CSR Communication on Social Media
Utilizing social media to create CSR-Identity

Master thesis

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Executive summary

Afhandlingen har søgt at afdække forholdet mellem sociale medier og virksomheders CSR identitet.

Udviklingen inden for informationsteknologi har skabt en moderne forbruger der har større magt til at yde indflydelse på virksomheder.

For at kortlægge den moderne forbruger og dennes karakteristika har afhandlingen inkluderet 4 postmoderne fokuspunkter, individualisme, individualisme vs. fællesskab, fragmentation og hypervirkelighed.

Disse fire punkter har hjulpet til at skabe forståelse om den moderne forbrugers interaktion med virksomheder på sociale medier.

For at skabe en forståelse af konceptet CSR har det været relevant at gå i dybden med den udvikling CSR har gennemgået de sidste årtier. Dertil inddrager afhandlingen teorier og tanker fra Wayne Visser og David Jones for at skabe en forståelse af i hvilken retning CSR bevæger sig.

Til at undersøge hvordan sociale medier kan påvirke virksomheders CSR identitet har afhandlingen inddraget Hatch & Schultz' "VCI alignment" model som fundament for et analytisk metodeapparat. For at optimere modellen til en analyse af CSR identitet, har vi fundet det nødvendigt, at ekskludere det interne kulturaspekt. Dette er gjort som et resultat af, at afhandlingen vil analysere, kommunikationen fra virksomhed til forbruger gennem sociale medier.

For at give et mere holistisk billede af sociale mediers påvirkning af virksomheders CSR identitet, har afhandlingen taget udgangspunkt i fire forskellige case-virksomheder. Disse fire virksomheder er:

- Maersk Line
- Danske Bank
- McDonald's
- Call me

De fire virksomheder er valgt ud fra en tese om, at deres position i deres respektive industri tvinger dem til at, aktivt at tage stilling til CSR kommunikation. Denne tese er baseret på det faktum, at alle fire industrier historisk set har, eller har haft, et omstridt image.

På baggrund af eksisterende litteratur om forbrugeradfærd, CSR, CSR kommunikation, og marketing vil afhandlingen skabe et teoretisk udgangspunkt, fyldestgørende til at analysere på virksomhedernes CSR initiativer og social medie kommunikation.

Afhandlingens empiriske fundament er baseret på kvalitative interviews med personer på topniveau i de fire virksomheder. Derudover vil der foregå en gennemgang af virksomhedernes kommunikation på sociale medier og forbrugernes interaktion med, og modtagelse af denne.

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Det empiriske fundament har været i stand til at fastslå, at virksomheder har et øget fokus på CSR kommunikation fra virksomhedernes side, i relation til sociale medier. Derudover har vi været i stand til fastslå vigtigheden af en klart kommunikeret CSR vision for at mindske kommunikativ støj.

Analysen har fastslået flere fordelagtige tilgange til kommunikation af CSR på sociale medier. Derudover har vi konkluderet at forholdet mellem den moderne forbruger og virksomheders CSR identitet er blevet katalyseret gennem udbredelsen af sociale medier, da forbrugeren er i stand til at forstyrre virksomheders kommunikation, hvis denne ikke lever op til forbrugerens forventninger om autenticitet og legitimitet.

PART I

1.0 Introduction

1.1 Presenting the concepts

Every once in awhile companies encounter paradigm shifts and new business concepts, which they find very hard to grasp hence capitalize on.

Two of these, to businesses, problematic issues that have risen in recent years are CSR and social media. Both concepts indeed have an appealing DNA for businesses to benefit from, because of one major similarity: Both can, to a high degree, be said to be bottom-up concepts as their rise in popularity is generated by movements in consumer culture.

We argue that the modern and empowered consumer forces companies to treat both CSR and social media as a more integrated part of the company. We argue that the creation of a corporate CSR-identity is essential in order to capture and maintain the interest of the empowered consumer. The thesis will analyse how the concepts of CSR and social media can affect the CSR-identity of a company.

As mentioned, the premise of the thesis suggest that CSR and social media are both driven and challenged, to a large extend, by the modern and empowered consumer, hence the first part of the thesis will offer theoretical considerations of the modern consumer.

Ever since the term, Corporate Social Responsibility (CSR) was coined the importance of, and approach to, CSR has been widely discussed. Milton Friedman, famously, and undoubtedly with shareholders in mind, in The New York Time Magazine stated that: " *The Social Responsibility of Business is to increase its Profits".* (Friedman: 1970).

The early days of CSR saw initiatives that was decided on a top-managerial level and driven as a separate part of the business. As we will exemplify, the empowerment of the consumer has shifted the focus in CSR, which now focuses more on involving the consumer (Morsing & Schultz: 2006).

Companies have for decades been trying to manage the apparent contradiction of both doing well as a company and doing good in society. The search for the balance between being a good citizen and making a profit, has led the world of business to embrace multiple different strategies, of which many have seemed to fail. These multiple attempts have been described by Wayne Visser (2011) who argues that the history of CSR initiatives can be divided into four ages: the age of greed, the age of philanthropy, the age of marketing and the age of management. Finally Visser argues that we are heading for a fifth age called the age of responsibility. (Visser: 2011)

These five ages of CSR and their different approaches suggests, that the focus of CSR has shifted through the years from a corporate strategic tool to a more integrated part of corporate identity. Furthermore, the age of responsibility emphasizes the increased empowerment of modern consumer and stakeholders in general and argues that the development in the information technology and web 2.0 enables stakeholders to challenge the companies on their CSR initiatives. This is backed by Visser, who comments on the future of companies stuck in the previous ages of CSR: *"highly conscientized*

and networked stakeholders will expose them and gradually withdraw their social license to operate."
(Visser: 2011 p.145)

On basis of the above it can be argued that the world of business is yet to crack the code of good corporate citizenship, though still extremely persistent to do so, even after decades of shifting approaches to the subject. Despite the lack of consistence in CSR literature, theories on the matter maintain the value of CSR as regard to the stakeholder relationships of modern organizations. Some research even suggest that good corporate citizenship can be an intangible asset in the same sense and with the same importance as well executed R&D or advertising initiatives. (Fombrun & Gardberg: 2006).

The development of information and communication technologies is widely recognized for having empowered the modern consumer. (Pires et al: 2006, O'brien: 2011) The idea of knowledge and increased sources of information as an empowerment of the consumer even dates back to before the concepts of social media and CSR were born. Foucault argued that consumers with more knowledge would feel more powerful. (1972)
Connecting this empowerment to Fombrum, Gardberg (2006) idea of the increased importance of CSR, we argue that CSR or good corporate citizenship is now more important than ever. Not only can CSR now be seen as an intangible asset, but if you fail to be a good corporate citizen the empowered consumer now have the power to react and damage your company (Etter & Fieseler:2010, Jones: 2012)

As CSR has become common property for companies, the importance of proper CSR communication has increased greatly.
The persistent belief, that proper CSR initiatives function as valuable assets to a firm, brings on another challenge in how to communicate these initiatives and deciding which platforms to choose. The largest social network, Facebook, has exceeded one billion monthly users. (Facebook: 2013A). With this recent growth in audience as per the evolution of information technology, social media channels are indeed relevant to discuss.
In order for companies to benefit from their CSR initiatives they now need to focus on communicating their CSR to relevant stakeholders. (Dawkins: 2004)

The four models of PR as presented by Grunig & Hunt (1984) describe four different approaches to how a company must address its stakeholder communication. The latter of the models is the two-way symmetrical model, which stresses the importance of the companies involving and communicating with their stakeholders. The four models of PR have been discussed and modified over the years and especially the adjustments made by Morsing and Schultz (2006) is of relevance to the topics of CSR and social media. The authors incorporate sensegiving and sensemaking to the models, and argue that: *"stakeholder involvement becomes increasingly more important for ensuring that companies stay in tune with concurrently changing stakeholder expectations, but also to influence those expectations"* (Morsing & Schultz: 2006, p.336). This is in line with scholars who argue, there has been a shift toward a network-based approach to nurturing stakeholder relationships (E.g Androif & Waddock: 2002, Johnson-Cramer et al: 2003, p.149)

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If one sticks to this notion of the importance for modern companies to involve and engage with stakeholders, social media, which is inherently based on dialogue, might prove to be an interesting media to communicate corporate CSR initiatives.

Social media can be said to have opened up the world of communication. As the communication has shifted from 1-way communication to 2-way communication the consumer can now interact with companies who, to a higher degree, have to recognize and involve the consumer (Colleoni: 2013A, Kent & Taylor:1998, Etter & Fieseler: 2010).

The increasing focus on CSR initiatives as an incorporated part of modern business and the move away from CSR as a strategic tool (Visser: 2011) makes it valuable for at company to address its overall CSR identity in order to gain competitive advantage. Furthermore, we argue that if a company fails to do relevant CSR they might face damage to their CSR identity.

Because of this we have chosen to use the VCI Alignment model by Hatch & Schultz (2008).
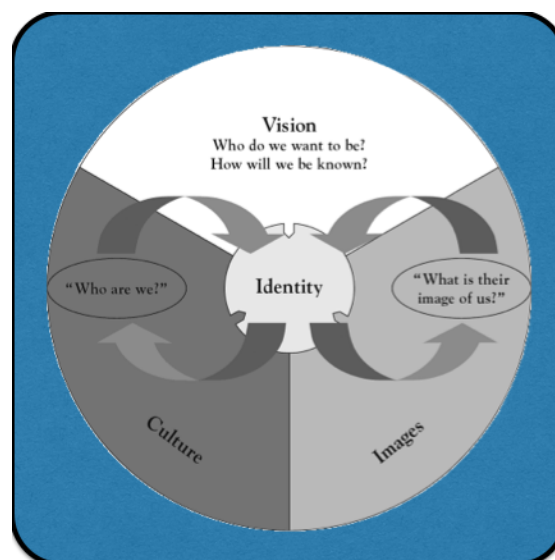
(Figure 1 – VCI alignment model of own making based on Hatch & Schultz: 2008)

The framework of the analysis is based on Schultz & Hatch's VCI model, which has been modified for the occasion.

We wish to explore how the use of social media can affect corporate identity, more specifically, CSR identity. In doing so we use Hatch & Schultz' VCI Alignment model (2008) as a point of reference. The VCI model argues that corporate identity is made up from Strategic Vision, Stakeholder Images and Organizational Culture. If a gap is apparent between the 3 parts this will reflect negatively on the corporate identity. For the thesis we have optimized the model to look at CSR identity. In our analysis we refrain from looking into the organizational culture and thus only comment on communication from company to stakeholder and vice versa. Therefore, we solely look at Vision and Image and the connection or gap between these two.

Identifying the gaps in the model above via analysing social media communication will help determine if and how this new media is affecting the CSR initiatives of the modern company.

Alongside determining the effects of social media on CSR the thesis will explore if CSR and social media have the potential to act as a competitive advantage in a world where becoming and staying connected is easier than ever before.

1.2 Research question

The thesis will explore the concepts of social media and CSR, which seems to be two concepts that have proved hard to grasp for companies, but also two concepts, which arguably hold the potential of the creation of value to companies. More precisely, the thesis will answer the question:

How can social media affect corporate CSR identity?

1.3 Delimitation

The thesis will be limited to mainly analyse the social media platform Facebook. The reason for this is the fact that Facebook by far is the most used social media platform in Denmark. In example Twitter has 174.000 users in Denmark whereas Facebook has around 3.2 million Danish users. (Atcore.dk: 2013)

The above fact makes it obvious that there are limited opportunities for concrete Danish examples to bring forth in the thesis from social medias as Twitter, Instagram and Pinterest. Because of this, examples and will be limited to Facebook.

Nevertheless it is important to stress that the thesis will evolve around the effect social media and web 2.0 has had on CSR initiatives, and in this perspective a differentiation of social media will not be made.

1.31 Theoretical delimitation

The modified VCI framework will refrain from incorporating corporate culture to the analysis. The reason for this delimitation is the fact that communication through social media inherently focuses on external stakeholders.

Investigating and analysing corporate culture would also have called for a different approach to the methodology. This will be explained in the chapter on methodology.

As regards the "Image" part of the analysis, the thesis will seek to explore the stakeholder responses to the communicated CSR information, on the corporate social platforms. This limitation to public responses to CSR communication will arguably not uncover all aspects of stakeholder images, but in terms of the subject for this thesis, we have found it adequate to look at the direct responses.

Finally the thesis is limited to a managerial perspective on the question in matter. This will affect both theories and the collection of data. Theoretically the thesis will focus on managerial implications hence focus on a broader and more strategic perspective of CSR and social media. As regards the collection of data a managerial focus has been preferred as well. This will be elaborated on in the following and in the chapter on methodology.

1.4 Methodology

Through qualitative interviews with top-management from the four case companies, and an analysis of the case companies' use of CSR and social media, the thesis will seek to uncover the importance of social media and the modern consumer as regards CSR identity. Through a deductive approach to existing literature and an inductive testing of said literature combined with empirical findings the thesis will seek to answer the research question.

1.5 Structure

The thesis will answer the research question stated above, and the following will elaborate on the structure of the assignment.
The thesis consist of 5 parts which is named as follows:

- **Part 1 Introduction**

The introduction, problem area, research question, delimitations and structure

- **Part 2 Theoretical background**

This part will include chapters on Consumerism, social media, CSR and CSR communication, legitimacy and authenticity.

- **Part 3 Methodology**

This will identify the scientific approaches of which the thesis is based on. Furthermore, this chapter will feature an introduction to the companies.

- **Part 4 Analysis and Findings**

The analysis will answer the research question on basis of the interviews and examples of social media usage and CSR in the case companies. The analysis will be based on the analytical framework derived from the theory and explained in the methodology chapter.

- **Part 5 Conclusion, discussion and recommendations**

The final part of the thesis is devoted to the discussion and conclusion of the results. Furthermore, this chapter will seek to put the findings into perspective and create a recommendation on the subject in terms of managerial implications and further research.

The following model gives a general view of the main parts of the thesis and how they are connected.
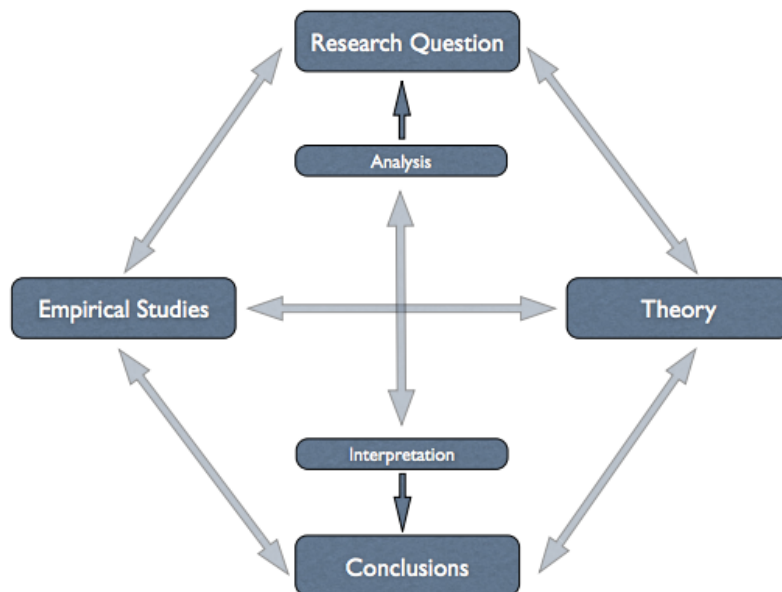
(Figure 2: Analysis structure, of own making based on Andersen: 2005, p24)

The research question is the premise on which the conclusion is made. In order to answer the research question, there will be drawn on empirical studies and theory on the subject. Through an analysis based on these empirical studies and theories and an interpretation, the thesis will conclude on the findings. Following the conclusion will be a set of recommendations on the subject of how to conduct CSR with the modern consumer and social media in mind.

PART II

2.0 Theory

2.1 Theoretical introduction and review

The link between social media and CSR identity has gained interest among scholars in recent years, but is still in its youth. The theory on the matter is therefore scarce. The reason for this is the fact that social media is a fairly young subject hence its effect on CSR is yet to be fully explored.
In order to create an adequate theoretical foundation to analyse the effect social media can have on corporate CSR identity, the thesis draw on theories in CSR communication, consumerism, and corporate branding.

Theory on CSR communication dates back to Freeman's stakeholder theory (Freeman: 1984) and is used in the thesis to describe the necessity of communicating CSR initiatives in order to create credibility and maintain corporate reputation. In order to identify CSR identity it is crucial to understand the premise on which it is created. By learning the pitfalls and best practices associated to CSR communication it is possible to identify and analyse the initiatives and the communication conducted by a company.

To understand the recipients of CSR communication, understand how they have changed and how their expectations have evolved, it is relevant to describe modern consumerism. The thesis argue that the modern consumer is becoming increasingly empowered and enlightened through information technology (Cova:1996) in general and through social media in particular (Siano et al: 2011) and therefore it is important to identify the characteristics of these consumers.
Moreover, it is necessary to link existing theory on CSR communication, consumerism and marketing to create a theoretical framework that will be adequate for analysing the research question. This linking of theories will back the main analysis framework, the VCI alignment model.

The VCI Alignment model (Hatch & Schultz: 2008), is used to ensure that a company aligns its vision, culture and image in order to create or maintain a strong corporate identity. Despite the fact that the model is originally created for corporate brand purposes, it is chosen as a framework to look at how companies can create CSR identity. One should note that the part of the VCI model concerned with culture has been disregarded. The reason for this is that the thesis will focus on the communication from company to stakeholder and vice versa. The thesis acknowledge the fact that disregarding the dimension linked to culture can have an impact on the findings, but argue that when dealing with CSR communication, social media and modern consumerism, the strategic vision and stakeholder images holds the greatest importance.

Modern consumerism has presented companies with new challenges. Rise in information technology and the popularity of social media have affected the consumer. And in order for the companies to properly address this consumer with their CSR communication, they must be aware of the expectations of the consumers. A failure to address the consumers in a proper manner will result in what Hatch & Schultz (2008) describes as a Vision-Image gap, leading to damage of the company identity, in this case CSR identity.

In the analysis the theory will be connected to the empirical studies to challenge the theory with practical examples. This will form the analysis as shown in figure 2.

2.2 The modern consumer

This thesis is based on the assumption that consumers' embrace of social media has brought on new dynamics which companies have to take into account.
We argue that social media, and the development in society as a whole, has sparked a development towards an entirely new definition of the consumer, henceforth referred to as the modern consumer.

This chapter will explore the development of the consumer since the modern era to the postmodern consumer and move on to describe the consumer of today. The development of contemporary understanding of the consumer is important in answering the overall research question, as the theories on modern CSR communication, has seen a rising focus on stakeholder dialogue (Arvidsson: 2010, Du et al: 2010, Morsing & Schultz: 2006)

The chapter will offer a theoretical walkthrough of four characteristics of the postmodern consumer, this is done in order to later conclude on the impact consumer development has had on the creation of CSR identity, and propose a description of the consumer of today.

The chapter will start with a paragraph devoted to exploring the importance of understanding consumer trends and culture as regards branding and the perceived image of the company in general. Thereafter, the chapter will outline key characteristics of the modern consumer, in order to finally gather the most important findings and developments in order to describe the consumer of today.

2.2.1 Consumer culture and branding

This chapter will look into consumer culture and the consumers to whom companies are communicating. Furthermore, it will comment on the shifting branding paradigms necessary to understand in order to get the branded communication rightfully out. This is particularly important when communicating CSR-initiatives, which might otherwise have a tendency to be labelled as "green-washing" if misunderstood. (Parguel et al: 2011) Regarding this, it is important to have alignment between the CSR communication and CSR activities (Fukukawa et al: 2007). This will be further elaborated on in chapter 2.3.

The tension between consumer culture and branding paradigms is something, which is explored in Holt´s article from 2002. In this he describes consumer culture as the underlying set of rules or guidelines in society, shaped by consumers, which marketers and companies as a whole need to take into account when trying to maximize profits. Holt refers to this concept as the *"ideological infrastructure"*. (Holt: 2002, 80)

It can be argued that the ideological infrastructures of today are more subject to change than earlier and prove more difficult to manage. This might be due to the development and spread of information technology in general and of social media in particular as it enables the consumer to create and exchange content online (O'reilly: 2005, Etter & Fieseler: 2010). This exchange and creation of information will be a challenge for companies as it makes the consumer part of the primary hierarchy and the company will be forced to interact on the same level as its stakeholders. (Colleoni: 2013A)

As an example of the shifting consumer culture Holt (2002) argues that the consumer is being constantly enlightened and knowing on how branding works. In other words, the consumer learns to read the branded messages designed for profit maximization. The branding paradigm, in combination with the more rapid exchange of information among consumers, are circumstances companies constantly need to take into account when carrying out their communication strategies and CSR initiatives. The reason for this is the fact that the Internet is the perfect tool both for:
"*questioning the corporate message and for orchestrating action against offending companies*" (Smith & Williams: 2011, p 72)
With the concept of the branding paradigm, the structures that companies automatically take into account when creating a branding strategy is addressed (Holt, 2002).
The most innovative companies stretch the boundaries of the branding paradigm to the extreme. (Ibid: 2002, 80) This search for boundaries will make the well-educated modern consumer, who has an increasing knowledge to how branding works, more reflexive. (Ibid: 2002, 80). This reflexivity will *"challenge the accepted status of marketer's actions"* hence move the boundaries of the branding paradigm.
In sum, the concepts of consumer culture and branding paradigms are interdependent and the contradictions between the concepts continuously propel institutional shifts in both. (Ibid: 2002, p.80)
The constant tension between consumer culture and branding is an important factor to have determined when moving on to describe the development of the consumer. The postmodern branding paradigm that acts as cultural resource to the consumer will help these consumers in their search for sovereignty through consumption (Ibid, 2002, p 85)

2.2.2 From modern to postmodern consumerism
The previous chapter described the consumer culture, in interaction with the branding paradigm, as a case of constant tension and hence constant evolution. This chapter will focus on the broader spectre of consumer trends. More precisely, it will describe the transition from a modern to a postmodern society. This focus on postmodern characteristics is important when dealing with concepts like social media and CSR, as both concepts in many ways can be said to have a resemblance to, and have spurred from, exactly these characteristics.
The chapter will draw on postmodern theories, to highlight characteristics about the post-modern consumer relevant to the main topics of the thesis, CSR and social media.
The paragraph will function as a bridge to the final paragraph of the chapter, describing what we refer to as the modern consumer.

Cova describes postmodernity by saying that overall, it contrasts the modernist idea of one single reality. (Cova: 1996, p16)

Modernism primarily focused on rational and scientific facts and strived for a fixed truth. In contrast postmodern thinking accept a more arbitrary and ephemeral interpretation of structures like individualism, self and freedom. (Firat et al: 1995)

A topic where postmodern thinking differs from modern thinking is within the topic of economy. In modern society economy took centre stage and constituted the major interests of modern society. It was generally believed that *"if the economy was not healthy, nothing else could survive"* (Firat & Schultz: 1997). In opposition to this, postmodern consumers do not merely consider themselves consumers. To a higher degree they consider themselves *"customizers and producers of (self) images at each consumptive moment"* (Firat et al: 1995)

An explanation of the shift from the modern to the postmodern consumer holds the potential of an entire thesis of its own. Hence the theory of the thesis is limited to a modified framework by Firat et al (1995), which originally featured the concepts of *"hyper reality, fragmentation, reversals of production and consumption, decentering of the subject, paradoxical juxtapositions (of opposites), and loss of commitment."* Firat et al (1995: p.41)

As mentioned the framework has been modified in order to be suitable for the topics of the thesis. The following will provide theoretical ground for the key postmodern characteristics, important to present in relation to the core subjects of the thesis; CSR and social media. These key points are "individualism", "individualism vs. community" "fragmentation" and "hyper reality".

2.2.3 Individualism

One of the major differences between the modern and postmodern consumer, is the shift towards a more individual lifestyle. The postmodern consumers intent to liberate themselves from the collective ideals of modernism and to a higher degree create their identity through consumption (Cova: 1996, p. 18). The postmodern consumer in general opposes the thought of totalitarianism and very much resists the images imposed to by modern era marketers. The postmodern consumers set out to create their own identity by not sticking to one ideology, but to a high degree pick out what is most relevant to them in any given situation. (Dunn & Castro: 2012)

The driver of the modern era and the consumer culture that followed was consumption. Consumers were intrigued by the thought that ideologies and social identities were created through commodities. (Holt: 2002, p 71)

Cova defines postmodernity as something where *" individuals reject the dominant values and everything that is normal (or is in the process of becoming normal), and desire to "do their own thing." "* (Cova: 1996, p 17).

In addition to this, and as an opposing thought to "identity creation through commodities" as described by Holt, the idea of "reversal of production and consumption" is coined by Firat and Venkatesh who argues that in the postmodern world, production has lost its privileged status in

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consumer culture. Instead of becoming a slave to what is being produced, the postmodern consumer seek to co-create meaning of products in order to portray a desired self-image among other peers. In postmodernity we are, to a high degree, witnessing the "customizing consumer". (Firat & Venkatesh: 1995)

This increased focus on individualism pose challenges to companies in getting and maintaining the attention of the postmodern consumer and instead of constantly trying to make a sale, the communication efforts targeted the postmodern consumer of today, should act as a "cultural resource" to the consumer. A resource the consumer can use to create and affect their identity and social status.

Therefore communication in the postmodern era must be more authentic than commercial in order to be interesting to the postmodern consumer. (Holt, 2002: 83)

In short, postmodern consumers put freedom above loyalty, as they do not stick to one brand. Instead they realise their self-image in every consumptive moment they encounter, and are willingly shifting between brands in order to portray the self-image they have in exactly that moment. This fact makes it difficult for companies to predict the behaviour of the postmodern consumer. (Firat & Schultz, 1997: 195)

2.2.4 Individualism vs. community

Even though the above paragraph focuses on the increased individualism as a characteristic of the postmodern consumer, present day consumers have not lost their search for community. The following paragraph will investigate the alternative form of community pursued by the postmodern consumer.

Regardless of the increased focus on individualism, the postmodern consumer is social. The difference between the modern and postmodern consumer can be found in the forms of sociality found in the two eras. Where modern consumers primarily found comfort in peer-to-peer interaction and a set of shared ideological beliefs, the postmodern consumer is more interested in *"personal self-exhibition in front of other consumers through marks and rituals linked to brands"* (Simmons 2008, 303), something which is linked to the earlier mentioned notion of the "customizing consumer". Furthermore Colleoni (2013B) argue that consumers of today to a higher degree value a product based on how this product is perceived in their social network. In addition to this, when a product or brand has been chosen by the modern consumer, this is shared and *"the subjective truth turns into a collective truth"*(Pekka: 2010, p. 46)

How this consideration of the postmodern consumer affects companies and their strategic approaches to CSR and social media, will be explored further in the analysis. In short, the postmodern consumer can be said to have a tendency towards making choices, regarding both brands and ideologies, based on how these choices portray them in society and in connection to other postmodern consumers.

Another important aspect to consider when looking at individualism vs. community is the technological evolution. The postmodern consumer is no longer limited by national borders, and is able to gather information and inspiration from all over the world. Something which Cova already

described in 1996 with reference to the development of the information technology, e.g. mobile phones, the internet etc. (Cova: 1996, p 18-19). This notion of increased information flow, has been even more clear since the development of social media where there are no longer any restrictions, in the form of gatekeeping, in who can communicate. That be, consumer to consumer or consumer to company interaction. The formal hierarchies, which previously limited the communication, are no longer to be found (Etter &Fieseler: 2010, Colleoni: 2013A)

This fact offers both opportunities and challenges for the modern company.

Opportunities due to the fact, that a company is no longer limited by geography when approaching new customers. Challenges, as the postmodern consumer can no longer be identified by classic characteristics like social class, age, gender etc. as the technological evolution let the postmodern consumers engage with one another regardless of these classic segmentation characteristics. (Cova, 1996)

Cova (1996) propose that postmodern consumers does not have one distinct characteristic as in the modern era but can instead be part of multiple "subcultures" or "tribes". The same author argues that these consumer-tribes give companies a unique opportunity to acknowledge the community and hence co-create meanings in cooperation with the consumer.

When paired with the concept of social media and CSR, this notion - though dated back to 1996 - becomes extremely interesting. The notion of co-creation offered by Cova (1996) is indeed worth elaborating on in the context of social media. The concept of prosumption was already coined by Alvin Toffler in 1980 and has experienced a revival since the rise of social media (Ritzer et. al: 2012) Prosumption refers to a combination of production and consumption and is in line with Cova's (1996) thoughts on co-creation. The tribes or "subcultures" pointed out by Cova now seem to have found their grounds and social media might prove a valuable place for "subcultures" of consumers to challenge companies to take the notion of prosumption seriously.

In the model below Cova, via juxtaposition, translates traditional marketing concepts to concepts important to the postmodern consumer. Even though it dates back to 1996, this particular model becomes relevant when we later on is the analysis will make an effort to link social media to the creation of CSR identity.
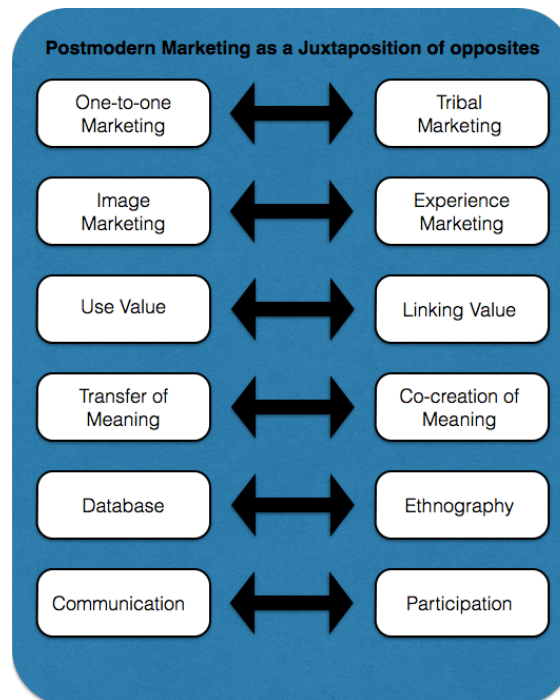
(Figure 3 - Marketing via juxtaposition, of own making based on Cova: 1996 p22)

The fact that Cova's thoughts on social tribes can be used in the context of social media is described in the below quote.
"We believe that marketing in postmodernity must recognize the need to support the social link - tribes - through experiences that favour the co-creation of meaning and not only serve individuals with the transfer of meaning. " (Cova: 1996, p 22)

Cova's thoughts of postmodern marketing have resemblance to current social media and CSR communication, which encourage the use of co-creation and stakeholder dialogue. (Colleoni: 2013A, Morsing & Schultz: 2006)
It can be argued that co-creation of meaning and experiences are what companies who fully embrace and understand social media and CSR communication are conveying. This will be elaborated on when we, in chapter 2.2.7, include social media to characteristics of the modern consumer.

2.2.5 The hyper real
The previous paragraph mentions the development of the information technology as a crucial part in the postmodern consumers' search for community. This technological development is just as important to the next characteristic of the postmodern consumer. Hyper reality, in short, is where reality and simulation occasionally floats together. Firat and Schultz (1997), provide an example which describe the difference between extant and simulated reality and how some postmodern consumers occasionally prefer the latter:

"This postmodern claim seems to find support in the interest that consumers display for the IMAX Theatre at the Grand Canyon where they can really experience the canyon in all its (historic) grandeur

without the trekking, the heat or the cold, and the possibility of missing many sights." (Firat & Schultz: 1997)

To give a, to this thesis, more relevant example of the hyper real one might turn to the world of online existences created on, for example, social media. The information given on these sites are not necessarily 100% correct and rarely paint a full picture of the person behind it (Yee et al: 2009) In relation to this, one might suggest that there is a difference in how people act online and offline (Yee et al: 2009), and that this differentiation needs to be taken into account when analysing on the social media presence of a company, and how this presence affect CSR identity.

In the hyper real, monotony does not occur, as the consumer only needs to stay in the simulation as long as it is still appealing. (Firat & Schultz:1997).

This fact relates to the earlier explained characteristics of the postmodern consumer, who tends to find pleasure in relating to multiple things (persons, brands, companies) in order to portray the desired self-image in front of other peers. (Simmons: 2008)

This offers both opportunities and risks for companies when trying to appeal to the consumer. There is a potential risk that consumers will quickly abandon the brand, when they find others more appealing.

At the same time, the companies managing to deliver constantly appealing, and in the case of the thesis CSR-driven, experiences around their brand, can thrive and in the long run gain a competitive advantage. (Simmons, 2008 p. 305)

2.2.6 Fragmentation

The last characteristic important to pinpoint about the postmodern consumer is fragmentation. Where modernism as earlier mentioned, was striving for one single truth or ideology (Firat et al: 1995, Cova: 1996), postmodern culture appreciates differences and fragmentation. This has great impact on the communication initiatives of today's companies.

The postmodern consumer willingly shifts between brands and companies without necessarily having a connecting thread in their patterns of consumption. (Simmons: 2008, p. 300)

As described earlier, postmodern consumers pose challenges to companies as regards classic segmentation (Cova: 1996) as classic postmodern consumers, to a high degree, consist of fragments based on consumption and the context in which the consumer is in at a specific moment of time. The existence of multiple identities is not rare. Something, which propose a move away from classic segmentations theory (sex, gender, income, social class etc.) and instead focus on what one might refer to as segmentation of lifestyle. (Firat et al:1995:44)

In the article "Marketing in the post modern world", Firat (1995) and his co-authors describe this change of focus in segmentation from modern to postmodern consumers:

"It is no longer just that consumers frequently change their self-concepts, characters, values, etc., for they indeed do, but that they often subscribe to multiple and often highly contradictory value systems, lifestyles, etc., concurrently, without feeling inconsistent and improper. That is why it is so easy to find

many subscribing to progressive and conservative ideas and movements at the same time – something very unlikely in modern politics" (Firat et al: 1995, p. 44)

So it is fair to state that the postmodern consumer, whose interest the companies are seeking, is one of a very fluttering nature. This fact, in combination with the spontaneity of information shared between peers online (Dellarocas: 2003), indeed make up for an interesting and valuable characteristic of the postmodern consumer when taking social media into account.

