of the triangle are strongly connected to each other, it should also be noted that the gap between what Uber say about themselves (image wish) and how Uber is perceived (ethos) is related to the gap between Uber's ethos and their identity. This is caused by disagreements about what Uber is (for example should be defined as) and what they say about themselves (for example that they are not a taxi company). This communication gap and image gap can (as the name of the first gap indicates) be reduced or even removed entirely with the use of proper communication, which should focus upon all the positive benefits Uber provides (Hansen, 2011). Meanwhile, focus would be moved away from Uber's business model together with the doubt this model has caused among the general public. The reduction of the communication gap would also need to focus on the media, since these function as a bridging stakeholder in Uber's stakeholder map. As a result, the media's influence on Uber will be discussed further in the next and final section of the analysis.

7.4.3 The media (and their indirect) influence as a bridging stakeholder

The fifth stakeholder type is called both bridging and influencing (Polonsky, 1996). However, it is argued that all four stakeholder groups, which are within Freeman's (1984) original stakeholder matrix, have influence on the company to a greater or lesser extent. This fifth stakeholder group includes the indirect influence, which a stakeholder might have on the company. As a result, bridging stakeholders might also be lobbyists or NGOs, who somehow manage to affect other stakeholders with their influence. By doing so this stakeholder group indirectly have an influence on the company. Due to the intense media coverage of the Uber case, and the lacking focus upon lobbyists and NGOs during Uber's massive media coverage, the media is the only bridging stakeholder, which is focused upon here.

According to Polonsky (1996, p. 218) *"the media need to be carefully considered when formulating promotional strategy although their direct influence is often minimal"*. However, it is the indirect influence which may cause the greatest harm to Uber, due to the media's amount of credibility, which is transferred from the media's users (Polonsky, 1996). Uber has a small chance of influencing what the media calls them. However, Uber can promote themselves more powerfully and by doing that encourage the media to call Uber what it is, which in Uber's eyes is not a taxi service or a piracy company. It is argued that all these nicknames and bynames grab hold on Uber due to the so-called Velcro-effect composed by Coombs and Holladay (Coombs & Holladay, 2001). With the Velcro-effect a bad company image will attract more bad imaging and make it stick to the company (Johansen & Frandsen, 2010). Once again, the suggested plans for Uber's image re-establishment come down to a proposal of making a marketing campaign, which should promote Uber's vision and core values, and as a result rebalance their ethos. Polonsky (1996, p. 224) supports this by arguing that *"if the firm has a good working relationship with the media, it may receive more balanced reporting of the event than if it has an adversarial relationship with the media."* If a promotion strategy was successfully aimed primarily at the media but also at the general public, Uber would according to the theory of Polonsky (1996) end up with more equally distributed articles regarding the attitude towards Uber in these articles. Furthermore, these more balanced articles with no negativity towards Uber and their business, would reduce the negative influence, which the media can have on Uber's other stakeholders, for example consumers and politicians. This happens because the articles about Uber (with a more positive and balanced relationship to the media) would come out less sensationalized and by doing so not create the same amount of awareness around Uber and their brand, as it is argued that the previous articles did (Polonsky, 1996).

Furthermore, Polonsky's stakeholder theory (1996) suggests dealing with these bridging stakeholders by reducing their amount of influential power they have on the company's others stakeholders. By reducing the media's credibility, Uber should simultaneously increase their own validity, which Uber's other stakeholders perceive. This could among other things be done through more information coming directly from Uber, and not through the media. As a result, Uber could to some degree also avoid any manipulation with what they say and in what context they say it in. Despite this, Uber should be careful about making this strategy too obvious, because it then may create a backlash, which would do Uber more harm than good. According to Polonsky (1996), this backlash

would develop as a natural wondering about why Uber would have any distress with a stakeholder such as the media. As a consequence of this, it is argued that Uber should concentrate on nothing but increasing their own validity in order to fight back and stand stronger against the media.

8 Recommendations

This section provides the thesis with recommendations, which are based on the findings from the analysis and discussion. These recommendations functions as improvement suggestions to Uber. However, it should be noted that these suggestions do not function as complete or final suggestions, since the management of Uber has not been involved or consulted throughout the thesis process, due to the thesis's research strategy designed as a case study.

When looking at the analysis of Uber's immediate promotion and branding strategy, a distinctive lacking use of storytelling or strong framing of their mission is salient. Furthermore, Uber must be careful not to let repeating statements from the non-supportive stakeholders affect Uber's other stakeholders. This affection could for example be through telling the public that Uber does not pay Danish taxes, since it is non-Danish company with Danish drivers, who must pay Danish taxes of their income. Consequently, it may result in a development of a common understanding that this is how it is. As a result, Uber could through the model of storytelling create a dominant story within a framework, which would help Uber keep the focus on their business' benefits. According to Hansen's (2012) theory of storytelling, this recommendation would also benefit Uber's ethos by reinforcing it against negative comments and other activities, which are made in order to harm Uber and their business in Denmark and across the world. This reinforcement would – if performed correctly – also help Uber close the gaps between them and their stakeholders, while providing Uber with validity.

Furthermore, it is recommended that Uber becomes more aware of their public image. As it was seen in the discussion, Uber's use of spokespersons may seem harming for the possibility of letting stakeholders, and especially consumers identify with the brand. Polonsky (1996) argued that this misuse or overuse would create a somehow faceless encounter every time stakeholders interact directly with Uber. As a result, Uber must to a higher degree focus on how they visually portray their company and their brand regarding the use of representatives in order to increase their positive ethos.

Last but not least, it seems that the bridging stakeholder of the media in this case has a very important role, as we saw in the data with their indirect influence, labeling and framing of the articles. This is in agreement with what Freeman (1984) and Polonsky (1996) said about these bridging stakeholders having a higher indirect influence than direct influence. This stakeholder could be the source of Uber's massive headwind, which it is argued has been present since their arrival in Denmark. As a result, Uber will be recommended to consider using press releases or other kinds of statements more often in order to be heard and not drown in the debate about them. Otherwise, Uber should consider a more collaborative approach with the media where they themselves proactively contact the media whenever they want to state, elaborate, conclude or deny any of the alleged statements, which Uber disagrees with.

9 Conclusion

The purpose of this thesis was to investigate Uber's situation in Denmark after their market entrance in November 2014. This was done through the perspective of branding, communication and stakeholder management, and with the use of Hansen's (2011) communication triangle and Freemans' (1984) stakeholder theory combined with Polonsky's (1996) expanded version of this stakeholder strategy matrix.

The overall problem for Uber is that they are fighting against a question of definition, which despite the 1½ year of waiting still has not been concluded at this point in time (May 2016). It is concluded that this court case does not help Uber to get a better and more positive brand perception (ethos), which among other things also originates in the media's focus. The analysis of the case study's data showed that this focus to a greater extent centers around a negative attitude towards Uber as a brand and as a company. This is among other things due to their business model, which along with concerns about tax payments and unfair competition has been the biggest area of interest for the media. As a result, Uber's constant and consistent statements and explanations about the positive benefits about using Uber have to some degree drown in statements from the taxi industry, politicians and trade unions, who have addressed their concerns regarding Uber.

Research question 1

Why does the management in Uber meet resistance from their stakeholders, when the stakeholder theory suggests dealing with stakeholders before such problem occurs?

In the case of Uber several gaps occur during their presence in Denmark. These gaps concern among other things disagreements with the question of 1) what Uber should be defined as regarding their service, 2) how the Uber drivers should be treated (as employees or independent contractors) and 3) whether Uber's business model provides fair competition with the taxi industry. Due to the case that these gaps are not solved by for example the words of the court, the resistance against Uber does nothing but increase, as the cases about Uber grow. In addition to that, it is concluded that Uber's massive use of (anonymous) spokespersons only aggravate how Uber is perceived, which consequently will create a somehow faceless encounter with Uber.

Research question 2

What significance does stakeholder communication have for a company and the perception of their brand?

The data collection showed that Uber is not consulted in more than half of the articles. As a result, it is concluded that Uber's lacking direct appearance in the media causes a great harm to the perception of Uber. The combined analysis with the use of Hansen's (2011) communication triangle and Polonsky's (1996) expanded stakeholder strategy matrix showed how great a significance Uber's lacking stakeholder communication have for the company. This answers the thesis's second research question with the results, which shows how especially the media (functioning as a bridging stakeholder) influence the perception of Uber through their labeling and framing of the events concerning Uber. Furthermore, the stakeholder influence analysis showed how the non-supportive stakeholders' consistent linguification of Uber's alleged lacking safety, lack of tax payments and unfair competition parameters withdraws the focus in the picture painted by the media. It is concluded that Uber's consistent attempt to move focus to their positive benefits including among other things less pollution, less congestion and a reduction of drunk driving accidents drown in the communication from their stakeholders.

Research question 3

How can Uber improve their stakeholder communication?

Throughout the analysis and discussion it is seen how the influence of other stakeholders (such as the media) have a great impact on how Uber is perceived. As a result, it is concluded that Uber should focus on how this influence impact the brand perception, which will open the doors to an improved stakeholder communication. The stakeholder theory suggests the opportunity of turning a stakeholder into an ally. This cannot be done completely since one of the stakeholders' with most influence is the media, which it was argued to some degree should stay neutral when reporting about Uber. However, in consideration that this is not the fact, it is suggested that Uber among other things should make more use of storytelling and other means of promotion in order to meet the expectations, which are not met at this point in time. These not-accommodated expectations create the aforementioned gaps, which in the end will aggravate the relationship between Uber and its stakeholders. As a result, it is concluded that Uber among other things should emphasize their work regarding being heard in the media and meeting the expectations of their stakeholders.

To finish, it is scrutinized whether or not Uber even needs to change. According to their own numbers and statements more and more people subscribe to become Uber drivers, and likewise more and more consumers log in to Uber's app when in the need of a ride. As a result, it is concluded that Uber's further situation to a great extent depends on the outcome of the Danish court case, due to the major concern and focus upon what Uber should be defined as. The Danish court case is at this moment in time (May 2016) determined to be reviewed in June 2016.

10 Suggested further research

Suggested further research could point its focus to the media's portraying of Uber. This could among other things be done through examining the use of nicknames and labels given to Uber by the media. As a result, focus should to a higher degree be on how stakeholders influence each other, and by doing so affect the perception of the company, which they are a stakeholder to. This research would be generally applicable for other industries and brands, which are fighting with a labeling they interpret as wrong or misleading.

Further research would also benefit from the investigation of how the use company representatives affect the perception of a brand. This suggestion is related to the thesis results regarding Uber's use of spokespersons and in particular nameless spokespersons. Last-mentioned was the case in more than half of the situations in which a spokesperson was used to represent the company. As a result of the argued negative effect of this management, suggested further research should focus on how the use of CEOs, spokespersons and other employees effect the brand perception. This research would also benefit other industries and brands in for example clarifying the affect of using mascots (for exam-ple as an embodiment of the brand personality) and other brand representatives.

These two suggestions could be combined into a research, which should focus more on what specific communication and promotion strategies Uber could use to increase their overall brand perception.

Bibliography

Aaker, D. (2002). *Building Strong Brands.* London: Simon & Schuster.

Ambler, T., & Wilson, A. (1995, January). Problems of Stakeholder Theory. *Business Ethics, 4*, pp. 30-35.

Bakka, J. F., & Fivelsdal, E. (2010). *Organisationsteori. Struktur. Kultur. Processer.* København K: Handelshøjskolens Forlag.

Bardhi, F., & Eckhardt, G. M. (2012, December). Acces-Based Consumption: The Case of Car Sharing. *Journal of Consumer Research, 39*, pp. 881-898.

Belk, R. (2007). Why Not Share Rather than Own? *Annals of the American Academy of Political and Social Science, 611*(1), pp. 126-140.

Belk, R. (2010). Sharing. *Journal of Consumer Research, 36*, pp. 715-734.

Belk, R. (2013). You are what you can access: Sharing and collaborative consumption online. *Journal of Business Research, 67*(8), pp. 1595-1600.

Benoit, W. L. (1995). *Accounts, Excuses and Apologies. A Theory of Image Restoration Strategies.* State University of New York Press.

Bordum, A., & Hansen, J. H. (2005). *Strategisk ledelseskommunikation, erhvervslivets erfaringer med visioner, missioner og værdier.* Copenhagen: Jurist- og Økonomiforbundets forlag.

Brummett, B. (1980). Towards a theory of silence as a political strategy. *The Quarterly Journal of Speech, 66*(3), pp. 289-303.

Christensen, A. M. (2015, September 17). *TAXA skal brande sig ud af Uber problematik*. Retrieved January 9, 2016, from Kommunikationsforum: http://www.kommunikationsforum.dk/anette-maria-christensen/blog/taxa-skal-brande-sig-ud-af-uber-problematik

Clarkson, M. B. (1995). A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance. *The Academy of Management Review, 20*, pp. 92-117.

Coombs, W. T. (1999). *Ongoing Crisis Communication. Planning, Managing, and Responding.* California: Sage Publications.

Coombs, W. T., & Holladay, S. J. (2001). An Extended Examination of the Crisis Situation: A Fusion of the Relational Management and Symbolic Approaches. *Journal of Public Relations Research, 13*(4), pp. 321-340.

Freeman, R. E. (1984). *Strategic Management - A Stakeholder Approach.* Boston, MA: Pitman Publishing Co.

Hansen, H. (2011). *Kommunikation skaber din organisation* (1. ed.). Copenhagen: Hans Reitzels Forlag.

Hansen, H. (2012). *Branding: Teori. Modeller. Analyse* (1. ed.). Frederiksberg: Samfundslitteratur.

Hesseldahl, P. (2015, July 31). *Din min vores We-økonomi*. Retrieved January 9, 2016, from Kommunikationsforum: http://www.kommunikationsforum.dk/Pages/Article/Article.aspx?metaObjectId=180057

Jensen, M. V. (2016, February 22). *LEGO varemærket*. Retrieved April 8, 2016, from LEGO: http://www.lego.com/da-dk/aboutus/lego-group/the_lego_brand

Johansen, W., & Frandsen, F. (2010). *Krisekommunikation.* Frederiksberg: Samfundslitteratur.

Jørgensen, K. G. (1993). *Semiotik. En introduktion.* København: Gyldendal.

Katzev, R. (2003). Car Sharing: A New Approach to Urban Transportation Problems. *Analyses of Social Issues and Public Policy, 3*, pp. 65-86.

King, S. P. (2015). Sharing Economy: What Challenges for Competition Law? *Journal of European Competition Law & Practice, 6*(10), pp. 729-734.

Kitching, C. (2016, February 9). *Airbnb hosts warned that pimps and prostitutes are renting apartments to use as temporary brothels*. Retrieved May 6, 2016, from Daily Mail UK: http://www.dailymail.co.uk/travel/travel_news/article-3438473/Airbnb-hosts-warned-homes-used-brothels.html

Kunde, J. (2001). *Unik nu ... eller aldrig: Brand'et driver virksomheden i den nye værdiøkonomi.* København: Børsens Forlag.