2.2.7 Social media and the empowered consumer

The above comments on the four characteristics most relevant to this thesis: individualism, individualism vs. community, hyper reality and fragmentation. In combination these characteristics to a high degree constitute the postmodern consumer who the companies need to address.
The above pages justify the notion that the postmodern consumer has been of interest both among marketers and in academia for years, but what the above does not take fully into account is the constant development within information technologies and social media.
By December 2012, for the first time in history, more than half of Facebook users logged in via a mobile device (smartphone/tablet), and it has been like that ever since (Socialbakers.com: 2013)
This change is an example, that when dealing with the concept of social media the circumstances for both consumer and company is ever changing.
The following will add social media to the above outlined characteristics, hence describe the postmodern consumer who has recently gained new opportunities by the rapid development in information and communication technology. (Colleoni et al: 2011, Etter& Fieseler: 2010)
These developments have arguably led to what can be overall described as a more empowered consumer, as commented on by several theorists (Pires et al: 2006, O'brien: 2011, Siano et al: 2011).

Word-of mouth communication rather than ordinary advertising is influencing many of the choices made by the modern consumer, regarding products and purchases. With the concept of social media in mind the notion that: *"product related information tends to be exchanged in casual conversations"*- (Solomon et al: 2006: 380), is indeed interesting due to the fact that this exchange of product related information is now easier than ever before. In fact the concept of word of mouth (WOM) has been adjusted for use in relation to the widespread use of the Internet, and the phrase (electronic) E-WOM has been coined. (Siano et al: 2011, Hennig-Thurau & Walsh: 2004)
E-WOM differs from traditional WOM, as the opportunity to speak up online, is always near. When the consumer encounter positive or negative experiences around a product/brand/service the opportunity to speak up online is close. A spontaneity addressed by Dellarocas (2003) who argue that online-feedback functions as "fostering cooperation among strangers" (ibid: p.1408) which will challenge the corporations.
In addition to, and with high relevance for this thesis, the anti-brand activism aimed to persuade consumers of disregarding unauthentic brands is fuelled by the Internet and the concept of E-WOM (Smith & Williams: 2011) Concepts in line with Pekka (2010)
When taking E-WOM into account it is fair to state that companies failing to deliver on consumer expectations are getting punished harder and faster than ever before.

The fact, that the enhanced connectivity among postmodern consumers is challenging companies is being backed by a survey conveyed among 50.000 people worldwide, stating that: (by 2008) *20% of consumers had changed their mind about a product or service because of a non-branded blog or forum. Asked the same question again in 2010, the percentage in agreement had shot up to 41%, including 65% among prosumers"* (Havas:2010)
All in all Cova's (1996) ideas about "subcultures" and "tribes" seems to have been catalysed as a result of the technological development and factors like E-WOM.

Furthermore Holt's notion of the need for increased authenticity (2002) and the concept of reversed production (Firat & Venkatesh: 1995) are challenging the companies even more. The companies have to constantly stay alert, in order to deliver products and services that can meet the expectations of authenticity and furthermore help consumers in portraying their desired self-image as described in the characteristics above. This is at valuable information to pinpoint in the context of this thesis; companies of today need to live up to the expectations of the consumers regarding both products/services and in their CSR efforts.

In addition to the enhanced use of dialogue with fellow peers when deciding on product and company (Colleoni: 2013B), the marketing and media savvy consumers also have a belief that the companies have more power than ever to change society. In fact a 2011 Havas Media report reveals that 48 % of consumers world wide (age: 18-25) agrees that what they consume has more power than the people they vote for. This fact inarguably sets the bar for the modern consumers expectations to the companies of today, and the future.
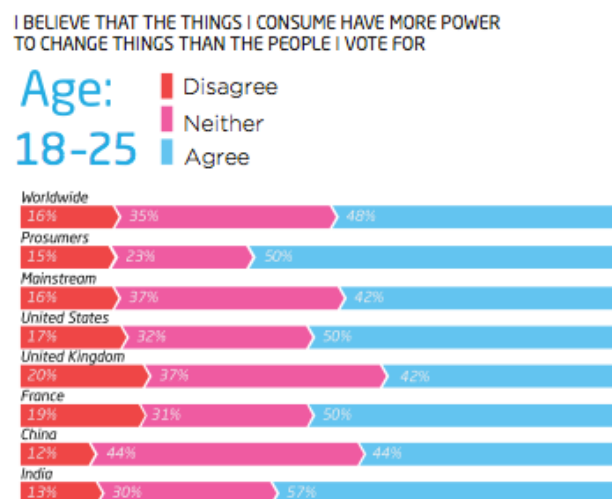
(Figure 4 – Consumer driven power - Havas: 2011 p21)

It has been argued that this empowerment of the consumer can't be controlled by the companies, as it *"does not involve merely the development of new products or personalising products, but concerns, above all, the power of 'voice', that is, the power to change something by speaking up about it."* (Siano et al: 2011 p. 60). Not only does the consumer of today expect to co-create and personalize products as was the case in the postmodern explained by Cova (1996), they actively challenge companies by voicing complaints and expectations online. This is an interesting fact in relation to CSR.

In relation to this development, Holt (2002) argues that a new shift is happening in the world of branding. This shift is caused as the branding techniques, developed over years to attract the post-modern masses, are becoming increasingly out-dated. What was earlier perceived as bold, controversial and exciting has, for the media and marketing savvy postmodern consumer, turned into something quite ordinary.(Holt: 2002, 85)

In other words, the rise of social media has challenged the companies in their search for stretching the branding paradigm.

These facts, combined with the previous mentioned characteristics of the postmodern consumer encapsulates what we, in this thesis, will refer to as the modern consumer and which inarguably is very important to companies who wishes to affect and strengthen their CSR-identity.

2.3 CSR at a glance

This chapter will take a brief look at how CSR has changed the last decades.

Furthermore, it will describe the concept of CSR communication and explain how this has been a challenge to companies but also how it is maturing as consumers are becoming more enlightened and empowered (Pires et al: 2006, O'brien: 2011, Siano et al: 2011). Linking back to the chapter on the modern consumer we argue that this empowerment is strongly facilitated by the increasing popularity of social media.

CSR communication has evolved from a stage where a minimum of CSR initiatives was communicated into a stage where companies use their CSR initiatives in their everyday communication to stakeholders.

The chapter will look into the optimal way of communicating CSR to stakeholders and draw on Morsing & Schultz (2006) stakeholder communication strategies that, are developed from Grunig & Hunt's 4 models of PR, and Arvidsson's theory on reactive and proactive CSR communication strategies (Arvidsson: 2010)

Furthermore, we will look into how CSR communication might be used to create or mould CSR identity.

The 4 case companies of the thesis work in very different industries but are similar in the respect that they work in an environment that historically has faced a huge amount of critique from stakeholders and still does. Another similarity is that they have, to varying degrees, focused their CSR initiatives to match their core business competences.

2.3.1 Challenged by consumers

In spite of this shift, companies are still somewhat reluctant to communicate their CSR initiatives. This thesis will look into how the modern consumer, through social media, has challenged companies to work more focused with their CSR initiatives and the communication of these.

Part of the problem is that CSR as a concept is still evolving. Companies are still working on finding "the right way to do good" meaning that their CSR initiatives should be relevant to the company as opposed to earlier CSR that saw equal parts philanthropy and green washing. (Visser: 2011 p. 18-19).

CSR has grown substantially through the last years. Originating from Friedman's *"the social*

responsibility of business is to increase its profits"(Friedman: 1970) and thus only being focused on shareholders, it has grown through a stage of companies realizing that they can increase their corporate reputation by doing "good", into a phase where companies have to do "relevant good". (Du et al: 2010)

The growth of the concept of CSR has been characterized by a number of theorists. One of these is Carroll (1991, 1999) who created the frame of CSR in his CSR pyramid (see figure 5)

(Figure 5 - Pyramid of CSR, Carroll: 1991)

The pyramid is somewhat self-explanatory. Before a company can be a good corporate citizen, it will need to meet economic, legal and ethical responsibilities. Chapter 2.5 in the thesis will describe how a new CSR perspective might be on the rise. The afore mentioned chapter will be based on ideas and theories from the two authors David Jones and Wayne Visser.

2.3.2 CSR communication and the modern consumer

This thesis argues that modern consumerism and the rise of social media have created an increased demand for well-executed CSR and especially proper CSR communication as stakeholders have increased accessibility to information and, as mentioned in the modern consumer chapter, are becoming better at deciphering corporate messages. (Holt: 2002)

In order for companies to benefit from their CSR initiatives they now need to focus on communicating their CSR to relevant stakeholders. (Dawkins: 2004).

> *"Thus, in order to be regarded as socially responsible, a company must make its CSR activities visible and accessible to both internal and external stakeholders (Maignan et al., 1999). This is achieved through corporate communication."*
> (Arvidsson: 2010, p. 342)

Fombrum and Gardberg (2006) argue that good corporate citizenship can be an intangible asset. Visser's (2011) theory on the 5 ages of CSR argue that we are now entering the Age of Responsibility characterized by companies starting to integrate CSR into the corporate identity. Furthermore, as elaborated on in the previous chapter social media and the increased accessibility to information has lead to an increased empowerment of the modern consumer. (Pires et al: 2006, O'brien: 2011, Siano

et al: 2011) This development in the information technology enables the consumer to challenge the companies on their CSR initiatives.

2.3.3 From classic to modern CSR communication

Early CSR communication consisted mainly of a chapter of CSR reporting in the annual report. It evolved into separate CSR reports communicated to a small number of relevant stakeholders; press, NGO's and partners. Today CSR communication focuses more on an on-going communication to most or all stakeholders but as mentioned earlier in this chapter not all companies and stakeholders have fully embraced this communication (Morsing et al: 2008).

It can be suggested that the shift from implicit to explicit CSR communication has evolved sufficiently for companies to use CSR communication in their every day communication with stakeholders. This argument is based on the fact that CSR communication has become more widespread. Both because of the fact that large companies are forced to do CSR because of legislation, but also because of the fact that these companies have realized that CSR can be a competitive advantage. (Fombrum & Gardberg: 2006) This idea of CSR as a competitive advantage and development of CSR communication in general will be further investigated in the analysis.

2.3.4 Catch-22

The process of doing CSR communication has been one of many difficulties. Morsing et al (2008) has described CSR communication, as "The Catch-22[1]" indicating that there is no way of doing it right. Studies furthermore show that stakeholders have scepticism towards CSR initiatives and in some cases see it as a PR invention (Arvidsson: 2010, Fan: 2005). The previous mentioned study was based on Danish companies and Morsing et al (2008) argues that North-European companies have had a more implicit CSR communication approach (Morsing et al: 2008, Matten & Moon: 2008). This has been due to the fact that there has not been the same degree of social involvement in the Nordic countries as for example in the US. And with this implicit CSR communication the consumers have not been used to seeing CSR initiatives communicated. This has lead to the consumers wanting to see companies "do good" but at the same time being critical towards any communicated CSR. Hence the example catch-22.

But Morsing et al (2008) argue that the maturing of the CSR concept in general and CSR communication in particular has lead to consumers being more open to companies communicating their CSR initiatives:

*"CSR communication may be seen as reflecting an on-going shift from an implicit to an explicit CSR approach." (*Ibid: 2008, p 98)

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[1] A catch-22 is a paradoxical situation in which an individual cannot or is incapable of avoiding a problem because of contradictory constraints or rules

2.3.5 Proactive or reactive

Hatch & Schultz (2008) argue that a company needs to know itself intimately in order to convey an authentic image to its stakeholders. Furthermore, this authenticity is necessary when communicating to the modern consumer.

For a company to operate in its surroundings it will need legitimacy (Dowling & Pfeffer: 1975). Legitimacy is ensured by abiding to socially constructed norms, values, beliefs and definitions (Suchman: 1995). Arvidsson (2010) argue that legitimacy should be obtained or retained through CSR communication.

Arvidsson list two CSR communication strategies applicable for creating or retaining legitimacy. The reactive strategy, which, as the name hints, has a reactive approach to CSR related issues. Pros for this strategy can be found when reacting to corporate CSR issues and can ensure that a company can retain lost legitimacy. Cons can be found in the fact that if a company is not communicating what it does, people will talk about it regardless and thus might create a faulty image.

That consumers talk about companies regardless of the company taking part is an interesting finding in relation to E-WOM, as this concept is likely to catalyse the conversation.

The proactive strategy ensures that a company can control its image and legitimacy to a higher degree. By proactively communicating, it can shape its corporate image. Another pro of proactively communicating is that a company can avoid crises that might arise because of misinterpretations.

In terms of the usage of Arvidsson's (2010) proactive and reactive strategies in the thesis, we have found it relevant to include it as a classification of the case companies' approach to CSR communication on social media.

The notions of legitimacy and authenticity will be elaborated on and put in to perspective as regards its importance to CSR identity creation in chapter 2.7.

2.3.6 Stakeholder involvement

CSR communication should be seen as an on-going process of communication. Morsing & Schultz (2006) and Etter (Forthcoming) argue that Grunig & Hunt's 2-way symmetrical model for stakeholder communication is preferable in order to benefit from CSR communication. The 2-way symmetrical model is characterized by its use of communication to resolve conflict and promote mutual understanding and respect between the company and its stakeholders. (Grunig & Hunt: 1984)

Table 1: Three CSR communication strategies

	The stakeholder information strategy	The stakeholder response strategy	The stakeholder involvement strategy
Communication ideal: (Grunig & Hunt 1984)	Public information, one-way communication	Two-way asymmetric communication	Two-way symmetric communication
Communication ideal: sense-making and sensegiving:	Sensegiving	Sensemaking ⇩ Sensegiving	Sensemaking ⇕ Sensegiving – in iterative progressive processes
Stakeholders:	Request more information on corporate CSR efforts	Must be reassured that the company is ethical and socially responsible	Co-construct corporate CSR efforts
Stakeholder role:	Stakeholder influence: support or oppose	Stakeholders respond to corporate actions	Stakeholders are involved, participate and suggest corporate actions
Identification of CSR focus:	Decided by top management	Decided by top management. Investigated in feedback via opinion polls, dialogue, networks and partnerships	Negotiated concurrently in interaction with stakeholders
Strategic communication task:	Inform stakeholders about favourable corporate CSR decisions and actions	Demonstrate to stakeholders how the company integrates their concerns	Invite and establish frequent, systematic and pro-active dialogue with stakeholders, i.e. opinion makers, corporate critics, the media, etc.
Corporate communication department's task:	Design appealing concept message	Identify relevant stakeholders	Build relationships
Third-party endorsement of CSR initiatives:	Unnecessary	Integrated element of surveys, rankings and opinion polls	Stakeholders are themselves involved in corporate CSR messages

Figure 6 – CSR Communication strategies - Morsing & Schultz: 2006, p326

By looking at the model, the link to and importance of social media communication becomes apparent. In their article on CSR communication from 2006, Morsing & Schultz, referring to sensemaking, states that *"Sensemaking is inherently social (Weick 1995), as we make sense of things in organizations while in conversation with others, while reading communications from others, while exchanging ideas with others' (Nijhof et al. 2006), implying that no manager or organization makes sense in splendid isolation (Craig-Lees 2001)."*(2006, p. 323-324)

Linking this to CSR communication it can be suggested that by using the 2-way symmetrical model and interacting with your stakeholders you can actively shape your CSR identity.

Morsing & Schultz created, based on Grunig & Hunt's four PR models, 3 stakeholder communication strategies for companies to communicate to, or interact with their stakeholders. Morsing & Schultz' "stakeholder involvement strategy " is modelled from the 2 way symmetrical model and facilitates dialogue between company and stakeholder, *"...each trying to persuade the other to change. Ideally, the company as well as the stakeholder will change as a result engaging in a symmetric communication*

model…"(Ibid: p.328). It is relevant to note that if the company wants stakeholders to change it should be willing to change itself (Morsing & Schultz: 2006). By creating this hermeneutical communication with your stakeholders you will be able to mould your CSR identity to being more relevant for your stakeholders (Ibid). This also links to Siano et al, (2011) who argue that by co-creating brand/product, a company can affect the way consumers form their perception of the brand.

2.3.7 Social media as a tool for communication

As companies are paying more attention to conducting proper CSR, and as CSR initiatives have evolved, it has become more attractive to communicate these initiatives. (Du et al: 2010, Beckmann: 2006)

CSR communication has faced a shift that makes it possible for companies to communicate CSR without automatically facing critique from stakeholders. Wagner, Lutz & Weitz discuss how companies can regain trust in spite of what they call perceived corporate hypocrisy (2009) In relation to this, Morsing & Schultz argue that stakeholders need to be involved in the CSR strategy in order to make sense of the communication and reduce critique.

Furthermore, Arvidsson's "*proactive CSR communication strategy*" can be useful for companies who have embraced a more thorough and holistic approach to CSR (Arvidsson: 2010)

If used properly, social media might prove to be a valuable platform for CSR communication when using the stakeholder involvement strategy linked with Arvidsson's proactive approach, as it facilitates dialogue between the company and, in theory, an unlimited number of stakeholders.

It needs to be noted that when choosing an involving and proactive approach, a company is compelled to live up to the communicated standards. Failing to do so will lead to perceptions of corporate hypocrisy and damage the stakeholder image. (Wagner et al: 2009)

When looking at the modern consumer, it can be suggested that the empowered consumer has created a demand for more focused CSR communication. The companies will have to think this into their strategies when communicating CSR. Based on the literature presented, we argue that it is relevant for companies to initiate dialogue with its stakeholders (Morsing &Schultz: 2006) compared to classic CSR communication, which is based on top-down and unidirectional communication (Insch: 2008).

CSR communication is relevant to the company, when looking at corporate identity in general and CSR identity in particular. The reason for this can be found in Hatch and Schultz's VCI alignment model. If there is a gap between what you do and what you say or a gap in the communication between you and your stakeholders, your identity will be damaged. (Hatch & Schultz: 2008).

In relation to CSR communication on social media, we have found it relevant to include Shannon & Weaver's notion of "noise" taken from their mathematical communication model (1949).
We argue that the negative and irrelevant feedback from certain stakeholders to a company's CSR communication creates noise in the communicative process.

Shannon & Weaver states that: "*If noise is introduced, then the received message contains certain distortions, certain errors, certain extraneous material, that would certainly lead one to say that the exhibits, because of the effects of the noise, an increased uncertainty.*" (Shannon & Weaver: 1949, p19). We argue that this noise can have the effect that the communication of the corporate CSR vision will not be delivered in the clear and authentic way, which our findings have shown, is important to the modern consumer. The term "noise" will also be referred to as disruption of message.

2.4 Social Media

As the thesis evolves around social media as an enabler of the modern consumer, the following chapter is devoted to pin point the key characteristics of social media.
Social media affects the relationship between the modern consumer and the companies as it erases the hierarchy between these. (Colleoni, 2013A)

The chapter will briefly elaborate on the development and use of the Internet. As the data of the thesis stems from Danish companies, this will also be done with respect to the Danish Internet users. Furthermore, the chapter will offer a brief description of the development from web 1.0 to web 2.0. Following that, a theoretical walkthrough of the basic elements of social media will be carried out and finally the challenges this involves for the companies will be pointed out.

2.4.1 The development of the Internet

The need for being online at all times is increasing in the Danish population. A FDMI survey shows that the main part of the Danes would rather be without television than their laptop and 92% (aged 25-39) are online on a daily basis. (DR: 2011)
In relation to the paragraph on the modern consumer it is interesting to note that the consumers to some extent is abandoning the one-way communication media of television and is more intrigued by keeping the laptop which is an enabler of two-way communication. The users indeed want to be individual and selective in their use of media and at the same time the increased use of online media facilitates the possibilities of interaction with fellow peers and the creation of tribes as stated in chapter 2.2.
With the obvious embrace of the new medias it can be argued that some segments of the consumers are likely to distance or isolate themselves. Especially the younger generations are "accused" of dividing their attention and nurse their relations in the online and offline space simultaneously. Critics point out that the online relationships in the hyper reality of the Internet is preferred as it gives the user the ability to dose the contact to their surrounding to match their individual needs. (Hjarvad: 2003A: 148). This fact might isolate the ones who are not yet fully at home in the new digital reality (Hjarvad: 2003A: 148). Contrary Manuell Castells (2003) argue that the use of the new medias does not affect the consumers' search for community negatively. In fact he presents studies which show that the user of the Internet does not resign from a social life offline, hence does not consider the web as a reason for alienation. (Castells: 2003: 106)

Which of these claims that are right or wrong, if any, is not for this thesis to discuss or conclude on. What is important to note though, is that the spread of the Internet has caused for the consumers to

incorporate the hyper real into their everyday life and in order for companies to capitalize on the new media it is important to acknowledge the presence of the hyper real that is also described as a key point in the life of the modern consumer.

2.4.2 The emergence of the prosumer

"They are today's leading influencers and market drivers. These proactive and informed consumers have always been important, but they have grown even more powerful thanks to their skilful embrace of new technologies and especially, social media" Havas Worldwide on the concept of the prosumer. (Havas Worldwide: 2011)

As argued in the previous chapter the term prosumption has experienced a revival since the emergence of social media. (Ritzer et al: 2012) In short prosumption, involves both the element of production and consumption. (Ritzer & Jurgenson: 2010) Two concepts which has previously been separated between the producer and the consumer, but has now, with the disappearance of the before mentioned hierarchies, (Colleoni: 2013A) melted together.

In this new reality everybody can be a producer and the consumer is now more in charge than ever before as a more equal stakeholder. (Colleoni: 2013A)

In the context of ordinary production and consumption the term is relatively straight forward as the consumers can help guide the production.
But in the context of the creation of CSR identity the concept might also hold the potential of becoming a value-adding activity.
Theory argues that the companies who manage to deliver constant and authentic experiences around their brands will gain a competitive advantage. (Simmons: 2008)
In relation to this, the stakeholder perspective of modern CSR and communication theory, emphasises the need for interaction and dialogue in image and identity creation (Morsing & Schultz: 2006, Grunig & Hunt: 1984)

The quote, initiating this paragraph, emphasises the role of technology in the emergence of the modern prosumer. Furthermore, with the above notion in mind, when providing authentic experiences in close dialogue with all stakeholders social media will arguably prove valuable for modern companies in both creating and communicating their CSR identity.

The following paragraph will explore the development making this possible.

2.4.3 From web 1.0 to web 2.0

Since the emergence of the Internet it is fair to state that companies, regardless of industry, have experienced a new reality. The Internet started out as a 1.0 version, which was comparable to the predominant communication models of contemporary time and comparable to the one-way communication models of e.g. Grunig & Hunt (1984). Regarding corporate communication the Internet was primarily used as a push medium where little interaction and dialogue was encouraged. (Insch: 2008)

In short web 1.0 is primarily focused on the sender of the communication.

Needless to say, there has been a change. In 2006 Time Magazine chose to award "You" with the prestigious award "Person of The Year" as recognition of people all over the world who contribute with user-generated content to social sites such as Facebook, YouTube and Wikipedia. This nomination has further sparked the spread of web 2.0 which has the characteristics of participation, openness, conversation, community and connectedness (Constantinides & Fountain: 2008) In short, the change from web 1.0 to 2.0 is relatable to the increased focus in corporate communication on stakeholder involvement and dialogue. (Grunig & Hunt: 1984, Morsing & Schultz: 2006)

How these characteristics might relate to the earlier describes attributes of the modern consumer will be discussed in the following.

2.4.4 Social media – part of web 2.0

The research question of the thesis evolves around the concept of social media as a catalyst of consumer criticism and involvement. The concepts of social media and web 2.0 are indeed very similar, as social media is determined by characteristics such as openness, dialogue, communities and connectivity, (Mayfield: 2008) which indeed are defining characteristics of web 2.0. In this thesis, we will rely on Constantinides & Fountain (2008) idea of web 2.0 being "*An umbrella term*" (p233) under which Social media (or networks) are just one of many contributors.

As a more specific definition of social media we have chosen to rely on Mayfield (2008) who argue that social media inherently have the characteristics of:

•   Participation
•   Openness
•   Conversation
•   Community
•   Connectedness

The above characteristics of social media are closely related to the characteristics of the modern consumer. The openness of social media give the consumer the possibility to liberate themselves from images imposed from modern era marketers (Cova: 1996). Furthermore they give the consumer the ability to portray a desired self-image in a community of fellow peers(Simmons: 2008). In terms of fragmentation the openness of social media, gives the user the possibility of shift between both companies and opinions. Finally the combination of the five makes up the concept of the hyper real as the characteristics combined enables an online existence for the user.

In sum, the chapter outlines the characteristics of social media and links these to the characteristics of the modern consumer. Furthermore the chapter gives attention to the concept of the modern consumer. As argued, the thesis will view the modern consumer as not only a co-creator of tangible products or services (Ritzer et al: 2012, Ritzer & Jurgenson: 2010) but to an equally high degree as a co-creator and communicator of CSR initiatives (Morsing & Schultz: 2006).

2.5 A new age of CSR

The following chapter will present the main ideas of two books on the development of CSR. The authors have similar approaches and thoughts on this development and the chapter will combine some of the main points. The chapter and the ideas presented will function as a point of reference in the analysis to come. Initially a short introduction of the authors will be provided.

Wayne Visser is the founder and Director of the think-tank CSR International and the author or editor of nine books on the role of business in society. In addition, Visser is Senior Associate at the University of Cambridge Programme for Sustainability Leadership. (Waynevisser.com: 2013)
David Jones is the global CEO of the media agency Havas Worldwide. Furthermore he is active in the organization Oneyoungworld where he uses his influence to promote and advocate good corporate citizenship. (Oneyoungworld.com: 2013)

2.5.1 A new mindset

Both of the authors argue that a new era of CSR is upon the world of business. This is concluded on the basis of a historic view on past CSR efforts.
David Jones offers a theory, which evolves around a historical approach. To such a degree, that the author divides the different perspectives into specific decades, as seen in figure 7.

Figure 7 – The ages of CSR. Of own making based on Jones (2012)

Visser argues that the history of CSR initiatives can be divided into four ages: the age of greed, the age of philanthropy, the age of marketing and the age of management. Finally, Visser argues that we are heading for a fifth age, called the age of responsibility and that the concept of CSR is now at a state being labelled CSR 2.0 (Visser: 2011)

Visser refrains from putting specific years or decades on his 5 different approaches. Instead he divides them into so called "business ages", hence still suggesting that the thought behind it is, to some degree, still attached to a certain period of time. (Figure 8) Nevertheless it is important to note that, if following the ideas of Visser, one might still encounter companies "stuck" in ages of old fashion CSR efforts.

The signatures of the ages of greed, philanthropy, marketing and management is described in figure 9, and as a comment to these Visser notes that:

"Most companies stuck in the age of greed, philanthropy, marketing and management are still in denial, thinking that there is no problem, or it's not their problem, or that it's a problem to benefit from, or that it's a minor problem" (Visser: 2011, p. 140)

Business Age	Stage of CSR	Modus Operandi	Key Enabler	Stakeholder Target
Greed	Defensive	Ad hoc interventions	Investments	Stakeholders governments employees
Philathropy	Charitable	Donations	Projects	Communities
Marketing	Promotional	Public Relations	Media	General Public
Management	Strategic	Management systems	Codes	Shareholders NGOs/CSOs
Responsibility	Systemic	Business models	Products	Regulators Costumers

Figure 8 - The ages and stages of CSR. Of own making based on Visser (2011, p18)

 Regarding the age of responsibility Visser argues that companies indeed have to take on a responsibility in order to thrive in the future of business. In relation to this he notes that if companies refrain from taking a responsibility toward the surrounding society: "*Highly conscientized and networked stakeholders will expose them and gradually withdraw their license to operate.*"(Visser: 2011, p. 145)

Furthermore, Visser gives credit to the development in information technology as an important contributor to the rise of CSR 2.0. This comparison is worth highlighting when dealing with social media and the modern consumer, as CSR 2.0 has an increased focus on stakeholder involvement and overall seems more applicable to the characteristics of the modern consumer. (See figure 9)
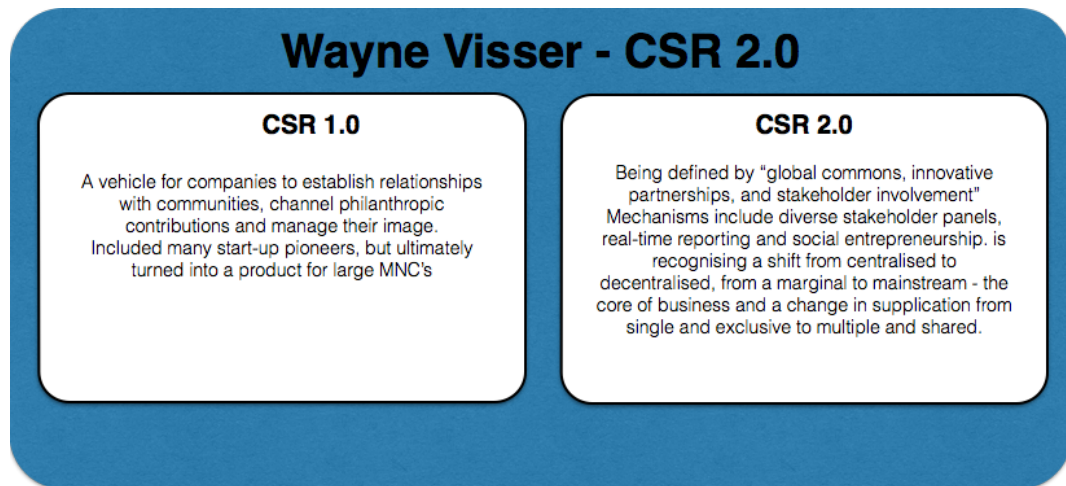
Figure 9 – The ideas of Wayne Visser – Visser: 2011

In the book "Who cares wins" David Jones, in a similar vein, argues that CSR has been going through different ages. As seen in figure 8 he differs between three ages: the age of image, the age of advantage and the age of damage.

The age of image runs from 1990-2000. In this period of time, companies realized that there was a potential to be found in being portrayed as a socially responsible company. This meant that businesses started creating communication strategies and initiatives with the purpose of creating an image of a socially responsible business. But only few of the companies actually lived up to the their promises.

The age of advantage runs from 2000-10. In this period it came to the attention of some business leaders, though far from all, that there might be a competitive advantage in actually living up to the image which they sought to portray in the previous decade.

The use of the Internet escalated and the modern consumer became more digitally empowered, as social media and forums became an increasing source of information.

With this in mind businesses started seeing the advantage of actually delivering on the promises delivered in the 90's.

In this period companies which delivered on their promises where rewarded.

Finally Jones describes what he calls the age of damage, which runs from, 2010 and forward. It can be argued that this period is not as much an "age" as it is a forecast of what might happen in the years to come. Jones argues that in this age consumers not only have the ability to gather information about companies, they also know what to do with the information if it turns out that a specific company is not living up to the social standard expected by the consumers. Once again there are similarities with the authors thoughts on modern CSR and the characteristics of the modern consumer. Based on Jones' thoughts it can be argued that companies who live up to their promises and deliver authentic and genuine CSR communication will thrive, as the modern consumer is likely to engage with and reward the company.

There are many similarities between the two authors' division of CSR, especially the age of damage and the age of responsibility seems to have many similar features as they both verbalize the

empowered consumer and their increased possibility to damage companies.

In the world of social media the consumers are not only able to gather critical pieces of information about companies. They are also empowered to use this information against the very same companies. (Jones:2012)

As mentioned, the ideas of Visser and Jones are very comparable as they both see the development of information technology as a key driver of the different descriptions of CSR-development. Visser goes as far as making the analogy between the developments of the web and CSR by using the concept of 1.0 and 2.0 in both. See figure 7.

These thoughts on CSR development are indeed relevant to the research question of the thesis as they approach the development of information technology as a driver of change among the consumers. Paired with the theories of the chapter "the modern consumer" these, more practitioner oriented, ideas become relevant.

The individual postmodern consumer who consider themselves a producers of self-image when they consume (Firat et al: 1995) might prove likely to "punish" companies who does not live up to their responsibilities and deliver a product and strategy to which the consumer can relate.

The ideas of Visser and Jones evolve around the fact that CSR has developed from a strategic tool, to a concept that, to a high degree, depends on the mercy of the consumers. In other words they describe a shift from using CSR strategically to actually committing to the CSR initiatives and the idea of doing good, not just financially. This move away from CSR as a strategic tool, can be compared with Holt's (2002) idea about the increasing knowledge of the modern consumer on how branding strategies works, hence using CSR as a strategic (branding) tool might prove invaluable and downright dangerous.

In sum, both authors refrain from adhering to the notion of CSR, as a strategic and managerial tool that they argue has been the case previously. Instead they embrace a more holistic approach to CSR, a type of CSR that is at the core of a modern business.

2.6 Changing roles of consumer – company relations

In this chapter we look at the changing relationship between companies and stakeholders. This will help to clarify how companies will need to act differently when communicating to, and initiating dialogue with, stakeholders.

The traditional approach to marketing has its original focus on creating demand for a company's products in order to sell them (Kotler et al: 2010). It can be argued that the goal is the same today, but the way of getting there has changed. In order to create demand for a company's products, today it is not enough to focus on the product itself. The company is forced to create relations with its costumers, as this will lead to purchase and positive mentions. (Stratten: 2010) also on social media (Pekka:2010)
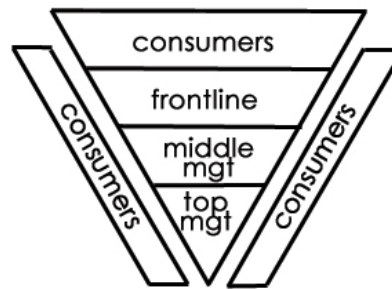
Figure 10: The reversed marketing pyramid - Of own making based on Kotler et al (2009)

As shown in figure 10, Kotler et al (2009) have described that modern companies should turn the traditional mind-set upside down and realize that consumers are the main influencers. Instead of the traditional top-down communication, Kotler et al argue for a reversed pyramid with consumers at the top, visualizing the effect the consumer has on the company.
This becomes interesting when connecting it to the chapter on the modern consumer. In there we described how the modern consumer makes decisions based on self-image.

The individual consumer seeks to create their own identity and escape the images imposed on them by modern era marketers.
This is in line with Kotler et al's idea about turning the classic marketing pyramid upside down. The postmodern individualism has created a consumer who is creating their self-image through what they consume. (Firat & Venkatesh:1995)
Fragmentation relates to the fact that the consumer is no longer longing for one universal truth, ideology or brand affiliation. (Dunn & Castro: 2012) As is defining of postmodernity, personal pragmatism drives the consumer behaviour. The consumer can be said to have multiple identities depending on the context in which it is based (Firat et al: 1995). This again leads to challenges for the modern company, as there is no clear segmentation to which you can market. (Firat & Schultz: 1997, Cova: 1996)
 Choices regarding purchase are being made based on word of mouth or E-WOM (Siano et al: 2011) and "*product related information tends to be exchanged in casual conversations*" (Solomon et al: 2006 p. 380). Furthermore, with social media it is easier than ever before to exchange product related information (Hamid et al: 2013, Pekka: 2010)

If accepting Kotler's theory of letting the consumer take centre-stage in modern marketing, it is important that a company make use of the correct communicative tools. With this in mind the importance of dialogue once again becomes apparent. Kotler's theory on consumer demands can arguably help companies to co-create their image with their stakeholders, again linking back to Hatch & Schultz theory on stakeholder involvement, which stress the importance of listening and reacting to your stakeholders.

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2.6.1 Adding an environmental aspect

A Havas Study shows that 54% of consumers claim that they *"pay more attention to the environmental and/or social impact of the products they buy"*(HAVAS: 2010).

If we link this fact to Kotler's theory of the reversed marketing pyramid and our findings in the consumer chapter, it becomes apparent that companies are forced to "do good" in order to attract and keep the increasingly demanding consumers. This fact should make companies adapt their communication and strategies to fit the more environmentally and socially aware consumers.

Company and consumer can be said to have changed roles. Where traditional marketing worked as top-down communication from top management, new theories argue that consumers are the driving force that affects the companies marketing and communication. (Kotler et al: 2009) This has again changed the way companies communicate to stakeholders. There is an increased need for dialogue-based communication.

When combining Kotler's theory of consumer-oriented companies with the findings from the HAVAS study, and the theory on the post-modern consumer, it can be argued that companies which succeeds in involving the consumers and combining this involvement with CSR related communication are more likely to thrive as they then will meet the expectations of the modern consumer.

When talking about adapting your products, strategy, and communication to your consumers' needs, authenticity holds great value. The following chapter will look into the importance of authenticity in corporate communication.

2.7 Authenticity and Legitimacy

As established above the modern consumer has been empowered by the development of information technology and social media. Furthermore the modern consumer, according to Havas, seems to prioritize companies who live up to their expectations and further reward companies who has a social or environmental profile and contribute to the society in which they are operating. The following will elaborate on two key concepts when dealing with the company's role in society and the creation of CSR identity.

2.7.1 Authenticity

When communicating to consumers and other stakeholders companies will need to create authenticity (Beckmann et al: 2009). This was also the case in the previous chapter where several theorists emphasized the need for companies to deliver authentic experiences, both in general and with respect to CSR, to the modern consumer. (Simmons: 2008, Holt: 2002, Du et al: 2010)

In order to create this authenticity Hatch & Schultz (2008) state that a company has to have a clear and strong identity to communicate:

"Knowing what creates the sense of "we" in your company allows you to authentically tell others what you brands stand for. But knowing who you are also requires intimate knowledge of how stakeholders see you." (Hatch & Schultz, 2008: 45)

"Respect for values and beliefs supported by the existing culture invites perceived coherence and bestows authenticity." (Hatch & Schultz, 2001: 1058)

In order for a company to gain the above mentioned intimate knowledge of its stakeholders, one might turn to the previously presented theory of stakeholder involvement, which seeks to co-create meaning and give the receiver of CSR communication an opportunity to make sense of the corporation. (Morsing & Schultz: 2006).
As companies have started to communicate to stakeholders through social media that originally was intended for dialogue the companies will have to interact instead of "push-communicating". (Hennig-Thurau et al: 2010)
As concluded in the paragraph "the emergence of the prosumer" it is likely that social media will prove valuable when involving stakeholders and engaging in dialogue.

2.7.2 First movers create authenticity

When linking Beckmann's notion of authenticity as a key aspect of communication to our findings on the modern consumer it becomes evident that this consumer holds a more critical view on corporate communication. Du et al (2007) argue that this critical distance consumers might hold, is likely to be limited if a company position itself for its CSR activities.

The authors argue that a company: "*positioning itself on CSR rather than superficially engaging in such activities, stakeholders are likely not only to pay more attention to its CSR message, but also to believe in the authenticity of its CSR endeavours, resulting in greater persuasion in favour of the company (Du et al. 2007).*

This priority of proper engagement rather than superficial initiatives is in line with Jones (2012) and Visser's (2011) thoughts on the age of damage and the age of responsibility respectively, where pretending and green washing is no longer an opportunity for creating authenticity and consumer loyalty. In order to create the advantages of well executed CSR initiatives theorists argue that these should be linked to the core of the business of a company (Du et al 2010, Burke & Logsdon 2006,)

There will inevitably be a large demand for coherence in what the company communicates and who the company is. In regards to CSR communication, authenticity holds an equally important role as Morsing & Schultz (2006) describes the need for authenticity when doing CSR communication.
In order for the company to be authentic it will need to be aware of its own image and identity, and the same goes when doing CSR.

The following chapter will look into the notion legitimacy. In order for a company to operate, it will need to hold a certain degree of legitimacy.

2.7.3 Legitimacy – license to operate

Legitimacy theory can arguably be said to hold a strong connection to CSR (Guthrie et el: 2006). In order for a company to be legitimate is must abide to social norms and the expectations of its stakeholders. Failing to do so the company will experience a legitimacy gap where the expectations of the stakeholders do not match the actions of the company. This gap will result in a negative impact on the company's image, as stakeholders will loose trust in said company. In connection to this, Dowling and Pfeffer (1975) argue:

"…a condition or status which exists when an entity's value system is congruent with the value system of the larger social system of which the entity is a part. When a disparity, actual or potential, exists between the two value systems, there is a threat to the entity's legitimacy" (Dowling and Pfeffer, 1975, p. 122).

As legitimacy can be said to be a company's license to operate, it can be argued that CSR can be seen as a tool to create and maintain legitimacy. This notion is supported by Arvidsson (2010) who argues that legitimacy should be gained and retained through CSR communication.

Legitimacy differs from CSR as, where CSR originally was based on doing good in accordance with legislation, legitimacy is based on social norms.
"Legitimacy is a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions."(Suchman, 1995: p. 547)

If a company fails to be legitimate the conscious modern consumer is likely to abandon the company as this does not meet his or hers expectations hence fails to deliver an appealing experience, which the consumer can use in order to portray a desired self-image.

This is in line with Dawkins (2004) who argues that meeting stakeholder expectations is necessary to secure a company's survival.

In sum, theory shows that in order for a company to have "license to operate" it must create and maintain legitimacy by abiding to social norms. With the rise of information technology, social norms have changed. Consumers are expecting more from companies and as mentioned in the previous chapter linking back to Holt (2002), consumers are becoming better at grasping the true nature of corporate communication. This has put increased pressure on companies to do better communication.

2.7.4 Connecting legitimacy and authenticity to CSR identity creation

In the model below we have visualized how legitimacy and authenticity play a vital part in a thesis revolving around topics of CSR, social media and CSR identity.

The model depicts an interrelation between the concepts of the modern consumer, legitimacy & authenticity, CSR and social media. All four of which is paramount to the creation of CSR identity.
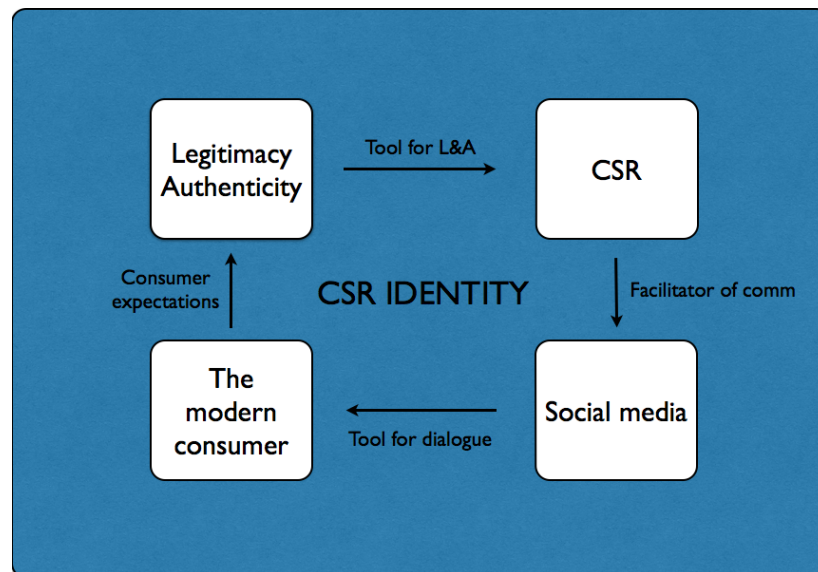
Figure 11 – Creation of CSR identity – Model of own making: 2013

It has been established that modern consumers holds certain expectations to companies. The concepts of authenticity and legitimacy are expected for companies in order to deliver an appealing experience to the consumer. For the company to create and maintain legitimacy and authenticity it can beneficial to engage in CSR activities. As established social media is likely to hold value in facilitating CSR communication, as it is a tool for dialogue, which is in line with the outlined characteristics of the modern consumer. Following the premise of the thesis, CSR identity is made up from the relation between a company's communicated CSR vision and the perceived stakeholder image, and will thus be nurtured in the process of proper CSR communication.

2.8 Alignment of CSR initiatives

A number of theorists talk about companies aligning their CSR initiatives with their core business (Du et al: 2010, Burke & Logsdon: 1996). The background for aligning CSR with core business is creating authenticity and legitimacy in the communication of the initiatives.
This chapter will provide a brief introduction to aligning corporate CSR initiatives with the core business.

Du et al (2010) discuss the importance of CSR fit in their text on "Maximizing Business Returns to CSR: The Role of CSR Communication".
CSR fit is defined as *"the perceived congruence between a social issue and the company's business."(Ibid: p 12)* and they argue that low CSR fit, or failure to align CSR with core business, will lead to stakeholders responding negatively to a company's CSR communication.
"Low CSR fit, owing to the lack of logical connection between a social issue and a company's business, is likely to increase cognitive elaboration and make extrinsic motives more salient, thereby reducing stakeholders' positive reactions to a company's CSR activities." (Ibid: p 12)

This supports the findings as regards stakeholder response to companies who fail to create

legitimacy and authenticity in their communication as seen in chapter 2.7. Furthermore, Du et al argues that companies should monitor what are considered priority issues for their stakeholders (Ibid: p.16). This links directly to Morsing & Schultz' (2006) Stakeholder involvement strategy (See figure 6)

As shown in the chart (Figure 6), the forces of the stakeholder involvement strategy is that by initiating dialogue with stakeholders and listening to demands, the company can act proactively on these. Moreover, Morsing & Schultz argues that: *"Because the stakeholder involvement strategy takes the notion of stakeholder relationship to an extreme, companies should not only influence but also seek to be influenced by stakeholders, and therefore change when necessary."*(Morsing & Schultz, 2006: p 328)

By being willing to change and also expecting the stakeholder to change, the company has a unique way of both communicating its own CSR but also adjust its CSR to match stakeholder expectations. This willingness to change is likely to result in a higher level of CSR fit as the company can establish the priority issues of the stakeholders and lessen the gap between these and the company's initiatives.

Another take on core business related CSR is the theory of Burke & Logsdon, who argue that:
"Corporate social responsibility (policy, programme or process) is strategic when it yields substantial business-related benefits to the firm, in particular by supporting core business activities and thus contributing to the firm's effectiveness in accomplishing its mission." (Burke & Logsdon, 1996: p 496)

Burke & Logsdon's theory takes another perspective into account when arguing for aligning CSR with core business. By aligning a company's CSR initiatives to the core business it will most likely help the company accomplish its goals while still abiding to social norms and legislation. When looking at this, it is interesting to note that this approach to CSR lines up with Visser's "age of management" (Visser: 2011) as the focus is primarily on company benefits by adding a layer of CSR initiatives. Contrary Visser argues that in the "age of responsibility" CSR is systemic more than strategic and focus on the consequences of not performing CSR. Despite the conflicting interest of the two theories there are still value to be found in the fact that throughout the history of CSR, aligning CSR initiatives to the core business has been a tool for success.

To sum, looking at these theories the importance of aligning CSR initiatives with the core business becomes evident, be it to create legitimacy and authenticity in communication or to thrive economically.

2.9 Why image matters

The thesis is centred around the effect social media can have on corporate CSR identity.
And as stated earlier the framework selected to analyse this effect is Hatch & Schultz' VCI alignment model. Therefore it is relevant to look into why image matters for the company. The following chapter will seek to describe the importance of image when talking about identity. The chapter will draw on findings from Reputation Institute's Global CSR study from 2012 and their reputation report on Danish companies from 2013.

Edward Freeman coined "stakeholder theory" in 1984 (Freeman: 1984), saying that the companies, who listen and react to all their stakeholders instead of giving priority to a limited part of stakeholders, like investors, will be the companies who conquer the market (Hatch & Schultz: 2008). Freeman's stakeholder theory was predecessor to modern CSR theory but the theory also holds value when discussing corporate image.
As image and reputation is made up from stakeholder perception, it is of the essence that all stakeholders are included in corporate communication.
Hatch and Schultz (2008) emphasizes the importance of aligning a company's Vision, Culture, and Image in order for its corporate identity to be complete. The same goes for a company's CSR identity and as will be described in the methodology this thesis solely focus on the perceived image and strategic vision.

Freeman described stakeholder theory in the mid-eighties, and after that, numerous scholars has dealt with the subject. Arvidsson (2010) build on his stakeholder theory and describe strategies for companies to use when communication CSR to stakeholders. Dialogue with stakeholders, in order to maintain image/reputation, has evolved with the rise of information technology in general and with social media in particular. As described by author and social media practitioner Erik Qualmann, social media has made way for consumers to get closer to companies and initiate dialogue.

"The beauty of social media is that it will point out your company's flaws; the key questions is how quickly you address these flaws."

Erik Qualmann, Socialnomics (clickspace.com: 2013)

As for the importance of image, Reputation Institute conducts an annual survey, both for global and local companies, indexing the 100 most reputable companies.
The RepTrak (Appx 1) is a survey among a large amount of stakeholders about their opinion on the 40 largest companies in Denmark.
There is a number of interesting findings in the survey, both regarding general image but also CSR image.

When looking at figure 12 we can see that what a company stands for actually matters more than what it produces and sells.

(Figure 12 – Value of products vs. companies – Reputation Institute Webinar: 2013)

This shows the importance of corporate image, and the importance of focusing communication in order to maintain a positive image.

Following Hatch & Schultz (2008) companies will need to align their image with their vision to create a trustworthy identity.
Morsing & Schultz (2006) state that the company should be willing to change just as it expects its stakeholders to change when initiating dialogue. If a company initiates dialogue but fails to listen and subsequently change, it is in risk of damaging its image. This is in alignment with the previously presented thoughts of Jones (2012) and Visser (2011).

2.9.1 Importance of CSR is increasing

The RepTrak (Appx 1) measures the importance of 7 dimensions; Leadership, performance, products & Services, innovation, workplace, governance, and citizenship whereof the last 3 are defined as CSR dimensions. The study concludes that the dimensions of a company, linked to CSR, are gaining importance.

These 3 dimensions make up 42 % of the total measurement in the global survey and 43,9 % in the Danish survey. See figure 13.
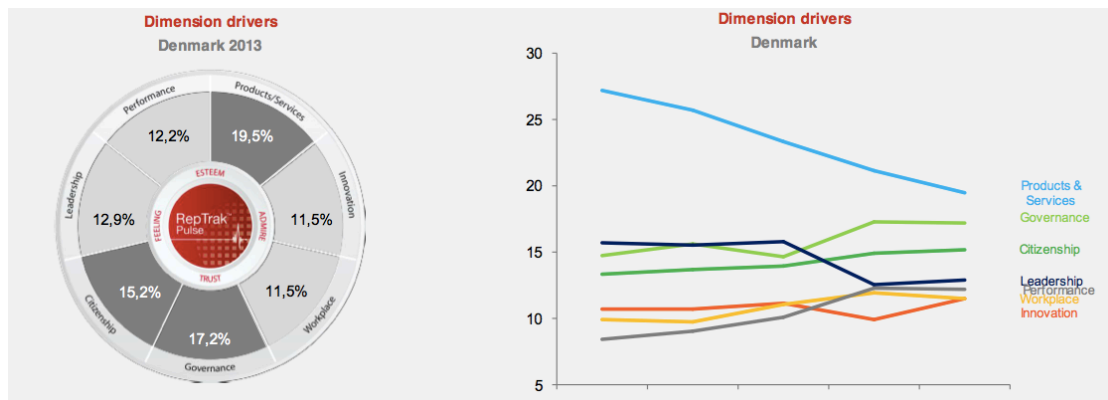
(Figure 13 – Importance of CSR dimensions – Reptrak: 2013 Appx 1)

Figure 14 – Consumer expectations – Reputation Institute Webinar: 2013)

The above figure also shows that products & services are declining as a driver for reputation whereas citizenship and governance are rising.

This is in line with the previously presented report from Havas Worldwide (2010), which stated that a growing number of consumers are taking CSR initiatives into account when deciding on products

and companies. In addition to backing up the already established characteristics of the modern consumer, the findings from figure 14 outlines valuable information about the modern consumer, who expects a company to profit from its CSR initiatives.

When looking at the findings from the RepTrak surveys, it becomes apparent that stakeholders find it increasingly important that companies have a positive image. As the dimensions concerned with CSR are becoming more important, the need for strong CSR communication and thereby a strong CSR image is crucial. Hatch & Schultz argue that you will need to know your perceived image in order to know who or what your company is, and as social media is a platform that facilitates dialogue it is a strong tool for a company to learn about its perceived image and thus develop its identity.

To sum, it becomes apparent that the public's interest for CSR in rising. And this calls for an increased focus from the companies' side. Following Arvidsson (2010) proper CSR communication will help to create legitimacy and subsequently better image.

PART III

3.0 Methodology:

3.1 Methodical approach

The choice of methodology in a scientific thesis holds great significance as to how new knowledge is established (Andersen: 2005). The purpose of this chapter is to account for the methodical reflections connected to the theoretical, empirical and analytical practices chosen in the thesis.

In social science it is not possible to put forward statements and theories in the same way as in natural science. This means that it is impossible to accurately predict the future. Therefore, the thesis will have a point of reference in social constructivism as conclusions are based on observations, and knowledge gained will construct the reality in which the thesis in operating. (Andersen: 2005) Social constructivism describes how "truths" are socially constructed. By taking point of reference in social constructivism, the thesis will be able to examine the research question as a constructed paradigm. The social constructivist approach entails that instead of searching for truth claims the thesis will seek to gain an understanding of the reality constructed by companies and consumers as regards social media and CSR.

3.2 Scientific method

In order to understand the premise of the analysis, the following chapter will describe the scientific method used in the thesis.

In the theory of scientific methods there are three main directions; behaviorism, cognitive psychology and hermeneutics (Andersen: 1990). Heine Andersen describes these three directions respectively as "the behaviorist", "the cognist" and "the interpreter" where the latter is characterized by a post-positivistic hermeneutical approach to knowledge production (Ibid: p. 135). The goal of the interpreter is "to create expositions that can alter biases and thereby create new realities and possibilities for actions." (Ibid: p. 135)

The method in the thesis is hermeneutics as we are seeking to gain new knowledge by looking at existing theories, matching these with empirical studies, and thereby understand and create a new understanding of a concept.

Hermeneutics is characterized by its search for understanding as opposed to the two other directions, which are concerned with creating explanations for future conduct.
Hermeneutics seeks to create new understandings through new knowledge. When learning new ideas and theories a new understanding of initial knowledge is gained, and this new understanding will again result in a new understanding. Hermeneutic learning is circular and the key term in the theory is "pre-understanding". (Kvale & Brinkmann: 2009)
Our pre-understanding is the basis of which we interpret new knowledge. Our pre-understanding is not static but changes throughout the process of knowledge gaining. (Ibid)

Empirical studies can make us look at the thesis with a new perspective and thereby create a new pre-understanding.

The data collected will reflect that the thesis takes a managerial view in the delimitation and in general focuses on a broader strategic perspective.

With the above in mind we have narrowed down our data collection to qualitative interviews and refrained from doing focus-group interviews.

The interviewed persons are all part of the top-management in large Danish and global companies. In their job function they have clear insight into the decision making on a strategic top-managerial level. The interviews were not structured, but the main theme was outlined in order to maintain focus in the interview, so only a few questions were pre-planned. (Question in appendix 12). We chose to follow Ib Andersen's template for the partially structured interviews. Thus we have a certain theoretical and practical knowledge about the phenomena we study, but are still open to new perspectives and information that the interviewee could provide (Andersen: 2005).

3.3 Philosophy of science

The theoretical perspective of the thesis is that of critical realism (Fuglsang & Olsen: 2004). Critical realism acknowledges the fact that reality is an open system affected by underlying transcendent phenomena, exemplified in the sentence: *"You never swim in the same river twice, as transcendent phenomena makes the river continuously changing"* (Fuglsang & Olsen: 2004: 150) This fact makes it impossible to find everlasting and finite conclusions independent of context. The search for these conclusions will always depend on context (Ibid, 149-150)

This perspective is relevant in many *fields* within social science, and especially to a thesis focusing its attention on the interrelation between CSR and social media, which to a high degree are evolving concept yet to be fully explored. (Etter & Fieseler: 2010)

In sum, the quote on critical realism leads to the fact that it is impossible to create ultimate or "safe" knowledge. Conclusions are limited by the ever-changing nature of reality, which means that it is the job of the researchers, to argue that the knowledge discovered is valid. The theories and empirical studies used to create our theoretical approach can therefore not provide us with an ultimate answer as to how or what reality is. It will serve, though, as basis for a discussion concerning the question of analysing how social media affects corporate CSR identity.

The findings in the thesis should be seen as guidelines to, or reflections on how social media affects a modern company.

3.4 Inductive and deductive approach

The thesis will be based on both theory and empirical studies; hence there will be a need for both an inductive and deductive approach. (Andersen 2005: 32)

The deductive method is reflected in the thesis when, based on general principles, there is drawn conclusions on specific events. The deductive approach will be apparent as we present our theories and choose from these our theoretical point of reference. In order to create a comprehensive understanding of theory and a framework for the inductive part of the analysis, the thesis will, match up theories on CSR, CSR communication, modern consumerism, and marketing and conclude from the findings. As the link between CSR and social media is in its youth, it is relevant, by a deductive approach, to create part conclusions from known theories.
Also, the view on modern CSR, CSR 2.0, is deducted from theories from Wayne Visser (2011) and CSR practitioner David Jones (2012).

The deductive method can be said to lay the foundation of the thesis in general and the analysis in particular, as the theories chosen will create the framework for the thesis.

The inductive method is used when connecting empirical studies with our theoretical framework. The inductive method will challenge our theories as practical knowledge and examples are taken into account. (Andersen, 2005)
The analysis will be based on an inductive approach, as findings will be challenged by the empirical studies. The findings will be used to analyse the interviews from the case companies. In addition, the thesis will draw on obtainable information from said case companies. This being CSR focuses, public interviews and social media communication.

This approach is also acceptable as regards the use of hermeneutics, as the inductive reasoning will challenge our pre-understanding and lay grounds for a new way to look at the existing theories on CSR, CSR communication, modern consumerism, and marketing.

3.5 Case studies

"An empirical inquiry that investigates a contemporary phenomenon within its real-life context" (Yin, 1994: 13)

The purpose of the thesis is to expand the horizon within the fields of CSR and social media and the interrelation between these two concepts. Theoretically, especially the latter of the two, is in an early phase, and social media itself evolve on a close to daily basis. In dealing with contemporary phenomena, it can prove valuable to incorporate case studies. (Yin 1994: 8) Hence the theoretical perspectives of the assignment are complimented with an illustrative case study in order to exemplify the theoretical and empirical analysis. Following Yin's (1994) classification of case studies, this thesis will make use of a holistic multiple case study, as 4 different companies are analysed individually.

Contrary to an experiment, which divorces the context from the phenomenon, the case study is applicable in research where you deliberately are seeking to cover contextual conditions. (Yin: 1994) Regarding this thesis, the phenomenon being investigated is the interrelation between CSR and social media and the context within which it is being investigated, is that of the world of business.

As our research question sets out to uncover an underlying premise of modern business, we have chosen to collect the empirical research in four different companies. In the multiple case study, cases are not necessarily presented individually but to a higher degree serve as the *"evidentiary base for the study and may be used solely in the cross-case analysis"* (Yin: 1994)

As a method of research the case study is not limited to certain sources of data. The thesis makes use of data collected on multiple different platforms and media, and not only depends on the qualitative research alone. Data will be collected online as well as offline, and be reviewed and analysed together. This is done in coherence with Yin (1994) who argues that most of the better case studies rely on a wide variety of sources. (Ibid: p91)

Below we will elaborate on the choices of the thesis' qualitative research and explain the reason for choosing these companies. Furthermore, the validity and reliability of the interviews will be assessed.

3.6 The companies

The thesis evolves around four different Danish companies in different sectors and industries. In order to uncover how social media has affected the CSR identity of the companies, it was important that the interviewees indeed had something at stake regarding both CSR and social media. In order for the thesis to create a broad understanding of the connection between social media and CSR it was relevant to include companies from four different industries. It should be noted that Maersk Line, McDonald's and Danske Bank all function globally, but in order for the thesis to go deeper into the communication in question, the thesis will solely focus on the Danish part of the companies.

Furthermore, it was important to include companies, which either had a bad reputation or operated in an industry with questionable reputation. This was done as a way to ensure that the companies were in a position where they were being challenged, focusing on and considering the matter of CSR. Finally, the thesis focused on companies in different sectors, as it is relevant to explore whether the premise of the empowered consumer is usable across sectors and industries.

The model below describes the case companies and interviewees.

	Maersk Line	Danske Bank	McDonalds	Call Me
Interviewee/Position	Jacob Sterling Head of Environment and CSR/Jonathan Wichmann Head of Social media	Eva Hald Senior Executive Vice President, Group Communications	Sara Helweg Larsen Director of Communication	Sofie Heilskov Project Manager on the "Tal Ordentlig" -campaign
Date and length of interview	Sterling: December 13, 2012 50 minutes Wichmann: January 28, 2013 50 minutes	January 3rd, 2013 60 minutes	December 19, 2012 80 minutes	May 16th, 2013 45 minutes
Main corporate challenge	Is challenged on the increase public interest on environmental issues	Has been victims of overall distrust after and getting blamed for the financial crisis	Is selling fast food in a market where costumers are well educated on what is healthy	Operating in an industry where many companies struggle with a lacking image
Social media utilisation	Uses CSR as a part of corporate communication on all its social platforms	Infrequent CSR related communication on social platforms	Consistent use of CSR in corporate social communication	Division of CSR and corporate communication. "Tal ordentligt" is explicitly communicated.

(Figure 15 – Presenting the case companies Of own making: 2013)

The four companies in question have all, to some degree, implemented a so-called brand turnaround within the last 2-5 years. This has been visible in both their CSR-initiatives and their overall communication - including social media. A brief descriptive paragraph will review the actions taken for these brand turnarounds. This is done to provide an understanding of the changes the companies have undergone in recent years and identify at which point they are at in this moment.

3.6.1 Maersk Line

The Danish shipping corporation is among the biggest in the industry. The company is operating in an industry where CSR related issues for many years have been discussed and initiatives implemented. The fact that the ships of Maersk Line have a direct impact on the environment might put the company in a delicate situation regarding e.g. CO2 emission.

Like the other companies in question, Maersk has implemented a turnaround in recent years. The turnaround was launched several years ago by former CEO Eivind Kolding, and was based on the prediction of a hyper-transparent society. Something, which is summed up by Head of Environment & CSR, Jacob Sterling who argues that: *"There will always be transparency. The question is just what there will be transparency about."* (Sterling)

This assumption of hyper-transparency has been a main driver in the turnaround, where there have been changes within everything from organization over communication to CSR. A focus on the latter was explicitly approached by Kolding in a 2009 interview where he stated that: *"The climate of the world is in focus like never before. We want to be the preferred partner for costumers with an environmentally friendly profile. We already see ourselves as industry leaders regarding CSR, but there are many more opportunities ahead"*. (Appx 9). This statement acts as a clear example that CSR and especially environmental initiatives has been a top priority in the turnaround.

Furthermore, the notion of hyper-transparency has led to the company engaging heavily in social media. Since November 2011 the company has been present on 10 different social media channels,

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which each is designed to reach out for a different segment of either costumers, fans, partners, NGO's etc. (maersklinesocial.com: 2013)

3.6.2 Danske Bank

Since the financial crisis started in 2007, the image of and trust in the global financial sector has been under pressure. This has also been the case of Danske Bank.
The financial sector in general has been accused of starting the entire meltdown by speculating in risky investments such as subprime mortgages, which has also affected the image of Danske Bank.

The bank has furthermore been criticized for their increased rates, and the fact that they are shutting down branches all over the country.
These activities where made after the bank appointed previous Maersk CEO Eivind Kolding in February 2012. Kolding immediately initiated a major turnaround involving all of the above, plus the firing of several thousands of the 21.000 employees and some major divestments. Furthermore, in November the bank topped its turnaround with an unsuccessful image campaign called "New Standards" which resulted in the CEO regretting ever launching the campaign. (bureaubiz.dk: 2013A). In Appendix 13 we offer a more in-depth description of the "New Standards" campaign.
The earlier mentioned image analysis from Reputation Institute places Danske Bank dead last among the 40 most reputable brands in Denmark, (Appx 1) and this lack in trust has affected their costumer loyalty and caused for 94,000 costumers to leave the bank within a year. (Børsen.dk: 2013)
Regarding CSR, the bank lives up to the reporting standards that Danish companies are obliged to. Furthermore, the company has launched a campaign promoting and rewarding volunteers in the Danish society. Nevertheless the company has suffered a severe loss in loyalty and image in the public in recent years.

3.6.3 McDonald's

The American fast food giant has indeed encountered some CSR related issues in the past, which has led them down a new communicative and socially responsible path.
In 2010 McDonald's Denmark appointed the Australian Stephen Shillington as CEO, and according to Shillington himself, his main job was to conduct a "brand turnaround" (Appx 10) This resulted in design makeovers of many of the restaurants and CSR initiatives such as the introduction of healthy alternatives, and a initiative where the company invite guests to the kitchen in order for them to experience how a burger is being made. Furthermore, a lot was done in order to promote the company as a good place to work, something which has left the company winning the prize as "Denmark's best workplace" in both 2012 and 2013(Ibid: 2013). Besides the core related CSR issues addressed above McDonald's status as a MNC had caused for claims that the company did not pay its fair share of taxes in Denmark, something which the company is actively trying to refute. (Helweg)

In sum, a lot has been done in order to promote and communicate the more responsible path that the company has followed for the last couple of years. A claim, which to a high degree is verified by the following statement by head of communication Sara Helweg-Larsen: "*McDonalds was previously a*

very closed company who primarily focused on selling burgers. By doing so, we were not changing how people looked at us. But we have opened up for dialogue on all platforms, and it is now a principle that we engage in everything possible." (journalisten.dk: 2013)

Despite the increased effort in recent years, regarding both CSR initiatives and a more open approach to communication, the image of McDonalds is undoubtedly still critical in the public. A 2013 Reputation Institute ranks the company number 38 out of 40 big companies operating on the Danish market (Appx 1) indicating that the company's perceived image among Danish consumers is still at a low.

3.6.4 Call me

Call me is a minor Danish Telco, which is owned, by one of the major Danish companies Telia.

The 2013 Reputation Institute survey ranks Call me's competitors Telenor, TDC and Telia as 31, 33 and 37 respectively out of the 40 brands surveyed. (Appx 1) This indicates that Call me is operating in an industry where consumer trust is generally low.

And trust was exactly the main topic when Call me launched their "Tal ordentligt" campaign in June 2012, which promote the idea of people speaking in a good manner to one another.

Call me emphasizes that "tal ordentligt" is to be considered a movement rather than a marketing effort and the company has implemented a TRUST strategy based on the simple rule: *"We trust each other and we trust our costumers…If something doesn't promote trust, we stop doing it"* (callme.dk: 2013)

The initiation of the "tal ordentligt" campaign and implementation of the TRUST strategy indeed paints a picture of a company which takes pride in its CSR initiative and use them actively in their communication.

3.7 Validity and reliability

Validity is considered an assurance that a method examines what it pretends to examine. (Kvale & Brinkmann: 2009: 352). In our case we sought to ensure the validity of our qualitative interviews by considering our interview framework so that the questions would not be considered guiding.

After each interview we compared the answers to our research question in order to examine if they contributed to the answering of this. If not, adjustments would be made for the following interview. Despite on-going adjustment the interview framework did not change drastically, in order to keep the gathered material credible and comparable.

The concept of reliability concerns the extent to which the result of the research can be reproduced: (Kvale & Brinkmann 2009: 271). During the interview we have tried to keep as neutral as possible. In practice it is almost, if not completely, impossible to reproduce an interview, but there are several ways to ensure reliability. (Lungholt & Metelmann 2010: 110) As an example, we have been very attentive to present the thesis in the same manner to every respondent and tried to ask the questions in the same order every time.

Despite the effort to uphold the reliability, the interviews were not completely standardized. At times the question framework (Appx 12) was adjusted in order to be more coherent with the interviewees

competences. Furthermore, the interaction and dialogue with the interviewer and the different respondents have had its say as regards to the progression of the interview.

This approach to qualitative research is based on Kvale and Brinkmann (2009) who suggest that qualitative research should be neither too standardized nor too "uncontrolled".