Labrecque, L. I., Esche, J. v., Mathwick, C., Novak, T. P., & Hofacker, C. F. (2013). Consumer Power: Evolution in the Digital Age. *Journal of Interactive Marketing, 27*(4), pp. 257-269.

Mainardes, E. W., Alves, H., & Raposo, M. (2011). Stakeholder theory: issues to resolve. *Management Decision, 49*, pp. 226-252.

Mark, M., & Pearson, C. S. (2001). *The Hero and the Outlaw: Building extraordinary brands through the power of archetypes.* New York: McGraw Hill.

McCroskey, J. C. (2006). *An Introduction to Rhetorical Communication. A Western Rhetorical Perspective* (9 ed.). Boston: Pearson Education.

Nygaard, J. J. (2014, November 19). *Pressemeddelelse - Taxinævnet bekymret for passagersikkerheden i nyt taxikoncept.* Retrieved March 21, 2016, from Taxinævnet i Region Hovedstaden: http://www.taxinaevn.dk/dokumenter/Taxinevnet%20bekymret.pdf

Oxford University. (2005). *Oxford Advanced Learner's Dictionary of Current English* (7 ed.). New York: Oxford University Press.

Peirce, C. S. (1965). *Collected Papers of Charles Sanders Peirce - Pragmatism and Pragmaticism* (Vol. 5). (C. Hartshone, & P. Weiss, Eds.) Cambridge, Mass.: Harvard University Press.

Polonsky, M. J. (1996). Stakeholder Management and the Stakeholder Matrix: Potential Strategic Marketing Tools. *Journal of Market Focused Management*, pp. 209-229.

Polonsky, M. J., & Scott, D. (2005). An empirical examination of the stakeholder strategy matrix. *European Journal of Marketing, 39*(9/10), pp. 1199-1215.

Puschmann, T., & Alt, R. (2016). Sharing Economy. *Business & Information Systems Engineering, 58*(1), pp. 93-99.

Remenyi, D., Williams, B., Money, A., & Swartz, E. (1998). *Doing Research in Business and Management: An Introduction to Process and Method.* London: Sage.

Richardson, L. (2015). Performing the sharing economy. *Geoforum, 67*, pp. 121-129.

Rifkin, J. (2000). *The Age of Access: how the shift from ownership to access is transforming capitalism.* London: Penguin Putnam Inc.

Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students* (5 ed.). Harlow: Pearson Education Limited.

Savage, G. T., Nix, T. W., Whitehead, C. J., & Blair, J. D. (1991). Strategies for assessing and managing organizational stakeholders. *Academy of Management Executive, 5*, pp. 61-75.

Schwartz, B. (2006, June 29). *Google Now A Verb In The Oxford English Dictionary*. Retrieved May 6, 2016, from Search Engine Watch: https://searchenginewatch.com/sew/news/2058373/google-now-a-verb-in-the-oxford-english-dictionary

Walton, D. (2014). *Abductive Reasoning.* Tuscaloosa, Alabama: The University of Alabama Press.

Weick, K. E., Sutcliffe, K. M., & Obstfeld, D. (2005). Organizing and the Process of Sensemaking. *Organization Science, 16*(4), pp. 409-421.

Data bibliography

[1] Wittorff, J. Ø. (2015, November 12) *Sag kan trække ud I årevis: Uber skæbne I Danmark kommer til at bygge på EU-sag*. Retrieved April 5, 2016, from Computer World: http://www.computerworld.dk/art/235489/sag-kan-traekke-ud-i-aarevis-ubers-skaebne-i-danmark-kommer-til-at-bygge-paa-eu-sag

[2] Fagbladet 3F (2016, May 4) *Uber ramt af nye kæmpe retssager I USA*. Retrieved May 6, 2016, from Finans: http://finans.dk/live/erhverv/ECE8629959/uber-ramt-af-nye-kaempe-retssager-i-usa/?ctxref=ext

[3] Ritzau (2014, November 19) *Efter få timer i Danmark: Uber meldt til politiet*. Retrieved April 21, 2016, from Finans: http://finans.dk/live/erhverv/ECE7219049/Efter-f%C3%A5-timer-i-Danmark-Uber-meldt-til-politiet/

[4] Andersen, I. H. & Kraft, M. S. (2016, April 25) *Priskrig: Uber får taxiselskab til at sænke prisen med 25 procent*. Retrieved April 28, 2016, from Avisen.dk: http://www.avisen.dk/priskrig-uber-faar-taxiselskab-til-at-saenke-prisen_383141.aspx

[5] Ritzau (2015, December 10) *LO vil i dialog med Uber*. Retrieved January 14, 2016, from Ekstra Bladet: http://ekstrabladet.dk/nyheder/samfund/lo-vil-i-dialog-med-uber/5865952

[6] Jensen, S. (2014, November 19) *Uber-chef: Vi er ikke en taxi-tjeneste*. Retrieved January 13, 2016, from Berlingske Business: http://www.business.dk/transport/uber-chef-vi-er-ikke-en-taxi-tjeneste

[7] Ritzau (2015, December 7) *Gomore-direktør: Uber har aldrig været samkørsel*. Retrieved January 9, 2016, from Metroxpress: http://www.mx.dk/nyheder/danmark/story/31219942

[8] Segall, L. (2014, June 12) *Uber CEO: 'Our growth is unprecedented'*. Retrieved January 16, 2016, from CNN Money: http://money.cnn.com/2014/06/12/technology/innovation/uber-ceo-travis-kalanick/

[9] Østergaard, N. (2014, November 19) *Ekspert: Her er Ubers masterplan i Danmark*. Retrieved January 16, 2016, from Børsen: http://borsen.dk/nyheder/virksomheder/artikel/1/294604/ekspert_her_er_ubers_masterplan_i_danmark.html

[10] Christensen, B. (2015, November 25) *Her er Uber-stifterens vilde vision for fremtiden*. Retrieved January 26, 2016, from Berlingske Business: http://www.business.dk/business-magasin/her-er-uber-stifterens-vilde-vision-for-fremtiden

[11] Hansen, M. (2014, November 19) *Uber starter i dag i København, Oslo og Helsinki.* Retrieved January 16, 2016, from Transport Nyhedern: http://www.transportnyhederne.dk/?Id=54438

[12] Olsen, S. M. (2015, December 7) *Stormombrust Uber kan ændre den danske taxilovgivning.* Retrieved March 16, 2016, from Berlingske Business: http://www.business.dk/transport/stormombrust-uber-kan-aendre-den-danske-taxilovgivning

[13] Citathistorie DR (2015, December 6) *Kontroversiel taxa-app vokser vildt i Danmark.* Retrieved January 9, 2016, from TV2: http://nyheder.tv2.dk/finans/2015-12-06-kontroversiel-taxa-app-vokser-vildt-i-danmark

[14] Vendelbjerg, R. R. (2016, March 1) *Uber koster taxibranchen dyrt: Selskab mister 9.000 ture.* Retrieved March 3, 2016, from Metroxpress: http://www.mx.dk/nyheder/kobenhavn/story/21000275

[15] Brøgger, S. (2016, March 20) *Dansk Uber-direktør: Vi stjæler ikke kunder fra taxaerne.* Retrieved March 21, 2016, from TV2 Lorry: http://www.tv2lorry.dk/artikel/dansk-uber-direktoer-vi-stjaeler-ikke-kunder-fra-taxaerne

[16] Braagaard, N. & Vestergaard, S. K. (2016, February 13) *Chauffør I protest: Op mod 300 taxaer vil lamme trafikken.* Retrieved February 16, 2016, from TV2: http://nyheder.tv2.dk/samfund/2016-02-13-chauffoerer-i-protest-op-mod-300-taxaer-vil-lamme-trafikken

[17] Keller, M. (2015, September 21) *Jagten på den perfekte Uber-selfie.* Retrieved January 13, 2016, from Berlingske: http://www.b.dk/kommentarer/jagten-paa-den-perfekte-uber-selfie

[18] Simonsen, M. (2015, May 20) *Sass: Konkurrence fra Uber og Airbnb er alle tiders.* Retrieved January 16, 2016, from DR: http://www.dr.dk/nyheder/penge/sass-konkurrence-fra-uber-og-airbnb-er-alle-tiders

[19] Ishøy, S. K. (2014, November 19) *'Fint med dyre taxaer'.* Retrieved January 14, 2016, from Ekstra Bladet: http://ekstrabladet.dk/nyheder/samfund/fint-med-dyre-taxaer/5312743

[20] Madsen, M. L. (2014, November 19) *Thorborg til vognmænd: Stop tuderiet over Uber.* Retrieved January 13, 2016, from Børsen: http://borsen.dk/nyheder/virksomheder/artikel/1/294625/thorborg_til_vognmaend_stop_tuderiet_over_uber.html

[21] Ritzau (2014, November 19) *Taxivognmænd: Uber er velkommen – på lovlige vilkår.* Retrieved January 14, 2016, from Ekstra Bladet:

http://ekstrabladet.dk/nyheder/samfund/taxivognmaend-uber-er-velkommen-paa-lovlige-vilkaar/5311700

[22] Beck, A. M. (2015, December 7) *Joachim B.: Problemet er ikke Uber, men loven.* Retrieved January 9, 2016, from Metroxpress: http://www.mx.dk/nyheder/kobenhavn/story/15057513

[23] Pröschold, J. (2014, November 20) *Politikere vil ændre loven og gøre Uber køreklar I Danmark.* Retrieved March 17, 2016, from Metroxpress: http://www.mx.dk/nyheder/danmark/story/29922593

[24] Ahmed, M., Vasager, J. & Bradshaw, T. (2015, September 27) *Stribevis af interviews kortlægger Ubers skrøbelige juridiske fundament i Europa.* Retrieved January 26, 2016, from Politiken: http://politiken.dk/oekonomi/ft/ECE2854200/stribevis-af-interviews-kortlaegger-ubers-skroebelige-juridiske-fundament-i-europa/

[25] Edevane, G. (2016, January 1) *Uber Surge Pricing on New Year's Eve Ignites Social Media Maelstrom.* Retrieved January 1, 2016, from NBC Bay Area: http://www.nbcbayarea.com/news/california/Uber-Surge-Pricing-on-New-Years-Eve-Sparks-Social-Media-Maelstorm-364005661.html

[26] Dinesen, L. (2016, January 1) *Op til 10 gange så dyrt som normalt: Folk raser over Uber på nytårsaften.* Retrieved January 9, 2016, from Metroxpress: http://www.mx.dk/nyheder/global/story/24519162

[27] Thiis, Elisabeth (2015, November 11) *Taxaformand: Chauffør overfaldet af "Uber-pirater".* Retrieved: January 16, 2016, from TV2: http://nyheder.tv2.dk/samfund/2015-11-11-taxaformand-chauffoer-overfaldet-af-uber-pirater

[28] Østrup, K. M. (2015, November 2) *Taxachauffører hænger Uber-chauffører ud på Facebook.* Retrieved March 16, 2016, from TV2: http://nyheder.tv2.dk/samfund/2015-11-02-taxachauffoerer-haenger-uber-chauffoerer-ud-paa-facebook

[29] Vendelbjerg, R. R. (2015, October 20) *Uber-chauffører bliver hængt ud I database.* Retrieved January 16, 2016, from Metroxpress: http://www.mx.dk/nyheder/kobenhavn/story/26738017

[30] Christensen, R. B. (2015, December 6) *Uber-chauffører tjener håndører.* Retrieved January 16, 2016, from DR: http://www.dr.dk/nyheder/penge/uber-chauffoerer-tjener-haandoerer

[31] Jeong, S. (2015, September 2) *Uber hits back against class action lawsuit approval, prepares to appeal.* Retrieved January 16, 2016, from Moterboard: http://motherboard.vice.com/read/uber-hits-back-against-class-action-lawsuit-approval-prepares-to-appeal

[32] Agertoft, C. & Kraft, M.S. (2016, January 7) *Uber under anklage: Computere erstatter chefen.* Retrieved January 16, 2016, from Avisen.dk: http://www.avisen.dk/hos-uber-er-din-chef-en-computer_363976.aspx

[33] Rasmussen, M. R. & Laursen, N. K. (2015, November 6) *EU kan åbne døre for den omstridte taxi-tjeneste Uber.* Retrieved January 16, 2016, from Ugebrevet A4: http://www.ugebreveta4.dk/eu-kan-aabne-doere-for-den-omstridte-taxi-tjeneste-ub_20271.aspx

[34] Gardenas, P. (2015, March 25) *An update from the Uber Safety Team.* Retrieved January 16, 2016, from Newsroom: https://newsroom.uber.com/an-update-from-the-uber-safety-team/

[35] Rai, S. (2015, February 12) *Uber gets serious about passenger safety in India, introduces panic button.* Retrieved January 16, 2016, from Forbes: http://www.forbes.com/sites/saritharai/2015/02/12/uber-gets-serious-about-passenger-safety-in-india-introduces-panic-button/#1c8a210b650e

[36] Uber Denmark (2015, September 3) *Rapport: København kan vinde stort på samkørsel.* Retrieved January 16, 2016, from News Publicator: http://newspublicator.dk/e10/parker/pm/ac237aff3ba5f5fa/em495644/view/

[37] Julia (2015, June 3) *5-year anniversary remarks from Uber CEO Travis Kalanick.* Retrieved January 16, 2016, from Newsroom: https://newsroom.uber.com/5-years-travis-kalanick/

[38] Ågerup, M. (2015, September 21) *CEPOS: Uber gør Danmark rigere.* Retrieved January 16, 2016, from Cepos: http://www.cepos.dk/om-cepos/i-medierne/cepos-uber-goer-danmark-rigere

[39] Skov, O. R. (2015, December 29) *USA: Uber kører børnene til tandlæge og sport.* Retrieved January 9, 2016, from DR: http://www.dr.dk/nyheder/udland/usa-uber-koerer-boernene-til-tandlaege-og-sport

[40] Christensen, R. B. (2015, December 7) *Ingen Uber-skattepenge til Danmark.* Retrieved March 16, 2016, from DR: https://www.dr.dk/nyheder/penge/ingen-uber-skattepenge-til-danmark

[41] Fogde, M. (2015, September 17) *Uber er Ryanair på hjul.* Retrieved January 13, 2016, from Politiken: http://politiken.dk/debat/ECE2844900/uber-er-ryanair-paa-hjul/

[42] Rasmussen, L. (2015, December 7) *Uber-kunder behøver ikke frygte bøder.* Retrieved January 16, 2016, from DR: http://www.dr.dk/nyheder/regionale/hovedstadsomraadet/uber-kunder-behoever-ikke-frygte-boeder

[43] Nuzzi, O. (2014, November 19) *The ten worst Uber horror stories.* Retrieved January 16, 2016, from The Daily Beast: http://www.thedailybeast.com/articles/2014/11/19/the-ten-worst-uber-horror-stories.html

[44] Goins, D. (2015, August 8) *Uber admits mistakes, apologizes to sex assault victim.* Retrieved January 16, 2016, from WFAA: http://legacy.wfaa.com/story/news/crime/2015/08/08/uber-admits-mistakes-apologizes--sex-assault-victim/31328465/

[45] NBC News (2014, December 18) *Amid scrutiny, Uber says it will focus more on safety.* Retrieved January 16, 2016, from NBC News: http://www.nbcnews.com/news/us-news/amid-scrutiny-uber-says-it-will-focus-more-safety-n270456

[46] Sullivan, J. (2015, November 24) *Announcing Uber's U.S. Safety Advisory Board.* Retrieved January 16, 2016, from Newsroom: https://newsroom.uber.com/safetyadvisoryboard/

[47] Rasmussen, L. (2015, December 7) *Sara er Uber-kunde: Jeg kører videre om det er lovligt eller ej.* Retrieved January 13, 2016, from DR: http://www.dr.dk/nyheder/regionale/hovedstadsomraadet/sara-er-uber-kunde-jeg-koerer-videre-om-det-er-lovligt-eller-ej

[48] Svansø, V. L. (2015, December 11) *IT-branchen blander sig i debat om ny taxilov.* Retrieved January 13, 2016, from Berlingske Business: http://www.business.dk/digital/it-branchen-blander-sig-i-debat-om-ny-taxilov

[49] Herschend, S. S. (2016, January 15) *Politisk pres på Uber og Airbnb: De skal kontrolleres af Skat.* Retrieved March 21, 2016, from DR: http://www.dr.dk/nyheder/penge/politisk-pres-paa-uber-og-airbnb-de-skal-kontrolleres-af-skat

[50] Brandsen, M. & Stuhr, M. (2015, December 9) *Dårligt nyt for Uber: Politikerne kommer ikke til undsætning.* Retrieved January 9, 2016, from TV2: http://nyheder.tv2.dk/2015-12-09-daarligt-nyt-for-uber-politikerne-kommer-ikke-til-undsaetning

[51] DR Nyheder (2015, December 7) *Historisk: Politiet siger Uber-chauffører.* Retrieved January 9, 2016, from Metroxpress: http://www.mx.dk/nyheder/danmark/story/13672434

[52] Ritzau (2015, September 18) *Sag om taxatjenesten Uber trækker i langdrag.* Retrieved January 16, 2016, from TV2: http://nyheder.tv2.dk/samfund/2015-09-18-sag-om-taxatjenesten-uber-traekker-i-langdrag

[53] Østergaard, N. (2014, November 19) *Dansk Uber-forgænger erklæret ulovlig af Taxi-myndighed.* Retrieved January 13, 2016, from Børsen:

http://borsen.dk/nyheder/virksomheder/artikel/1/294628/dansk_uber-forgaenger_erklaeret_ulovlig_af_taxi-myndighed.html

[54] Redder, H. (2014, November 19) *Venstre byder Uber velkommen: Brug for mere taxi konkurrence.* Retrieved January 16, 2016, from TV2: http://nyheder.tv2.dk/2014-11-19-venstre-byder-uber-velkommen-brug-for-mere-taxi-konkurrence

[55] Olesen, E. (2015, December 11) *Den danske taxabranche trænger gevaldigt til en opkvikker.* Retrieved March 16, 2016, from Standby: http://www.standby.dk/den-danske-taxabranche-traenger-gevaldigt-til-en-opkvikker/

[56] Børsen Blogs (2014, November 19) *Stop det Uber tuderi, og find en løsning i stedet.* Retrieved January 13, 2016, from Børsen: http://borsen.dk/opinion/blogs/view/17/2874/stop_det_uber_tuderi_og_find_en_loesning_i_stedet.html

[57] Breinstup, T. (2015, January 15) *Uber lover 50.000 jobs i Europa.* Retrieved January 13, 2016, from Berlingske Business: http://www.business.dk/digital/uber-lover-50.000-jobs-i-europa

[58] Hansen, M. H. (2015, November 5) *Uber-chauffør risikerer fængselsstraf.* Retrieved January 16, 2016, from Pio Pio: http://piopio.dk/uber-chaufforer-risikerer-faengselsstraf/

[59] Shontell, A. (2014, November 19) *A leaked internal Uber presentation shows what the company really values in its employees.* Retrieved April 10, 2016, from Business Insider UK: http://uk.businessinsider.com/uber-employee-competencies-fierceness-and-super-pumpedness-2014-11?r=US&IR=T

[60] Søndergaard, P. (2016, May 6) *Uber: Penge og nye kunder væltede ind 1. Maj.* Retrieved May 7, 2016, from Børsen: http://borsen.dk/nyheder/avisen/artikel/11/140621/artikel.html

[61] Bitsch, L. O. (2015, October 4) *Københavns Lufthavn politianmelder Uber.* Retrieved January 16, 2016, from Metroxpress: http://www.mx.dk/nyheder/kobenhavn/story/27752170

[62] Isaac, M. (2014, November 18) *Uber Executive comments leave company scrambling.* Retrieved January 16, 2016, from New York Times: http://bits.blogs.nytimes.com/2014/11/18/emil-michael-of-uber-proposes-digging-into-journalists-private-lives/?_r=0

[63] Booth, L. (2015, October 30) *City of Calgary begins Uber crackdown, officials say undercover stings against drivers are 'ongoing'.* Retrieved January 16, 2016, from Calgary Sun: http://www.calgarysun.com/2015/10/30/city-of-calgary-begins-uber-crackdown-officials-say-undercover-stings-against-drivers-are-ongoing

[64] Gunster, G. (2015, March 17) *Using corporate social responsibility in advocacy.* Retrieved May 2, 2016, from Connectivity: http://connectivity.cqrollcall.com/using-corporate-social-responsibility-in-advocacy/

[65] Wittorff, J.Ø. & Madsen, M.S. (2016, January 5) *Årets vigtigste it-personlighed: Her er manden i Ubers førersæde.* Retrieved January 26, 2016, from Computer World: http://www.computerworld.dk/art/235903/rets-vigtigste-it-personlighed-her-er-manden-i-ubers-f-rers-de

----

AFP (2016, January 27) *Uber skal betale millioner til franske taxaselskaber.* Retrieved January 27, 2016, from Børsen: http://borsen.dk/nyheder/virksomheder/artikel/1/318701/uber_skal_betale_millioner_til_franske_taxaselskaber.html

AFP (2016, April 13) *Taxier blokerer trafikken i Buenos Aires efter Uber-indtog.* Retrieved April 13, 2016, from Berlingske: http://www.b.dk/globalt/taxier-blokerer-trafikken-i-buenos-aires-efter-uber-indtog

Allingstrup, M. (2015, September 7) *Uber anker problematisk sag om chaufførers rettigheder.* Retrieved January 16, 2016, from DR: http://www.dr.dk/nyheder/viden/tech/uber-anker-problematisk-sag-om-chauffoerers-rettigheder

Allingstrup, M. (2015, December 10) *Dommer siger ja til massesøgsmål mod Uber.* Retrieved January 16, 2016, from DR: http://www.dr.dk/nyheder/viden/tech/dommer-siger-ja-til-massesoegsmaal-mod-uber

Allingstrup, M. (2016, January 7) *Uber må indkassere bøde for at overvåge brugerne.* Retrieved January 16, 2016, from DR: http://www.dr.dk/nyheder/viden/tech/uber-maa-indkassere-boede-overvaage-brugerne

Andersen, D. (2016, May 4) *5 tips: Sådan får du femstjernet Uber-rating.* Retrieved May 4, 2016, from Metroxpress: http://www.mx.dk/nyheder/danmark/story/23936884

Anderson, S. (2016, January 2) *Uber price surges on New Year's Eve spark criticism with some paying more than eight times usual fare.* Retrieved January 16, 2016, from ABC News: http://www.abc.net.au/news/2016-01-02/uber-price-surges-on-new-years-eve-spark-criticism/7064530

AP (2016, April 13) *Ny, stor taxa-protest mod Uber.* Retrieved April 13, 2016, from Skive Folkeblad: http://www.skivefolkeblad.dk/article/20160413/RZVIDEO/304139965

Avisen.dk (2016, April 25) *Radikale: Lad taxaer droppe at køre i yderområder.* Retrieved April 25, 2016, from Ekstra Bladet: http://ekstrabladet.dk/nyheder/politik/radikale-lad-taxaer-droppe-at-koere-i-yderomraader/6053679

Balachandran, M. (2015, December 8) *Uber has quietly ended its auto-rickshaw hailing service in India.* Retrieved January 16, 2016, from Quartz: http://qz.com/567184/uber-has-quietly-withdrawn-its-auto-rickshaw-hailing-service-in-india/

Bang, M.H. (2015, March 19) *Taxichauffører indsamler bevismateriale mod Uber*. Retrieved January 16, 2016, from Net Avisen: http://navisen.dk/blog/taxichaufforer-indsamler-bevismateriale-mod-uber/

Barfoed, C.K. & Davidsen, L. (2016, February 16) *Taxa-strid: Vrede chauffører blokerer trafik.* Retrieved February 16, 2016, from TV2: http://nyheder.tv2.dk/samfund/2016-02-13-taxa-strid-vrede-chauffoerer-blokerer-trafik

Bay, M. (2016, May 5) *Næste år vil du kunne tage en selvkørende taxi*. Retrieved May 5, 2016, from Recordere: http://www.recordere.dk/2016/05/naeste-aar-du-kunne-tage-selvkoerende-taxi/

BBC Business (2014, December 9) *Uber taxi app suspended in Spain.* Retrieved January 17, 2016, from BBC News: http://www.bbc.com/news/business-30395093

Bernth, M. (2014, November 19) *Kontroversiel taxa-app meldt til politiet.* Retrieved January 14, 2016, from Ingeniøren: https://ing.dk/artikel/kontroversiel-taxa-app-meldt-til-politiet-172387

Bonde, E.A. (2015, September 16) *Deleøkonomien skal ikke reguleres ihjel.* Retrieved January 13, 2016, from Berlingske: http://www.b.dk/kommentarer/deleoekonomien-skal-ikke-reguleres-ihjel

Brandt, K.B.V. (2016A, April 25) *Københavns Kommune til Distortion: Det er os eller Uber.* Retrieved April 25, 2016, from TV2 Lorry: http://www.tv2lorry.dk/artikel/koebenhavns-kommune-til-distortion-der-er-os-eller-uber

Brandt, K.B.V. (2016B, April 25) *Uber-forsvarere vil have afvist sagen dagen før retsmøde.* Retrieved April 25, 2016, from TV2 Lorry: http://www.tv2lorry.dk/artikel/uber-forsvarerer-vil-have-afvist-sagen-dagen-foer-retsmoede

Bruhn, M. (2016, April 25) *Københavns Kommune til Distortion: Vælg mellem os og Uber.* Retrieved April 25, 2016, from Jyllands Posten: http://jyllands-posten.dk/kultur/ECE8609556/koebenhavns-kommune-til-distortion-vaelg-mellem-os-og-uber/

Business (2016, April 26) *Uber-forsvarer har aldrig set en dårligere belyst sag*. Retrieved April 26, 2016, from Berlingske Business: http://www.business.dk/transport/uber-forsvarer-har-aldrig-set-en-daarligere-belyst-sag

Butterworth, A. (2015, December 13) *Priceless pro-Uber video – progress is taking our jobs.* Retrieved January 19, 2016, from Fair Go Review: http://fgreview.com/priceless-pro-uber-video/

Bøttcher, R. & Hall, O. (2015, December 7) *Politiet til Uber-chauffør: Vi klipper jeres nummerplader.* Retrieved January 16, 2016, from DR: http://www.dr.dk/nyheder/penge/politiet-til-uber-chauffoerer-vi-klipper-jeres-nummerplader

Chia, J. (2016, January 13) *Uber driver refused to take woman in labor to hospital after she retched on the sidewalk… but still charged her $13.* Retrieved January 16, 2016, from Daily Mail UK: http://www.dailymail.co.uk/news/article-3397179/Uber-driver-refused-pregnant-woman-hospital-charges-13.html

Chor, J. (2016, April 25) *Taxaformand og Uber-chauffør i åben krig: "Du skulle have så mange tæsk."* Retrieved April 25, 2016, from Berlingske Business: http://www.business.dk/transport/taxaformand-og-uber-chauffoerer-i-aaben-krig-du-skulle-have-saa-mange-taes

Chor, J. (2016, April 26) *Taxaformand og Uber-chauffør i åben krig: "Du er simpelthen det største svin, der findes – du skal have tæsk!"* Retrieved April 26, 2016, from BT: http://www.bt.dk/danmark/taxaformand-og-uber-chauffoerer-i-aaben-krig-du-er-simpelthen-det-stoerste-svin-de

Chor, J. (2016A, May 1) *Taxachauffører optrapper kampen: Laver register over Uber-chauffør.* Retrieved May 1, 2016, from TV2: http://nyheder.tv2.dk/samfund/2016-05-01-taxachauffoerer-optrapper-kampen-laver-register-over-uber-chauffoerer

Chor, J. (2016B, May 1) *Taxichauffør udstiller Uber-chauffør i database.* Retrieved May 1, 2016, from Berlingske Business: http://www.business.dk/transport/taxichauffoerer-udstiller-uber-chauffoerer-i-database

Chor, J. (2016, May 6) *Uber-ballade får flertal til at kræve ny taxilov.* Retrieved May 6, 2016, from Berlingske Business: http://www.business.dk/transport/uber-ballade-faar-flertal-til-at-kraeve-ny-taxilov

Chor. J & Skovhus, C. (2016, May 6) *Uber-direktør: Vi vil være endnu større i Danmark.* Retrieved May 6, 2016, from Berlingske Business: http://www.business.dk/transport/uber-direktoer-vi-vil-vaere-endnu-stoerre-i-danmark

Christensen, P.M. (2016, May 5) *Dommer fastholder Ubers medansvar for chaufførers sexoverfald.* Retrieved May 5, 2016, from Børsen: http://borsen.dk/nyheder//artikel/1/324120/dommer_fastholder_ubers_medansvar_for_chauffoerers_sexoverfald.html

Daustin, K. (2014, November 24) *5 things startups can learn from Uber's recent PR misfire.* Retrieved January 16, 2016, from Beantown Media Ventures: http://beantownmv.com/5-things-startups-can-learn-from-ubers-recent-pr-misfire/

Davis, W. (2014, December 16) *Uber faces criticism for failing to clarify privacy policies.* Retrieved January 16, 2016, from Media Post: http://www.mediapost.com/publications/article/240280/uber-faces-criticism-for-failing-to-clarify-privac.html?edition=