In sum, the above considerations contributed to securing the validity and reliability of the thesis. Making use of qualitative research gives us the opportunity to seek new recognitions and angles on the subjects in question. Hence it can be noted that the qualitative approach gives the interviewers a better and deeper understanding of the subjects in question than would have been the case with a quantitative approach.

3.8 Analysis

First will be a thorough individual analysis of the four case companies. The analysis will look into the case companies and identify relevant findings in terms of communicative approaches and stakeholder perception. The second part is an individual VCI analysis of the four companies seeking to identify the communicated visions and the stakeholder images for the companies.
The analysis will make use of the deductive findings and match them with empirical findings gathered from interviews with the companies and a monitoring of the companies' social media presence and their classic corporate communication channels.

PART IV

4.0 Analysis

4.1 Social media presence
The following chapter will describe the case companies' use of social media when communicating CSR initiatives. This is done in order to give the reader an overview of how the case companies are making use of social media.

4.1.1 Maersk Line
Maersk Line is the case company with the most extensive social media presence. The company has created a focused social media strategy across 10 social platforms, based on the stakeholder segments on the different platforms.

Social media is a large part of the company's corporate communication. This focus is underlined by the fact that the company has created the website maersklinesocial.com dedicated to explain the company's focus on social media.

To summarise, our main goal is to use social media to "get closer to our customers".
But at the same time we realise that there's much more to gain from it, such as better press coverage,
higher employee engagement, more brand awareness and even bringing in high-level insights and
intelligence from shipping experts around the world. (maersklinesocial.com: 2013)

The quote sums up the focus, and depicts Maersk Line as a company who has embraced the use of social media in their communication.
In the interview with Jonathan Wichmann, Head of Social Media, it is explained that when starting up on social media the company monitored their followers in order to create the most effective communication.
This monitoring of stakeholders has led to the creation of a social media matrix, where the company divides its social media channels and offer the most suitable platform for interacting with the company, depending on interest (costumer, NGO, fan, expert.) (Wichmann)

4.1.2 Danske Bank
Danske Bank makes use of Twitter and Facebook for its online presence.
The company's communication strategy can to a high degree be said to consist of marketing efforts and costumer service. The company communicates very little CSR information through their social platform but is active in replying costumers about matters concerning prices, initiatives and criticism.

When engaging with stakeholders on Facebook, the company always states the name of the employee answering, thereby creating a more close communication.
Looking at the answers from the bank, it is clear that the company has a team of community managers in charge of handling the page.

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The bank's twitter account is predominantly a tool to answer stakeholder questions. When looking at twitter.com/DanskeBank_DK it is obvious that the bank has chosen a strategy of stakeholder feedback rather than stakeholder information.

The bank's Facebook page is used for stakeholder information, communicating marketing related topics, and to a smaller degree CSR related information.

The company does not have a strategy for their social media communication. (Hald, 2013) The effect of this will be analysed on in the following chapter.

4.1.3 McDonald's

McDonald's Denmark is active on Facebook, Instagram and Google+.

The company's corporate Facebook page is mostly for marketing and promotion communication but does also feature information about nutrition, quality control, and the processing of the company's products.

The company has a team of community managers attached to the page, replying to costumer questions and criticism. Like with Danske Bank, the community managers always reply with their individual names.

The company is doing promotion efforts inviting people to create their own burger and enter it in a competition. This can be seen as an active way of creating stakeholder interaction as it is facilitated through the Facebook page.

The page has a high activity rate, which links to the fact that its key segment is 13-17 year olds.

The company puts a lot of effort into answering criticism through their Facebook page. As stated, the company has a number of CSR initiatives related to nutrition and food quality, and these initiatives are used to refute the criticism on the subjects.

As regards Twitter, the company is still figuring out how to approach it (Helweg). The American global office has faced severe criticism in connection to a Twitter campaign (Forbes:2012) And McDonald's Denmark is still looking into the pros & cons related to this platform.

4.1.4 Call me

Call me is present on the following social platforms; Facebook, Twitter, Instagram, and Google+. There are two dimensions to the Call me social media presence. First there are the company's corporate pages under the name "Call me". Secondly there are the pages associated to the "Tal ordentligt" initiative. (Translation: "Speak properly" henceforth referred to as Tal Ordentligt) The analysis in the following chapter will mostly look at the "Tal ordentligt" pages as they are communicating the company's CSR initiative.

On Facebook the two pages connected to the initiative, "Tal ordentligt" and "Tal ordentligt på jobbet"("Speak properly on the job") have almost double the amount of "likes" than the corporate Call me page.
The corporate page is primarily used for marketing and promotion efforts. It links to the "tal ordentligt" pages in its description and in an occasional post, but apart from that, its purpose is to inform consumers about new offers and phones.

As was the case with Danske Bank and McDonald's, Call me has a team of dedicated community managers who each identify themselves with name when answering.

The two "Tal ordentligt" pages are managed by a single community manger, Benjamin, arguably giving the opportunity for a close communication between owner and follower.
These two pages are strictly concerned with communicating messages related to the "tal ordentligt" initiative or everyday experiences inspiring people to be better persons. On neither of the two "Tal Ordentligt" pages the company promotes any marketing related information.

In sum, it is clear to see that the case companies are all focused on communicating through social media. All four companies have designated community managers in charge of the communication and are active.
Maersk Line stands out as a company who has done an extensive start-up across several social media platforms.
Call me differentiates from the other companies by having a clear division between its corporate communication and its CSR related communication, with the division of the "Tal ordentligt" and "Call me" pages.
Danske Bank and McDonald's alike mainly focus their effort on Facebook, which is natural as it is still the most popular social platform in Denmark. Furthermore the companies can be said to have a tendency towards marketing communication.

4.2 CSR initiatives and the core business

Based on the established importance of aligning CSR initiatives with the core-business we have found it relevant to include an analysis of the case companies' effort to align their CSR initiatives. This thesis is based on the hypothesis that CSR alignment in necessary for a company in order to create legitimacy and authenticity with stakeholders as regards CSR communication. This will be further analysed in the VCI alignment chapter that will feature an inductive analysis of the case companies. This chapter will go on to look at the case companies and analyse on how they align their CSR initiatives and communication with their respective core business.

4.2.1 Maersk Line

Since the first actual sustainability report from 2008 the company has put an effort into working with hyper transparency.

"We want to push transparency forward in our industry as much as possible, and especially push transparency with regards to CO2 emission... This way we can challenge our competitors" (Sterling)

This quote is in line with what has previously been described as first mover advantages regarding CSR (Du et al: 2007) to propel advantages over competitors. Maersk Line seems to be aware that they are frontrunners in the industry regarding CSR and especially CO2 emission and make use of this in their approach to CSR. Something, which is also underlined in previously mentioned quote by former CEO Eivind Kolding who argued that the company *"Want (s) to be the preferred partner for costumers with an environmentally friendly profile"* (Appx 9)

Sterling underlines this CSR positioning by stating that Maersk Line might have more fuel-efficient ships than their competitors and if they can push for transparency in the industry they might be able to challenge their competitors into becoming more fuel-efficient and thereby more environmentally friendly. (Sterling)

From looking at Maersk Line and their CSR alignment it becomes obvious that by keeping CSR close to the core business they are both gaining competitive advantage but also working for a more sustainable shipping industry.

4.2.2 Danske Bank

When looking at the CSR initiatives from Danske Bank it becomes apparent that they are not entirely focused on the core-business. Initiatives include environmental focus, financial literacy and socially responsible investments.

The initiatives are not communicated but available through the corporate website.

Another initiative from Danske Bank is the Facebook page "Mind Your Money".
The objective of this page is to provide financial advice to young adults. The page is a partially branded platform as there are no logos, but still an explanation about the page being part of Danske Bank's program for financial understanding.
The "Mind Your Money" must be said to be in direct connection with Danske Bank's core business, but it is interesting to note that the page is only partially branded. Nevertheless it can be said to contribute to an enhanced CSR fit (Du et al: 2010)

When asked about the linking of CSR to core business in general, Eva Hald stated that: "*the company will need to look at its core competencies and decide on what will be the best way to run the company, also when not talking about making profit.*"
She continues by talking about the legitimacy in CSR; "*You should never conduct CSR in order to seem legitimate. If you do something (CSR related) in order to create a better image, it's actually better not to do anything. Never use CSR as cover*"
The importance of this statement can also be found with Morsing & Schultz (2008) who argue that critical consumers and NGOs "*may feel particularly compelled to test the validity of the corporate CSR claims; are these companies as 'good' as they say they are?*"(Morsing & Schultz: 2008, p. 97)

This criticism from stakeholders towards corporate CSR claims became apparent for the Bank in the

fall of 2012 where it launched the campaign "New Standards".
The campaign featured imagery of CSR related topics such as women's rights, climate change and the Occupy Wall street movement. The campaign backfired immensely and consumers and media acted negatively to the campaign message. This will be elaborated on further in the analysis.

To sum, Danske Bank's CSR initiatives may not be as closely linked to the core business of the company. Furthermore, the one initiative most closely linked to the core business, is a partially branded concept. An explanation for this might also be found in Morsing & Schultz' "Catch-22 of communicating CSR" (2008).

Morsing & Schultz argue that the more a company communicates CSR, the more likely it can be to receive criticism. This paired with Danske Bank's image loss may be a contributory reason for not communicating CSR.

4.2.3 McDonalds
"As regards CSR, or CR as we call it, we think a lot about how to use our size and popularity in Denmark…We were the first in the Danish fast food industry to label our food with nutritional information " (Helweg)

McDonalds is under significant pressure from stakeholders as a fast-food restaurant. But they have embraced this critique and worked proactively to create a better image. Initiatives include opening up for corporate communication, creating mcdonaldsmenu.info, a website dedicated to guide consumers through nutritional information, the site tjekmcdonalds.dk which is a Q&A site about the company focused on exploring the myths, and opening up their kitchens to the public.

When stakeholders ask critical questions, the company answers and refers to the sites about nutritional information or quality control.
Helweg states that *"the consumer won't necessarily go home and look up the information, but you still have to have access to the information. Consumers are getting used to always being able to find relevant information. "*(Helweg)

The company is also implementing CSR into its everyday communication but is facing severe criticism when doing so.
This approach to delivering CSR related information is arguably a combination of Arvidsson's (2010) two communication strategies. The initiatives are both used to refute stakeholder criticism but also used actively in the corporate communication. The analysis will look into the effect of the on-going CSR communication.

It can be argued that McDonalds has drawn its CSR initiatives closer to the center of the company. As evident from the interview with Helweg, this has been done in order to create a better reputation.
"It is a very important issue for us to change the perception of McDonalds. We felt that a large part of the critique we faced was based on myths and misunderstandings." (Helweg)
Also, the company has implemented a "walk the talk" strategy in order for the company to enhance legitimacy and trust.

"Trust is created through knowledge. You can't say, "trust me", you will have to show that you can be trusted. "

In sum, it can be argued that there is a strong alignment between the core business and the CSR initiatives but at the same time one might suggest that the initiatives are still facing a disruption in the deliverance of the message. Something that might reflect negatively on the CSR identity.

4.2.4 Call Me
Call me has one single focus as regards CSR: The fight against tough language in the campaign "Tal Ordentligt".

The following quote is taken from Callme.dk

"Call me is a Telco with a social agenda. Call me is at the frontline against tough language. We make a living because you speak. But tough words hurt the receiver and therefore, we encourage people to speak properly to each other, it's free of charge. But it can mean a world of difference." (callme.dk: 2013B.)

In addition to the company's own Facebook site, Call me has two additional Facebook pages supporting the "Tal Ordentligt" initiative. One main page for the initiative and one linked to fighting tough language at the workplace.

Asked about the initiative Sofie Heilskov explains: *"We wanted to work with strategic CSR, to link CSR to our brand and work with it as an incorporated part of the company. Therefore, it would have to be relevant."* (Heilskov)
From a theoretical point of reference it can be discussed whether it is the right way to start a CSR initiative. But the way it has been linked to the core business and been followed up on is directly in line with theoretical recommendations. (Du et al: 2010, Morsing & Schultz: 2006,Burke & Logsdon: 1996)
The CSR fit is arguably strong as it is a company concerned with communication. The initiative has gained support from and worked with HK, one of the largest labour unions in Denmark, been used as school assignments and created communities in workplaces around the country. From this it is fair to state that the initiative has met an overall positive reception.

When talking about the evolution of the initiative, Heilskov states: *"Throughout the process of "tal ordentligt" we have been listening to our stakeholders. They have had an active part in forming the way in which "tal ordentligt" would move."*

This links to Morsing & Schultz (2006) stakeholder involvement strategy for CSR communication. The stakeholder role in said strategy is to *"participate and suggest corporate actions"*(Morsing & Schultz: 2006, p 326) In short, the company makes use of stakeholder involvement to strengthen the CSR fit.

To sum, Call me has taken a more direct approach to CSR and CSR communication. The company wanted to differentiate it self from competitors and create a unique approach to marketing and CSR. Call me, who abstains from describing "Tal Ordentligt" as CSR and instead label it as positive impact, have created legitimate and authentic communication, as "tal ordentligt" is an initiative, which works for greater good. One could argue that "tal ordentligt" does not add financially to Call me. But the fact that the company has managed to differentiate itself, and create a positive image in a distrusted industry with a large amount of competitors, might prove valuable.

The chapter has shown the differences between the case companies, both in consumer challenges, CSR alignment and CSR communication strategies.
It can be concluded that all four companies have to some degree implemented a modern CSR approach aligning CSR initiatives with core business. Furthermore, the chapter outline how this alignment can be done with more or less success with Call me being an example of best practice and Danske Bank being quite the opposite. It should be noted that Call me is a much smaller company than the 3 others and this might make it easier to create such change.
The fact that the thesis is concerned with analysing companies in 4 different industries will help to create a broader understanding of how social media is affecting companies and their CSR communication and identity.
When moving on to the VCI alignment analysis, the thesis will draw on the above findings in order to fully analyse the companies and their communication.

4.3 Company analysis

Based on the previous, the theoretical findings on the modern consumer, CSR and CSR communication, the following chapter will analyse the case companies in question. The chapter will explore the companies' efforts regarding social media and CSR in individual paragraphs. The chapter will relate the CSR communication efforts of the companies on social media, to the empirical findings of the top-management's approach to the issues of CSR and social media. This will be done with a forthcoming alignment of Vision and Image (Hatch & Schultz: 2006) in mind.

4.3.1 Maersk Line

"The image of the company had been modified, and we were ready for it (social media). Maybe not image-wise, so people were quite surprised and sceptic in the beginning, saying we couldn't pull it of"
(Wichmann, on the thoughts behind Maersk line entry to social media)

4.3.1.1 Hyper-transparency: The megatrend behind the strategy

As mentioned in the chapter on brand turnarounds the company operates in an industry where especially the environmental impact of the companies is of interest to multiple stakeholders. This is very much in line with the fact, that Maersk Line three years ago created their first sustainability strategy in cooperation with the sustainability consulting firm BSR (Sterling). The strategy reads:

Environmental sustainability is one of Maersk Line's future market differentiators, as is behaving responsibly towards our key stakeholders, including employees, suppliers, local communities and society at large. (Maersk: 2010)

So it is fair to state that the company indeed prioritises its CSR efforts in order to drive the company forward. Furthermore, Jacob Sterling notes that the above mentioned sustainability strategy is based on key mega-trends where hyper transparency in one of them. He explains that in the initial work with a new strategy, Maersk Line invited 50 stakeholders to a "future-workshop" and he notes:

One of the things which was highlighted in this work was hyper transparency, which social media in some way is an exponent for. Social media is not the only thing in hyper transparency, but it is the typical outlet of this trend. " (Sterling)

This statement is arguably in relation to the earlier consideration of web 2.0 being a umbrella term, under which social media is just one part. In sum, the first few lines of this paragraph contribute to the notion that Maersk Line in their most recent strategy has incorporated both the concept of CSR and social media.
In fact the company has outlined individual strategies for both sustainability and social media.

4.3.1.2 Multichannel Strategy

Opposed to the other companies in question Maersk Line is a business-to-business company. This fact is obvious when monitoring their social presence on for example Facebook, where it becomes apparent that the majority of their followers/likes are mainly people who in general appreciate the brand and in the same time does not engage too much in the communication on the site. To satisfy the company's multiple stakeholders Maersk Line has chosen a broader approach to social media. Contrary the b2c companies have a closer relationship to their costumers as a top priority when engaging in social media. This fact is being backed by Head of Social Media Jonathan Wichmann who describes how Maersk Line has clearly laid out which expectations stakeholders can have to the company's different social media channels.

"We have a channel strategy where we proactively state for example, that on Google+ you can have this and that. It might sound a bit anti social that we decide what is communicated, but it is based on stakeholder surveys." (Wichmann)

This division of subjects available on the numerous social media channels has been visualised and explained on the company's social media portal maersklinesocial.com.
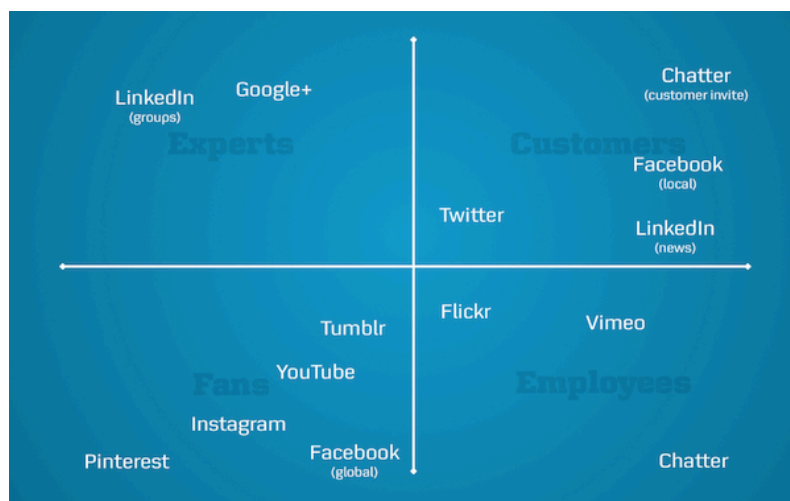
(Figure 16 - Social media matrix – Maersklinesocial.com: 2013A)

The fact that Maersk Line proactively communicates to their stakeholders about the different subject of their social media channels might prove valuable. This division increases the stakeholder's opportunity to interact with the company through the appropriate social media channels, by placing him or herself in the predetermined boxes of: expert, costumer, employee or fan. Regarding the notion of "individualism vs. community" described in chapter on the modern consumer this opportunity of selecting the right community in which to engage with the company, is likely to be of value to the modern consumer, as they are in search of communities containing peers with similar interest. Communities where they are able to self-exhibit in front of other peers through brands. (Simmons 2008, 303)

4.3.1.3 Authentic delivery

Authenticity has previously been determined as an important ingredient regarding both CSR communication and in addressing the modern consumer. (Morsing & Schultz, 2006, Holt 2002)
In order to promote an authentic experience, a company will have to be honest, trustworthy, factual and relevant (Beckman et al: 2009)
Gathering its social media presence on the website maersklinesocial.com gives an impression of a holistic approach to social media. The combination between this and the above division of what is to be expected, provides for a trustworthy delivery of information on the different medias and presents a company with a clear insight to their own communication and their stakeholders and understands the need for dialogue rather than push communication. (Hennig-Thurau et al: 2010)

Furthermore, when monitoring the different platforms it becomes apparent that the company has a good flow in their different streams, meaning that they deliver content to their followers on a daily basis.

Maersk Line has also incorporated a twitter-feed to the websites were they present private tweeds from key employees as seen in the screen shot below. This also adds credibility and authenticity to their presence, as it presents the people behind the brand, instead of just another global corporation. This personalisation of the brand might prove valuable in involving the stakeholder and make them consider the brand more as a cultural resource. (Holt: 2002) Furthermore, one might argue that this feature is in line with the characteristics of social media in general as it promotes openness, connectedness and conversation as proposed by Mayfield (2008)
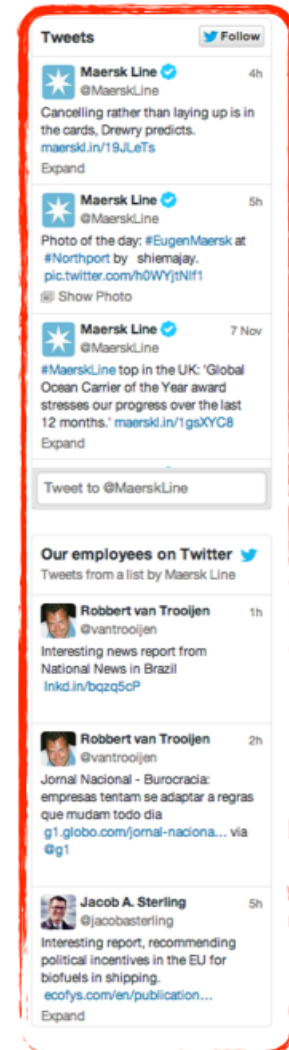
Figure 17 – Maersk Line public tweets – Maersklinesocial.com: 2013B

On maersklinesocial.com under the title "Why social media" it is stated about social media that:
"*Maersk Line can definitely benefit from this. Time will tell when, where and how.*"
(maersklinesocial.com:2013)This quote adds to the experience of an authentic and indeed honest company, as Maersk Line is not afraid of actively stating that their approach to social media is one of a profit maximizing nature.

Maersk Line openly states that their mission for being on social media is to seek benefits, hence increase profit. With this proactive approach they acknowledge their stakeholders, as they do not try to hide their intentions, something, which provide an overall genuine and authentic experience and is in line with the findings from RepTrak webinar (Reputation institute, Webinar: 2013) stating that the consumer expects the company to create profit from CSR.

In sum, the company provides an authentic experience around their brand. They proactively communicate what stakeholders can expect from their different channels, activates their employees personally on twitter and by being honest and straight-forward about the fact that their presence on social media is driven by the wish for business benefits. This authentic and constant delivery of

communication puts the company in a situation were they are likely to be able to withhold the stakeholders in the hyper reality. (Firat & Scultz: 1997)

4.3.1.4 Dialogue above marketing

Social media is characterised by openness and connectedness (Mayfield: 2008). This fact is also apparent when analysing Maersk Line's visions for social media and to some degree also in their presence on the different channels.

The interviewees of the company are both aware, that social media has different characteristics from other measures of communication and they both disregard it as a marketing tool, something that is explicitly pronounced by Sterling who says: *We use social media as a communication-tool and that's important. If you use it as a marketing tool, people will have a bigger need to react to it. (What you are communicating).* (Sterling)

This is very much in line with theories, which proposes the advantages of social media as those of communication and dialogue. (Colleoni: 2013A, Hennig-Thurau: 2012, Constantinides & Fountain: 2007)

So Maersk Line refrain from using social media as a marketing tool, and on the same note Sterling comments something similar about CSR when saying that if you: *"Make a marketing-stunt where you say that you are the best and the greenest, it will provoke your stakeholders."* (Sterling)

In addition to this Sterling argues that if a company bases the presentation of its CSR-initiatives on that of storytelling and dialogue it will be harder for stakeholders to react negatively on the CSR-communication. In other words, the authentic delivery of CSR is a key point to Maersk Line.

These thoughts on both social media and CSR are relatable to the earlier presented thoughts of Visser (2011) and Jones (2012) who both advise companies to refrain from using CSR as a marketing or management tool.

Using CSR as a marketing tool might lead to it being considered "green washing" (Parguel et al: 2011) by the modern consumer who is constantly obtaining knowledge on how branding works (Holt, 2002),

In sum, Maersk Line is aware of not letting their communication on social media, both regarding CSR and other topics, have a marketing approach. Rather they are aware that they should engage in authentic dialogue in order to deliver their corporate messages in the best way possible.

4.3.1.5 CSR and social media – a tool for risk management and differentiation

As stated in the previous, Maersk Line in their strategy and execution surrounding social media and CSR, refrain from using the concepts in a marketing perspective. This fact begs the question; how is Maersk Line gaining from the two concepts?

As explained, Maersk Line's sustainability strategy originated from the megatrend of hyper transparency which social media was a part of. And with this in mind Sterling comments:
"I think there is a risk for brands and big companies if they fail to handle the hyper transparency. If they are not aware of the expectations there can be, and are not able to handle them it might hurt them

disproportionally hard."

These thoughts on how both social media and CSR are most beneficially used correspond well with the age of damage (Jones, 2012) and the age of responsibility (Visser, 2011) as Maersk Line sees CSR and social media as a modern form of risk management.

Sterling furthermore argues that this way to manage risk, is likely to become a tangible and valuable benefit in the long run, if a company seeks the opportunity to try and lead the entire industry on a more sustainable and transparent path. This correlates with Du et al's (2007) idea of CSR positioning. As an example he brings up Nike who years ago had image problems related to production in sweatshops, but as a response took ownership of promoting responsible supply chain in its industry. Based on his own example Sterling argues that:

" What started out as fear and risk management, very quickly can become an opportunity". (Sterling)

Hence the answer to the question in the beginning of the paragraph is, that Maersk Line might not be gaining by their use of proactive social media communication and increased CSR initiatives per se. But they might have the chance to gain relative advantages of their main competitors, in the long run, as the megatrend of hyper transparency will gain even more momentum.

4.3.1.6 Smaller stories appropriate on social media

Maersk Line's engagement in multiple social media channels, propose a company which has a holistic approach to social media, and acknowledges its multiple and diverse stakeholders. But with engagement in so many channels there might be a challenge in creating valuable, constant and relevant content to the different social media. In relation to this dilemma Maersk Line argue that social media gives an opportunity of a valve for communication.

As an example Sterling describes an incident where a whale in Rotterdam unintentionally got killed by a Maersk vessel. The company broke the news on the social media, and related to this Sterling found the channel very appropriate to communicate smaller, but still potentially harmful, stories when he argues: *"It proves that social media are also useful for these smaller stories and for in a proactive manner to say: we have nothing to hide, we killed a whale and we are sorry. "* (Sterling) In addition he argues that this story, had it not been communicated, might have been picked up by NGO's like for example Green Peace, and furthermore he says: *"And it's not like you can make a press release saying: we have hit a whale. So it a good example on how social media is a good tool for smaller stories"*

In sum, social media, maybe especially related to CSR might prove as a valuable outlet for smaller communication that is not appropriate to more traditional media coverage. The benefits of this, smaller communication, is that it will minimize risk of negative feedback from critical stakeholders.

Maersk Norwich whale strike
June 8, 2012 at 1:30pm

Maersk Line does everything it can to avoid creating a negative impact on the marine environment. Despite these efforts on Wednesday 6 June we saw images of a 12 metre long whale caught on the bulbous bow of the Maersk Norwich. This image, of a noble and elegant creature accidentally struck down by a Maersk Line vessel deeply affected us all.

Below are some of the questions we were asking ourselves in Maersk Line:

What happened after the whale arrived in port?
When the ship arrived in the Port of Rotterdam, the Port Authorities called a zoologist to examine the whale. According to our information from the port, the whale was most likely dead when hit by the ship. The whale has been sent for destruction by the zoologist.

What do we do in general to avoid striking whales?
Maersk Line watches from the bridge for marine mammals as well as vessels, and we participate fully in measures designed to reduce the probability and severity of ship strikes.

In the US, we slow to less than 10 knots in designated zones, as defined by National Oceanic and Atmospheric Administration (NOAA), and have worked with World Shipping Council (WSC) and NOAA to have radar speed data provided to each shipping line to

Figure 18 – Norwich whale strike – Facebook.com: 2012

4.3.2 Danske Bank

Danske Bank has experienced a massive amount of criticism in recent years. This has resulted in damage to the banks image (Appx 1) and following this a loss of costumers. (politiken.dk: 2013A) The following chapter will analyse on how the bank has used CSR and how and if, this has been affected by the modern empowered consumer.

The analysis will investigate the bank's initiatives on the subject and analyse the strategic thoughts behind these, mainly based on the conducted interview with Eva Hald, Head of group communication, Danske Bank.

4.3.2.1 Relevant CSR initiatives

When looking at the bank's CSR initiatives, it becomes evident that Danske Bank has focused most of its initiatives around the core of the business.

Since 2006, the Group has come a long way in establishing a framework for handling environmental, social and ethical risks and challenges in its operations and core business areas, such as investing. (Corporate Responsibility Report - Dansk Bank)

This quote indicates that CSR has been a priority in Danske Bank for some years now. Eva Hald backs this fact when talking about the importance of CSR, which she argues, definitely has developed within recent years. Directly asked whether she believes that CSR in modern business can be considered a competitive advantage and valuable asset as argued by scholars (Smith: 2007,Fombrun & Gardberg: 2006) she answers: *"Today CSR is a parameter for competitiveness, it just is"*

Much of the banks CSR initiatives evolve around its core business as a financial institution, hence focus is on financial literacy and responsible investments.
This alignment of initiatives with the core business of the company is in line with, what is being suggested by scholars and theorists (Visser 2011, Du et al 2007, Burke & Logsdon 1996). An example of this can be found in the bank's financial literacy program, which both consist of a number of websites designed to teach financial literacy to kids through interactive games, and offers to prepare teachers on how to educate kids on financial literacy in their teachings.(Danskebank.com:2013)

Furthermore, the bank emphasises its responsible investment initiative on its website: the initiative reads: *"Danske Bank Group strives to conduct business on the basis of the costumers' needs in a profitable and sustainable manner. We believe that responsible behaviour is a precondition for long-term value creation in a company"* (Danskebank.com: 2013)
Finally, the bank has created a Facebook page called mind your money, which educates young adults in how to be financially responsible and make the most of a budget, as seen in the screenshot below, where it gives advise to save money on clothing. Again an initiative related to the core business of banking and financial literacy.

Figure 19 - Mind you money post – Facebook.com: 2013D

These initiatives indicate efforts of Danske Bank to engage in CSR and suggest that this is a priority in the company.

This backed by Eva Hald who argues about the relation between core business and CSR: *You have a core business you do no matter what. CSR is how you do this business when not only thinking profit.*"

This alignment indicates that some consideration has gone into the development of the CSR strategy, and for good reason. Theory shows that in order for a company's CSR initiatives to be positively received there is a need for CSR fit defined as a logical association between initiative and core corporate activities. (Du et at: 2010, Burke & Logsdon: 1996)

4.3.2.2 The receivers of CSR

Based on the findings in the previous paragraph it is fair to argue the bank has a focus on its CSR initiatives and an ambition that these are related to the core business of banking. The following will look into the bank's thoughts of the important stakeholders and receivers of its CSR communication. Hald agrees with the notion of prosumers, defined as *"the leading influencers and market drivers"* (Havas: 2011), and their ability to influence consumers.

She explains: *"There is a small part of the population which is more enlightened. It's not like the broad population has become enormously concerned consumers, but it is a good thing that they (the prosumers) are there:"* (Hald)

In relation to social media this awareness of the division of consumers is important. Taking the concept of E-WOM into account, the speed with which the positive or negative information travels has increased immensely (Siano et al: 2011, Hennig-Thurau & Walsh: 2004). A fact, which is also commented on by Eva Hald who argues about social media: *"It is the power behind consumer pressure that has changed. Be it in a positive or negative manner."*(Hald)

This statement from Hald shows an understanding of the new digital reality in which the company is operating.

Despite the fact that the bank is aware of the increasingly empowered consumer, the company does not seem to have a clear strategy as to whom they are communicating to on social platforms. Hald states, when asked about primary stakeholders as regards social media communication: *"It's a bit of everything. Both NGO's, consumers and press."* (Hald)

The fact that the Head of Communication does not have a clear idea about to whom the company is communicating on social media might prove critical in relation to CSR communication to the modern consumer.

Figure 20: Danske Bank corporate Facebook page – Facebook.com: 2013E)

This unclear segmentation of receivers of communication from the bank is shown in the above example(Figure 20), as Danske Bank communicates both a general message to newly accepted students, a CSR related issue and a costumer service message, on the same corporate Facebook-site and in extension of one another.

This can be critical in connection to the earlier described findings of the modern consumer. If the company does not focus its communication to a certain differentiated, albeit broad, segment of stakeholders it might find it difficult to create a community in which the stakeholders can reflect themselves in. (Simmons: 2008, Cova: 1996) Scholars argue that in order to properly communicate to stakeholders, a company must know these (Colleoni: 2013A, Morsing & Schultz: 2006)
In sum, the company has embraced the idea of a more empowered and critical consumer. The bank is aware that a smaller segment of the modern consumers has the power to influence the broader public via social media and E-WOM (Siano et al: 2011, Hennig-Thurau & Walsh: 2004).

But the fact that the bank does not have a clear strategy as regards the receivers of its communication might prove critical, as it fails to create the, by the modern consumer, much sought after community. The lacking insights to the recipients might also pose the threat that the company will fail to deliver an appealing experience which can keep the modern consumer in the hyper real (Firat & Schultz 1997)

4.3.2.3 Competitive use of CSR

Eva Hald claims that *"Every major Danish company has changed and improved its CSR within recent years."* (Hald) This is also evident in the previous highlighted quote from the bank's CSR report. This indicates that the concept of CSR is important to the company but at the same time Hald argues that the integration of CSR is at different levels and have different importance in different companies. She argues that companies today have certain CSR related "must-haves" which secures them an industry average as regards CSR ambitions and results and notes that *"some companies are driving the industry standards and others are just making sure that they can't be deselected by consumers because of their CSR initiatives or lack of the same"* (Hald).

This relates to Du et al's (2007) notion of CSR positioning as a driver for first mover advantages. We argue that Danske Bank does not stand out as an industry leader on any of their CSR initiatives, an argument which is not denied by Eva Hald who comments:

"I believe that you have to take a principle decision about wanting to be within industry standards, and if these standards move forward, well then you have to move forwards to keep within the standards." (Hald)

With this is mind, it is fair to argue that the company prioritizes to stay within the industry average as opposed to driving the industry in setting new standards. The fact that the company uses its CSR initiatives to keep costumers from deselecting the company on the basis of these initiatives indicate that the company is using CSR as a risk management tool rather than a competitive advantage. This adhere to Jones' thoughts of the age damage, which states that companies, which are not doing an adequate amount of CSR will be punished by the stakeholders (Jones: 2012).