DeAmicis, C. (2014, May 8) *Uber deflates driver protest with coffee and bagels.* Retrieved January 16, 2016, from Pando: https://pando.com/2014/05/08/uber-deflates-driver-protest-with-coffee-and-bagels/

Dinesen, L. (2015, December 7) *Transportministeren vil ændre taxilovgivningen.* Retrieved January 9, 2016, from Metroxpress: http://www.mx.dk/nyheder/danmark/story/30746349

Edevane, G. (2016, January 1) *Uber surge pricing on New Year's Eve ignites social media maelstrom.* Retrieved January 16, 2016, from NBC Bay Area: http://www.nbcbayarea.com/news/california/Uber-Surge-Pricing-on-New-Years-Eve-Sparks-Social-Media-Maelstorm-364005661.html

Editorial Staff (2015, January 27) *PR Suicide: Uber's good intentions, bad press & the ugly mess.* Retrieved January 16, 2016, from Business.com: http://www.business.com/marketing/what-to-learn-from-ubers-public-relations-missteps/

Elkær, M. (2015, September 16) *Danske taxachauffører i demonstration: Derfor vil vi have Uber for en dommer.* Retrieved January 16, 2016, from Computer World: http://www.computerworld.dk/art/234957/danske-taxachauffoerer-i-demonstration-derfor-vil-vi-have-uber-for-en-dommer

Elkær, M. (2016, May 6) *Uber hyrer tidligere toppolitikere til nye erobringstogter.* Retrieved May 6, 2016, from Computer World: http://www.computerworld.dk/art/237040/uber-hyrer-tidligere-toppolitikere-til-nye-erobringstogter

Erhardtsen, B. (2015, September 14) *Taxibranchen går efter struben på Uber.* Retrieved January 9, 2016, from Berlingske Business: http://www.business.dk/transport/taxibranchen-gaar-efter-struben-paa-uber

Fagbladet 3F (2016, April 5) *Uber-chauffører risikerer kæmperegning ved uheld*. Retrieved April 5, 2016, from TV2: http://nyheder.tv2.dk/business/2016-04-05-uber-chauffoerer-risikerer-kaemperegning-ved-uheld

Fagt, J. (2016, March 9) *Vrede taxachauffører omringede Christiansborg i protest mod Uber.* Retrieved March 9, 2016, from Politiken: http://politiken.dk/indland/ECE3107672/vrede-taxachauffoerer-omringede-christiansborg-i-protest-mod-uber/

Flink, M. (2016, April 15) *Uber klar med støtte til tiltalte chauffører.* Retrieved April 15, 2016, from Finans: http://finans.dk/finans/erhverv/ECE8580388/uber-klar-med-stoette-til-tiltalte-chauffoerer/?ctxref=ext

Føhns, H. (2015, January 19) *Uber søger nye venner i EU*. Retrieved January 16, 2016, from DR: http://www.dr.dk/nyheder/viden/tech/uber-soeger-nye-venner-i-eu

Graversen, H.C. (2014, September 9) *Minister afliver ulovlige taxi-metoder.* Retrieved January 14, 2016, from Fagbladet 3F: http://www.fagbladet3f.dk/nyheder/fagligt/be4c564b998241dda0f3e92dd8be0fa4-20140909-minister-afliver-ulovlige-taxi-metoder

Griswold, A. (2014, November 18) *Uber keeps acting like it's invincible. What if it's not?* Retrieved January 16, 2016, from Money Box: http://www.slate.com/blogs/moneybox/2014/11/18/uber_comments_on_digging_up_dirt_on_journalists_when_funding_makes_a_tech.html

Grøn, T. (2016, April 29) *Distortion dropper Uber efter politisk ultimatum – men frøst fra 2017.* Retrieved April 29, 2016, from Politiken: http://politiken.dk/ibyen/byliv/ECE3182243/distortion-dropper-uber-efter-politisk-ultimatum---men-foerst-fra-2017/

Hamilton, M. (2014, December 9) *Former Uber driver charged in death of 6-year-old-girl.* Retrieved January 9, 2016, from Los Angeles Times: http://www.latimes.com/local/lanow/la-me-ln-uber-driver-girl-dead-20141209-story.html

Hansen, C. (2015, July 24) *Mediestunt: Sådan får du leveret gratis Ben & Jerry-is idag.* Retrieved January 16, 2016, from Metroxpress: http://www.mx.dk/nyheder/danmark/story/14826469

Hern, A. (2015, July 30) *Uber denies misleading passengers with 'phantom cars' on app.* Retrieved January 16, 2016, from The Guardian: http://www.theguardian.com/technology/2015/jul/30/uber-denies-misleading-passengers-with-phantom-cars-on-app

Holton, J. (2015, October 16) *To counter the criticism and lawsuits, Uber needs a human face.* Retrieved January 16, 2016, from South China Morning Post: http://www.scmp.com/comment/insight-opinion/article/1868307/counter-criticism-and-lawsuits-uber-needs-human-face

Hong, P. (2015, January 7) *How can brands turn consumer complaints into compliments on social media?* Retrieved January 16, 2016, from Momentology: http://www.momentology.com/4140-consumer-complaints-on-social-media-how-can-brands-turn-complaints-into-compliments/

Ildor, A. (2015, September 2) *Californien gør klar til gruppesøgsmål mod Uber.* Retrieved January 16, 2016, from Berlingske Business: http://www.business.dk/global/californien-goer-klar-til-gruppesoegsmaal-mod-uber

Jensen, D. (2014, November 19) *Derfor vil Uber vende op og ned på det hele – og ingen kan gøre noget.* Retrieved January 14, 2016, from Computer World: http://www.computerworld.dk/art/232489/derfor-vil-uber-vende-op-og-ned-paa-det-hele-og-ingen-kan-goere-noget

Jensen, E.V. (2015, June 17) *Uber vil ansætte op mod 100 igeniører i Danmark.* Retrieved January 13, 2016, from Berlingske Business: http://www.business.dk/transport/uber-vil-ansaette-op-mod-100-ingenioerer-i-danmark

Jensen, M. (2015, December 2) *Sikkert og gratis hjem fra julefrokosten.* Retrieved January 9, 2016, from Newsroom: https://newsroom.uber.com/denmark/da/sikkerthjem/

Jensen, M. (2016, March 29) *Kræver Uber stoppet: - De er værre end Ryanair.* Retrieved March 29, 2016, from TV2: http://nyheder.tv2.dk/politik/2016-03-29-kraever-uber-stoppet-de-er-vaerre-end-ryanair

Jensen, S. (2014, December 16) *Uber-hetz kan give fængselsstraf.* Retrieved January 16, 2016, from Berlingske Busines: http://www.business.dk/transport/uber-hetz-kan-give-faengselsstraf

Jørgensen, S. (2014, November 19) *Nu er Uber klar til at udfordre dansk taxa-branche.* Retrieved January 14, 2016, from Mobil.nu: http://mobil.nu/apps-og-spil/uber-taxi-danmark-51406

Kerr, D. (2015, September 9) *Fake Uber drivers allegedly coax female passengers into cars.* Retrieved January 16, 2016, from C NET: http://www.cnet.com/news/fake-uber-drivers-allegedly-pick-up-female-passengers/

Knudsen, T. H. (2015, August 2) *Svenskerne jagter Uber.* Retrieved January 16, 2016, from Berlingske Business: http://www.business.dk/transport/svenskerne-jagter-uber

Kristensen, M. (2015, September 13) *Er kontroversiel tjeneste ved at åbne i Aarhus?* Retrieved January 9, 2016, from Finans: http://finans.dk/live/erhverv/ECE8015802/Er-kontroversiel-tjeneste-ved-at-%C3%A5bne-i-Aarhus/

Larsen, K.B. (2016, May 6) *Uber: Det vrimlede med kunder 1. Maj.* Retrieved May 6, 2016, from Ekstra Bladet: http://ekstrabladet.dk/nyheder/politik/danskpolitik/uber-det-vrimlede-med-kunder-1-maj/6070413

Lauridsen, M.A. (2015, December 17) *Facebook lukker Uber ind i guldrandet beskedtjeneste.* Retrieved January 13, 2016, from Berlingske Business: http://www.business.dk/transport/facebook-lukker-uber-ind-i-guldrandet-beskedtjeneste

Laursen, P.F. (2014, November 18) *'Uber' afviser graver-planer mod kritiske journalister.* Retrieved January 16, 2016, from Media Watch: http://mediawatch.dk/Medienyt/Web/article7216595.ece

Lee, D. (2014, December 24) *Uber 'truly sorry' for price rise during Sydney siege.* Retrieved January 16, 2016, from BBC News: http://www.bbc.com/news/technology-30595406

Lowrey, A. (2014, November 18) *Acking like sexist, threatening jerks not quite working out for Uber.* Retrieved January 16, 2016, from New York Magazine: http://nymag.com/daily/intelligencer/2014/11/acting-like-jerks-not-quite-working-out-for-uber.html

Løck, S. (2014, July 31) *App udfordrer et stædigt taximarked.* Retrieved January 14, 2016, from Berlingske Business: http://www.business.dk/digital/app-udfordrer-et-staedigt-taximarked

Madsen, M.S. (2015, September 18) *Uber-CEO om fremtiden: Alle biler skal være Uber-biler.* Retrieved January 16, 2016, from Computer World: http://www.computerworld.dk/art/234958/uber-ceo-om-fremtiden-alle-biler-skal-vaere-uber-biler

Maulani, A.M.A. (2015, September 7) *Uber fights back, denies illegal operations in Jakarta.* Retrieved January 16, 2016, from E27: https://e27.co/uber-fights-back-denies-illegal-operations-jakarta-20150907/

Menon, M. (2014, December 8) *Indian Uber driver accused of rape previously arrested for assault.* Retrieved January 8, 2016, from Reuters.com: http://www.reuters.com/article/india-rape-uber-idUSL3N0TS1WN20141208

Mikkelsen, M.R. (2014, November 19) *Ny taxa-krig: Nu kan du hyre en limousine med ny app.* Retrieved January 14, 2016, from BT: http://www.bt.dk/danmark/ny-taxa-krig-nu-kan-du-hyre-en-limousine-med-ny-app

Miller, S. (2015, January 6) *Uber is popular, but what risks do its drivers, passengers and others face?* Retrieved January 25, 2016, from Protect Consumer Justice: http://www.protectconsumerjustice.org/uber-is-popular-but-what-risks-do-its-drivers-passengers-and-others-face.html

Mosskov, M. (2015, September 16) *Taxaflåde samlet foran Christiansborg i protest mod Uber.* Retrieved January 13, 2016, from TV2: http://nyheder.tv2.dk/2015-09-16-taxaflaade-samlet-foran-christiansborg-i-protest-mod-uber

Mouritzen, K. (2013, December 3) *App med private chauffør udfordrer taxa.* Retrieved January 14, 2016, from Berlingske Business: http://www.business.dk/transport/app-med-private-chauffoerer-udfordrer-taxa

Musil, S. (2014, December 7) *Uber driver arrested in alleged rape of female passenger in India.* Retrieved January 9, 2016, from C NET: http://www.cnet.com/news/uber-driver-arrested-in-connection-with-alleged-rape-in-india/

Nangoy, F. (2015, September 14) *Uber denies drivers arrested in Jakarta police crackdown.* Retrieved January 16, 2016, from Reuters.com: http://www.reuters.com/article/us-indonesia-uber-tech-idUSKCN0RE0EV20150914

Nielsen, A.H. (2014, December 9) *Spanien forbyder taxakonceptet Uber.* Retrieved January 9, 2016, from TV2: http://nyheder.tv2.dk/udland/2014-12-09-spanien-forbyder-taxakonceptet-uber-0

Nielsen, C.S. (2016, April 23) *Festival-chef of Uber: Danmark finder snart måder at regulere dem på.* Retrieved April 23, 2016, from Avisen.dk: http://www.avisen.dk/festival-direktoer-om-uber-sag-deleoekonomi-er-et-fr_382870.aspx

Nielsen, C.S. (2016, May 6) *Uber: Stor succes på 1. Maj – Joachim B. driller fagbosser.* Retrieved May 6, 2016, from Avisen.dk: http://www.avisen.dk/spydig-joachim-b-efter-uber-succes-1-maj-fagbosse_385043.aspx

Nord Jyske (2016, March 8) *Taxachauffører i ny protest mod Uber.* Retrieved March 8, 2016, from Nord Jyske: http://nordjyske.dk/nyheder/taxachauffoerer-i-ny-protest-mod-uber/96b16bcc-c214-4770-8146-af8c11f735e5/112/1513

Olesen, E. (2015, October 16) *Uber vinder frem både i New York og København.* Retrieved March 16, 2016, from Standby: http://www.standby.dk/uber-vinder-frem-baade-i-new-york-og-koebenhavn/

Olsen, J.B. (2015, December 11) *Gå tidligt hjem eller kør med Uber.* Retrieved January 9, 2016, from TV2: http://politik.tv2.dk/2015-12-11-gaa-tidligt-hjem-eller-koer-med-uber

Poulsen, S. (2015, June 17) *Helle T.s Økonomiminister blåstempler piratvirksomhed og sort arbejde.* Retrieved January 14, 2016, from Ekstra Bladet: http://ekstrabladet.dk/folkets-roest/folkevalgt/helle-ts-oekonomiminister-blaastempler-piratvirksomhed-og-sort-arbejde/5611821

Rabøl, L.B. (2016, February 13) *Taxakonflikt: Flere hundrede taxaer vil lamme trafikken i København i aften.* Retrieved February 13, 2016, from Politiken: http://politiken.dk/indland/ECE3067261/taxakonflikt-flere-hundrede-taxaer-vil-lamme-trafikken-i-koebenhavn-i-aften/

Redaktion (2016, April 18) *Nordiske lande dømmer Uber for ulovlig piratkørsel.* Retrieved April 18, 2016, from Transport Magasinet: http://www.transportmagasinet.dk/article/view/248755/nordiske_lande_dommer_uber_for_ulovlig_piratkorsel#.Vy2_DYSyOko

Ritzau (2014A, November 19) *Dansk Uber-chef: Vi er åbne for dialog.* Retrieved January 14, 2016, from Information: https://www.information.dk/telegram/2014/11/dansk-uber-chef-aabne-dialog-0

Ritzau (2014B, November 19) *Taxiråd: Politiundersøgelse af Uber er lige efter bogen.* Retrieved January 14, 2016, from Politiken: http://politiken.dk/oekonomi/virksomheder/ECE2458926/taxiraad-politiundersoegelse-af-uber-er-lige-efter-bogen/

Ritzau (2014C, November 19) *Fakta: Her Danmarks nye taxiapp.* Retrieved January 17, 2016, from Fyens.dk: http://www.fyens.dk/erhverv/FAKTA-Her-Danmarks-nye-taxiapp/artikel/2611441

Ritzau (2014, November 21) *Singapore sætter strikse regler for taxakonceptet Uber.* Retrieved January 9, 2016, from Fyens.dk: http://www.fyens.dk/erhverv/Singapore-saetter-strikse-regler-for-taxakonceptet-Uber/artikel/2612478

Ritzau (2014, December 2) *Oslo melder den omstridte taxitjeneste Uber til politiet.* Retrieved January 17, 2016, from Information: https://www.information.dk/telegram/2014/12/oslo-melder-omstridte-taxitjeneste-uber-politiet

Ritzau (2014, December 5) *Kontroversiel taxi-tjeneste fordobler sin værdi.* Retrieved January 14, 2016, from DR: http://www.dr.dk/nyheder/penge/kontroversiel-taxi-tjeneste-fordobler-sin-vaerdi

Ritzau (2014, December 29) *Politiet efterforsker ikke taxakonceptet Uber.* Retrieved January 14, 2016, from Information: https://www.information.dk/telegram/2014/12/politiet-efterforsker-taxakonceptet-uber

Ritzau (2015, January 22) *Transportministeren: App'en Uber er nok ikke lovlig.* Retrieved January 14, 2016, from Ekstra Bladet: http://ekstrabladet.dk/nyheder/samfund/transportministeren-appen-uber-er-nok-ikke-lovlig/5409901

Ritzau (2015, January 23) *Københavns Politi efterforsker lovligheden af taxa-konceptet Uber.* Retrieved January 16, 2016, from Politiken: http://politiken.dk/oekonomi/virksomheder/ECE2521164/koebenhavns-politi-efterforsker-lovligheden-af-taxa-konceptet-uber/

Ritzau (2015, February 3) *Nyhedsbureau: Google vil udfordre Uber med taxi-service.* Retrieved January 16, 2016, from TV2: http://nyheder.tv2.dk/udland/2015-02-03-nyhedsbureau-google-vil-udfordre-uber-med-taxi-service

Ritzau (2015, September 2) *Taxiråd: Justitsminister Pind må fremskynde Uber-sag.* Retrieved January 14, 2016, from Ekstra Bladet: http://ekstrabladet.dk/nyheder/politik/danskpolitik/taxiraad-justitsminister-pind-maa-fremskynde-uber-sag/5712653

Ritzau (2015, December 10) *FAKTA: Uber – samkørsel eller kontroversiel taxiapp?* Retrieved January 17, 2016, from SN.dk: http://sn.dk/Erhverv/FAKTA-Uber-samkoersel-eller-kontroversiel-taxiapp/artikel/537689?rss&utm_source=news.dk&utm_campaign=jubii&utm_medium=link

Ritzau (2015, December 31) *Uber runder en milliard køreture efter godt fem år.* Retrieved January 9, 2016, from Berlingske: http://www.b.dk/globalt/uber-runder-en-milliard-koereture-efter-godt-fem-aar

Ritzau (2016, February 15) *Taxichauffører stopper lørdagstrafikken i protest mod Uber.* Retrieved February 16, 2016, from BT: http://www.bt.dk/danmark/taxichauffoerer-stopper-loerdagstrafikken-i-protest-mod-uber-0

Ritzau (2016, March 1) *Taxaforening: Så meget koster konkurrencen fra Uber os.* Retrieved March 1, 2016, from TV2: http://nyheder.tv2.dk/2016-03-01-taxaforening-saa-meget-koster-konkurrencen-fra-uber-os

Ritzau (2016, March 5) *Enhedslisten trækker minister ind i Uber-sag.* Retrieved March 6, 2016, from BT: http://www.bt.dk/erhverv/enhedslisten-traekker-minister-ind-i-uber-sag-1

Ritzau (2016, March 16) *Uber fik hjælp af det offentlige til at etablere sig i Danmark.* Retrieved March 16, 2016, from DR: http://www.dr.dk/nyheder/penge/uber-fik-hjaelp-af-det-offentlige-til-etablere-sig-i-danmark

Ritzau (2016, March 29) *S trækker støtten: Flertal for øget indsats mod Uber smuldrer.* Retrieved March 29, 2016, from TV2: http://nyheder.tv2.dk/politik/2016-03-29-s-traekker-stotten-flertal-for-oget-indsats-mod-uber-smuldrer

Ritzau (2016A, April 22) *Uber indgår million-forlig med amerikanske chauffører.* Retrieved April 22, 2016, from TV2: http://nyheder.tv2.dk/udland/2016-04-22-uber-indgar-million-forlig-med-amerikanske-chaufforer

Ritzau (2016B, April 22) *Uber indgår million-forlig med amerikanske chauffører.* Retrieved April 22, 2016, from Fyens: http://www.fyens.dk/udland/Uber-indgaar-million-forlig-med-amerikanske-chauffoerer/artikel/2982669

Ritzau (2016A, April 25) *Taxaselskab indleder priskrig mod Uber.* Retrieved April 25, 2016, from TV2: http://nyheder.tv2.dk/business/2016-04-25-taxaselskab-indleder-priskrig-med-uber

Ritzau (2016B, April 25) *Forsvarere vil have afvist Uber-sag dagen før retsmøde.* Retrieved April 25, 2016, from Metroxpress: http://www.mx.dk/nyheder/danmark/story/15874058

Ritzau (2016C, April 25) *Taxaselskab starter priskrig mod Uber.* Retrieved April 25, 2016, from Børsen: http://borsen.dk/nyheder/virksomheder/artikel/1/323453/taxaselskab_starter_priskrig_med_uber.html

Ritzau (2016A, April 26) *Kæmpe tilkøbsstykke: Uber-sagen skal for domsmandsret.* Retrieved April 26, 2016, from Berlingske Business: http://www.business.dk/transport/kaempe-tilloebsstykke-uber-sagen-skal-for-domsmandsret

Ritzau (2016B, April 26) *Nu skal det afgøres om Uber-chauffører bryder loven.* Retrieved April 26, 2016, from Nord Jyske: http://nordjyske.dk/nyheder/nu-skal-danske-uber-chauffoerer-i-retten/208b2ee2-7936-40bc-ab69-e7f4f3e8dccd/112/1201

Ritzau (2016, May 1) *Taxabranchen optrapper krigen mod Uber*. Retrieved May 1, 2016, from Metroxpress: http://www.mx.dk/nyheder/danmark/story/15358211

Ritzau (2016, May 2) *Jurister: Facebook-register over Uber-kørere går for vidt.* Retrieved May 2, 2016, from BT: http://www.bt.dk/danmark/jurister-facebook-register-over-uber-koerere-gaar-for-vidt

Ritzau (2016A, May 3) *New Yorks Uber-chauffører kæmper for bedre arbejdsvilkår.* Retrieved May 3, 2016, from Information: https://www.information.dk/telegram/2016/05/new-yorks-uber-chauffoerer-kaemper-bedre-arbejdsvilkaar

Ritzau (2016B, May 3) *New Yorks Uber-chauffører kæmper for bedre arbejdsvilkår.* Retrieved May 3, 2016, from Berlingske Business: http://www.business.dk/transport/new-yorks-uber-chauffoerer-kaemper-for-bedre-arbejdsvilkaar

Ritzau (2016C, May 3) *Amerikanske Uber-chauffører kæmper for bedre arbejdsvilkår.* Retrieved May 3, 2016, from Avisen.dk: http://www.avisen.dk/new-yorks-uber-chauffoerer-kaemper-for-bedre-arbejds_384452.aspx?utm_source=news.dk&utm_campaign=jubii&utm_medium=link

Ritzau (2016, May 5) *Uber samler toppolitikere for at erobre nye markeder.* Retrieved May 5, 2016, from Fyens.dk: http://www.fyens.dk/udland/Uber-samler-toppolitikere-for-at-erobre-nye-markeder/artikel/2990274

Roberts, J. (2016, January 12) *Uber driver refuses to pick up woman in labor, charges her $13.* Retrieved March 16, 2016, from Fortune: http://fortune.com/2016/01/12/uber-pregnancy/

Sahin, S. (2015, January 22) *Taxachauffør modtager dødstrusler efter anmeldelse af Uber.* Retrieved January 13, 2016, from Berlingske: http://www.b.dk/nationalt/taxachauffoer-modtager-doedstrusler-efter-anmeldelse-af-uber

Sahl, J. (2016, March 29) *Politiet knalder Uber-chauffører på stribe.* Retrieved March 29, 2016, from Ekstra Bladet: http://ekstrabladet.dk/nyheder/politik/danskpolitik/politiet-knalder-uber-chauffoerer-paa-stribe/6013349

Sanz, I. (2014, December 9) *Judge orders Uber to cease operations in Spain.* Retrieved January 17, 2016, from Reuters.com: http://www.reuters.com/article/us-spain-uber-idUSKBN0JN1WW20141209

Skyum, S. (2015, September 16) *Advokater ryster på hovedet: Her er Ubers forsvar.* Retrieved January 19, 2016, from Finans: http://finans.dk/live/erhverv/ECE8024368/Advokater-ryster-p%C3%A5-hovedet-Her-er-Ubers-forsvar/?ctxref=fplive

Swanner, N. (2015, July 30) *Uber denies it shows fake cars in app to trick customers.* Retrieved January 16, 2016, from The Next Web: http://thenextweb.com/insider/2015/07/30/uber-denies-it-shows-fake-cars-in-app-to-trick-customers/

Tassi, K. (2015, February 27) *Uber statement.* Retrieved January 16, 2016, from Newsroom: https://newsroom.uber.com/uber-statement/

Taxinævnet (2014, December 10) *Orientering om Uber.* Retrieved January 16, 2016, from Taxinævnet: http://www.taxinaevn.dk/moder/moder-i-taxinevnet/OffDagsorden10122014.pdf

Thadani, T. (2015, October 19) *Former Boston Uber driver sentenced up to 12 years on rape conviction.* Retrieved January 16, 2016, from USA Today: http://www.usatoday.com/story/news/nation/2015/10/19/former-uber-driver-jail/74218376/

Thorlin, T.T. (2016, April 24) *Debatten raser: Distortion i samarbejde med Uber.* Retrieved April 24, 2016, from Metroxpress: http://www.mx.dk/nyheder/kobenhavn/story/27284245

Tiku, N. (2014, April 11) *Uber and its shady partners are pushing drivers into subprime loans.* Retrieved January 9, 2016, from Valley Wag: http://valleywag.gawker.com/uber-and-its-shady-partners-are-pushing-drivers-into-su-1649936785

Tobak, S. (2014, November 20) *Uber's PR problem – and how to fix it.* Retrieved January 16, 2016, from Fox Business: http://www.foxbusiness.com/features/2014/11/20/uber-pr-problem.html

Tracy, A. (2015, October 14) *Uber exposed the personal information of hundreds of drivers.* Retrieved January 16, 2016, from Forbes: http://www.forbes.com/sites/abigailtracy/2015/10/14/uber-data-leak-exposed-personal-information-hundreds-of-drivers/#66cf0b7b3006

Trier, T. (2016, March 18) *VIDEO 50 vrede taxachauffører holdt hornet i bund mod Uber.* Retrieved March 18, 2016, from DR: http://www.dr.dk/nyheder/indland/video-50-vrede-taxachauffoerer-holdt-hornet-i-bund-mod-uber#

Ulveman, M. (2015, September 16) *LA vil have flere 'Uber-eventyr' til Danmark.* Retrieved January 16, 2016, from Berlingske Business: http://www.business.dk/transport/la-vil-have-flere-uber-eventyr-til-danmark

Vendelbjerg, R.R. (2015, October 28) *Uber-chaufføren Martin: Jeg blev slået i hovedet af en taxichauffør.* Retrieved January 16, 2016, from Metroxpress: http://www.mx.dk/nyheder/kobenhavn/story/14528765

Vendelbjerg, R.R. (2015, November 3) *I seng med fjenden: 17 taxichauffører kørte for Uber.* Retrieved January 9, 2016, from Metroxpress: http://www.mx.dk/nyheder/kobenhavn/story/11308337

Waters, R. (2014, November 20) *'Arrogant' start-ups face challenge of when to ignore their critics.* Retrieved January 16, 2016, from Financial Times: http://www.ft.com/cms/s/0/97259b4a-70c5-11e4-8113-00144feabdc0.html

Wood, D. (2016, January 5) *Uber CEO takes Twitter to address arrival time criticism.* Retrieved January 16, 2016, from Travel Pulse: http://www.travelpulse.com/news/car-rental-and-rail/uber-ceo-takes-to-twitter-to-address-arrival-time-criticism.html

Appendix

Appendix 1: Full data set of 200 journalistic articles

	Date	Media	Link	Attitude	Asked?	Representing Uber	Uber person's title	What is Uber called?
1	19. nov. '14	Berlingske Business	http://www.business.dk/transport/uber-chef-vi-er-ikke-en-taxi-tjeneste	Neutral	YES	Alex Czarnecki	Senior launcher of Uber in DK	Taxi app
2	7. dec. '15	Metroxpress	http://www.mx.dk/nyheder/danmark/story/31219942	Negative	NO	#	#	Mobile app
3	19. nov. '14	Børsen	http://borsen.dk/nyheder/virksomheder/artikel/1/294625/thorborg_til_vognmaend_stop_tuderiet_over_uber.html	Positive	NO	#	#	American taxi upstart
4	19. nov. '14	Ekstra Bladet	http://ekstrabladet.dk/nyheder/samfund/fint-med-dyre-taxaer/5312743	Negative	NO	UBER	#	New taxi concept
5	19. nov. '14	Ekstra Bladet	http://ekstrabladet.dk/nyheder/samfund/taxivognmaend-uber-er-velkommen-paa-lovlige-vilkaar/5311700	Negative	NO	#	#	The new concept + The american taxi concept
6	10. dec. '15	Ekstra Bladet	http://ekstrabladet.dk/nyheder/samfund/lo-vil-i-dialog-med-uber/5865952	Neutral	NO	#	#	Mobile app
7	22. maj '15	DR	http://www.dr.dk/nyheder/penge/sass-konkurrence-fra-uber-og-airbnb-er-alle-tiders	Positive	NO	#	#	Taxi service
8	1. mar. '16	Metroxpress	http://www.mx.dk/nyheder/kobenhavn/story/21000275	Negative	NO	#	#	Private transportation service
9	21. sep. '15	Berlingske	http://www.b.dk/kommentarer/jagten-paa-den-perfekte-uber-selfie	Positive	NO	#	#	Uber
10	13. feb. '16	TV2	http://nyheder.tv2.dk/samfund/2016-02-13-chauffoerer-i-protest-op-mod-300-taxaer-vil-lamme-trafikken	Negative	NO	#	#	Uber
11	19. nov. '14	Børsen	http://borsen.dk/nyheder/virksomheder/artikel/1/294604/ekspert_her_er_ubers_masterplan_i_danmark.html	Neutral	YES	Jo Bertram	Regional general manger in UK, Ireland and the Nordics	Taxi concept