Furthermore, this use of CSR as a risk management tool is in line to what is described by Kytle & Ruggie (2005):

Managing stakeholder relationships is important for global companies because if they do not effectively manage those relationships, stakeholders will likely engage companies in the court of public opinion with little to no say so by companies. (Kytle & Ruggie: 2005 p. 9)

In sum, it becomes evident that Danske Bank has a clear insight in to what is expected from a modern company, as they constantly make sure to stay within industry averages. The fact that the company is using CSR as a risk management tool rather than setting new standards in the industry suggests that the company is failing in creating competitive advantage through CSR. As suggested by Kotler (2006, p 150) a competitive advantage should be something, which is hard to imitate and in this case Danske Bank are the imitators rather than the creators of such a competitive advantage.

4.3.2.4 The dangers of ignorance

"It's just a bloody ad!"

(Hald)

This quote is offered by Eva Hald in relation to the highly criticized "New Standards" campaign from November 2012 (Appx 13). Hald comments that the campaign has been well received in 8 out of 9 countries and states that she was surprised by how much and how negatively Danish stakeholders reacted to the campaign.

The quote depicts a company that is not in line with how modern consumers interact with and make use of branded communication. In the following we will analyse where the bank has misunderstood the expectations of the modern consumer.

The above quote stands in sharp contrast to the previous findings on the modern consumer who, to a higher degree than earlier understands marketing. (Holt: 2002) In relation to this, it has become evident that the company was not in a position, in the Danish market, where it could improve its image via marketing. As described in chapter 3.6.2 the sector in general and Danske Bank in particular has been accused of being a part in the financial crisis. Furthermore, Danske Bank faced criticism due to increased rates and the closing of branches. This severely hurt the bank's image (Appx 1).

The fact that the modern consumers have an understanding of and attitude to branding is exemplified in the Facebook post, from Jeppe Nykjær Knudsen to Danske Bank which resulted in more than 10.000 likes and 450 comments. (Appx 2)

This single Facebook post spread to the media and was covered on several news sites and blogs. This example shows the power of E-WOM (Siano et al: 2011, Hennig-Thurau & Walsh: 2004) and the increased power of the modern consumer. In short there is a clash between Eva Hald's notion about it being "just a bloody ad" and the consumers' answer to what they don't see as trustworthy communication.

The modern consumers' need for self-exhibition in front of other peers (Simmons: 2008) is not being taken into account by the bank, in their branded communication, as the context of the campaign (the financial crisis, increased rates and cutbacks) has presented a contradiction between the stakeholders' expectations and the bank's communication.

The fact that a, possibly small, part of the consumers have interpreted the ad negatively and thereby created a broad negative reputation around the campaign has resulted in consumers who might not have interpreted the campaign negatively has been unable to use the communication/brand to portray desired self-image, as the campaign suddenly had a negative connotation.

Instead of facilitating a positive community around its brand for the modern consumers to be part of, (Cova: 1996, Simmons: 2008) the distance between the company's visions and the consumer's perception of the campaign, creates community around being against the brand, and is in line with the ideas of Colleoni (2013B) and Pekka (2010).

Colleoni argues that consumers value products based on how the products are perceived in their social networks. Linking this to Danske Bank, and Jeppe Nykjær Knudsen's post (Appx 2), it can be argued that the consumer has not seen much value in the brand via his social network, hence found it acceptable to criticize it publicly.

In connection to this, Pekka argues that the modern consumer share its experiences of brands or products via social media in order to create a "collective truth" (Pekka: 2010)

In sum, the bank in general and the campaign in particular has failed to deliver a constant and appealing experience around the brand (Simmons: 2008).

In connection to Holt's theory on the branding paradigm, it can be argued the bank did not succeed in stretching said paradigm, resulting in the campaign being perceived as a mere attempt to polish the bank's image.

The bank's, already negative image resulted in a provocation of the stakeholders, which led to massive criticism showing the power of the modern consumer and the power of E-WOM, as a single well-written Facebook post resulted in articles in the media. (Kommunikationsforum.dk: 2013, Politiken.dk: 2013B)

The bank's troubled image in combination with a CSR related campaign will be discussed in the following.

4.3.2.5 The complications of delivering CSR in a campaign

The "New Standards" campaign, resulted is massive criticism of the bank. Following CEO Eivind Kolding and Eva Hald, the Danish audience misinterpreted the commercial. Something which is outlined by Hald (2013) and by Kolding in an article on a major Danish news-site (Bureaubiz.dk: 2013A)

This chapter will look into the negative stakeholder response to the campaign and the conflict of interest between the bank's internal ambition and external communication.

As suggested by Yoon et al: *"…CSR campaigns backfire when suspicion is high, resulting in a more negative image than would be the case without any CSR activity."*
(Yoon et al: 2006 p 388) A statement, which also links to Morsing et al's (2008) notion of the catch 22 of CSR communication, underlining the need for authenticity when communicating CSR.
Another finding from Yoon et al relatable to Danske Bank's campaign is the fact that:

"… Suspicion is consistent with the general observation that people engage in more complex information processing whenever they have reason to doubt the validity of information offered to them (e.g., Schul & Burnstein, 1990)." (Yoon et al: 2006 p. 379)
This backs the earlier finding about the campaign catalysing a negative community around the Danske Bank brand because of the initial negative image. The stakeholders and receivers of the campaign arguable have interpreted the campaign more critically as the image of the bank was already at a low.

The interview with Eva Hald suggest that the bank is using CSR as a risk management tool, in order to avoid criticism on certain issues, whereas the campaign "New normal, new standards" suggest that the bank is well aware of the ever changing environment in which it is operating and is adapting to this. So it can be argued that there is a misalignment between what Eva Hald sees as the reason for CSR and what the campaign communicates.

In sum, the bank has an ambition to live up to industry standards but is communicating setting new ones. Moreover, the modern consumer has such an insight to how modern marketing and branding works that it is risky to communicate CSR through a campaign. This relates to Visser's (2011) thoughts of "the age of marketing" where CSR was used a marketing tool.

This fact states the importance of a completely aligned effort and communication, if using CSR in a campaign. An alignment that was not present in Danske Bank.

To conclude, the bank's initiatives are aligned to the core of the business and is to some extend used actively in the company's social media communication.

But when looking at the bank and its communication it becomes evident that it has failed to take into account, the expectations of the modern consumer. These consumers see through ordinary marketing and are instead looking for a unique community by which they can portray their desired self-image. Following the described thoughts of Colleoni (2013B) and Pekka (2010), it can be argued that the campaign backfired disproportionately hard as a result of the modern consumers use of and empowerment by social media and the power of E-WOM. (Siano et al: 2011)

Furthermore, the bank has failed in differentiating itself from its competitors through CSR activities and has thereby arguably failed in creating a competitive advantage through said activities.

By saying one thing and doing another, the bank is loosing the trust of the modern consumer and failing to deliver the authenticity needed to keep their attention in a fragmented world of commercial messages.

4.3.3 McDonald's

"We are still finding our feet on Facebook, as we have opened up communication for better or worse. Its like an animal that needs quite some taming, as consumers are close to the commentary field." (Helweg)

4.3.3.1 Opening up to the public

As described in earlier chapters McDonald's is under continuous pressure from stakeholders qua their position in an industry selling fast food. Health, food quality and issues regarding taxes are all common on the company's corporate Facebook page. As shown in the rundown of the case companies' CSR initiatives it was apparent that these issues were also focus points of the company. As stated in Methodology chapter, the company went through a brand turnaround with the hiring of new CEO Stephen Shillington and head of communication, Sara Helweg-Larsen. The focus of the two was to open up the company to the public and create a more positive image.

As for the company's presence on social media Helweg describes that it started as a marketing/promotion tool and has gradually evolved into a more communication orientated tool, linking to Jones (2012) and Visser's (2011) thoughts on the evolution of CSR.

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Furthermore, transparency has had its saying when talking about McDonald's, Helweg states;
"I see a bigger demand for information and transparency from the consumers. The amount of information and offers around us has made us, consumers, more critical. We expect to have access to information and we expect to know what opinions we are supporting when buying from a certain brand" (Helweg)

This can be said to depict CSR information as a safety the company can have, in case the consumer decides to seek out information. And if the information is not there, it might hurt the company image. This follows Du et al's (2010) idea of monitoring priority issues for its stakeholder in order to create CSR fit. Elaborating on CSR fit, the authors argue:

"*...stakeholders expect companies to address issues that are relevant to their core business and where they can have the most impact."* (Ibid, p 16)

In addition to this, it can be argued that McDonald's, when operating in a criticized industry, is subject to more information processing from the consumer. (Yoon et al: 2006) Hence the acknowledgement of transparency from Helweg might prove valuable.

4.3.3.2 Core-centered strategy
McDonald's has focused its CSR initiatives around the core of the business. An example of this can be found in the initiative concerned with nutritional information. The company has created a website dedicated to nutritional guidelines (Mcdonaldsmenu.info: 2013) and was the first fast-food chain in Denmark to label products with nutritional information. This links to Helweg's quote about a bigger demand for transparency from the stakeholders and indicates that the company is wiling to meet the demands of the consumers. Furthermore, the alignment is in line with scholars who argue that CSR activities should relate to the core of the business. (Du et al:2010, Visser: 2011, Burke & Logsdon: 1996)

As the first fast-food chain to label products with nutritional information, they might challenge competitors in the industry. Being a first-mover on the subject of nutritional information and providing an award-winning workplace might prove valuable (Du et al: 2010) and possibly create a competitive advantage hard to imitate. (Kotler: 2006)

4.3.3.3 Stakeholder Interaction

McDonald's has a massive amount of followers, mainly centered around their corporate Facebook site.

When analysing on the interactions with stakeholders on CSR communication, a rather blurred image appears. The following will analyse the contradiction between the company's large amount of followers, and the massive criticism the company faces in their CSR communication.

(Figure 21 – McDonald's consumer criticism – Facebook.com: 2013F Translated in appendix 3)

The screenshots exemplify the criticism faced in the communication of CSR.
The company posted a video of Danish chef, Claus Holm, talking about general taste experiences, which on a positive note generated 725 likes and 46 shares. Nevertheless the stakeholders disrupted the message with criticism concerning both nutrition and more irrelevant accusations of the company not paying tax in Denmark. Relating the above to theory, this criticism expresses the information processing, which stakeholders undertake when sceptic about corporate image (Yoon et al: 2006)
Furthermore, it exemplifies Pekka's (2010) notion of a, in this case, negative collective truth about a brand/product created in social networks.

When further analysing on the interaction it becomes evident that the above-mentioned criticism is not present in other topics like promotion and marketing.

This underlines the importance of creating clear expectations for the consumer as what is to be expected from corporate social media communication. In the case of McDonald's the consumers are more interested in marketing and promotion related updates rather than updates concerning CSR. In

fact they act negatively to the CSR related issues. How the company can, and is trying to, convert the consumers will be elaborated on in a paragraph to come.

4.3.3.4 McDonald's own Catch-22?

As suggested by Yoon et al (2006), a negative image can result in a more critical reception of a company's CSR communication. This is interesting when looking at McDonald's attempts to communicate their CSR efforts. It is furthermore in direct connection to Morsing et al's findings in their "Catch-22 of communicating CSR" (2008) that states that the companies who explicitly communicate CSR are most likely to be criticized. Questioned on the critique McDonald's in facing on social media, Helweg states:

 "…You can give the people the relevant information to base their opinion on but some people are of an almost religious belief that "this is the way it is", and you can say it a thousand times but if people are not mentally ready to accept the message you will never get there." (Helweg)

The quote shows that McDonald's has realized that it cannot succeed in creating a community for everybody on the company's Facebook page.
Morsing et al states that the reason for the "catch-22" in northern Europe can be found in what Matten & Moon (2008) describes as the shift from implicit to explicit CSR communication. As described by Morsing et el (2008) the hesitancy from stakeholders towards corporate CSR communication may be a result of the fact that Danish stakeholders are not used to explicit CSR communication and there is an on-going shift from implicit to explicit in progress.
The fact that the company face criticism when communicating CSR has not stopped McDonald's from doing so. The company continues to communicate CSR and linking this to Morsing et al (2008) we argue that the company is challenging the idea of a "catch-22" related to CSR communication and habituate its receivers of communication to a more "explicit CSR communication" strategy (Matten & Moon: 2008)

4.3.3.5 McDonald's approach to online existence

In order for a company to create authentic communication, the company will have to be honest, trustworthy, factual and relevant (Beckman et al: 2009). The fact that stakeholders are beginning to use authenticity (Beckman et al: 2009 Grayson & Martinec: 2004) and social media (Colleoni: 2013B) as an assessment for e.g. purchase decisions, enhances the relevance for a company to be authentic online.
The following will analyse on McDonald's approach to its online activities and their ability to create an authentic experience for the modern consumer.

As stated in chapter 2.2 companies are facing more pressure from stakeholders as the communicative distance between company and stakeholder has narrowed as a result of modern technology. (Cova:1996, Colleoni: 2013A).

The fact that McDonalds is opening up its communication to the public has arguably made them a target of more consumer pressure.

Elaborating on the role of social media in terms of stakeholder perception Sara Helweg states that social media is part of the tool to change the public perception of the brand, as it is a way to convey a message to a segment who are used to discarding medias that they don't have patience for. (Helweg) This links back to our findings in the chapter on social media that states that people are shifting from one-way communication media to two-way communication medias and that in order to keep the modern consumer in the hyper real, companies have to produce authentic and appealing simulation. (Firat &Schultz: 1997, Simmons: 2008)

The company has changed its social media communication from a marketing and promotion oriented tool, run by an external bureau, to an integrated part of the company's communication. (Helweg) This shift indicates that the company is accepting the challenges of keeping the modern consumer in the hyper real, as an integration of the online communication is likely enhance dialogue instead of mere push-communication. (Hennig-Thurau et al: 2010) This acknowledgement of a new digital reality might prove valuable.

4.3.3.6 Triple-wins

When asked about the deliberations on social media communication, Helweg states, *"you should not only give the stakeholders what they want, but also what they need."* (Helweg) This refers to the fact that McDonald's both want to communicate how their initiatives are responsible, but also how they are beneficial for the company.

The company is not afraid to voice the idea of what they label "triple-win" initiatives. Example being that the company gets all their beef from Italian farmers, and while it might seem to strange "carbon-footprint" wise, it is actually better for both the environment, as larger quantities can be delivered, the consumer, as the supplier can be monitored easier food-quality wise, and for the company as it improves the supply chain.

This "triple-win" is commented on by Helweg who argues: *"We are at a point where CSR can be a mutual benefit. Consumers motivate companies to do good, and it is considered acceptable that companies gain from their CSR investments."* (Helweg)

This statement is arguably relatable to the findings on the modern consumer. The Havas survey (2011) indicates that purchase decisions hold more power to the modern consumer than the people they vote for. Furthermore, it links to the findings from the RepTrak (Appx 1) stating that the modern consumer expects companies to make profit. This faith in companies indicates that consumers accept the companies' role in society as a driver of positive impact.

That McDonald's is aware that the consumer accept CSR as a mutual benefit, depicts a company in line with, and attentive to, the expectations of the modern consumer.

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Despite the fact that the company is attentive towards the modern consumer, challenges can still arise when communicating CSR properly.

4.3.3.7 The paradox of the accepting CSR and the "Catch-22"

The paragraphs on "triple win" and "McDonalds own catch-22" can be said to present two rather conflicting findings. On one hand the Havas (2011) study points out that the modern consumers have more faith in the products they buy than the people they vote for to create positive change in society. On the other the hand the theory of the "catch-22 of CSR communication" (Morsing et al: 2008) describes the challenges of communicating CSR too explicitly as the consumers then are likely to react negatively to the message. In short the consumers expect and accept CSR initiatives but is hesitant to accept the communication of the very same.

As argued in the Havas report (2011) there has been a shift amongst the modern consumer, who to a higher degree accepts companies differentiating themselves via CSR.

This fact is in line with what is being put forward by Morsing et al, who argue: "*We believe that the hesitant interest among the Danish population to corporate CSR communication may be seen as reflecting an on-going shift from an implicit to an explicit CSR approach.*" (Morsing et al: 2008 p. 98)

The fact that the modern consumer accepts and, to an extended degree, expects CSR initiatives and more explicit communication about these, is backed by Helweg who argues that: "*Amongst the more enlightened consumers there is an increased demand for information about activities and attitudes (regarding CSR). This has meant, that we are now trying to do fewer things better on a larger scale*" (Helweg)

This acknowledgement from the company of the consumers' expectation indicates that the company has a good idea about the connection between CSR, social media and the expectations of the modern consumer. Whether the strategy for communicating the CSR vision succeeds in creating positively perceived images amongst stakeholders, thus creating CSR identity, will be analysed in the VCI chapter on McDonald's.

In sum, McDonald's has in recent years opened up CSR and communication promoting a more transparent approach, including on social media. This has been done by promoting CSR initiatives in alignment with the core business and engaging actively in social media communication. Despite this embrace of both CSR and social media, the company experiences a vast amount of noise and disruption when attempting to communicate CSR via social media. The analysis has identified, what Morsing et al (2008) describes as, a catch-22 in the company's CSR communication. While expecting of the company to conduct CSR, McDonald's stakeholders still criticize the company when CSR initiatives are communicated. The company has embraced the fact that they will not be able to convert all of its stakeholders, but are persisting to communicate their initiatives to persuade the consumers they can reach.

The VCI analysis of the company will seek to establish the result of this persistent communication in terms of decreasing the gab between corporate vision and stakeholder image in order to create and enhance CSR identity.

4.3.4 Call Me

Call me's approach to CSR is based on the initiative "tal ordentligt" (speak properly) which is not only a CSR initiative but to an equally high degree the fundament of the company. This fact is stated by project manager Sofie Heilskov who explains that the initiative started when Call me invited all employees to a workshop with the single purpose of defining the DNA of the company. This workshop ended up with the writing of an internal "book of culture", which had the word trust as a main theme. (Heilskov)

The fact that CSR is at the core is backed by the CEO Hanne Lindblad who argues for a very holistic approach to CSR in an interview with the Danish marketing media bureaubiz.dk:

The world need companies whose mind-set is more empathic and who to a larger extent care for the society they are a part of. The NGO's can not handle all the world's challenges singlehandedly."
(Bureaubiz, 2013B)

The following will provide an analysis of Call me's approach to CSR and determine which role the modern consumer and the increasing use of social media has played in the planning and the execution of the initiative "Tal ordentligt".

Call me operates in an industry where the general image of the companies are at a low as described in chapter 3.6.4. This fact might act a catalyst to try delivering an authentic and trustworthy effort, regarding both CSR and as a company in general, in order to differentiate itself from competitors. This will be analysed in the following.

4.3.4.1 Single focus strategy

Call me does not have initiatives to fight global poverty, environmental challenges or promote human rights. Instead the company has created a single core related focus, the "tal ordentligt" initiative, which is a fight against tough language in the everyday world. The campaign is promoted on the corporate website:

"Call me is a Telco with a social agenda. Call me is at the frontline against tough language. We make a living because you speak. But tough words hurt the receiver and therefore, we encourage people to speak properly to each other, it's free of charge. But it can mean a world of difference."
(Callme.dk: 2013B)

The focus on the core business of people talking to each other is in line with what is being conveyed by scholars on CSR communication (Du et al: 2010, Burke & Logsdon: 1996).
This relation between the initiative and the company is also emphasised by Sofie Heilskov when she describes the shaping of the initiative: *"We wanted something that was connected to our brand and something we could work with as an incorporated part of the company. So it had to be relevant. We couldn't just go out and talk about poverty in Denmark – its not relevant for us as a Telco."* (Heilskov)
This focus on the core business helps creating an authentic and appealing experience around the brand (Simmons: 2008, Du et al: 2010).

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The above quotes depict a company extremely determined to put their initiative in the foreground as regards communicating the company's overall vision. This determination to the cause is very explicit on the corporate website under the "Why choose Call me?" where the company's social agenda is promoted as the single most important reason to choose the company. Benefits like "best network coverage" and low prices act as an addition to buying into the company's social agenda.

4.3.4.2 Social media presence

The "Tal ordentligt " initiative evolves around the Facebook pages "tal ordentligt" and tal ordentligt på jobbet" (Speak properly on the job). The following will analyse on the social media presence of Call me.

The company's communication is solely concerned with fighting the tough language in society, be it on the job, in school, in politics or media. This coherence in the communication creates an authentic and trustworthy overall deliverance of the message. Not a single update on Call Me's two "tal ordentligt" Facebook pages promote marketing. Something, which is likely to be well received by the modern consumer who is becoming increasingly knowing on how branding works (Holt: 2002)

The company initiates dialogue with its users and invite them to join the discussion. This links to Morsing & Schultz's "stakeholder involvement strategy" for corporate CSR communication, as the stakeholder is invited to *"co-construct corporate CSR-efforts"* (Morsing & Schultz: 2006 p. 326). The example in figure 22 shows a company inviting users to co-create content for a debate with a series of Danish politicians and news editors. An invitation, which is being accepted by the followers generating 54 comment and 53 shares.

This co-creation enables the consumer to take part of the CSR initiative. Following Firat & Venkatesh (1995) this co-creation helps the consumer to create a desired self-image, linking to the notion of the "customizing consumers".

In line with Firat & Venkatesh, Holt argues that companies should act as a "cultural resource" to the consumer (Holt: 2002 p. 83) and help the consumer in creating their self-image.

Figure 22 – Call me dialogue invitation – Facebook.com: 2013C

Another post where stakeholder involvement is apparent is in the figure (23) below where Call Me promotes generally helping one another. This simple picture and message generated an impressive 2010 shares out of the 37000 people liking the page.

Figure 23 – Call me stakeholder involvement – Facebook.com: 2013C

The above messages can be said to be hard to disagree with. It is arguably hard to disagree with the vision of getting people to talk nicer to one another. This fact secures support from a wide variety of followers. Furthermore, the general tone of the company's communication is indeed one of a very positive nature, which arguably makes it more likely for the consumers to engage in the community, as the overall subject of this community will portray them positively in relation to other peers. (Simmons: 2008)

In comparison with many other CSR initiatives, the overall subject of "Tal ordentligt" is something, which almost all consumers can relate to. The simplicity of the initiative is likely to provide for the followers to engage in the conversation, as opposed to macro-level themes such as environmental issues and third world poverty. Pekka's (2010) notion of creating a collective truth through social media communication is arguably easier when the message is as generically positive as is the case with "tal ordentligt".

As mentioned in the chapter on the social media presence, a single person, Benjamin, manages the "Tal ordentligt" pages. This creates continuity in the communication and creates a relationship between the "brand" and the consumer thus resulting in a personal and authentic communication, which is valuable to the consumer in a fragmented hyper-reality (Firat & Schultz: 1997)

This engagement and involvement from the consumer might prove valuable to the company when trying to differentiate itself and create a competitive advantage. This will be elaborated on in the following paragraph.

4.3.4.3 A strategy of differentiation

The above paragraph comments on the relationship Call me is building to its costumers via the "tal ordentligt" initiative. This company/consumer relationship is important in the new world of marketing where relationship ranges above sales (Stratten: 2010) The following will elaborate on how Call me attempts to differentiate itself by promoting a good tone rather than a good price. That the "tal ordentligt" initiative indeed is a way for Call me to differentiate itself is clearly outlined by Heilskov who explains about the creation of the project:

"The Telco industry had one of the biggest marketing spends in Denmark last year and every ad promoted good prices. Why not make an initiative like "tal ordentligt", which actually challenges consumers, saying: "lets create a better society together" while at the same time differentiating ourselves from our competitors. That way we are contributing to society while at the same time functioning as a corporate institution." (Heilskov)

Analysing this statement indicates the consumers have indeed played a significant part in the creation of the initiative, as they have been invited to co-create the campaign in collaboration with the company. In other words, Call me has taken Kotler's reversed marketing pyramid into consideration as they acknowledged that consumer involvement was more valuable, than engaging in the on going price war taking place in the industry.

The inclusion of the consumer has made Call me succeed in creating a movement rather than an ordinary advertising campaign, this is backed by the fact that the two "tal ordentligt" pages combined have almost double the amount of "likes" compared to the corporate Call me page. Regarding the creation of this movement, it is relevant to comment that the modern consumer evaluates and validates brand and products via social networks (Colleoni: 2013B) and share their experiences with fellow peers. (Pekka: 2010)

The fact that Call me has succeeded in creating a movement is very interesting in relation to classic marketing scholar Philip Kotler and his definition of a sustainable competitive advantage which reads: *" a company's ability to perform in one or more ways that competitors can not or will not match".* (Kotler & Keller: 2006)

With this definition in mind it is fair to state that Call me has obtained a competitive advantage over their competitors as it is likely to prove very hard to imitate the creation of a movement.

In sum, Call me's combination of a core related CSR effort co-created with the consumers via social media has created a competitive advantage unlikely to be successfully imitated by competitors.

4.3.4.4 A way of evaluating

The above indicates that Call me has a clear goal of differentiating itself in its interaction with stakeholders and general communication. The following will provide a brief description of, and analyse the thoughts behind, the company's evaluation of its efforts. Efforts that to some extend relate to theory of both the modern consumer and social media.

Call me evaluate and measure its interaction and relationship with its costumers with a Net Promoter Score (NPS) which divides the costumers in three categories, Heilskov explains about the three

segments: *"Detractors ruin your business, they speak negatively about your brand. These are the ones you need to convert into promoters. The passives don't have feelings about or relation to their Telco and you might just as well forget about them. Finally, the promoters are important ones who means a lot to your brand, as they speak positively about your brand via word of mouth"*

This distinction of costumers, and especially that of "detractors" and "promoters is interesting regarding the previous findings on the modern consumer. The concept of E-WOM, (Siano et al: 2011, Hennig-Thurau & Walsh: 2004) is worth mentioning when commenting on Call me's evaluation model. It is fair to argue that the consumer, empowered by the technological development, has been taken into account when the company makes use of such evaluation tools. The fact that consumers have a tendency to act more spontaneous when communicating on the internet (Dellarocas: 2003) is an important finding to incorporate into the evaluation of the social media presence, as both good and bad experiences with the brand are likely to be shared online, in line with Pekka (2010). Furthermore, the distinction of consumers, and especially the definition of promoters are positively in line with both Cova's (1996) thoughts on tribes and the notion about the postmodern consumer, between whom *"product related information tends to be exchanged in casual conversations"*- (Solomon et al: 2006 p 380).

In sum, Call me's distinction of costumers, and the determination to convert detractors into promoters is a valuable finding in the field between CSR and social media where this thesis operates.

4.3.4.5 Facebook as the driver of dialogue

As explained in chapter 4.1.4 on the companies' social media efforts, Call me's focus regarding social media is on Facebook. In the case of Maersk Line it became evident that the company segmented the different social media channels. Call me, being primarily a B2C company, arguably has one overshadowing stakeholder group: the costumer.

Dialogue with the consumer is important to the company and the modern consumer has arguably been a vital part of Call me's decision to focus their efforts on Facebook. This is backed by Sofie Heilskov who notes about the consumer of today: *" Today it is the consumer who is controlling the conversation. Maybe even more than the media and the companies"*. (Heilskov) A statement which clearly indicates that Call me is well aware of the empowered consumer in their communication and links directly to the reversed marketing pyramid. (Kotler et al: 2009)

That dialogue with the consumer is of interest for Call me is clearly stated as Heilskov argues about Facebook: *"It is where we create our company profile. And tell people who we are by inviting them behind the scene. We consider our followers as VIP's in a way"* (Heilskov)

These thoughts of including the followers in the communication and presentation of the company is likely to be well received by the modern consumer who has a more clear idea about how traditional branding works (Holt: 2002) and is thus less likely to appreciate traditional one way branded communication and more likely to appreciate the two way communication embraced by Call me. Furthermore it is fully in line with the strategy of stakeholder involvement. (Morsing & Schultz: 2006)

4.3.4.6 The role of the consumer

Despite embracing the opportunities of dialogue that is found in social media, Sofie Heilskov won't give the modern and empowered consumer all credit when it comes to the reasons why both Call me and companies in general make increasingly use of social media. Heilskov argues that the companies to an evenly high degree profit from the arrival of social media: *"Many companies have seen it as an opportunity to talk to the costumers. So it has not only been the costumer who has decided that we should be on social media. Just as much, it has been us who have seen a tendency that consumers are interacting with each other about brands. So why not dig into that goldmine? "*

This statement is very much in line with Solomon who argues, *"product related information tends to be exchanged in casual conversations"*- (Solomon et al: 2006: 380). And when further taking into account the role of the development from ordinary word of mouth to the faster and constantly accessible E-WOM (Siano: 2011, Hennig-Thurau & Walsh: 2004) Call me's decision of actively engaging in the dialogue about the company is likely to reflect positively on its brand, on the condition that the dialogue is conducted in a proper manner.

By facilitating a platform where consumers are invited to co-construct Call me's "Tal ordentligt" initiative, the company is gaining legitimacy with its stakeholders.

As mentioned earlier, the "Tal ordentligt" pages hold almost twice the amount of likes compared to the company's corporate Facebook page. This arguably shows the success of the company's initiative to invite the users to interact. In sum, they use the facilitation of their CSR initiative as the means to an end, the end being an equal dialogue with the consumer.

In the case of Call me, the combination between social media and a desire to do good seems to be a good match. By facilitating the initiative in cooperation with the consumer, they give the consumers the possibility of portraying a desired self-image in front of other peers. And the fact that the initiative primarily takes place on Facebook help the consumers portraying and showing their desired image at a pace not seen on other medias.

To conclude, Call me can be said to have succeeded in creating a social media presence that enables it to co-construct its CSR identity in collaboration with its stakeholders. Examples being figure 22 and figure 23.

By differentiating themselves from their competitors through their CSR initiative they pay attention to the earlier described characteristics of the modern consumer and thereby live up the consumers' expectations.

The company's holistic approach to CSR and its use of social media to communicate the CSR initiative has created a competitive advantage for Call me as the company has succeeded in differentiating itself from its competitors in terms of CSR.

By creating an initiative facilitating dialogue with stakeholders Call me has placed the modern consumer around the company, in coherence with Kotler's inversed pyramid (See figure 10). Call me has realised that it is the consumers who are controlling the conversation, and therefore the company is striving to join this conversation.

In creating "Tal ordentligt", Call me made a movement rather than a campaign as it is an on going creation of image in collaboration with the consumer. In doing so, the company has created a more authentic and legitimate CSR initiative.

4.4 VCI introduction

The following chapter will seek to analyse the case companies with a point of reference in Hatch & Schultz' VCI alignment model. The model has been reworked in order for it to be fully applicable to the thesis.
In order for the thesis to explore the relationship between a company and its stakeholder and the effect the modern consumer can have on corporate CSR identity, we have found it relevant to exclude the "culture" part of the analysis framework.

As we argued earlier in the thesis, social media has seen an increased popularity the last decade. This has contributed to creating what we in a previous chapter have dubbed the modern consumer. This consumer has become better at deciphering corporate messages and is thereby challenging companies to communicate more authentically. The way, in which companies communicate their strategic vision, in our case their CSR initiatives, to their stakeholders lay the basis of how their perceived image with stakeholders is. As stated in the "Why Image Matters" chapter, what a company sells means less to stakeholders than the corporate image. Furthermore, the RepTrak (Appx 1) survey findings showed that CSR related dimensions are increasingly important with stakeholders. This shows the need for companies to create a strong image with their stakeholders.

The premise of the VCI alignment model is that corporate identity is made up from the three dimensions Strategic Vision, stakeholder image, and organizational culture. The dimensions are circularly connected and if there are gaps between the dimensions, the corporate identity will face negative impact. See figure below
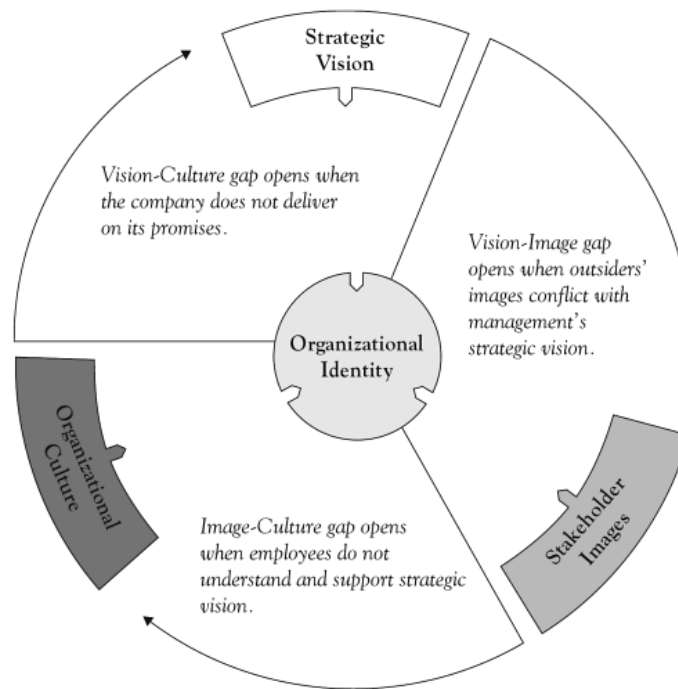
Figure 24 – VCI alignment model - Hatch & Schultz: 2008 p. 75)

The use of the VCI model in the thesis will focus on the corporate CSR communication and the stakeholder response. As the thesis revolves around the modern consumer and social media we have found it relevant to analyse the corporate CSR vision and the way corporate CSR related information is communicated. Hence the "Vision" part of the analysis will look into communicated vision and the communicated CSR information.

As regards the "Image" part of the analysis, the thesis will seek to explore the stakeholder responses to the communicated CSR information, on the corporate social platforms. This limitation to public responses to CSR communication will arguably not uncover all aspects of stakeholder images, but in terms of the subject for this thesis, we have found it adequate to look at the direct responses.

4.4.1 Maersk Line

4.4.1.1 Communicating visions
The following paragraph will seek to outline the communicated visions of Maersk Line in order to analyse the communication with a point of reference in the modified VCI alignment model.