12	7. dec. '15	Metroxpress	http://www.mx.dk/nyheder/kobenhavn/story/15057513	Positive	NO	#	#	Uber
13	20. mar. '16	TV2 Lorry	http://www.tv2lorry.dk/artikel/dansk-uber-direktoer-vi-stjaeler-ikke-kunder-fra-taxaerne	Neutral	YES	Mathias Thomsen	CEO of Uber in DK	Car service
14	30. okt. '15	Metroxpress	http://www.mx.dk/nyheder/kobenhavn/story/26738017	Neutral	YES	Daniel Jensen	Uber driver	Uber
15	28. okt. '15	Metroxpress	http://www.mx.dk/nyheder/kobenhavn/story/14528765	Negative	YES	Martin	Uber driver	Uber
16	6. dec. '15	DR	http://www.dr.dk/nyheder/penge/uber-chauffoerer-tjener-haandoerer	Positive	YES	Ahmad Salale	Uber driver	Uber
17	2. sep. '15	Motherboard	http://motherboard.vice.com/read/uber-hits-back-against-class-action-lawsuit-approval-prepares-to-appeal	Neutral	NO	#	#	Uber
18	18. sep. '15	Computer World	http://www.computerworld.dk/art/234958/uber-ceo-om-fremtiden-alle-biler-skal-vaere-uber-biler	Positive	YES	Travis Kalanick	CEO of Uber	Uber
19	2. sep. '15	Ekstra Bladet	http://ekstrabladet.dk/nyheder/politik/danskpolitik/taxiraad-justitsminister-pind-maa-fremskynde-uber-sag/5712653	Negative	NO	#	#	Car service
20	3. sep. '15	News Publicator	http://newspublicator.dk/e10/parker/pm/ac237aff3ba5f5fa/em495644/view/	Positive	YES	Jo Bertram	Regional general manger in UK, Ireland and the Nordics	Uber
21	21. sep. '15	CEPOS	http://www.cepos.dk/om-cepos/i-medierne/cepos-uber-goer-danmark-rigere	Positive	NO	#	#	Taxi service company
22	29. dec. '15	DR	http://www.dr.dk/nyheder/udland/usa-uber-koerer-boernene-til-tandlaege-og-sport	Positive	NO	#	#	Uber
23	30. jul. '15	The Guardian	http://www.theguardian.com/technology/2015/jul/30/uber-denies-misleading-passengers-with-phantom-cars-on-app	Negative	YES	#	Spokesperson	Uber
24	7. jan. '16	Avisen.dk	http://www.avisen.dk/hos-uber-er-din-chef-en-computer_363976.aspx	Negative	YES	Oliver Carrà	Spokesperson	Taxi service
25	30. jul. '15	The Next Web	http://thenextweb.com/insider/2015/07/30/uber-denies-it-shows-fake-cars-in-app-to-trick-customers/	Negative	YES	#	Spokesperson	Uber

26	5. jan. '16	Travel Pulse	http://www.travelpulse.com/news/car-rental-and-rail/uber-ceo-takes-to-twitter-to-address-arrival-time-criticism.html	Neutral	NO	#	#	Uber
27	19. nov. '14	Taxinævn	http://www.taxinaevn.dk/moder/moder-i-taxinevnet/OffDagsorden10122014.pdf	Negative	NO	#	#	New taxi concept + New taxi service
28	17. sep. '15	Politiken	http://politiken.dk/debat/ECE2844900/uber-er-ryanair-paa-hjul/	Negative	NO	#	#	A kind of taxi company
29	7. dec. '15	DR	http://www.dr.dk/nyheder/regionale/hovedstadsomraadet/uber-kunder-behoever-ikke-frygte-boeder	Negative	NO	#	#	Uber
30	16. dec. '14	Media Post	http://www.mediapost.com/publications/article/240280/uber-faces-criticism-for-failing-to-clarify-privac.html?edition=	Negative	YES	Katherine Tassi	Senior Legal Director, Privacy and Data Security	Car service company
31	24. nov. '15	Newsroom	https://newsroom.uber.com/safetyadvisoryboard/	Positive	-	Joe Sullivan	Chief Security Officer of Uber	Uber
32	7. jan. '16	DR	http://www.dr.dk/nyheder/viden/tech/uber-maa-indkassere-boede-overvaage-brugerne	Neutral	NO	#	#	The controversial taxi service
33	17. dec. '14	NBC	http://www.nbcnews.com/news/us-news/amid-scrutiny-uber-says-it-will-focus-more-safety-n270456	Neutral	YES	Philip Cardenas	Head of Global Safety at Uber	Uber
34	13. feb. '16	TV2	http://nyheder.tv2.dk/samfund/2016-02-13-taxa-strid-vrede-chauffoerer-blokerer-trafik	Neutral	YES	Nikolaj Jørgensen	Uber driver	The controversial taxi service
35	7. dec. '15	DR	http://www.dr.dk/nyheder/regionale/hovedstadsomraadet/sara-er-uber-kunde-jeg-koerer-videre-om-det-er-lovligt-eller-ej	Positive	NO	#	#	Car service
36	9. dec. '15	TV2	http://politik.tv2.dk/2015-12-09-daarligt-nyt-for-uber-politikerne-kommer-ikke-til-undsaetning	Neutral	NO	#	#	Alternative taxi service
37	18. nov. '14	Media Watch	http://mediawatch.dk/Medienyt/Web/article7216595.ece	Negative	YES	Nairi Hourdajian	Spokesperson	The American taxi app
38	18. sep. '15	TV2	http://nyheder.tv2.dk/samfund/2015-09-18-sag-om-taxatjenesten-uber-traekker-i-langdrag	Negative	NO	#	#	Taxi kind of transportation company

39	19. nov. '14	Finans	http://finans.dk/live/erhverv/ECE7219049/Efter-f%C3%A5-timer-i-Danmark-Uber-meldt-til-politiet/	Negative	NO	#	#	The American taxi concept
40	5. jan. '16	Computer World	http://www.computerworld.dk/art/235903/rets-vigtigste-it-personlighed-her-er-manden-i-ubers-f-rers-de	Positive	YES	Travis Kalanick	CEO of Uber	Uber
41	28. nov. '15	Berlingske Business	http://www.business.dk/business-magasin/her-er-uber-stifterens-vilde-vision-for-fremtiden	Positive	YES	Travis Kalanick	CEO of Uber	Uber
42	5. nov. '15	Pio Pio	http://piopio.dk/uber-chauffORer-risikerer-faengselsstraf/	Negative	YES	Mathias Thomsen	CEO of Uber in DK	Pirate taxi service
43	19. jan. '15	Berlingske Business	http://www.business.dk/digital/uber-lover-50.000-jobs-i-europa	Positive	YES	Travis Kalanick	CEO of Uber	Controversial taxi company
44	8. maj '14	Pando	https://pando.com/2014/05/08/uber-deflates-driver-protest-with-coffee-and-bagels/	Positive	YES	#	Spokesperson	Uber
45	19. okt. '15	USA Today	http://www.usatoday.com/story/news/nation/2015/10/19/former-uber-driver-jail/74218376/	Negative	YES	Carlie Waibel	Spokesperson	Uber
46	27. sep. '15	Politiken	http://politiken.dk/oekonomi/ft/ECE2854200/stribevis-af-interviews-kortlaegger-ubers-skroebelige-juridiske-fundament-i-europa/	Negative	YES	Mark McGann	CEO of Uber's Public Policy in Europe	Taxi service
47	7. dec. '15	Berlingske Business	http://www.business.dk/transport/stormombrust-uber-kan-aendre-den-danske-taxilovgivning	Neutral	NO	#	#	Taxi service
48	12. jun. '14	CNN	http://money.cnn.com/2014/06/12/technology/innovation/uber-ceo-travis-kalanick/	Positive	YES	Travis Kalanick	CEO of Uber	Uber
49	20. nov. '14	Metroxpress	http://www.mx.dk/nyheder/danmark/story/29922593	Positive	NO	#	#	Service
50	2. nov. '15	TV2	http://nyheder.tv2.dk/samfund/2015-11-02-taxachauffoerer-haenger-uber-chauffoerer-ud-paa-facebook	Negative	YES	Ahmad Salale	Uber driver	Uber

51	11. nov. '15	TV2	http://nyheder.tv2.dk/samfund/2015-11-11-taxaformand-chauffoer-overfaldet-af-uber-pirater	Negative	YES	Daniel Jensen + UBER	Uber driver + Unknown spokesperson	Uber
52	3. jun. '15	Newsroom	https://newsroom.uber.com/5-years-travis-kalanick/	Positive	-	Travis Kalanick	CEO of Uber	Uber
53	11. dec. '15	Berlinske Business	http://www.business.dk/digital/it-branchen-blander-sig-i-debat-om-ny-taxilov	Positive	NO	#	#	Service
54	7. dec. '15	Newsroom	https://newsroom.uber.com/an-update-from-the-uber-safety-team/	Positive	-	Philip Cardenas	Head of Global Safety at Uber	Uber
55	6. dec. '15	TV2	http://nyheder.tv2.dk/finans/2015-12-06-kontroversiel-taxa-app-vokser-vildt-i-danmark	Neutral	YES	Mathias Thomsen	CEO of Uber in DK	American taxi app
56	7. dec. '15	Metroxpress	http://www.mx.dk/nyheder/danmark/story/13672434	Neutral	YES	Mathias Thomsen	CEO of Uber in DK	Mobile app
57	7. dec. '15	DR	https://www.dr.dk/nyheder/penge/ingen-uber-skattepenge-til-danmark	Negative	YES	Mathias Thomsen	CEO of Uber in DK	Uber
58	8. aug. '15	WFAA	http://www.wfaa.com/story/news/crime/2015/08/08/uber-admits-mistakes-apologizes--sex-assault-victim/31328465/	Negative	YES	Leandre Johns	General Manager at Uber	Uber
59	14. okt. '15	Forbes	http://www.forbes.com/sites/abigailtracy/2015/10/14/uber-data-leak-exposed-personal-information-hundreds-of-drivers/#66cf0b7b3006	Negative	YES	#	Spokesperson	Uber
60	22. jan. '15	Ekstra Bladet	http://ekstrabladet.dk/nyheder/samfund/transportministeren-appen-uber-er-nok-ikke-lovlig/5409901	Neutral	NO	#	#	The American driving concept
61	16. sep. '15	TV2	http://nyheder.tv2.dk/2015-09-16-taxaflaade-samlet-foran-christiansborg-i-protest-mod-uber	Negative	NO	#	#	The illegal taxi service
62	12. dec. '15	TV2	http://politik.tv2.dk/2015-12-11-gaa-tidligt-hjem-eller-koer-med-uber	Positive	NO	#	#	Uber
63	7. dec. '15	Metroxpress	http://www.mx.dk/nyheder/danmark/story/30746349	Positive	NO	#	#	Uber + The mobile app

64	2. jan. '16	ABC Net AU	http://www.abc.net.au/news/2016-01-02/uber-price-surges-on-new-years-eve-spark-criticism/7064530	Negative	NO	#	#	Ride-sharing app
65	1. jan. '16	NBC	http://www.nbcbayarea.com/news/california/Uber-Surge-Pricing-on-New-Years-Eve-Sparks-Social-Media-Maelstorm-364005661.html	Negative	YES	#	Spokesperson	Uber
66	1. jan. '16	Metroxpress	http://www.mx.dk/nyheder/global/story/24519162	Negative	YES	#	Spokesperson	Taxi app
67	24. dec. '14	BBC News	http://www.bbc.com/news/technology-30595406	Negative	YES	UBER	#	Taxi booking firm
68	13. feb. '16	BT	http://www.bt.dk/danmark/taxichauffoerer-stopper-loerdagstrafikken-i-protest-mod-uber-0	Neutral	YES	Oliver Carrà	Spokesperson in DK	Uber
69	19. nov. '14	Transport Nyhederne	http://www.transportnyhederne.dk/?Id=54438	Neutral	YES	Jo Bertram	CEO of Uber in Scandinavia and UK	Uber + The service
70	4. okt. '15	Metroxpress	http://www.mx.dk/nyheder/kobenhavn/story/27752170	Negative	YES	#	Spokesperson	Car pooling service
71	27. jan. '15	Business.com	http://www.business.com/marketing/what-to-learn-from-ubers-public-relations-missteps/	Negative	NO	#	#	The ride-sharing start up
72	16. okt. '15	Standby	http://www.standby.dk/uber-vinder-frem-baade-i-new-york-og-koebenhavn/	Positive	NO	#	#	Uber
73	18. nov. '14	New York Magazine	http://nymag.com/daily/intelligencer/2014/11/acting-like-jerks-not-quite-working-out-for-uber.html	Negative	NO	#	#	Uber
74	17. jun. '15	Berlingske Business	http://www.business.dk/transport/uber-vil-ansaette-op-mod-100-ingenioerer-i-danmark	Positive	YES	Lars Dyrhagen	Head of public policy at Uber	Driving intermediary
75	19. jan. '15	DR	http://www.dr.dk/nyheder/viden/tech/uber-soeger-nye-venner-i-eu	Positive	YES	Travis Kalanick	CEO of Uber	The American drive sharing service
76	6. jan. '15	Protect Consumer	http://www.protectconsumerjustice.org/uber-is-popular-but-what-risks-do-its-drivers-	Negative	NO	#	#	Uber