The overall CSR-vision of the company is apparent in the interview with Jacob Sterling. He argues that: *" We have a need to open up our communication, in order to create an insight to our business for our stakeholders."* (Sterling)

Furthermore, the company states, on maerskline.com, that

"Through industry leading environmental performance and a focus on increasing the efficiency of our vessel operations Maersk Line will seek to maintain our CO_2 advantage in the industry. Priority issues include energy efficiency of charter vessels, innovative ship design, and innovation in container design and innovation"(Maerskline.com: 2013A)

The company has two rather explicitly communicated visions. One overall wish to be more transparent and create insights to stakeholders, and a more core related aim for a strong environmental profile, which will benefit the company's competitiveness.

The company openly communicates both visions, in any channel. The company has a broad social media presence ranging over 10 channels; all of which to some degree is an outlet for CSR communication.

In addition to the social media communication, the company puts effort into communicating the vision in traditional corporate channels such as the website and in the annual report.

Finally the company is aware that both social media and CSR as concepts hold great potential if managed correctly. Something, which is outlined by Jacob Sterling who argues about CSR communication: *"I believe that if you master this proactively in an open way, you take away a lot of risks and enter an area where it is very interesting to be, and where people want to talk to you"* (Sterling)

In short, Maersk Line makes use of both new and traditional media in order to actively communicate their visions for transparency and environmental improvements, and is not afraid to consider these improvements to be of a profit optimizing nature.

4.4.1.2 Stakeholder image

For analysing stakeholder image of the company regarding CSR, we analyse on the responses the company gets on the social media channels when communicating CSR.

The overall responses to the CSR communication are of a positive nature as seen in the screen shots below where the followers are generally positive towards the CSR oriented messages.

Figure 25 – Maersk CSR communication, dangerous and frontrunner – Facebook.com: 2012

Maersk Line is a B2B company and following this we can see that their social presence is not evolving around marketing related information. This arguably results in the fact that the consumers engaging with the company are expecting information on the company and its activities, rather than marketing and promotion.

The first post initiates a relevant dialogue with stakeholders on the environmental issue of "beaching" old container ships in Bangladesh (see figure 25). Furthermore, the company takes a stand against beaching by posting a link to a critical article by the company's Head of CSR and Environment, depicting a company that is not afraid of communicating it's visions and opinions regarding CSR.

The second screen shot promotes (see figure 25) that Maersk Line has won an environmental award, once again followed by relevant and positive feedback from stakeholders.

To further exemplify the positive stakeholder response to the company's CSR communication are two screenshots from CSR related posts on the corporate Facebook page. The first post is about Maersk Line's social work in Kenya and the second is concerning an innovation in the ventilation systems in the vessels.

Figure 26 – Positive stakeholder response – Facebook.com: 2013G

4.4.1.3 Communicative noise – disrupting CSR communication

As argued previously the thesis has included the notion of noise (Shannon & Weaver: 1949). The concept is interesting when analysing the stakeholder perception of the communicated corporate vision. Maersk Line's focus of explicitly dividing its communication seems to lower the amount of noise on CSR related information, as the consumer knows what to expect from the company. Furthermore, it can be argued that this division creates an appealing experience for the consumer, thus keeping them in the setting of the hyper real (Firat & Venkatesh: 1997)

In sum, when using social media to communicate CSR, Maersk Line seems to be rewarded by the stakeholders. In addition to this, the company's approach to social media communication is based on transparency, as exemplified by the company posting critical articles.

Another reason for this overall positive reception of communication might be found in the fact that Maersk Line is setting up a clear set of guidelines as to what is to be expected from its social platforms. The company is explicitly describing where to go for certain kinds of information as shown in the company's social matrix – figure 16.

Following our findings on the expectations of the modern consumer it can be argued that by setting up these guidelines the company meet the stakeholders' expectations through sense-making (Morsing & Schultz: 2006)

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4.4.1.4 Identity through transparency

"Transparency is not only a part of our values, it is also important to our long-term success. The markets request it, our reputation benefits from it, and our owners are in agreement on this." – Nils Smedegaard Andersen, CEO, Maersk Group (Maersk Post: 2012)

The overall company strategy of increased transparency is summed up in the above quote by group CEO Nils Smedegaard. The following will argue how and why Maersk Line succeeds in creating CSR-identity by integrating social media in their CSR communication and vice versa.

As established in chapter 2.2 authenticity holds a strong importance to the modern consumer (Morsing & Schultz: 2006)
 Holt (2002) argues that the modern consumers, with their increasing knowledge on branding, seek brands that communicate authentically and create a cultural resource.
Maersk Line's strategy of transparency is arguably creating an authentic experience for the stakeholder. The arguments for this claim are multiple.
First of all the company excels in the field of CSR in its industry. Jacob Sterling argues that as the company is one of the best, if not the best, in environmentally friendly cargo-transport, it can challenge competitors and drive the industry standards.
By communicating that it is challenging competitors to do better on environmental factors, Maersk Line creates the image of a thoroughly proper company dedicated to creating a "cleaner" industry.
Backing up the claim of Maersk Line being a first-mover on CSR issues is a list of the awards given to the company in recent years. (Maerskline.com: 2013B)
Secondly, Maersk Line has an honest approach to its social media presence explicitly outlined on maersklinesocial.com:
"*Maersk Line can definitely benefit from this. Time will tell when, where and how."*
(Maersklinesocial.com: 2013)
Finally, the company has a proactive approach to its corporate communication, both on traditional platforms and on its social media platforms.
As shown in the previous paragraph, the company is not afraid to communicate critical issues. Jacob Sterling argues that proactivity and transparency can reduce risk and attract interaction.
This proactive communication approach (Arvidsson: 2010, Etter: forthcoming) depicts a company which engages in dialogue with stakeholders on critical subjects hence co-create meaning with the stakeholders (Morsing & Schultz: 2006)

4.4.1.5 Profitable CSR
The fact that the company does not hide their ambition to make both CSR and social media profitable is arguably in line with what is being suggested by Borglund who states that a very proactive approach to CSR communication, can minimize scepticism from stakeholders (Borglund: 2009). Furthermore, it can be argued that the company indeed has adopted a very transparent approach. They have clear environmental initiatives, take a stand in the debate on issues concerning CSR, and are not afraid to actively state that this is done for the purpose of profit. This links back to the

findings from the RepTrak, which stated that the modern, post-recession, consumer expects companies to make profit. (Reputation Institute, Webinar: 2013)

These arguments can all be related to the company's strategy of transparency and we find it arguable that the company is enhancing its CSR identity through its use of social media and by meeting the expectations of the modern consumer in creating authentic communication.

In sum, we argue that Maersk Line has succeeded in creating a social media communication that meets the expectations of the modern consumer. Based on the responses on the company's Facebook page on posts concerned with CSR, we can conclude that the company has limited the amount of noise in the reception of the communication, thus leading to a more positive reception. The reasons for this can be found in the fact that the company has a set of clear and explicitly communicated guidelines for its social presence. Furthermore, Maersk Line manages to create authentic CSR communication both by being a dominant driver of CSR change in its industry, but also by facilitating a corporate communication based on transparency.

Overall we conclude that by creating a transparent, authentic and differentiated strategy for communicating CSR, both through classic channels but also through social platforms, Maersk Line is meeting the expectations of its stakeholders.
By utilizing CSR communication through social platforms the company is closing the gap between communicated vision and perceived image, hence strengthening its CSR identity through co-creation and involvement of the modern consumer.

4.4.2 Danske Bank

4.4.2.1 The vision
Danske Bank's visions for CSR is to a high extend rooted in the core of the company. The overall vision for the bank's CSR initiatives is stated in the below quote from the bank's CSR report, 2012.

Since 2006, the Group has come a long way in establishing a
framework for handling environmental, social and ethical risks and challenges in its operations and
core business areas, such as investing. (Danskebank.com: 2012B p.5)

The company's group webpage features a section on responsibility with three highlighted initiatives. Teaching digital solutions to senior citizens, investment in carbon credits to offset CO2 emission, and responsible investing.
The three promoted initiatives depict a company who to some extend embraces CSR as a core-business related tool.
In relation to this Eva Hald states that: *"It's important for me that what you do as a company is connected to your CSR initiatives. If this is not the case you are solely doing charity and I believe that you can have a bigger impact by connecting your CSR to your core-business."* (Hald)

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The CSR vision of the company is rarely communicated through the bank's social platforms, which is rather focused on costumer-service. The CSR communication is mostly limited to the bank's annual report. The following will look into the rare communication of CSR on the bank's social platforms.

4.4.2.2 A reactive strategy – caught in the age of marketing

As stated in the beginning of this chapter, Danske Bank has had a clear CSR strategy since 2006. But when analysing the words of the strategy one might argue that the company is caught in the age of marketing (Visser, 2011) It is not far fetched to consider the bank's strategy as a risk management tool rather than a sincere wish to drive change and gain competitiveness. This is backed by the simple fact that the bank itself considers it CSR strategy as a means to: "*handling environmental, social and ethical risks and challenges*" (Danskebank.com: 2012B p.5)

The wording of the strategy can be said to have its point of reference in what Visser describes as the age of marketing where companies to a higher degree consider their CSR initiatives as a part of their marketing mix, using it to promote the company or the brand.

Instead of viewing CSR as a possibility to strengthen its core-business,(Burke & Logsdon: 1996) the wording of the strategy leaves the impression that the company is using its CSR initiatives as an insurance against corporate criticism. This again lines up with what is being stated by Eva Hald who argue that a company can choose to conduct its CSR initiatives to an extend where it is in the middle of its industry standard in order to avoid criticism, or it can choose to drive the industry standard. Judging by what is being communicated by the bank, we find it arguable that the bank has chosen to place itself within its industry standards instead of driving them. This is based on the following quote from Eva Hald: *"I believe that you have to take a principle decision about wanting to be within industry standards, and if these standards move forward, well then you have to move forwards to keep within the standards."* (Hald)

Following Du et al's (2007) notion of CSR positioning this can be said to have the effect that instead of functioning as a competitive advantage, CSR is merely used as means to avoid criticism.

4.4.2.3 CSR marketing

In the "New Standards" campaign, the company made use of a series of pictures connected to CSR, which was not being backed by the bank's CSR initiatives, leaving the impression that the company was promising more than it could keep. As regards perceived stakeholder image, this can indeed be seen as critical as one of the main findings on the modern consumers is that they are used to decode branded messages (Holt: 2002).

In short, leading up to the "New Standards" campaign, Danske Bank was already facing an image crisis. This had the result that there was a large amount of noise (Shannon & Weaver: 1949) in the reception of the bank's communication. Following this, the campaign was criticized in line with Yoon et al's theory that states: *"people engage in more complex information processing whenever they have reason to doubt the validity of information offered to them"* (Yoon et al: 2008).

Additionally it can be argued that the modern consumer, who evaluate brands via their social network (Colleoni: 2013B) and is not hesitant to share the evaluation on the same networks can

create a collective truth (Pekka: 2010). Taking the bank's troubled image into consideration it is fair to argue that this evaluation has not favoured the Danske Bank brand.
Following this, it can be argued that this lack of image has made the bank less desirable for the modern consumer to interact with in order to portray a desired self-image thus leading to a lack of community around the Danske Bank brand. (Simmons: 2008)

4.4.2.4 Social noise

The overall blurred image of the bank seems to lead to an increased amount of noise (Shannon &Weaver: 1948) when the bank is communicating its CSR initiative via social media. In the below screenshots this noise can be seen in the negative responses by the stakeholders.
The amount of CSR related communication on the bank's Facebook page is indeed limited and the examples highlighted here does not hold a strong connection to the bank's promoted CSR initiatives.

(Figure 27 - Danske Bank CSR communication – Facebook.com: 2013E – Translation appx 4)

(Figure 28 – CSR communication criticism – Facebook.com: 2013E – translation in appx 5)

The first example is the bank promoting The Church of Denmark's annual charity collection. The bank is involved in the charity as its employees are in charge of handling the collected money.
The post prompted responses criticizing the bank for its fees and the general tone was more negative than positive. Translated examples of this can be seen in appendix 4.

The second example is about the bank's shift towards a more digital service and here the post is met with criticism regarding the bank's closing down of branches and the general bad service in the remaining branches.
The last example is the bank's statement about it's editing of the television ad for the "New Standards" campaign. Following the statement the bank faced criticism both for the campaign, but also for editing the ad.
It should be noted that the criticism, which the bank is facing is rarely related directly to the communicated message. It is to a high extend just noise.
Overall Danske Bank faces a high degree of interruption by the followers. It can be argued that there is a link between this interruption and the previously stated characteristics of the modern consumer who tends to be fragmented in their opinions (Simmons: 2008) and hold a certain amount of spontaneity when acting online. (Dellarocas: 2003, Siano et al: 2011)

Furthermore, the noise created by stakeholders on their own initiative (in most cases costumers) has the potential to escalate due to the effect of E-WOM. An example of this can be seen in appendix 2

where a stakeholder starts out a post with the words *"Rarely has an ad been able to piss me off. But the new campaign from Danske bank is just like a kick to the balls. "*. Here a post by a single stakeholder created a viral impact as it went on to be picked up by news medias.

When looking at the general social media communication from the bank, we can see that not only CSR communication but also the general corporate communication faces noise. As established in the earlier analysis of Danske Bank, our findings showed that the bank does not have a clear view as to whom they are communicating. As regards the findings on the modern consumer, this lack of understanding of recipients might prove dangerous following scholars who argue that in order for a company to deliver a clear message it must be aware of its recipients. (Colleoni: 2013, Morsing & Schultz: 2006)

In sum, the reactive approach to both carrying out, and communicating about, CSR seems to have a negative effect on the level of noise from stakeholders and does not seem to be the answer to the bank's image crisis.

4.4.2.5 Mind your money - minimizing noise
On a more positive note, it is interesting to look at Danske Bank's Mind Your Money initiative. The largely unbranded Facebook page helps to educate people, mostly young adults, about proper handling of personal finances. This CSR oriented initiative is indeed in connection to the core-business of the bank and, in the same way as the separate "Tal ordentligt" pages, only focused on "mind you money" communication. The result is a more clear reception of the communication free of "noise" which the screenshots below exemplify.
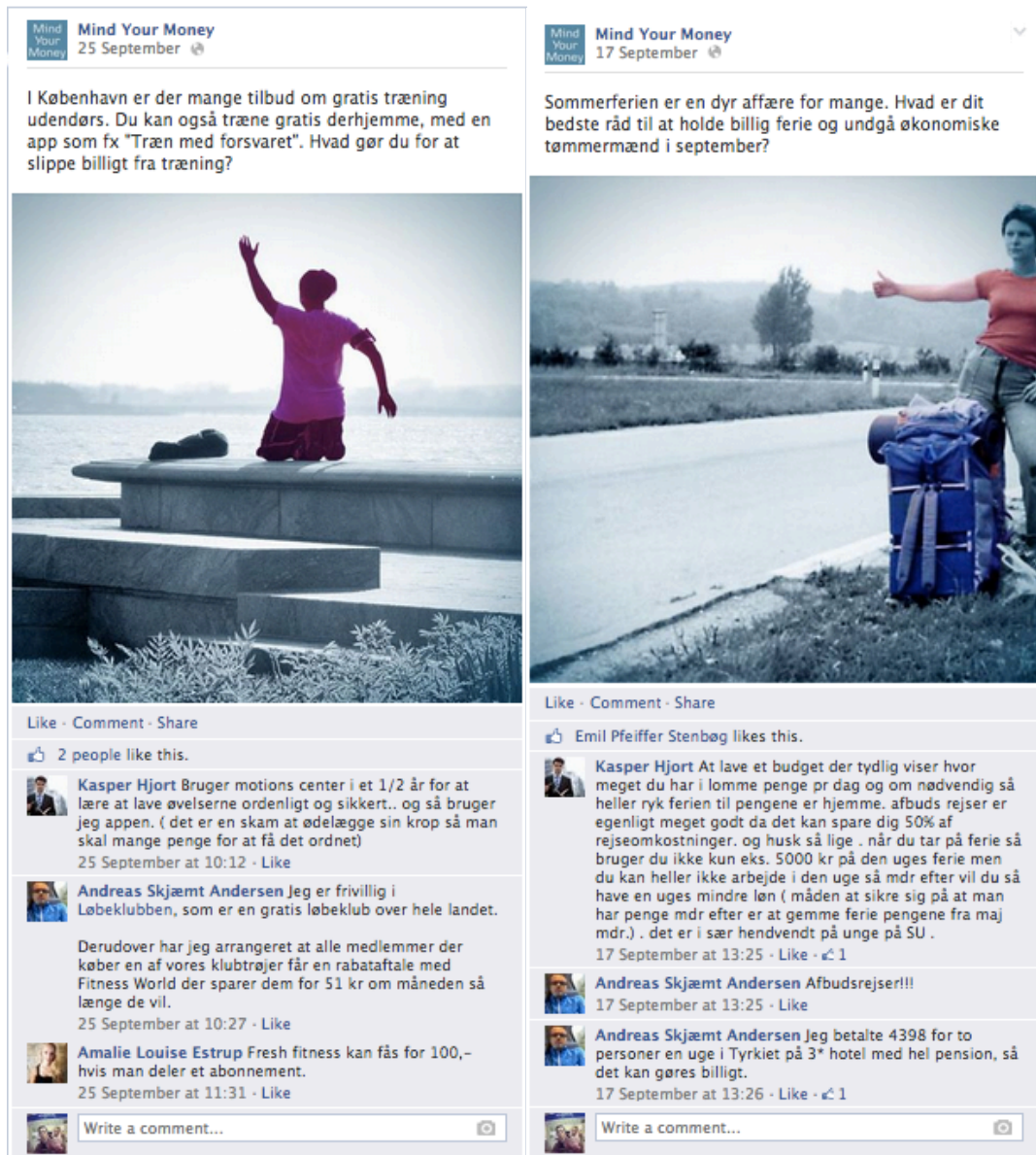
Figure 29 – Mind your money, minimum noise – Facebook.com: 2013D – Translation in appx 6

The amount of noise on the page is almost none as the expectations to what is being communicated are completely clear. The result is that people engage in discussions, idea-sharing, and co-create meaning. (Morsing & Schultz: 2006)

4.4.2.6 Implications to CSR identity

From a top-managerial point of view Danske Bank indeed has a vision for its CSR as presented in the beginning of this chapter. This indicates that the bank is in line with the modern consumer who is to a higher degree expecting companies to take on a certain amount of responsibility (Appx 1, Havas: 2011)

Despite the good intentions, when analysing the initiatives and the communication of these, the bank falls short in living up to consumer expectations.

The company's reactive approach to CSR and their vague wording of the vision adds to the impression of a company that is prioritizing staying within industry standards rather than using their knowledge of consumers' expectations to CSR to create a competitive advantage.

This vague commitment is also evident in the communication of CSR on social media, where CSR communication is almost exclusively used reactively. The one example of a proactive use of CSR was the "New Standards" campaign, which exposed the company in not living up to its communicated standards.

The lack of image indeed pose a substantial challenge to the company as it results in "noise" in the communication, hence disrupts a clear reception of the communicated messages. Especially when communicating on social media. This noise is being catalysed by the characteristics of social media, which facilitates a degree of community that can be harmful to a company with a distrusted image.

To sum, we argue that the damaged image of Danske Bank has been a clear disadvantage for the bank's CSR communication as a sceptical stakeholder will put more effort into information processing about the brand in question (Yoon et al: 2008). In the case of Danske Bank, the stakeholders criticized the "New Standards" campaign on the subjects where the bank was not "walking the talk". Furthermore, the company has not communicated "real" CSR related information since the campaign. Therefore, we argue that the perceived image of the company is still of a predominantly negative nature as it is suffering from both the bank's image crisis but also from the highly criticized "New Standards" campaign.

This damaged image, which is not being actively approached by the bank, in combination with the bank's vague commitment to CSR has resulted in a gap between the communicated vision and the perceived stakeholder image. The reason for this is the fact that the company does not have a clear strategy as to whom they are communicating hence leading to noise in the reception of the communicated messages. This gap between company and stakeholder is arguably damaging the bank's CSR identity to such an extent that the bank has found it more safe to refrain from communicating CSR.
The discussion will address the implications of this abstention from communicating CSR and a result of a damaged corporate image.

4.4.3 McDonald's
McDonald's vision for its CSR initiatives is outlined in the following statements from the McDonald's webpage:
"It is important to McDonald's that we act according to our values and strategy everyday.
We are determined to enhance our social and environmental results.
From the start, we've been committed to doing the right thing. Our sustainability efforts ensure that our business practices and policies continue our rich heritage of making a positive impact on society."
(McDonalds.dk: 2013A)

4.4.3.1 Communicating the vision

There are a number of CSR focus points for the company: Environment, transparency, nutritional information and work-place environment.

Historically the company has faced severe criticism as regards unhealthy food and, in Denmark in particular, tax-evading.

The company is not afraid to create CSR initiatives, which can benefit both its stakeholders, society and the company as argued by Helweg: *"We are at a point where CSR can be a mutual benefit. Consumers motivate companies to do good, and it is considered acceptable that companies gain from their CSR investments."* (Helweg)

A statement which indicates that the company considers CSR a valuable asset as argued by scholars. (Fombrum et al: 2006)

McDonald's has a couple of websites concerned with its CSR initiatives. Ranging from sites about nutritional information to an e-paper concerned with the myths that surround McDonald's. (Mcdonaldsmenu.com: 2013, Mcdonalds.dk: 2013B) Furthermore, the company actively communicates its initiatives on its social media platform. On Facebook, the company has composed a series of videos featuring a nutritional expert who visits McDonald's food suppliers and answer questions about the food-quality. (Facebook.com: 2013B)

These videos are frequently communicated on the company's Facebook page. Furthermore, the company has a number of tabs on its Facebook page about its initiatives. I.e. "kvalitetstjek" (qualitycheck) as seen in the figure below.

Figure 30 – McDonald's CSR tabs – Facebook.com:2013B)

The company's use of CSR communication can be said to hold connection to both a reactive and a proactive approach (Arvidsson: 2010, Etter: Forthcoming). As the company has faced criticism it has been forced to take a stand on the points on which it is criticized but at the same time it is continuously evolving its CSR initiatives. As a result of this we find it arguable that the initial CSR initiatives acted as reactive to the general criticism but has evolved into a more proactive approach. This move towards a more proactive approach to CSR communication obviously holds great value as regards communication of vision about CSR. This is backed by Smith (2007), who argues that CSR communication should be delivered proactively in order for stakeholders not to create counter action. Following the findings from the analysis of McDonald's and with the communication of CSR vision in mind, this counter action might be shown in the misinterpretation of the vision, resulting in noise (Shannon & Weaver: 1949) in the reception of said vision.

4.4.3.2 Stakeholder image

When looking at the responses on the company's Facebook page it is apparent that the company is still facing criticism. The following screenshots displays some of the responses to the company's CSR communication.

Figure 31 – CSR communication response – Facebook.com: 2013F

The first screen shot is an example of communication on how much the company contributed financially to the Danish society in 2011. This is met with criticism from a user who initiates his post with the words: *"Basically you couldn't care less if people have jobs. All you want is to make as much money as possible for the top management and your board of directors."*
The criticism is not less apparent in the second post were the company promotes the opportunity for costumers to visit the kitchen in their local restaurant. A post to which the first comment is: *"I think it is a bad idea to show people how you make your food. You will scare them off."*

The responses are, as seen above, often centered round topics to which the company is already posting answers. When asked about this Sarah Helweg states:
"…you can give the people the relevant information to base their opinion on but some people are of an almost religious belief that "this is the way it is", and you can say it a thousand times but if people are not mentally ready to accept the message you will never get there." (Helweg)

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Exemplifying that the company has embraced the fact that there will be a part of the "stakeholders" which it will not be able to influence.

Acting in an ever changing and fragmented online environment, this recognition, that not all stakeholders can be converted into promoters, is likely to prove valuable to the company. Accepting the fact that certain stakeholders will never like your brand might be considered the ultimate knowledge of your stakeholders and links to Hatch & Schultz' (2008) notion about a company's need for intimate knowledge about its stakeholders in order to communicate vision.

McDonald's is, in its own definition, closer to a FMCG than a restaurant and this might influence the expectations of its stakeholders. (Helweg) The Facebook page is mostly communicating promotional information and this is usually received without noise (Shannon & Weaver: 1949). But in the words of Helweg, the social channel is also used to communicate CSR-related information as McDonald's should *"Not only give the stakeholders what they want, but also what they need."*(Helweg)

This again depicts McDonald's as a company that actively takes a stand on its CSR initiatives and the communication of these. This arguably backs our claim about McDonald's evolving its approach to CSR communication into a more proactive approach. (Arvidsson: 2010)

4.4.3.3 Attentive to image

McDonald's poor image is a factor that has been noted by the company and Helweg argues that the way out of this is to communicate and share information.

When looking at different image rankings, we have this low rank we have. This is something we would like to change. So we have to do something new, in order to get somewhere. It's deep within the Danes, that if we don't know something we are mistrustful. And if it's big and a bit closed we tend to have a problem with it, so trust comes from knowledge and you have to show that you are trustworthy. You can act trustworthy, you can't just say: "trust me"" (Helweg)

Authenticity is an important driver for McDonald's to improve the consumer image.

It seems that the way the company has chosen to create authenticity is via continuously communicating about the topics that most people question. (i.e health, taxes etc.)

This strategy, to use authenticity and walk the talk, is in line with the previous findings on the modern consumer regarding their search for authenticity (Holt: 2002) and their disregard of CSR used as "green washing" (Visser: 2011)

The fact that the company faces criticism when communicating CSR might be related to their overall bad image or the fact that when operating in Denmark, consumers has historically been used to implicit CSR communication and therefore react negatively to explicit CSR communication (Morsing et al: 2008).

In sum, the above statement from Helweg indicates that McDonald's has a certain amount of knowledge on their stakeholders (Hatch & Schultz: 2008) , and at the same time accepts that continuous nurturing of its stakeholders (Morsing &Schultz: 2006) is the way to improve their image.

4.4.3.4 Continuous communication enhancing perceived image

Figure 32 – Consistent CSR communication – Facebook.com: 2013F – Translation in appx 7

Linking back to Helweg's claim about giving the stakeholders what they need, the continuous communication of CSR might arguably affect the reception of the CSR communication. When looking at the stakeholder responses to the company's CSR communication we can see that by repeating the message on subjects like food quality and financial issues, McDonald's is creating ambassadors who spend time defending the company. Examples of this can be seen in the screen shots below where both a declared employee and an ordinary stakeholder engage in the dialogue and defend the company on Facebook.

Figure 33 – Social ambassadors – Facebook.com: 2013F

The first screenshot shows a user who responds to a post about food quality and states: *"You get so tired when reading a thread like this… McD would never be able to get away with lying about their products. A company of that size follows all of the legislation in its industry…"*

The second screenshot shows a declared employer who defends the company by responding to another users criticism with: *"Jesper you have no idea what you are talking about. We add nothing but salt and pepper, and if you doubt me, I can tell you that I work at McD and cook a lot of burgers each day!"*

A company can create ambassadors through it being a good corporate citizen. This is outlined in the following statement: *"By being a good corporate citizen, a company can foster consumer loyalty and turn consumers into company/brand ambassadors and champions who engage in advocacy behaviors (e.g. positive word-of-mouth, willingness to pay a price premium and resilience to negative company news"* (Du et al: 2010). Especially the notion of resilience to negative company news seems to be the

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case with McDonalds, who, with its continuous and persistent communication on CSR related content, seems to be attracting ambassadors who speak their case.

This creation of ambassadors in many ways links to the findings on the modern consumer. First of all, the modern consumers' search for community (Cova: 1996) is in line with the idea of stakeholders coming together in a "defense" of the company and creating a collective truth about the brand (Pekka: 2010). Furthermore, we found that modern consumers use brands as means to portray a desired self-image (Simmons: 2008). This is arguably relevant in the case where the stakeholder chose to, using a personal profile, defend a brand on social media. This creation of community is in line with Hatch & Schultz who states that: *"Knowing what creates the sense of "we" in your company allows you to authentically tell others what you brands stand for."* (2008, p 45)

4.4.3.5 Decreasing the gap

 In sum, McDonald's has succeeded in creating a clear set of visions that are apparent in the everyday communication to stakeholders. The fact that the company has faced a large amount of criticism might arguably have made them aware of the importance of transparent and authentic communication (Beckmann et al: 2009). This is shown in Helweg-Larsen's response about giving the stakeholders what they need. The company continues to communicate the criticized subjects in spite of negative stakeholder response. Through this continuous communication the company has succeeded in creating ambassadors for its brand who actively defend the company (Du et al: 2010). The company is still facing noise (Shannon & Weaver: 1949) in its CSR communication but the clear vision and the continuous communication is seemingly lowering the amount of noise, thereby decreasing the gap between CSR vision and stakeholder image.

4.4.4 Call me

4.4.4.1 The visions

The corporate visions in question as regards Call me are based on the interview with Sofie Heilskov and information on the "tal ordentligt" campaign found on the corporate homepage where Call me describes their CSR orientation as follows:
"Call me is a telco with a social agenda. Call me is at the frontline against tough language. We make a living because you speak. But tough words hurt the receiver and therefore, we encourage people to speak properly to each other, it's free of charge. But it can mean a world of difference." (Callme.dk: 2013B)

The company has focused its CSR initiative around people speaking properly to one another, and is communicating this initiative very explicitly on the corporate website and on Facebook as seen in the screenshot below where the company states:
"Tired of the tough language? Do something about it and support the fight against verbal pollution in Denmark. Speak proper it's for free"

Figure 34 – Call me's Tal ordentligt – Facebook.com: 2013C

With this in mind, it is fair to argue that the vision of Call me is clearly communicated via both social media and corporate channels, insinuating that Call me has a clear, honest and explicit approach to communicating their visions. Something, which is likely to prove valuable to the modern consumer and the general perceived stakeholder image, as it is a driver for authenticity and transparency.

Call me is very clear on the fact, that they do not wish for the initiative to be perceived as a traditional marketing effort. Heilskov respond to the to a question about how to profit from CSR with the line: *"its an old-fashion markting mindset that we want to put an end to."* (Heilskov)

This is in line with the previously stated fact about the modern consumer who, to a higher degree than earlier, has knowledge on how branding works (Holt: 2002). Because of this, it might prove valuable to separate the CSR and marketing efforts in order not to be accused of green-washing as was the trend under the age of marketing (Visser: 2011)

The following will analyse whether Call me in fact manages to incorporate and convey their vision to its stakeholders.

4.4.4.2 Stakeholder images

As established in the analysis of Call me, the tone of the responses that Call me is overall positive. This indicates that the company is aware of its stakeholders and their expectations to the company's communication.

Call me has succeeded in creating an initiative that is hard to disagree with. The idea of a proper tone is a "risk-free" initiative, which stakeholders can easily relate to.

The easy adoption and acceptance of the CSR-message is recognized when analysing the Facebook page of Tal ordentligt. The screen shots below are just a few of many posts by the company, which meet generally positive feedback from the stakeholders, suggesting a rather positive stakeholder image.

The posts from the company are extremely positive, simple and relatable. The first is a simple encouragement to always follow your heart. The second is an analogy describing the simple message of always trusting yourself. Indeed this communication might seem almost too simple and, some might argue, too facile, but the posts create a high amount of positive feedback. Insinuating that the expectations of the stakeholders are being met.

Figure 35 – Simple CSR communication – Facebook.com: 2013C

In comparison many of the competitors within the Telco sector primarily uses social media to utilize costumer service. This is seen on the Facebook sites of main competitors who refrain from integrating CSR initiatives in their social media presence. This leads to their social media presence being primarily focused on costumer service and marketing. When these competitors in fact try to communicate CSR related issues, they tend to fail, as seen in the below screenshots. The example from the company CBB mobil promotes an initiative in collaboration with "Danish cancer society" but is met with general complaints by a follower who comments: "I don't believe you can get people to participate, considering how many unhappy costumers you have at the moment". Another Call me competitor, 3, who is trying to take ownership of diversity by posting about Copenhagen Pride, a pride parade for homosexuals, is met with rather inappropriate comments initiated with the words: "It's okay they are homos, but they shouldn't run around acting up in a parade to get attention."
An explanation to this might lie in the fact that the consumers' expectations are not met when communicating CSR on a marketing driven site. In both examples the Telcos are using their marketing driven Facebook sites to communicate different kinds of good citizenship, but are met with criticism regarding marketing or costumer service or in 3's case, bigotry.