		Justice	passengers-and-others-face.html					
77	20. nov. '14	Financial Times	http://www.ft.com/cms/s/0/97259b4a-70c5-11e4-8113-00144feabdc0.html	Negative	NO	#	#	Uber
78	11. dec. '15	Standby	http://www.standby.dk/den-danske-taxabranche-traenger-gevaldigt-til-en-opkvikker/	Positive	NO	#	#	Uber
79	19. nov. '14	TV2	http://politik.tv2.dk/2014-11-19-venstre-byder-uber-velkommen-brug-for-mere-taxi-konkurrence	Positive	NO	#	#	The controversial American taxi concept
80	22. jan. '15	Berlingske	http://www.b.dk/nationalt/taxachauffoer-modtager-doedstrusler-efter-anmeldelse-af-uber	Negative	NO	#	#	Taxi service
81	19. nov. '14	Børsen	http://borsen.dk/opinion/blogs/view/17/2874/stop_det_uber_tuderi_og_find_en_loesning_i_stedet.html	Positive	NO	#	#	Uber
82	19. nov. '14	Børsen	http://borsen.dk/nyheder/virksomheder/artikel/1/294628/dansk_uber-forgaenger_erklaeret_ulovlig_af_taxi-myndighed.html	Neutral	NO	#	#	Car pooling arrangement
83	16. sep. '15	Berlingske	http://www.b.dk/kommentarer/deleoekonomien-skal-ikke-reguleres-ihjel	Neutral	NO	#	#	Uber
84	25. nov. '14	Beantown Media Ventures	http://beantownmv.com/5-things-startups-can-learn-from-ubers-recent-pr-misfire/	Negative	NO	#	#	The ride-sharing juggernaut
85	18. nov. '14	The New York Times	http://bits.blogs.nytimes.com/2014/11/18/emil-michael-of-uber-proposes-digging-into-journalists-private-lives/?_r=0	Negative	YES	Nairi Hourdajian	Spokesperson	The popular ride-hailing start-up
86	16. okt. '15	South China Morning Post	http://www.scmp.com/comment/insight-opinion/article/1868307/counter-criticism-and-lawsuits-uber-needs-human-face	Negative	NO	#	#	Uber
87	17. dec. '15	Berlingske Business	http://www.business.dk/transport/facebook-lukker-uber-ind-i-guldrandet-beskedtjeneste	Neutral	NO	#	#	The disputed taxi service
88	5. mar. '16	DR	http://www.dr.dk/nyheder/penge/uber-fik-	Negative	NO	#	#	The American company

			hjaelp-af-det-offentlige-til-etablere-sig-i-danmark					
89	18. mar.' 16	DR	http://www.dr.dk/nyheder/indland/video-50-vrede-taxachauffoerer-holdt-hornet-i-bund-mod-uber#	Negative	NO	#	#	The driving company
90	17. jun. '15	Ekstra Bladet	http://ekstrabladet.dk/folkets-roest/folkevalgt/helle-ts-oekonomiminister-blaastempler-piratvirksomhed-og-sort-arbejde/5611821	Negative	NO	#	#	The controversial American transport service + Piracy company
91	16. sep. '15	DR	http://www.dr.dk/nyheder/viden/tech/uber-anker-problematisk-sag-om-chauffoerers-rettigheder	Negative	NO	#	#	The taxi service
92	10. dec. '15	DR	http://www.dr.dk/nyheder/viden/tech/dommer-siger-ja-til-massesoegsmaal-mod-uber	Neutral	NO	#	#	Taxi app
93	7. sep. '15	E27	https://e27.co/uber-fights-back-denies-illegal-operations-jakarta-20150907/	Neutral	YES	Karun Arya	Spokesperson	Uber
94	14. sep. '15	Reuters.com	http://www.reuters.com/article/us-indonesia-uber-tech-idUSKCN0RE0EV20150914	Negative	YES	Karun Arya	Spokesperson	Uber
95	9. sep. '15	C NET	http://www.cnet.com/news/fake-uber-drivers-allegedly-pick-up-female-passengers/	Negative	YES	#	Spokesperson	Uber
96	13. jan. '16	Daily Mail (UK)	http://www.dailymail.co.uk/news/article-3397179/Uber-driver-refused-pregnant-woman-hospital-charges-13.html	Negative	YES	UBER	#	Uber
97	12. jan. '16	Fortune	http://fortune.com/2016/01/12/uber-pregnancy/	Negative	YES	#	Spokesperson	Uber
98	8. dec. '15	Quartz	http://qz.com/567184/uber-has-quietly-withdrawn-its-auto-rickshaw-hailing-service-in-india/	Negative	YES	#	Spokesperson	Uber
99	11. apr. '14	Valley Wag	http://valleywag.gawker.com/uber-and-its-shady-partners-are-pushing-drivers-into-su-1649936785	Negative	YES	#	Spokesperson	Uber
100	18. nov. '14	Money Box	http://www.slate.com/blogs/moneybox/2014/11/18/uber_comments_on_digging_up_dirt	Negative	NO	#	#	Uber

			_on_journalists_when_funding_makes_a_tech.html					
101	27. feb. '15	Newsroom	https://newsroom.uber.com/uber-statement/	Positive	-	Katherine Tassi	Senior Legal Director, Privacy and Data Security	Uber
102	3. feb. '15	TV2	http://nyheder.tv2.dk/udland/2015-02-03-nyhedsbureau-google-vil-udfordre-uber-med-taxi-service	Positive	YES	#	#	The disputed service
103	3. nov. '15	Metroxpress	http://www.mx.dk/nyheder/kobenhavn/story/11308337	Neutral	NO	#	#	The private driving service
104	30. okt. '15	Calgary Sun	http://www.calgarysun.com/2015/10/30/city-of-calgary-begins-uber-crackdown-officials-say-undercover-stings-against-drivers-are-ongoing	Neutral	YES	Jean-Christophe De Le Rue	Spokesperson	Uber
105	20. nov. '14	Fox business	http://www.foxbusiness.com/features/2014/11/20/uber-pr-problem.html	Neutral	NO	#	#	Uber
106	2. dec. '15	Newsroom	https://newsroom.uber.com/denmark/da/sikkerthjem/	Positive	-	#	#	Uber
107	13. dec. '15	Fair Go Review	http://fgreview.com/priceless-pro-uber-video/	Positive	NO	#	#	Uber
108	12. nov. '15	Computer World	http://www.computerworld.dk/art/235489/sag-kan-traekke-ud-i-aarevis-ubers-skaebne-i-danmark-kommer-til-at-bygge-paa-eu-sag	Neutral	YES	Jo Bertram	Regional general manger in UK, Ireland and the Nordics	Uber
109	2. jan. '16	NBC Bay Area	http://www.nbcbayarea.com/news/california/Uber-Surge-Pricing-on-New-Years-Eve-Sparks-Social-Media-Maelstorm-364005661.html	Negative	YES	#	Spokesperson	Uber
110	1. mar. '16	TV2	http://nyheder.tv2.dk/2016-03-01-taxaforening-saa-meget-koster-konkurrencen-fra-uber-os	Negative	NO	#	#	Uber
111	29. mar. '16	TV2	http://nyheder.tv2.dk/politik/2016-03-29-kraever-uber-stoppet-de-er-vaerre-end-ryanair	Negative	NO	#	#	Controversial driving company
112	29. mar. '16	TV2	http://nyheder.tv2.dk/politik/2016-03-29-s-traekker-stotten-flertal-for-oget-indsats-mod-	Neutral	NO	#	#	Uber

			uber-smuldrer					
113	5. apr. '16	TV2	http://nyheder.tv2.dk/business/2016-04-05-uber-chauffoerer-risikerer-kaemperegning-ved-uheld	Negative	NO	#	#	Uber
114	22. apr. '16	TV2	http://nyheder.tv2.dk/udland/2016-04-22-uber-indgar-million-forlig-med-amerikanske-chaufforer	Positive	YES	Travis Kalanick	CEO of Uber	Driving service
115	25. apr. '16	TV2 Lorry	http://www.tv2lorry.dk/artikel/koebenhavns-kommune-til-distortion-der-er-os-eller-uber	Negative	NO	#	#	Driving service + Taxi service
116	25. apr. '16	TV2 Lorry	http://www.tv2lorry.dk/artikel/uber-forsvarerer-vil-have-afvist-sagen-dagen-foer-retsmoede	Neutral	NO	#	#	Uber
117	25. apr. '16	Berlingske Business	http://www.business.dk/transport/taxaformand-og-uber-chauffoerer-i-aaben-krig-du-skulle-have-saa-mange-taes	Negative	NO	#	#	Uber
118	25. apr. '16	TV2	http://nyheder.tv2.dk/business/2016-04-25-taxaselskab-indleder-priskrig-med-uber	Neutral	NO	#	#	Uber
119	7. jan. '15	Momento-logy	http://www.momentology.com/4140-consumer-complaints-on-social-media-how-can-brands-turn-complaints-into-compliments/	Neutral	NO	#	#	Uber
120	24. jul. '15	MX	http://www.mx.dk/nyheder/danmark/story/14826469	Neutral	YES	Mikkel Jensen	Marketing Manager of Uber in DK	Taxi driving arrangement
121	19. nov. '14	Business Insider UK	http://uk.businessinsider.com/uber-employee-competencies-fierceness-and-super-pumpedness-2014-11?r=US&IR=T	Neutral	YES	#	Spokesperson	Uber
122	19. nov. '14	The Daily Beast	http://www.thedailybeast.com/articles/2014/11/19/the-ten-worst-uber-horror-stories.html	Negative	NO	#	#	Uber
123	25. apr. '16	Metroxpress	http://www.mx.dk/nyheder/danmark/story/15874058	Neutral	NO	#	#	Uber
124	29. apr. '16	Politiken	http://politiken.dk/ibyen/byliv/ECE3182243/distortion-dropper-uber-efter-politisk-	Negative	NO	#	#	Controversial driving service

			ultimatum---men-foerst-fra-2017/					
125	1. maj '16	TV2	http://nyheder.tv2.dk/samfund/2016-05-01-taxachauffoerer-optrapper-kampen-laver-register-over-uber-chauffoerer	Neutral	YES	Misbah Jørgensen	Uber driver	Uber
126	17. mar. '15	Connectivity	http://connectivity.cqrollcall.com/using-corporate-social-responsibility-in-advocacy/	Positive	NO	#	#	Mobile-app-based transportation company
127	6. nov. '15	Ugebrevet A4	http://www.ugebreveta4.dk/eu-kan-aabne-doere-for-den-omstridte-taxi-tjeneste-ub_20271.aspx	Neutral	YES	Susanne Stulemeijer	Spokesperson	Driving service
128	12. feb. '15	Forbes	http://www.forbes.com/sites/saritharai/2015/02/12/uber-gets-serious-about-passenger-safety-in-india-introduces-panic-button/#5031ca0d650e	Positive	YES	Philip Gardenas	Head of Global Safety at Uber	Uber
129	6. maj '16	Berlingske Business	http://www.business.dk/transport/uber-direktoer-vi-vil-vaere-endnu-stoerre-i-danmark	Positive	YES	Mathias Thomsen	CEO of Uber in DK	Uber
130	6. maj '16	Berlingske Business	http://www.business.dk/transport/uber-ballade-faar-flertal-til-at-kraeve-ny-taxilov	Negative	NO	#	#	Driving service
131	2. sep. '15	Berlingske Business	http://www.business.dk/global/californien-goer-klar-til-gruppesoegsmaal-mod-uber	Neutral	YES	#	Spokesperson	Uber
132	6. maj '16	Ekstra Bladet	http://ekstrabladet.dk/nyheder/politik/dansk politik/uber-det-vrimlede-med-kunder-1-maj/6070413	Neutral	YES	Mathias Thomsen	CEO of Uber in DK	Uber
133	6. maj '16	Computer World	http://www.computerworld.dk/art/237040/uber-hyrer-tidligere-toppolitikere-til-nye-erobringstogter	Positive	YES	#	Spokesperson	App haulage contractor business
134	6. maj '16	Børsen	http://borsen.dk/nyheder/avisen/artikel/11/140621/artikel.html	Positive	YES	Mathias Thomsen	CEO of Uber in DK	Technology company
135	4. maj '16	Metroxpress	http://www.mx.dk/nyheder/danmark/story/23936884	Neutral	NO	#	#	Transport service
136	3. maj '16	Information	https://www.information.dk/telegram/2016/05/new-yorks-uber-chauffoerer-kaemper-bedre-arbejdsvilkaar	Neutral	NO	#	#	Uber

137	16. sep. '15	Computer World	http://www.computerworld.dk/art/234957/danske-taxachauffoerer-i-demonstration-derfor-vil-vi-have-uber-for-en-dommer	Neutral	NO	#	#	IT company
138	3. maj '16	Berlingske Business	http://www.business.dk/transport/new-yorks-uber-chauffoerer-kaemper-for-bedre-arbejdsvilkaar	Neutral	NO	#	#	Uber
139	3. maj '16	News.dk	http://www.avisen.dk/new-yorks-uber-chauffoerer-kaemper-for-bedre-arbejds_384452.aspx?utm_source=news.dk&utm_campaign=jubii&utm_medium=link	Neutral	NO	#	#	Uber
140	29. mar. '16	Ekstra Bladet	http://ekstrabladet.dk/nyheder/politik/dansk politik/politiet-knalder-uber-chauffoerer-paa-stribe/6013349	Negative	NO	#	#	Driving service
141	13. apr. '16	Skive Folkeblad	http://www.skivefolkeblad.dk/article/20160413/RZVIDEO/304139965	Negative	NO	#	#	Mobile service
142	19. mar. '15	Net Avisen	http://navisen.dk/blog/taxichauffforer-indsamler-bevismateriale-mod-uber/	Negative	YES	Jo Bertram	Rregional general manger in UK, Ireland and the Nordics	American taxi app
143	4. maj '16	Finans	http://finans.dk/live/erhverv/ECE8629959/uber-ramt-af-nye-kaempe-retssager-i-usa/?ctxref=ext	Negative	NO	#	#	Transport service
144	16. sep. '15	Finans	http://finans.dk/live/erhverv/ECE8024368/Advokater-ryster-p%C3%A5-hovedet-Her-er-Ubers-forsvar/?ctxref=fplive	Neutral	YES	Mathias Thomsen	CEO of Uber in DK	Popular driving service
145	5. maj '16	Recordere	http://www.recordere.dk/2016/05/naeste-aar-du-kunne-tage-selvkoerende-taxi/	Positive	NO	#	#	Uber
146	5. maj '16	Børsen	http://borsen.dk/nyheder//artikel/1/324120/dommer_fastholder_ubers_medansvar_for_chauffoerers_sexoverfald.html	Negative	YES	#	Spokesperson	Taxi look like driving service
147	22. apr. '16	Fyens	http://www.fyens.dk/udland/Uber-indgaar-million-forlig-med-amerikanske-chauffoerer/artikel/2982669	Positive	YES	Travis Kalanick	CEO of Uber	Driving service