Figure 36 – Competitors' challenges, CBB – Facebook.com: 2013H

Figure 37 – Competitors' challenges, 3 Denmark – Facebook.com: 2013I

Call me also have a more corporate and marketing driven Facebook site, which functions in the same way as 3 and CBB's sites. But the fact that Call me is communicating the "Tal Ordentligt" message separately gives the company the opportunity to interact with its stakeholders in an environment where the tone is much more positive. Furthermore, this division is likely to minimize disruption from angry costumers hence minimize communicative noise. (Shannon & Weaver: 1949)

This seems to create an overall more positive stakeholder image. In the model below we illustrate how Call me's division of communication is likely to have a positive impact on the overall stakeholder image.
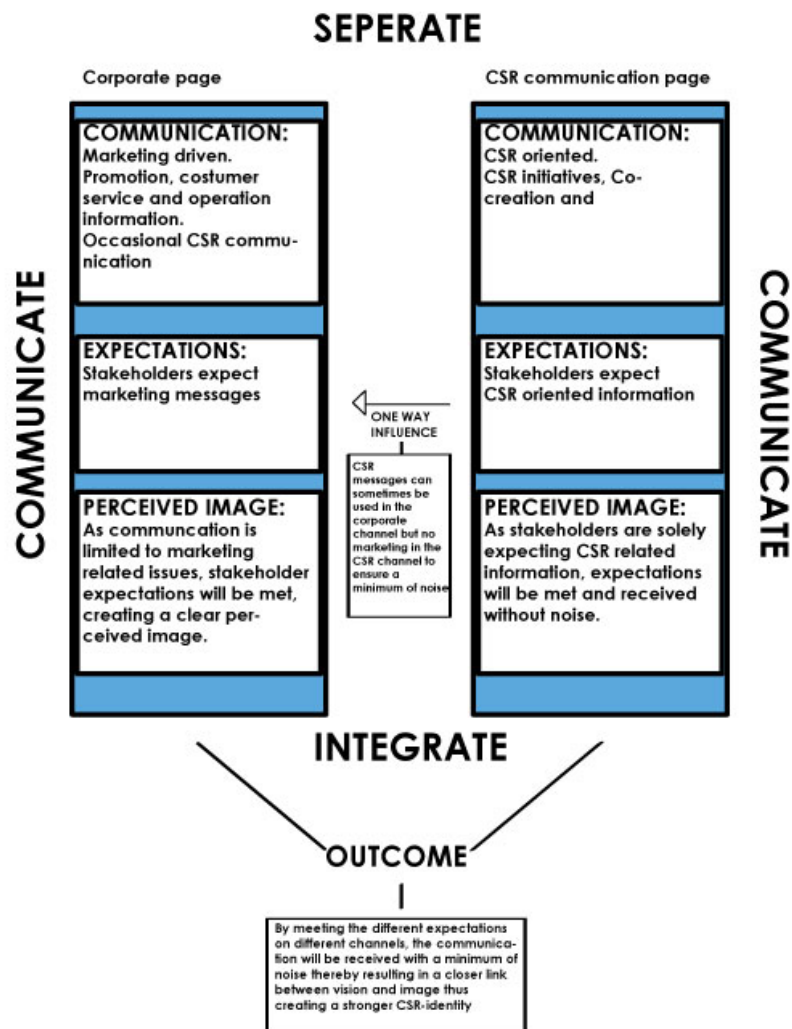
Figure 38 – SCI Model of own making: 2013 – appx. 8

Attempts from competitors to communicate CSR are more likely to meet criticism, as they do not live up to stakeholder expectations on the site in question. Contrary to this Call me have divided their communication efforts, and is primarily communicating marketing on their corporate Facebook page and CSR related content on their "Tal Ordentligt" Facebook page. Thereby creating clear guidelines as to what is to be expected and meet the expectations of the modern consumer. This alignment

between communication and expectations depicts a company with intimate knowledge of themselves and their stakeholders. (Hatch & Schultz: 2008)

The company has created a generically positive message, which it is hard to disagree with. The initiative was based on an initial survey in the general public showing that 77% of the public experienced a tougher language in their everyday life (Callme.dk: 2013A)
With 77% actively stating that they have experienced a tougher language in their everyday life the stakeholder group is arguably very broad. This is interesting in relation to the modern consumers who are interested in portraying themselves in front of other peers through brands. With respect to this, one might argue, that the larger the crowd of peers is, the more likely the modern consumer is to interact with brands to portray a desired self-image, as many consumers base their opinion on brands on social networks (Colleoni: 2013B) In other words the broad segment to which the message is targeted is creating a massive amount of fellow peers to portray one self in front of. (Simmons: 2008)
Furthermore the generic message contributes to modern consumers' search for community (Cova: 1996).

4.4.4.3 CSR and marketing

In relation to traditional marketing Heilskov argues: "We don't see "Tal Ordentligt" as a profit oriented initiative".
The vision to separate CSR and marketing is in line with Morsing & Schultz's (2006) notion that a company should constantly attempt to meet the expectations of the stakeholder via sensegiving and sensemaking. This is arguably an easier job if there is no interference from marketing communication, as seen on the earlier described screen shots from Call me's competitors. Nevertheless, when taking a closer look at Call me's marketing efforts it is arguable that the vision of a division between marketing and CSR is rather blurred. The latest marketing initiative features a music video by the Danish singer Barbara Moleko and draws on the "Tal Ordentligt" message to such a degree that it can be argued that the company's vision of separating CSR and marketing has failed. In both the beginning and the end of the video Call me's logo is featured, making the link between CSR and marketing very explicit. (see figure below)

Figure 39 – CSR in marketing – Facebook.com: 2013J

4.4.4.4 Meeting stakeholder expectations – turning passives into promoters

When looking at the stakeholder response on the company's social platforms it becomes obvious that the stakeholders respond positively to the communication

The fact that the core message of the initiative is so generic might have the result that the company does not need to have the before mentioned intrinsic knowledge of its stakeholders. (Morsing &Schultz: 2006)

Call me has created an initiative that include people who might not have been in any group of stakeholders and involve them. In other words the message creates a new stakeholder group of consumers and potential costumers.

Overall the company seems keen on the idea of creating new stakeholder groups by communicating CSR on social media and actively listening to the feedback of the communication. An argument to back up this claim is Heilskov's explanation of Call Me's social media evaluation scheme Net Promoter Score, which divides the receivers of communication in Detractors, Passives and Promoters. The fact that Call me has a clear strategy on converting passives into promoters suggest that they have embraced the power of social media and a more holistic approach to CSR communication. This is likely to link the gaps between Vision and Image and in the end contribute to a stronger CSR-Identity.

By turning passives into promoters, the company can improve the reception of the communication message hence minimize the gap between stakeholder image and corporate vision to create a better CSR-identity.

To sum up, Call me is explicit about the corporate vision regarding CSR and social media. Furthermore, the company is dedicated to not confusing its stakeholders. By dividing the

communication on social media between CSR and marketing related sites, the "noise" (Shannon & Weaver: 1949) from the modern consumer is lowered.

Though having an ambition to not mix CSR and marketing, the penultimate paragraph of the chapter questions whether the company indeed lives up to this ambition as the most recent marketing campaign gives the impression of close link between the two concepts.

Despite this seeming gap between what the company say and what it does, it has not resulted in a gap between vision and image.

A reason for this can be found in the fact that this division between CSR and marketing is only communicated from a managerial point of view and not explicitly to the public. This might pose a challenge for the company if the analysis had taken culture into account but that is a subject for further research.

PART VI

5.1 Discussion

5.1.1 Practical implications

The focus on social media as a platform to convey CSR related communication has highlighted the issue of instant feedback. Social media has lessened the communicative gap between company and stakeholder and allowed for stakeholders to immediately respond to corporate communication (Fieseler et al: 2011).

Companies of today need to create legitimacy and authenticity in order to attract the modern consumer, who has become more critical towards traditional branding (Holt: 2002) and expects companies to do good in society (Havas: 2011). At the same time the consumer expects a company to provide an appealing experience in which they can portray a desired self-image in front of other peers (Simmons: 2008). In doing so CSR and social media can act as tool and facilitator respectively. Through social media, companies have gained access to dialogue, allowing them to interact with stakeholders and co-create meaning (Morsing & Schultz: 2006). The interaction and co-creation are both issues identified as important to the modern consumer.

By reflecting on the examined companies, the following will discuss how companies can utilize social media in their CSR communication in order to meet the expectations of the modern consumer and enhance their CSR identity.

5.1.2 Clearly communicated CSR visions

A clearly communicated CSR vision is important in order for a company to create a clear set of expectations for its stakeholders. In example, Maersk Line is explicitly communicating its vision for CSR and social media as tools for creating profit. The fact that the overall communicated vision is not trying to conceal profit making behind green initiatives is contributing to the increased focus on transparency for the company.

This depicts Maersk Line as a company with a strong focus on transparency.
Following Holt's (2002) idea of the more enlightened consumer it can be argued that Maersk Line succeeds in taking into account the modern consumers who to a higher degree are able to see through companies' inauthentic attempts of identity creation (Holt: 2002).
This clearly communicated vision as regards CSR might also prove contributory to the company's ability to communicate CSR related information through its social channels without noise (Shannon & Weaver: 1949).
In comparison, Danske Bank's CSR vision is more vague and does not create the same clear expectations for the modern consumer. This will hurt the bank's ability to communicate CSR related information to stakeholders, as the unclear vision will result in a disrupted reception.
For Call me, the vision is explicitly communicated on the company's corporate webpage. Before listing the financial and Telco related benefits, the company states that the main reason to choose them is the fact that they are a company who is at the frontline against tough language.
This differs from Maersk Line's extremely transparent approach to profit making, but is still a way for the company to communicate that they are actively working for a better society. By making the

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"Tal ordentligt" initiative underlying in all of the company's communication and marketing, Call me is communicating its vision to the largest group of stakeholders possible. This has had the effect that the company has taken ownership over the "Tal ordentligt" message and thus is able to communicate it without noise.

5.1.3 Core related CSR

A corporate challenge, identified through both theoretical and empirical findings, is the importance of core-related CSR initiatives. A core-centred CSR strategy can contribute to both corporate legitimacy and authenticity,(Du et al: 2010, Morsing & Schutlz: 2006) something which has been underlined by all case companies.

From the analysis, it has been possible to establish that all the case companies have created CSR initiatives that revolve around the core of their business. Furthermore, it has been argued by scholars that core-centred CSR initiatives are not only a driver for corporate authenticity (Du et al: 2010) but also a tool for reaching corporate goals (Burke & Logsdon: 1996).

Maersk Line has succeeded in creating a set of CSR initiatives closely connected to the business and through these initiatives the company has been able to differentiate itself from its competitors thus utilizing its CSR initiatives to act as a competitive advantage. Jacob Sterling describes how the company uses the results of its CSR initiatives to both attract costumers but also to challenge competitors on environmental issues.

This focus on core related CSR can be seen as an acceptance of the concept of the modern empowered consumer to whom authenticity and legitimacy is paramount when engaging with a brand.

Following this, it can be argued that CSR does not merely serve as a corporate tool for positioning oneself in front of stakeholders, but also a tool for differentiating oneself from competitors, thus being a tool for competitive advantages as the authenticity it enables is a characteristic much sought after by the modern consumer.

5.1.4 Consumer involvement

Following Morsing & Schultz's 3 strategies for CSR communication and the characteristics of the modern consumer, it is apparent that the need for stakeholder involvement is increasing. As a result of the empowerment of consumers, companies are forced to meet the consumers on more terms (Colleoni: 2013B). The modern consumers' expectations and their, via social media, ability to damage companies who does not live up to these expectations, have forced companies to involve the consumer, inviting them to co-create meaning. In the case of Danske Bank the analysis uncovered that the company's troubled image has made it difficult for the company to engage in stakeholder dialogue and co-creation of meaning. Furthermore, the bank's unclear segmentation of both stakeholders and communication has misled the modern consumer causing for a communicative disruption of the corporate communication resulting in a gap between communicated vision and stakeholder image.

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Contrary, Call me has fully divided its CSR from its corporate communication, creating an environment where CSR messages can be conveyed without noise, leading to a clear reception of the message.

Approached correctly, social media can act as a tool for involving the consumer, thus make sense of the corporate vision.

5.1.5 Social media as a facilitator

As argued above, clearly communicated visions and involvement of stakeholders is likely to prove valuable to companies when communicating CSR.

If a company succeeds in being the frontrunner in its field (Maersk Line) or takes ownership of its CSR initiative and uses this ownership proactively (Call me), the company is likely to attract the attention of stakeholders.

The following will look into the significance of social media as a facilitator of this communication when taking ownership of CSR initiatives or being a frontrunner in the field of CSR (Du et al: 2010).

Social media has indeed proved to be a valuable tool for this exhibition of successful CSR initiatives. Maersk Line has a strong social media presence with activity across several platforms. These platforms all contain a different approach to communicating the corporate vision, but common to them all is the fact that CSR is used in the everyday communication. Maersk Line is not afraid to communicate neither success stories about the company being frontrunner in the field of CSR, nor more dangerous subjects like beaching of vessels or pollution.

Call me has created a platform dedicated to the communication of its CSR initiative "Tal ordentligt" where the company is attracting stakeholders simply through communication of the message. The company is focused on interacting with its stakeholders and is co-creating meaning through dialogue. Furthermore, the company would rather label the "Tal ordentligt" initiative as a movement and is actively using its social media presence to encourage stakeholders to take part.

In sum, the two companies are utilizing its social media presence in the communication of CSR initiatives that in both companies' cases are strongly connected to the core-business. Through this communication the companies are able to position themselves in front of stakeholders and stand out as frontrunners and experts on their respective fields of CSR. This positioning will arguably act as a competitive advantage (Ibid).

This ownership or frontrunner status as regards CSR, is important in the creation of a positive stakeholder image and a strong corporate CSR identity

If the CSR and social media communication is not utilized correctly, companies can face the consequence of a disrupted reception of communicated messages. The following will look into the concept of "noise" in the reception of corporate CSR communication.

5.1.6 Lowering of noise

Shannon & Weaver's concept of noise is used in the thesis to illustrate the irrelevant responses from stakeholders on social media to a company's corporate communication. This noise is a result of a mismatch between company and stakeholder expectations and will lead to an unclear deliverance of the corporate vision, thus resulting in a gap between vision and image.

The concept is included to highlight that companies does not need to "invent" a new communication strategy for their presence on social media, as minimizing noise in the reception of a message has been at the centre of communication theory for decades. Instead companies need to rethink their attempt to communicate their visions in a new digital reality by meeting the overall expectations of their stakeholder.

By using "ownership" or frontrunner status proactively, a company will be able to attract positive attention from stakeholders and reduce the amount of "noise" in its corporate CSR communication. (Du et al : 2007) The analysis of Maersk Line and Call me depicts two companies that are a part of a highly criticized industry, shipping and Telco, but has used its CSR initiatives to differentiate and position themselves.

In opposition to this Danske Bank and McDonald's has not succeeded in neither taking ownership of their CSR initiatives nor being a frontrunner in their fields.

When looking at McDonald's and Danske Bank we note that the companies are facing a lot of noise when trying to communicate CSR related information. McDonald's is continuously communicating CSR, and through this the company is creating ambassadors for the brand who actively defends the company when it is facing criticism on social media CSR communication (Pekka: 2010). Danske Bank's CSR communication is at an absolute minimum and the most recent examples of CSR communication has been received with criticism.

McDonald's provides an example of a company who is facing massive criticism but is persisting to communicate CSR. The company's vision for CSR centers around a commitment to "doing the right thing" (Mcdonalds.dk/Ansvarlighed) and the company's initiatives are concerned with the issues of which the company is facing criticism.

This persistent communication of CSR is still facing "noise" but when looking at the stakeholder response it becomes apparent that the company is succeeding in converting stakeholders into ambassadors. This conversion of consumers into ambassadors is arguably valuable for the company following theories stating that consumers base their perception of a brand on the basis of its social networks (Colleoni: 2013B). These ambassadors can therefore be said to affect the collective truth about the brand (Pekka: 2010).

Danske Bank's vague CSR vision and the fact that the company is not actively involving stakeholders, has had the effect that consumer expectations, to a high degree, is being disregarded. Adding to this Danske Bank's troubled image, it might be up for discussion whether the company should use CSR to enhance its image.

As the company's image is troubled it can be argued that the consumer distrust the company. Distrust in a company will lead consumers to engage in more complex information processing (Yoon et al: 2006) likely to invoke scepticism towards the CSR initiatives and the communication of these. This scepticism will lead to a disrupted reception of the CSR message.

Whether the bank can use CSR communication to enhance its image is an interesting question for further research.

5.1.7 Divided CSR communication /Meeting the expectations

It has become apparent that the companies most successful as regards CSR communication through social media are the companies who actively divide and segment their social media communication. Call me is the most obvious example of this as the company has completely divided its CSR communication from its corporate and more promotional oriented communication. The insistence on non-commercial communication on the "Tal Ordentligt" page has proven valuable, as the amount of noise is low across the company's communication channels, the promotional as well.
The company lives up to consumer expectations by having a clearly communicated CSR vision and authentically delivered communication.

The other example is Maersk Line who, with its social matrix, actively guides stakeholders to the social channel best fit for their needs and expectations. The company is utilizing its focus on transparency to create an authentic approach, both to CSR and social media.

There is value to be found in this separation. It seems that the companies who separate their CSR communication from their corporate communication or clearly segment their communication, successfully manage to deliver CSR messages both via, and within the boundaries of, social media.

The separation of communication (Call me) and the explicit division of stakeholders (Maersk Line) is likely to prove valuable in the meeting of the expectations of the modern consumer hence creating a stronger CSR identity.

5.1.8 Suggestions for further research

As outlined in the delimitation, the thesis has actively abstained from including corporate culture in the analytical framework. It can be argued that identity is deeply rooted internally in a company and therefore it can be interesting to include the internal aspect in an analysis of social medias effect of corporate identity.
Furthermore, the top-managerial point of reference limits the assignment by merely working with the concept of a modern consumer from a theoretical point of view. Including quantitative data might prove valuable when uncovering the expectations of the modern consumer.
A final suggestion for further research is the differences between a b2b and a b2c company regarding stakeholder expectations in relation to CSR communication and social media.

5.2 Conclusion

The thesis has analysed on whether social media has changed the relationship between companies and consumers and tried to give insights to answers the question;

How can social media affect corporate CSR identity?

With a point of reference in theories on consumerism and marketing the first part of the thesis outlined four valuable characteristics about the modern consumer important for companies to incorporate in their CSR communication strategy.

These characteristics were at the centre of attention when analysing the four case companies and their approaches to CSR communication via social media. The characteristics, individualism, individualism vs. community, fragmentation and hyper reality, are important when interacting with the modern consumer.

Social media has acted as a catalyst in the empowerment of the modern consumer as the communicative gap between company and consumer has been lessened. Furthermore, modern business has experienced an increased wish from the consumer for companies to act as good corporate citizens. The combination of these two facts has posed new challenges to companies, who to a higher degree need to interact with consumers on equal terms. This shift from one-way to two-way communication has heightened the demand for stakeholder involvement, sense-giving and – making, and co-creation.

Corporate authenticity and legitimacy has seen a rise in importance, as the modern consumer is more spontaneous and pragmatic in their use of brands to portray a desired self-image.

The thesis has included four case companies in four different industries in a comparative case study in order to create a broad understanding of the relation between the modern consumer, social media and corporate CSR identity.

The analysis of the four case companies has exemplified a number of different approaches to CSR communication on social media. A common finding for the four is the importance of core related CSR initiatives, which can both serve as a risk minimizing tool and a competitive advantage.

Maersk Line's implementation of a segmentation of its stakeholders ensures clear stakeholder expectations. Through this, the company succeeds in involving the stakeholder, minimizing communicative noise resulting in the creation of a strong CSR identity.

Danske Bank has struggled with its image and in combination with a vague CSR vision; this led to scepticism from its stakeholders on the bank's CSR communication efforts. The result was a strong disruption of the bank's communicated CSR messages by stakeholders followed by an abstention

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from CSR communication. This led to a gap between the communicated vision and the perceived stakeholder image, leading to a weak CSR identity.

McDonald's has also suffered from a troubled image. But in opposition to Danske Bank, McDonald's has persisted in communicating CSR in spite of criticism and through this managed to create ambassadors for the company on its social profile. The company is still facing noise but it can be concluded that this creation of ambassadors has minimized the gap between vision and image, possibly resulting in an enhancement of the CSR identity over time.

Call me has created a generically positive CSR initiative, hard to disagree with, and divided its CSR communication from its corporate communication. This has resulted in a strong community around the initiative where the stakeholders engage with the company and co-create the initiative. This has led to an almost noise free environment where the consumers via social media are invited to evolve on the CSR vision, undoubtedly creating a strong CSR identity for the company.

Overall the thesis can conclude that in order for a company to attract and withhold the modern consumer, empowered by social media, it must balance the expectations in collaboration with the consumer. The way Maersk Line is segmenting its stakeholders and Call me is dividing its communication, will help the company to foster a long-term relationship, creating a strong CSR identity.

To answer the question; social media has affected the modern consumer by catalysing the characteristics of the postmodern consumer and empowering the consumer in an unprecedented manner. This empowerment has not had a direct impact on the CSR identity of companies per se, but has forced them to prioritize CSR efforts and the communication of these. We conclude that failing to prioritize CSR can result in in stakeholder criticism and a gap between communicated vision and perceived image, leading to damage of CSR identity. An apparent gap will be more explicitly exposed with the emergence of social media and the empowered consumer.

5.3 Recommendations

Based on the analysis and the findings outlined in the conclusion the following chapter will put forth recommendations for companies to get closer to the modern consumer by utilizing social media in their CSR communication.

In line with theories and the empirical data, the analysis showed the importance of core-related CSR. This was already implemented to a certain extent in the four case companies. The recommendations has been based on these findings and therefore it should be noted that these recommendations are only applicable when a company has succeeded in creating authentic CSR initiatives linked to the core of the business.

The analysis revealed that Call me and Maersk Line had succeeded in creating an appealing experience for the consumer. The reason for this success can arguably be ascribed to the, in Maersk Line's case, clear segmentation of stakeholders and the, in Call me's case, explicit division of CSR communication and marketing communication.
These findings indicate that there is value to be found in either division of communication or explicit stakeholder segmentation.

SEPERATE

Corporate page

CSR communication page

COMMUNICATE

COMMUNICATE

COMMUNICATION:
Marketing driven.
Promotion, costumer
service and operation
information.
Occasional CSR
communication

COMMUNICATION:
CSR oriented.
CSR initiatives,
Co-creation and
stakeholder involvement

EXPECTATIONS:
Stakeholders expect
marketing messages,
promotion and costumer
service

EXPECTATIONS:
Stakeholders expect
CSR oriented information

ONE WAY
INFLUENCE

CSR messages
can be used in
the corporate
channel but
no marketing
in the CSR
channel to
ensure a
minumum of
noise

PERCEIVED IMAGE:
As communcation is
limited to marketing
related issues, stakeholder
expectations will be met,
creating a clear per-
ceived image.

PERCEIVED IMAGE:
As stakeholders are solely
expecting CSR related
information, expectations
will be met and received
without noise.

INTEGRATE

OUTCOME

By meeting the different expectations on
different channels, the communication
will be received with a minimum of noise
thereby resulting in a closer link between
vision and image thus creating a stronger
CSR-identity

Figure 38 – SCI Model of own making: 2013 – appx. 7

The above model is a visualisation of Call me's approach to communicating CSR with the concept of
the VCI alignment model incorporated.

We argue that this model can be beneficial for companies when engaging in CSR communication on
social media. By entirely separating the marketing driven corporate communication from the CSR
communication we argue that a company will avoid the communicative noise the analysis found
around McDonald's and Danske Bank. This separation will make it clear for the consumers what to
expect when choosing to follow a certain Facebook page, make it easier to identify the community
and thus make it easier to find the right brand in which to portray their desired self-image.

Furthermore, when acting online the above advantages are likely to enable the company to create an appealing experience for the consumer thereby making it easier for the company to keep the consumer in the hyper real.

Implementing of the modified VCI alignment into the model ensures a theoretical foundation in Call me's, already existing, practical approach thus making it more relatable for both scholars and practitioners.

The thesis set out, via an analysis of four different sectors, to create a broader understanding of the relation between social media and CSR identity. Through an analysis of both b2b and b2c companies the thesis established that the difference in consumer expectations between the two makes it difficult to put forth a combined recommendation. Maersk Line's approach to CSR communication is arguably valuable for them, being a b2b company.

Being a global b2b company Maersk Line has a more diverse group of stakeholders. This strategy of organising these multiple stakeholder groups on different social platforms with CSR imbued in the communication will help the company meet the expectations of all their stakeholders, not only the modern consumer.

The b2c companies can arguably be said to be closer to their costumers on social networks and therefore the expectations, and thus the danger of noise, are greater. Therefore the complete division of communication might prove more applicable for b2c companies.

PART VI

6.1 Literature

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http://www.thenewconsumer.com/wp-content/uploads/2010/11/Prosumer_Report-
_The_New_Consumer_lores.pdf

6.2 Appendix

Appendix

Note: The translation will be focused on the relevant responses highlighted in the assignment.

Appendix 1 – Reputation Institute RepTrak country report Denmark

Appendix 2 – Facebook post from Jesper Nykjær Knudsen

Appendix 3 – Consumer Facebook post on McDonald's Denmark
Appendix 4 – Facebook post from Danske Bank

Appendix 5 – Consumer Facebook post on Danske Bank

Appendix 6 – Facebook post from Mind Your Money

Appendix 7 – Facebook post from McDonald's

Appendix 8 – SCI Model

Appendix 9 – Interview with Maersk Line CEO Eivind Kolding

Appendix 10 – Interview with McDonald's CEO, Stephen Shillington

Appendix 11 – Reputation Institute Global CSR RepTrak

Appendix 12 – Questions for the case companies

Appendix 13 – An overview of the Danske Bank "New Standards" campaign

REPUTATION INSTITUTE

Reputation
Country report 2013
Denmark

RepTrak™ - Rational vs. Emotional

- For Deep Dive studies

What is the relationship between RepTrakTM Pulse and the 7 reputation dimensions?

RepTrak™ Pulse measures the overall reputation based on people's immediate emotional perception of the company. In contrast, the 7 reputation dimensions examine people's rational perception of corporate reputation based on specific and detailed statements.

RepTrak™ Pulse score is not necessarily always equal to the average of the 7 reputation dimensions. People's emotional perception may be influenced by an overall positive attitude to the company, which is not necessarily rewarded by a proper evaluation of the respective company's products, innovation, workplace, governance, citizenship, leadership or performance.

Emotional
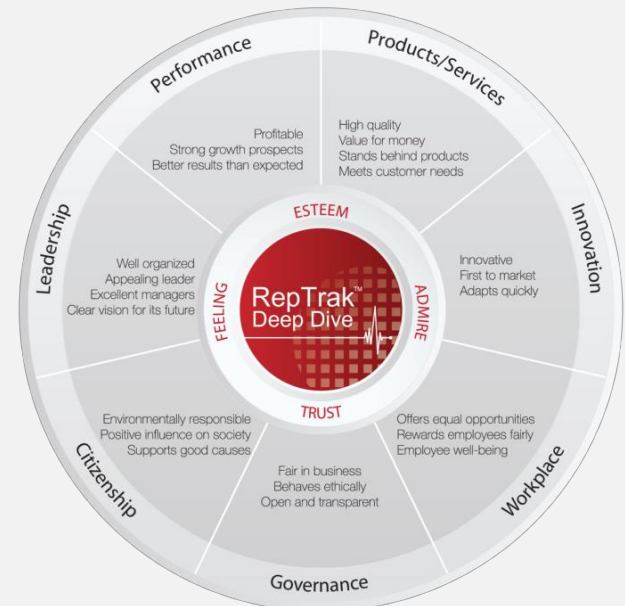
Rational
explanation of the emotional

The RepTrak™ model explains Reputation

▪ For Deep Dive studies

The RepTrak™ Model
Reputation Institute's generic model for reputation is structured around four core themes, seven reputation dimensions and 23 reputation attributes. Together, these elements explain a company's reputation.

1 - Reputation
RepTrak™ Pulse is the core of a company's reputation and shows how strong the emotional bond is between the company and the public.

2 - Dimensions
The RepTrak™ model consists of seven operational dimensions and 23 attributes that explain the reputation profile.

3 - Attributes
The individual attributes mean different things to people and are perceived differently in terms of weighted importance.

Analyses identify areas that are most important for strengthening a company's reputation.

Drivers can be at dimension and attribute level and show how the company gains value for money in its communication.

ESTEEM

Performance
Profitable
Strong growth prospects
Better results than expected

Products/Services
High quality
Value for money
Stands behind products
Meets customer needs

Leadership
Well organized
Appealing leader
Excellent managers
Clear vision for its future

Innovation
Innovative
First to market
Adapts quickly

FEELING   RepTrak Pulse   ADMIRE

TRUST

Citizenship
Environmentally responsible
Positive influence on society
Supports good causes

Governance
Fair in business
Behaves ethically
Open and transparent

Workplace
Offers equal opportunities
Rewards employees fairly
Employee well-being

Most visible companies

- The published companies in Denmark 2013

List of companies

Denmark

[Sorted alphabetically]

3	ISS
A.P. Møller - Mærsk	JP/Politikens hus
Aldi	JYSK
Apple Inc. (Apple)	LEGO Group (LEGO)
Arla Foods	Matas
Bang & Olufsen	McDonald's
Berlingske media	Microsoft
BP	Nordea
Carlsberg Group (Carlsberg)	Novo Nordisk
Coloplast Group	Novozymes
Coop	PANDORA Group
Danfoss	Saxo Bank
Danish Crown	Shell (Dansk Shell)
Dansk Supermarked	Siemens Wind Power
Danske Bank-koncernen	SuperBest
Falck	TDC
Google	Telenor
Grundfos	Telia
Hennes & Mauritz	The Coca-Cola Company
IKEA koncernen (IKEA)	Vestas

RepTrak™ Pulse average

63,6

Denmark n=

10.747

Berlingske media was fielded as Berlingske media (Berlingske, BT); Coop was fielded as Coop (Kvickly, SuperBrugsen, Dagli'Brugsen, Fakta og Irma); Dansk Supermarked was fielded as Dansk Supermarked (Bilka, Føtex og Netto); ISS was fielded as ISS (ISS Facility Services); JP/Politikens hus was fielded as JP/Politikens hus (JP, Politiken, Ekstrabladet; Vestas was fielded as Vestas (Vestas Wind Systems)

Familiarity distribution

- Denmark (1/2)

Familiarity distribution (%)

[Denmark]

[sorted by very familiar]
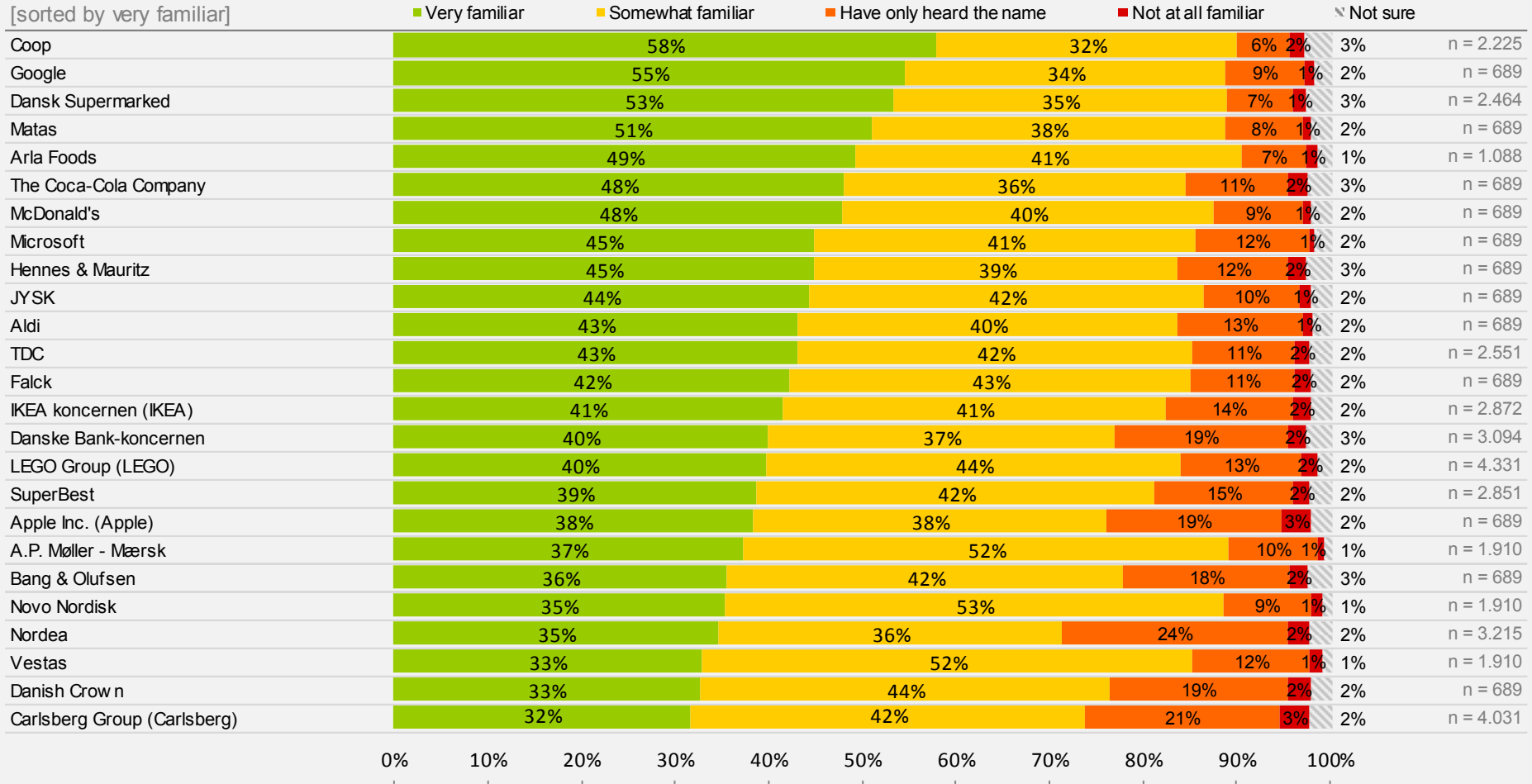
■ Very familiar ■ Somewhat familiar ■ Have only heard the name ■ Not at all familiar ⬆ Not sure

Company	Very familiar	Somewhat familiar	Have only heard the name	Not at all familiar	Not sure	n
Coop	58%	32%	6%	2%	3%	n = 2.225
Google	55%	34%	9%	1%	2%	n = 689
Dansk Supermarked	53%	35%	7%	1%	3%	n = 2.464
Matas	51%	38%	8%	1%	2%	n = 689
Arla Foods	49%	41%	7%	1%	1%	n = 1.088
The Coca-Cola Company	48%	36%	11%	2%	3%	n = 689
McDonald's	48%	40%	9%	1%	2%	n = 689
Microsoft	45%	41%	12%	1%	2%	n = 689
Hennes & Mauritz	45%	39%	12%	2%	3%	n = 689
JYSK	44%	42%	10%	1%	2%	n = 689
Aldi	43%	40%	13%	1%	2%	n = 689
TDC	43%	42%	11%	2%	2%	n = 2.551
Falck	42%	43%	11%	2%	2%	n = 689
IKEA koncernen (IKEA)	41%	41%	14%	2%	2%	n = 2.872
Danske Bank-koncernen	40%	37%	19%	2%	3%	n = 3.094
LEGO Group (LEGO)	40%	44%	13%	2%	2%	n = 4.331
SuperBest	39%	42%	15%	2%	2%	n = 2.851
Apple Inc. (Apple)	38%	38%	19%	3%	2%	n = 689
A.P. Møller - Mærsk	37%	52%	10%	1%	1%	n = 1.910
Bang & Olufsen	36%	42%	18%	2%	3%	n = 689
Novo Nordisk	35%	53%	9%	1%	1%	n = 1.910
Nordea	35%	36%	24%	2%	2%	n = 3.215
Vestas	33%	52%	12%	1%	1%	n = 1.910
Danish Crown	33%	44%	19%	2%	2%	n = 689
Carlsberg Group (Carlsberg)	32%	42%	21%	3%	2%	n = 4.031