#	Date	Source	URL	Sentiment		Name	Title	Description
148	6. maj '16	Avisen.dk	http://www.avisen.dk/spydig-joachim-b-efter-uber-succes-1-maj-fagbosse_385043.aspx	Positive	YES	Mathias Thomsen	CEO of Uber in DK	Controversial driving service
149	5. maj '16	Fyens	http://www.fyens.dk/udland/Uber-samler-toppolitikere-for-at-erobre-nye-markeder/artikel/2990274	Positive	YES	David Plouffe	Uber's chief advisor	Driving service
150	25. apr. '16	Jyllands Posten	http://jyllands-posten.dk/kultur/ECE8609556/koebenhavns-kommune-til-distortion-vaelg-mellem-os-og-uber/	Negative	NO	#	#	Controversial driving service
151	15. apr. '16	Finans	http://finans.dk/finans/erhverv/ECE8580388/uber-klar-med-stoette-til-tiltalte-chauffoerer/?ctxref=ext	Neutral	YES	UBER	#	Disputed driving service
152	16. apr. '16	Transport Magasinet	http://www.transportmagasinet.dk/article/view/248755/nordiske_lande_dommer_uber_for_ulovlig_piratkorsel#.Vy2_DYSyOko	Neutral	NO	#	#	Car-pooling service
153	23. apr. '16	Avisen.dk	http://www.avisen.dk/festival-direktoer-om-uber-sag-deleoekonomi-er-et-fr_382870.aspx	Neutral	YES	Mathias Thomsen	CEO of Uber in DK	Disputed driving service
154	24. apr. '16	MetroXpress	http://www.mx.dk/nyheder/kobenhavn/story/27284245	Negative	NO	#	#	Disputed taxi service
155	25. apr. '16	Avisen.dk	http://www.avisen.dk/priskrig-uber-faar-taxiselskab-til-at-saenke-prisen_383141.aspx	Neutral	NO	#	#	Uber
156	25. apr. '16	Børsen	http://borsen.dk/nyheder/virksomheder/artikel/1/323453/taxaselskab_starter_priskrig_med_uber.html	Neutral	NO	#	#	Uber
157	13. apr. '16	Berlingske	http://www.b.dk/globalt/taxier-blokerer-trafikken-i-buenos-aires-efter-uber-indtog	Negative	NO	#	#	(Private) Taxi service
158	25. apr. '16	Ekstra Bladet	http://ekstrabladet.dk/nyheder/politik/radikale-lad-taxaer-droppe-at-koere-i-yderomraader/6053679	Negative	NO	#	#	American Uber
159	13. sep. '15	Finans	http://finans.dk/live/erhverv/ECE8015802/Er-kontroversiel-tjeneste-ved-at-%C3%A5bne-i-	Positive	YES	Jo Bertram + Mathias	Regional general manger in UK, Ireland and the	Uber

			Aarhus/			Thomsen	Nordics // CEO of Uber in DK	
160	8. mar. '16	Nordjyske	http://nordjyske.dk/nyheder/taxachauffoerer-i-ny-protest-mod-uber/96b16bcc-c214-4770-8146-af8c11f735e5/112/1513	Negative	NO	#	#	Disputed driving service
161	9. mar. '16	Politiken	http://politiken.dk/indland/ECE3107672/vrede-taxachauffoerer-omringede-christiansborg-i-protest-mod-uber/	Negative	NO	#	#	The service
162	27. jan. '16	Børsen	http://borsen.dk/nyheder/virksomheder/artikel/1/318701/uber_skal_betale_millioner_til_franske_taxaselskaber.html	Negative	NO	#	#	Alternative taxi arrangement + Controversial mobile app
163	13. feb. '16	Politiken	http://politiken.dk/indland/ECE3067261/taxakonflikt-flere-hundrede-taxaer-vil-lamme-trafikken-i-koebenhavn-i-aften/	Negative	NO	#	#	Controversial mobile app
164	26. apr. '16	BT	http://www.bt.dk/danmark/taxaformand-og-uber-chauffoerer-i-aaben-krig-du-er-simpelthen-det-stoerste-svin-de	Negative	NO	#	#	Taxi service
165	31. dec. '15	Berlingske	http://www.b.dk/globalt/uber-runder-en-milliard-koereture-efter-godt-fem-aar	Positive	YES	UBER	#	Controversial mobile app
166	1. maj '16	Metroxpress	http://www.mx.dk/nyheder/danmark/story/15358211	Neutral	YES	Misbah Jørgensen	Uber driver	Uber
167	1. maj '16	Berlingske Business	http://www.business.dk/transport/taxichauffoerer-udstiller-uber-chauffoerer-i-database	Neutral	YES	Misbah Jørgensen	Uber driver	Uber
168	26. apr. '16	Berlingske Business	http://www.business.dk/transport/uber-forsvarer-har-aldrig-set-en-daarligere-belyst-sag	Negative	NO	#	#	Uber
169	7. dec. '15	DR	http://www.dr.dk/nyheder/penge/politiet-til-uber-chauffoerer-vi-klipper-jeres-nummerplader	Negative	YES	Mathias Thomsen	CEO of Uber in DK	Mobile app
170	9. dec. '14	TV2	http://nyheder.tv2.dk/udland/2014-12-09-spanien-forbyder-taxakonceptet-uber-0	Negative	NO	#	#	Taxi concept
171	23. jan. '15	Politiken	http://politiken.dk/oekonomi/virksomheder/ECE2521164/koebenhavns-politi-efterforsker-lovligheden-af-taxa-konceptet-uber/	Negative	NO	#	#	Taxi concept

172	29. dec. '14	Information	https://www.information.dk/telegram/2014/12/politiet-efterforsker-taxakonceptet-uber	Neutral	NO	#	#	Taxi concept
173	19. nov. '14	Information	https://www.information.dk/telegram/2014/11/dansk-uber-chef-aabne-dialog-0	Neutral	YES	Alex Czarnecki	Senior launcher of Uber in DK	Taxi app
174	19. nov. '14	Politiken	http://politiken.dk/oekonomi/virksomheder/ECE2458926/taxiraad-politiundersoegelse-af-uber-er-lige-efter-bogen/	Neutral	NO	#	#	Taxi app
175	3. dec. '13	Berlingske Business	http://www.business.dk/transport/app-med-private-chauffoerer-udfordrer-taxa	Neutral	NO	#	#	Uber
176	9. sep. '14	Fagbladet 3F	http://www.fagbladet3f.dk/nyheder/fagligt/be4c564b998241dda0f3e92dd8be0fa4-20140909-minister-afliver-ulovlige-taxi-metoder	Negative	NO	#	#	Taxi app
177	19. nov. '14	BT	http://www.bt.dk/danmark/ny-taxa-krig-nu-kan-du-hyre-en-limousine-med-ny-app	Positive	YES	Jo Bertram	Regional general manger in UK, Ireland and the Nordics	USA-based car-pooling concept
178	19. nov. '14	Computer World	http://www.computerworld.dk/art/232489/derfor-vil-uber-vende-op-og-ned-paa-det-hele-og-ingen-kan-goere-noget	Positive	NO	#	#	Uber
179	19. nov. '14	Ingeniøren	https://ing.dk/artikel/kontroversiel-taxa-app-meldt-til-politiet-172387	Neutral	NO	#	#	Controversial taxi app
180	19. nov. '14	Mobil.nu	http://mobil.nu/apps-og-spil/uber-taxi-danmark-51406	Neutral	NO	#	#	Taxi app
181	31. jul. '14	Berlingske Business	http://www.business.dk/digital/app-udfordrer-et-staedigt-taximarked	Neutral	NO	#	#	San Francisco-based app
182	21. nov. '14	Fyens	http://www.fyens.dk/erhverv/Singapore-saetter-strikse-regler-for-taxakonceptet-Uber/artikel/2612478	Neutral	NO	#	#	Taxi concept
183	5. dec. '14	DR	http://www.dr.dk/nyheder/penge/kontroversiel-taxi-tjeneste-fordobler-sin-vaerdi	Positive	YES	Travis Kalanick	CEO of Uber	Controversial taxi service + the American taxi cap concept
184	2. dec. '14	Information	https://www.information.dk/telegram/2014/12/oslo-melder-omstridte-taxitjeneste-uber-politiet	Negative	NO	#	#	The American taxi cap concept

185	9. dec. '14	Reuters.com	http://www.reuters.com/article/us-spain-uber-idUSKBN0JN1WW20141209	Negative	NO	#	#	Online car booking company
186	9. dec. '14	BBC News	http://www.bbc.com/news/business-30395093	Negative	YES	#	Spokesperson	Taxi booking service
187	10. dec. '15	SN.dk	http://sn.dk/Erhverv/FAKTA-Uber-samkoersel-eller-kontroversiel-taxiapp/artikel/537689?rss&utm_source=news.dk&utm_campaign=jubii&utm_medium=link	Neutral	NO	#	#	Service
188	19. nov. '14	Fyens	http://www.fyens.dk/erhverv/FAKTA-Her-Danmarks-nye-taxiapp/artikel/2611441	Neutral	NO	#	#	American taxi app
189	9. dec. '14	Los Angeles Times	http://www.latimes.com/local/lanow/la-me-ln-uber-driver-girl-dead-20141209-story.html	Negative	NO	#	#	Uber
190	14. sep. '15	Berlingske Business	http://www.business.dk/transport/taxibranchen-gaar-efter-struben-paa-uber	Negative	NO	#	#	American Uber
191	16. sep. '15	Berlingske Business	http://www.business.dk/transport/la-vil-have-flere-uber-eventyr-til-danmark	Positive	NO	#	#	Uber
192	2. maj '16	BT	http://www.bt.dk/danmark/jurister-facebook-register-over-uber-koerere-gaar-for-vidt	Neutral	NO	#	#	Uber
193	7. dec. '14	CNET	http://www.cnet.com/news/uber-driver-arrested-in-connection-with-alleged-rape-in-india/	Negative	YES	#	Spokesperson	On-demand ride service
194	8. dec. '14	Reuters.com	http://www.reuters.com/article/india-rape-uber-idUSL3N0TS1WN20141208	Negative	YES	UBER	#	Uber
195	26. apr. '16	Nordjyske	http://nordjyske.dk/nyheder/nu-skal-danske-uber-chauffoerer-i-retten/208b2ee2-7936-40bc-ab69-e7f4f3e8dccd/112/1201	Neutral	NO	#	#	Uber
196	15. jan. '16	DR	http://www.dr.dk/nyheder/penge/politisk-pres-paa-uber-og-airbnb-de-skal-kontrolleres-af-skat	Neutral	NO	#	#	Uber
197	5. mar. '16	BT	http://www.bt.dk/erhverv/enhedslisten-traekker-minister-ind-i-uber-sag-1	Negative	NO	#	#	Uber
198	2. aug. '15	Berlingske	http://www.business.dk/transport/svenskern	Neutral	YES	Alex Czarnecki	Senior launcher of Uber	Uber

		Business	e-jagter-uber					in DK	
199	26. apr. '16	Berlingske Business	http://www.business.dk/transport/kaempe-tilloebsstykke-uber-sagen-skal-for-domsmandsret	Neutral	NO	#	#		Uber
200	16. dec. '14	Berlingske Business	http://www.business.dk/transport/uber-hetz-kan-give-faengselsstraf	Neutral	NO	#	#		Disputed taxi app + American taxi app

Appendix 2: Overview of domains

Danish domains = .dk	Foreign domains = .com
151	49

Appendix 3: Overview of Uber's representative

Representing Uber	Amount of times asked
Spokesperson without name	19
CEO of Uber in Denmark	13
CEO of Uber	10
Spokesperson with name	9
Uber driver	9
The regional general manger in UK, Ireland and the Nordics	7
UBER	6
Head of Global Safety at Uber	3
The senior launcher of Uber in Denmark	3
Senior Legal Director, Privacy and Data Security	2
Chief Security Officer of Uber	1
Uber's CEO for Public Policy in Europe	1
General Manager at Uber	1
Head of public policy at Uber	1
Marketing Manager of Uber in Denmark	1
Uber's chief advisor	1
TOTAL	**87**

Appendix 4: Overview of Uber's inclusion

Asked for opinion?		
YES	NO	-
81	114	5
TOTAL: 200		

Appendix 5: Overview of attitudes towards Uber

Positive	Negative	Neutral
48	86	66
TOTAL: 200		

Appendix 6: Total list of all of Uber's nicknames

What is Uber called?	Amount of times
Taxi app	7
Mobile app	5
American taxi upstart	1
(New) Taxi concept	7
The new concept	1
(New) Taxi service	9
Private transportation service	1
Uber	92
Taxi service company	1
Car service (company)	4
The controversial taxi service	2
A kind of taxi company	1
Alternative taxi service	1
The American taxi app	4
Taxi kind of transportation company	1
American taxi concept	1
Ride-sharing app	1
Pirate taxi service	1
Controversial taxi company	1
Service	5
The American driving concept	1
The illegal taxi service	1
Taxi booking firm	1
Car pooling service	1
The ride-sharing start up	1
Driving intermediary	1
The American drive sharing service	1
The controversial American taxi concept	1
Piracy company	1
Car pooling arrangement	1
The ride-sharing juggernaut	1

The popular ride-hailing start-up	1
The disputed service	1
The private driving service	1
The disputed taxi service	1
The American company	1
The driving company	1
The controversial American transport service	1
Taxi driving arrangement	1
Driving service	7
Controversial driving company	1
Controversial driving service	3
Mobile-app-based transportation company	1
App haulage contractor business	1
Technology company	1
IT company	1
Transport service	2
Mobile service	1
American taxi app	1
Popular driving service	1
Taxi look like driving service	1
Car-pooling service	1
(Private) Taxi service	1
Disputed driving service	3
Disputed taxi service	1
American Uber	2
Controversial mobile app/application	3
Alternative taxi arrangement	1
San Francisco-based app	1
The American taxi cap concept	2
Online car booking company	1
USA-based car-pooling concept	1
Controversial taxi app	1
Taxi booking service	1
Controversial taxi service	1
On-demand ride service	1
Disputed taxi app	1
TOTAL:	**208**[16]

---

[16] Please note that the total amount is higher than 200, because some of the journal articles contain more than one nickname for Uber

Appendix 7: Overview of the media distribution

Media	Amount
Berlingske Business	21
Metroxpress	16
Børsen	3
Ekstra Bladet	9
DR	15
Berlingske	5
Motherboard	1
Computer World	1
News Publicator	1
CEPOS	1
The Guardian	3
Avisen.dk	2
TV2	19
Børsen	5
TV2 Lorry	3
The Next Web	1
Travel Pulse	1
Taxinævn	1
Politiken	7
Media Post	1
Newsroom	5
NBC	2
Media Watch	1
Finans	1
Computer World	5
Pio Pio	1
Pando	1
USA Today	1
CNN	1
WFAA	1
Forbes	1
ABC Net AU	1
BBC News	2
Transport Nyhederne	1
Business.com	1
Standby	2
New York Magazine	1
Protect Consumer Justice	1

Financial Times	1
BT	5
Beantown Media Ventures	1
The New York Times	1
South China Morning Post	1
E27	1
C NET	2
Daily Mail (UK)	1
Fortune	1
Quartz	1
Valley Wag	1
Money Box	1
Information	4
Calgary Sun	1
Fox business	1
Fair Go Review	1
NBC Bay Area	1
SN.dk	1
Fyens	4
Los Angeles Times	1
Momentology	1
Business Insider UK	1
The Daily Beast	1
Connectivity	1
Ugebrevet A4	1
Forbes	1
Reuters.com	3
Finans	4
Jyllands Posten	1
News.dk	1
Skive Folkeblad	1
NetAvisen	1
Recordere	1
Transpotmagasinet	1
Nordjyske	2
Fagbladet 3F	1
Ingeniøren	1
Mobil.nu	1
TOTAL: 200	