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Familiarity distribution

- Denmark (2/2)

Familiarity distribution (%)

[Denmark]

[sorted by very familiar]

	Very familiar	Somewhat familiar	Have only heard the name	Not at all familiar	Not sure	
JP/Politikens hus	29%	41%	22%	4%	3%	n = 4.105
Shell (Dansk Shell)	26%	43%	24%	3%	4%	n = 4.057
Telenor	26%	35%	33%	3%	3%	n = 3.935
Telia	25%	40%	30%	3%	3%	n = 3.877
Berlingske media	23%	42%	27%	5%	4%	n = 4.046
Danfoss	21%	44%	29%	3%	3%	n = 5.412
Grundfos	18%	40%	33%	5%	3%	n = 5.458
3	18%	28%	33%	15%	6%	n = 4.588
Siemens Wind Power	14%	29%	35%	18%	3%	n = 689
ISS	14%	32%	36%	14%	5%	n = 4.846
BP	13%	30%	36%	17%	4%	n = 689
PANDORA Group	13%	29%	39%	14%	5%	n = 5.030
Novozymes	12%	26%	37%	20%	5%	n = 4.626
Coloplast Group	9%	22%	43%	20%	5%	n = 5.020
Saxo Bank	9%	22%	55%	9%	5%	n = 5.015

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

RepTrak™ Pulse

▪ Denmark 2013

RepTrak™ Pulse
Denmark 2013

Excellent/Top tier	80+
Strong/Robust	70-79
Average/Moderate	60-69
Weak/Vulnerable	40-59
Poor/Lowest tier	<40

Company	Score
LEGO Group (LEGO)	87,1
Novo Nordisk	82,2
Danfoss	79,5
A.P. Møller - Mærsk	79,1
Google	79,0
Grundfos	78,9
Falck	76,6
Carlsberg Group (Carlsberg)	75,7
Matas	74,9
Novozymes	73,9
Apple Inc. (Apple)	73,9
Bang & Olufsen	73,5
Siemens Wind Power	72,9
Coloplast Group	72,6
IKEA koncernen (IKEA)	72,2
Coop	70,4
Microsoft	68,3
Dansk Supermarked	66,1
Arla Foods	65,9
JYSK	65,6
Vestas	65,0
Hennes & Mauritz	61,9
Nordea	61,6
The Coca-Cola Company	60,2
JP/Politikens hus	58,3
Danish Crown	57,9
Shell (Dansk Shell)	56,6
PANDORA Group	56,2
Berlingske media	54,3
ISS	52,9
Telenor	51,6
SuperBest	51,2
TDC	50,6
3	49,7
Aldi	48,5
Saxo Bank	47,9
Telia	46,9
McDonald's	46,0
BP	42,3
Danske Bank-koncernen	35,8

n = 10.747

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RepTrak™ Pulse development

RepTrak™ Pulse development

Denmark [sorted by 2013]		2012	2013	2012-2013
# 26	Danish Crow n	-	57,9	
# 27	Shell (Dansk Shell)	-	56,6	
# 28	PANDORA Group	53,5	56,2	2,8
# 29	Berlingske media	-	54,3	
# 30	ISS	55,0	52,9	-2,1
# 31	Telenor	56,3	51,6	-4,7
# 32	SuperBest	54,0	51,2	-2,8
# 33	TDC	48,1	50,6	2,5
# 34	3	46,1	49,7	3,6
# 35	Aldi	50,1	48,5	-1,6
# 36	Saxo Bank	-	47,9	
# 37	Telia	47,8	46,9	
# 38	McDonald's	41,8	46,0	4,1
# 39	BP	44,1	42,3	-1,8
# 40	Danske Bank-koncernen	53,4	35,8	-17,6
	n =	3.097	3.741	

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RepTrak™ Pulse development

▪ Pulse ranking 2013 vs. 2012 (1/2)

RepTrak™ Pulse development

Denmark

[sorted by 2013]		2012	2013	2012-2013
# 1	LEGO Group (LEGO)	89,6	87,1	-2,4
# 2	Novo Nordisk	80,0	82,2	2,2
# 3	Danfoss	80,8	79,5	-1,3
# 4	A.P. Møller - Mærsk	77,8	79,1	1,3
# 5	Google	83,2	79,0	-4,2
# 6	Grundfos	80,4	78,9	-1,5
# 7	Falck	-	76,6	
# 8	Carlsberg Group (Carlsberg)	76,4	75,7	
# 9	Matas	-	74,9	
# 10	Novozymes	-	73,9	
# 11	Apple Inc. (Apple)	77,9	73,9	-4,0
# 12	Bang & Olufsen	81,0	73,5	-7,5
# 13	Siemens Wind Power	76,7	72,9	-3,8
# 14	Coloplast Group	-	72,6	
# 15	IKEA koncernen (IKEA)	72,2	72,2	
# 16	Coop	71,2	70,4	
# 17	Microsoft	73,0	68,3	-4,7
# 18	Dansk Supermarked	68,3	66,1	-2,2
# 19	Arla Foods	62,4	65,9	3,5
# 20	JYSK	71,7	65,6	-6,0
# 21	Vestas	68,6	65,0	-3,6
# 22	Hennes & Mauritz	-	61,9	
# 23	Nordea	64,7	61,6	-3,1
# 24	The Coca-Cola Company	60,9	60,2	
# 25	JP/Politikens hus	-	58,3	
	n =	6.159	7.006	

Highest score 2013   **87,1**
LEGO Group (LEGO)

Lowest score 2013   **35,8**
Danske Bank-koncernen

Biggest climb 2013   **4,1**
McDonald's

Biggest fall 2013   **-17,6**
Danske Bank-koncernen

RepTrak™ Pulse development

RepTrak™ Pulse development

Denmark

[sorted by 2013]		2009	2010	2011	2012	2013
# 1	LEGO Group (LEGO)	88,2	88,0	87,2	89,6	87,1
# 2	Novo Nordisk	82,7	82,0	83,5	80,0	82,2
# 3	Danfoss	84,6	81,1	81,3	80,8	79,5
# 4	A.P. Møller - Mærsk	77,6	76,1	76,4	77,8	79,1
# 5	Google	-	-	81,6	83,2	79,0
# 6	Grundfos	80,7	79,9	80,4	80,4	78,9
# 7	Falck	79,2	79,1	-	-	76,6
# 8	Carlsberg Group (Carlsberg)	78,4	78,6	77,1	76,4	75,7
# 9	Matas	-	-	-	-	74,9
# 10	Novozymes	79,0	78,0	77,9	-	73,9
# 11	Apple Inc. (Apple)	78,5	78,6	-	77,9	73,9
# 12	Bang & Olufsen	80,6	78,3	81,0	81,0	73,5
# 13	Siemens Wind Power	-	72,8	-	76,7	72,9
# 14	Coloplast Group	77,4	76,9	74,4	-	72,6
# 15	IKEA koncernen (IKEA)	75,7	76,8	77,0	72,2	72,2
# 16	Coop	68,9	69,8	-	71,2	70,4
# 17	Microsoft	68,5	69,0	70,4	73,0	68,3
# 18	Dansk Supermarked	67,6	65,1	-	68,3	66,1
# 19	Arla Foods	55,7	58,4	63,1	62,4	65,9
# 20	JYSK	70,3	67,5	68,8	71,7	65,6
	n =	6.349	6.121	4.443	5.328	6.111

		2009	2010	2011	2012	2013
# 21	Vestas	82,7	80,9	73,8	68,6	65,0
# 22	Hennes & Mauritz	-	-	-	-	61,9
# 23	Nordea	59,8	60,0	61,4	64,7	61,6
# 24	The Coca-Cola Company	-	-	62,8	60,9	60,2
# 25	JP/Politikens hus	-	-	-	-	58,3
# 26	Danish Crown	59,9	54,4	57,9	-	57,9
# 27	Shell (Dansk Shell)	59,8	56,7	57,7	-	56,6
# 28	PANDORA Group	-	-	-	53,5	56,2
# 29	Berlingske media	-	-	-	-	54,3
# 30	ISS	51,1	53,2	56,8	55,0	52,9
# 31	Telenor	-	61,4	55,9	56,3	51,6
# 32	SuperBest	-	42,6	50,8	54,0	51,2
# 33	TDC	52,0	56,3	48,6	48,1	50,6
# 34	3	-	-	48,8	46,1	49,7
# 35	Aldi	45,7	45,8	50,6	50,1	48,5
# 36	Saxo Bank	-	54,1	49,3	-	47,9
# 37	Telia	46,7	45,2	46,8	47,8	46,9
# 38	McDonald's	43,7	44,4	49,9	41,8	46,0
# 39	BP	-	-	-	44,1	42,3
# 40	Danske Bank-koncernen	59,8	49,5	58,8	53,4	35,8
		3.250	3.910	5.051	3.928	4.635

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Denmark drivers

- 2013 and development

Dimension drivers
Denmark 2013
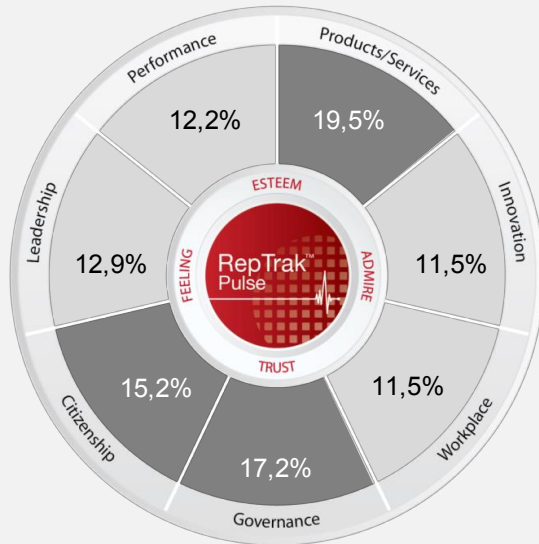
n = 10.410
Adj. R^2 = 0,675

Dimension drivers
Denmark
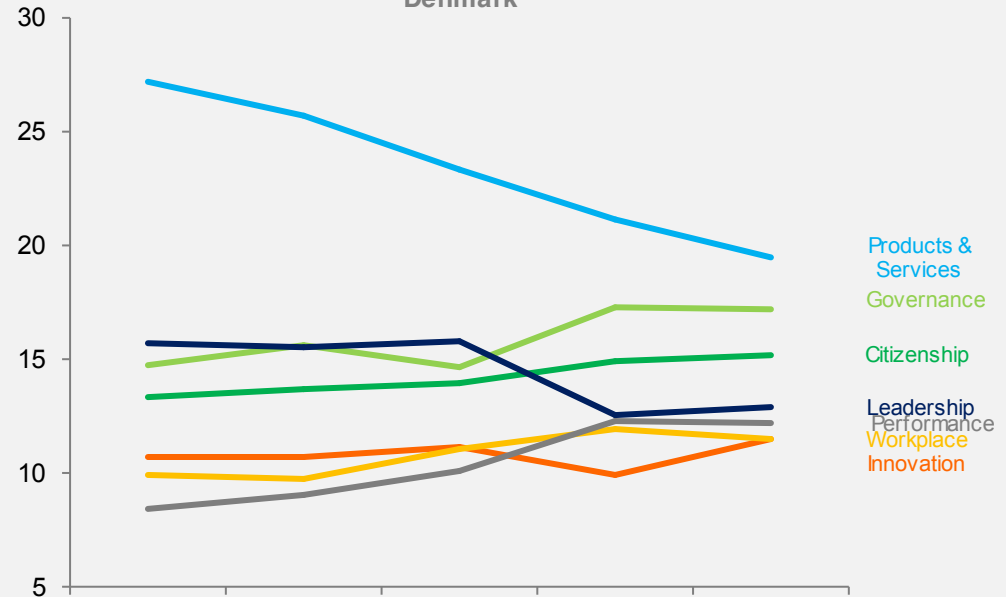
	2009	2010	2011	2012	2013
Products & Services	27,2	25,7	23,3	21,2	19,5
Innovation	10,7	10,7	11,1	9,9	11,5
Workplace	9,9	9,8	11,0	11,9	11,5
Governance	14,8	15,6	14,7	17,3	17,2
Citizenship	13,3	13,7	13,9	14,9	15,2
Leadership	15,7	15,5	15,8	12,5	12,9
Performance	8,4	9,0	10,1	12,3	12,2
n =	17.832	14.700	13.200	6.512	10.410
Adj. R^2 =	0,669	0,638	0,688	0,681	0,675

Support for the most and least reputable companies in Denmark

Most reputable companies vs. least reputable companies
Supportive behavior distribution

Legend: ■ Negative (1-2) ■ Neutral (3-5) ■ Positive (6-7) ▨ Not sure   Count

		Negative	Neutral	Positive	Not sure	Count
Buy	5 Most reputable companies	5%	36%	45%	14%	n = 2.326
	5 least reputable companies	43%	36%	10%	11%	n = 1.127
Recommend products	5 Most reputable companies	4%	35%	49%	12%	n = 2.326
	5 least reputable companies	40%	38%	8%	13%	n = 1.127
Trust	5 Most reputable companies	3%	39%	48%	10%	n = 2.326
	5 least reputable companies	32%	42%	11%	14%	n = 1.127
Recommend company	5 Most reputable companies	4%	34%	51%	11%	n = 2.326
	5 least reputable companies	43%	35%	9%	13%	n = 1.127
Say something positive	5 Most reputable companies	3%	39%	51%	7%	n = 2.326
	5 least reputable companies	34%	44%	11%	12%	n = 1.127
Invest	5 Most reputable companies	11%	35%	37%	17%	n = 2.326
	5 least reputable companies	51%	25%	8%	16%	n = 1.127
Recommend as investment	5 Most reputable companies	8%	33%	35%	25%	n = 2.326
	5 least reputable companies	43%	26%	8%	23%	n = 1.127
Work for	5 Most reputable companies	14%	31%	41%	15%	n = 2.326
	5 least reputable companies	52%	28%	7%	13%	n = 1.127
Hear positive things about	5 Most reputable companies	3%	35%	57%	5%	n = 2.326
	5 least reputable companies	33%	46%	10%	11%	n = 1.127
Benefit of the doubt	5 Most reputable companies	4%	41%	41%	14%	n = 2.326
	5 least reputable companies	33%	41%	11%	16%	n = 1.127

0%   20%   40%   60%   80%   100%

REPUTATION INSTITUTE

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Dimension distribution

▪ Denmark

Denmark

[by dimension order]

	Negative (1-2)	Neutral (3-5)	Positive (6-7)	"Not sure %"	Score
Products & Services	11%	46%	31%	12%	66,2
Innovation	11%	43%	26%	20%	62,7
Workplace	9%	28%	18%	45%	61,1
Governance	14%	36%	17%	32%	57,8
Citizenship	12%	32%	17%	39%	58,8
Leadership	10%	32%	20%	38%	62,8
Performance	7%	34%	28%	31%	68,1

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
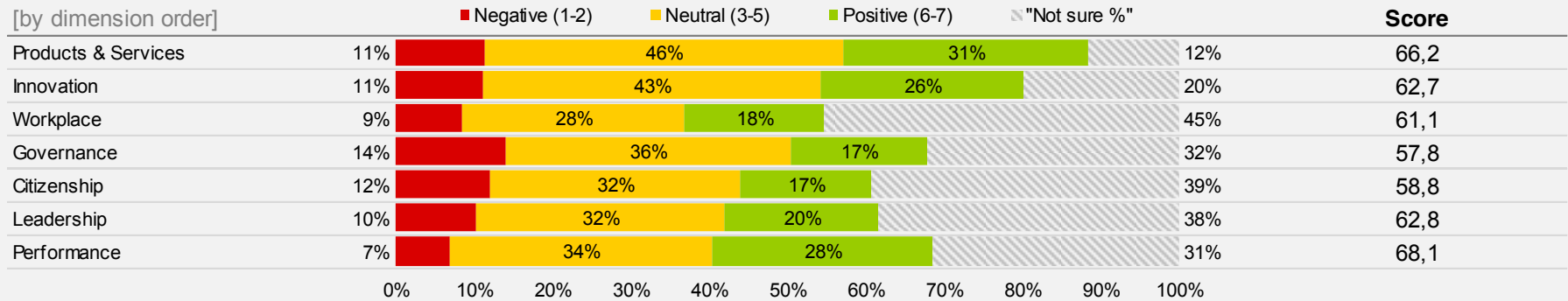
n = 10.747

Appx 2

Facebook post from angry stakeholder to Danske Bank, regarding the "New Standards campaign - November 20th, 2012)

Translation:

"Rarely has an ad been able to piss me off. But the new campaign from Danske bank is just like akick to the balls. "A new normal demands new standards" the campaign preaches with a visual side consisting of windmills, gay-love and god help me, a picture of the occupy wall street movement. HEY bankers, do you want us to believe that you are now some sort of institution of societal improvement and not a profit oriented business? And do you think that we have already forgot the fact that you, as a part of the bank industry, are one of the über-bad guys as regards to the financial situation the world is in at the moment?

You could start of with an ad with the slogan "Forgive us" followed by a noticeable reduction in salary to the people whose greedy decisions and faulty moral are a significant part of the problem. That would be new standards, one at least would be able to take seriously. **(Jeppe Nykjær Knudsen**, *November 20th, 2012, Facebook)*

Appx 3

Jens-Henrik Thrane Nej ikke kun salt og sukker, Mc.D. Vasker også det affalds kød som indgår i burgerne i ammoniak så man er sikker på de er bakterie fri:-) I'm lovin it http://www.medicaldaily.com/...

McDonald's Use Of Ammonium Hydroxide To 'Wash' Meat Angers Chef Jamie Oliver, But They're Not...
www.medicaldaily.com
Jamie Oliver's TV series brought 'washing' meat with ammonium hydroxide to the public's attention, but the chemical's use may be more widespread.

Like · Reply · 2 · August 16 at 1:41pm

John Holmer Nielsen Kan simpelthen ikke døje den klaphat!
Like · Reply · 2 · August 15 at 11:45pm via mobile

Don Mario Orozco McDonald's is not food!!! Please stop posting this crap
Like · Reply · 2 · August 15 at 4:22pm via mobile

Mike Fredensborg Pas på folkens, når de store koncerner laver "almindelig mad" reklamer så har de med garanti dårlig samvittighed, eller er nødt til at forbedre deres image når de er blevet nappet i at servere alt andet end kyllingeKØD i deres chicken burgere...
Like · Reply · 2 · August 15 at 2:28pm

Rene Agergaard jeg syntes claus sælger lidt ud ved at være med i noget for mcd
Like · Reply · 2 · August 15 at 11:33am

Daniel G R Thomsen Nu kan vores kære Claus da vidst heller ikke komme længere ud 🙂 Og umami passer jo fint til Mcdonalds, eftersom det jo bekendt er smagen/duften af bræk..
Like · Reply · 2 · August 15 at 10:12am · Edited

Emil Engholm Sørensen Prøver i at komme godt ud af jeres Jamie Oliver krise? 🙂
Like · Reply · 2 · August 14 at 7:18pm

Christian Bech Gad vide hvad i har betalt en kok for at reklamere for McD 🙂 sjældent syn
Like · Reply · 121 · August 9 at 1:52pm

Joey Mohr Penge er sku ikke et problem for McD
Like · 13 · August 9 at 2:26pm

Mikkel Jürs Altså, i følge den undersøgelse der lige er kommet ud omkring multinationale virksomheder og hvo meget skat de betaler – så går det skidt for McDonalds. De betaler nemlig 0 kr skat, hvilket betyder de har 0 kr overskud.. *host*... 🙂
Like · 3 · August 9 at 4:51pm

Bjarke Lüthi Svenningsen Forkert, de betaler skat i dk!
Like · August 9 at 9:05pm

Christian Bech http://politiken.dk/.../historisk-mcdonalds-betaler-skat/

Historisk: McDonald's betaler skat
politiken.dk
Efter 26 år i Danmark betaler fastfoodkæden for første gang skat.

Like · 2 · August 10 at 2:55pm

Translation:
Left:
Jens-Henrik Thrane: No, not just salt and sugar, McD also washes the thrash-meat part of the burgers in ammoniac to be sure that it is free from bacteries – im lovin it (Link)
John Holmer Nielsen: I can't stand that idiot.
Mike Fredensborg: Watch out people. When big companies make "normal food" commercials, they usually a guilty conscience or have to enhance their image when getting caught in serving anything else than chicken in their chicken burgers.
Rene Agergaard: I believe that Claus Holm is a sell out for taking part with McD
Daniel G R Thomsen: I don't believe that Claus can get farther out. And umami matches MCD perfectly as it is the taste/smell of vomit.
Emil Engholm Sørensen: Are you guys trying to escape your Jamie Oliver crisis?

Right:
Christian Bech: I would like to know how much you are paying a chef to advertise for MCD
Joey Mohr: Money is not a problem for MCD
Mikkel Jürs: Following the recent investigation of MNCs and their tax paying, MCD is not thriving as they paid 0,- in taxes which means that their profit is 0,- "COUGH"
Bjarke Lüthi Svenningsen: Wrong, they pay taxes in Denmark.
Christian Bech: "Link to article about MCD paying taxes"

Appx 4

Translation:

Johnny Robert Thomsen: This ad does not help you image. You might make profit from this but your new costumer program is like stealing from the poor in order to give to the rich. But I guess that is the thanks for helping you with bank packages, someone have to pay for you bonuses and your National Irish Bank adventure.

Martin Henriksen: I guess you charge a fee for this?

Appx 5

Translation:

Left:

Mona G N Nørgaard: I miss the personal contact, the one that build on trust and confidence. Earlier you could get a personal meeting within a week. Now you have to wait 1-2 months. Bad service.

Tom Fraenkel: Danske Bank is praising itself for accessibility but it is on behalf of intimacy/attentiveness. Very typical for Danske Bank but I guess its necessary if they are to save 10% on service.

Right:

Thomas Knudsen: You thought you were clever and could remove the criticism by wearing a new mask. Too bad it didn't work. I'll be closing my account next week. And I hope that everyone else who does not want to be caught in your debt-trap will do the same.

Bjarne Gregersen: You are not changing in a positive manner, you only want to screw over us ordinary Danish people with your increased rates and fee.

Appx 6

Tranlation:
Left:
Post: Copenhagen has a lot of offers as regards free training outside. You can also train at home with an app. What do you do to train cheaply?
Kasper Hjort: I use the gym for half a year and afterwards I use an app to train at home.
Andreas Skjærmt Andersen: I volunteer in a running club. Furthermore, I arrange that all the members of the club can by a club jersey for giving them access to a 51,- discount at Fitness Worlds.
Amalie Louise Estrup: Fresh Fitness only costs 100,- if you share a membershib.

Right:
Post: Summer holidays are usually expensive. What is your best advice for a cheap holiday in order to avoid a financial hangover in September?
Kasper Hjort: Create a clear budget. Last-minute travel is usually a good idea as you can save up to 50%. And finally remember that you do not only use money for the holiday but you are also unable to work resulting in a weeks pay less the following month.
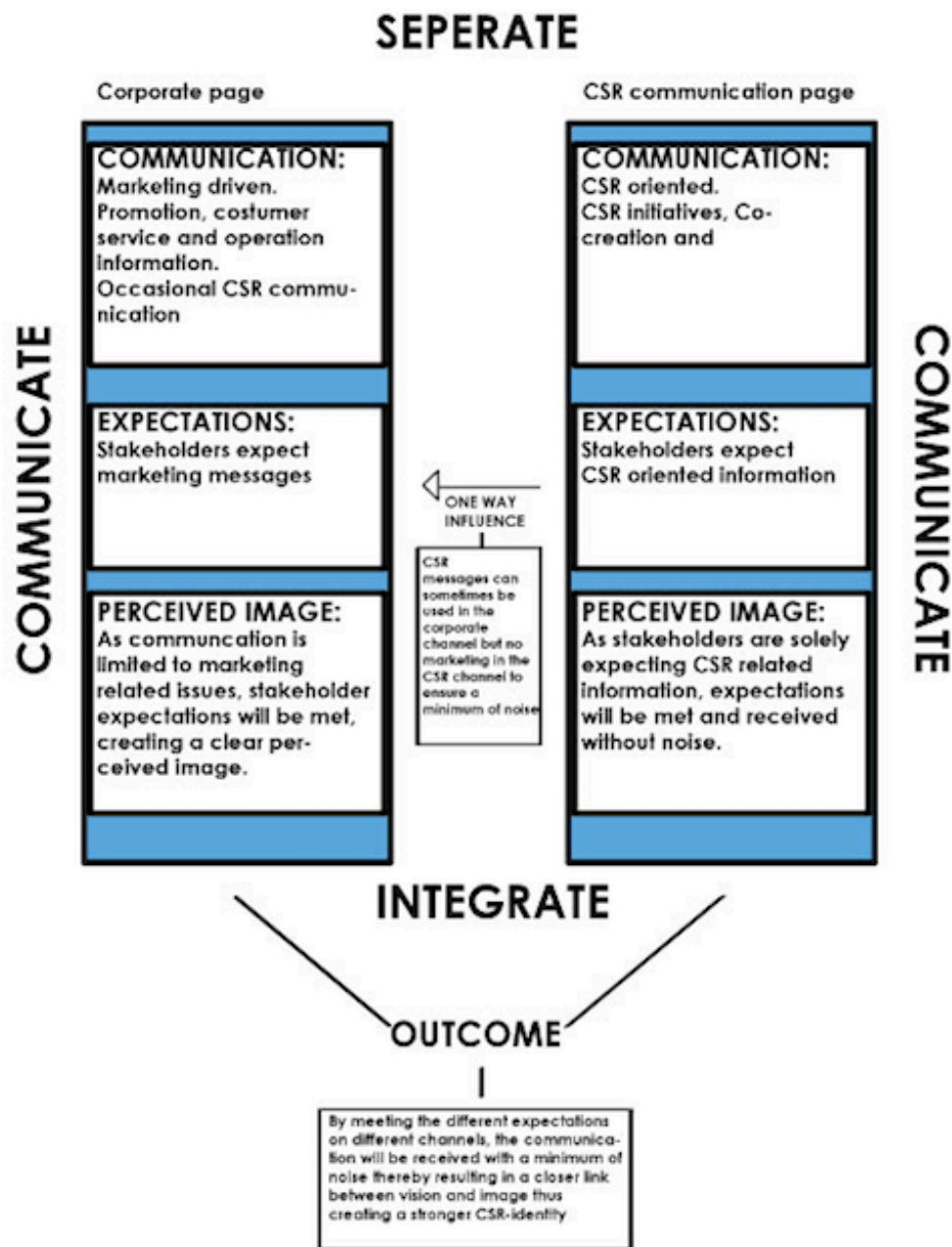Andreas Skjærmt Andesen: Last-minute travels!!!
I paid 4389,- for two persons, for a week in Turkey all inclusive at a 3* resort.

Appx 7

McDonald's Danmark
14 August

Bare hvis nogen skulle være kommet i tvivl en tilfældig tirsdag morgen: Vores bøffer er lavet af 100 procent oksekød. Når de er blevet stegt, bliver der tilsat salt og peber. Intet andet.

Like · Comment · Share   566   178   4

Translation:

If anyone should be in doubt a random Tuesday morning: Our hamburgers are made from 100% beef. When they are grilled, we add salt and pepper.

Appx 8

SEPERATE

Corporate page   CSR communication page

COMMUNICATE (left vertical)

COMMUNICATION:
Marketing driven.
Promotion, costumer
service and operation
information.
Occasional CSR commu-
nication

EXPECTATIONS:
Stakeholders expect
marketing messages

PERCEIVED IMAGE:
As communcation is
limited to marketing
related issues, stakeholder
expectations will be met,
creating a clear per-
ceived image.

COMMUNICATION:
CSR oriented.
CSR initiatives, Co-
creation and

EXPECTATIONS:
Stakeholders expect
CSR oriented information

PERCEIVED IMAGE:
As stakeholders are solely
expecting CSR related
information, expectations
will be met and received
without noise.

COMMUNICATE (right vertical)

ONE WAY
INFLUENCE

CSR
messages can
sometimes be
used in the
corporate
channel but no
marketing in the
CSR channel to
ensure a
minimum of noise

INTEGRATE

OUTCOME

By meeting the different expectations
on different channels, the communica-
tion will be received with a minimum of
noise thereby resulting in a closer link
between vision and image thus
creating a stronger CSR-identity

Turnaround ledelse i Maersk Line
– interview med CEO Eivind Kolding

Maersk Line er en af de mest beundrede og mest omtalte virksomheder i Danmark og samtidig en organisation, som det sidste års tid har været ude i en indtjeningskrise af historiske dimensioner, hvilket har krævet, at ledelsen med CEO Eivind Kolding i spidsen har måttet iværksætte en decideret turnaround. CEO Eivind Kolding er nedenfor interviewet om erfaringerne med denne turnaround af Klaus Lund, adm. direktør i Klaus Lund & Partnere.

Hvad er de vigtigste elementer, som du har lagt vægt på under gennemførelsen af den turnaround, som I er i gang med i Maersk Line?

"Fundamentet var en klar og velunderbygget strategi. Vi brugte seks måneder på at analysere industrien i dybden for at tage højde for den seneste udvikling og få gjort klart: Hvad er facts, og hvad er myte?

Med strategien klar var den første udfordring at skabe forståelse og accept i organisationen og hos andre stakeholders for, at betydelige forandringer var nødvendige – herunder at vi måtte gøre op med vores selvforståelse og traditionelle opfattelser på flere områder. Et vigtigt middel var med klare facts at illustrere, hvor vi lå bag konkurrenterne. Denne "chokbehandling" var krævende og indgribende for alle.

Et vigtigt middel var med klare facts at illustrere, hvor vi lå bag konkurrenterne. Denne "chokbehandling" var krævende og indgribende for alle.

Tæt herpå fulgte gennemførelse af ret omfattende organisatoriske ændringer. Det er essentielt tidligt i processen at få det organisatoriske lagt fast, så medarbejderne kan fokusere på opgaverne uden usikkerhed om egen position.

Fra start til slut har kommunikationen af strategien og de nødvendige tiltag været altafgørende, og vi har benyttet alle tilgængelige midler, såsom nyhedsbreve, videoklip, townhall møder og omfattende opfølgning på intranet – herunder blog, hvor alle kunne stille spørgsmål til 'the CEO'.

Mere specifikt har strategien indebåret et forøget kundefokus, herunder tilsikring af levering af den klart bedste kvalitet i branchen. Endvidere et markant fokus på omkostningerne med parolen, at vi ganske enkelt skal have det laveste omkostningsniveau blandt konkurrenterne. Endelig er der stærk fokus på optimering af processer ved anvendelse af velkendte LEAN og Six Sigma principper med sigte på forenkling, lavere omkostninger og bedre kundebetjening."

Eivind Koldings bud på turnaround ledelse

1. En velunderbygget strategi med klare facts
2. Skab forståelse og accept hos ALLE stakeholders
3. Gør op med organisationens selvforståelse og konventionelle tankegang
4. Læg det organisatoriske fast tidligt så usikkerhed om medarbejdernes egen position fjernes
5. Kommunikation er altafgørende fra start til slut
6. Personlig tæt opfølgning for at sikre retning, hurtig fremdrift og højt ambitionsniveau
7. Personlig tæt kundekontakt for at se effekten og nye forbedringspotentialer.

Hvad har været det sværeste i den proces, som I har været igennem indtil nu?

"Det vanskeligste var første del af processen, hvor det var nødvendigt at gøre op med selvforståelse og konventionel tankegang. Ikke alle var fra starten overbevist om, at den strategiske retning var den rigtige. Dette kombineret med organisatoriske ændringer og usikkerhed hos den enkelte gjorde de første tre måneder vanskelige at håndtere. Ledelsesteamet var nyt og ikke fuldt på plads i den periode, så det var næsten som at køre bil uden rat. På et personligt plan er opsigelser aldrig noget, som kommer nemt."

Det vanskeligste var første del af processen, hvor det var nødvendigt at gøre op med selvforståelse og konventionel tankegang.

Hvad er topprioriteten i dit personlige lederskab i forbindelse med jeres turnaround?

"Det er essentielt, at alle i organisationen forstår strategien og de tiltag, denne medfører. Det fordrer klar og synlig ledelse og omfattende kommunikation på alle niveauer. Derudover har min direkte involvering været vigtig. F.eks. leder jeg flere ugentlige møder med tæt opfølgning af vore strategiske projekter for at sikre retning, hurtig fremdrift og højt ambitionsniveau. Jeg søger at engagere mig med organisationen mest muligt både ude og hjemme, og sidst – men ikke mindst – bringer tæt personlig kundekontakt en direkte forståelse af effekten af vores tiltag og af yderligere forbedringsmuligheder."

***Er der ting, som du ledelsesmæssigt vil fortsætte med at have særligt fokus
på, når den nuværende markedskrise er overstået, som vil ruste
Maersk Line til eventuelle fremtidige markedskriser?***

"Lønsomhed, kundefokus og vores miljøprofil.

Vi vil forsvare vores nuværende markedsposition, og gennem konstante omkostnings-
reduktioner samt øget indsats på rentabilitet af den enkelte transport vil vi kunne sikre
tilfredsstillende lønsomhed.

Som industri er vi på flere områder ret traditionelle i måden, vi interagerer med vores
kunder på. Vi ser klare muligheder i radikalt at transformere kunde interaktionen ved
at lade os inspirere af helt andre førende brancher.

*Vi ser klare muligheder i radikalt at transformere
kunde interaktionen ved at lade os inspirere af helt
andre førende brancher.*

Verdens klima er i fokus som aldrig før. Vi ønsker at blive den foretrukne partner for
kunder med miljøfokus – et kraftigt stigende segment. Vi ser os allerede som leder af
vor industri, men der er mange nye muligheder forude."

***Jeres koncern er kendt for en stærk virksomhedskultur. Hvilken rolle har det
spillet i jeres turnaround?***

"Det er korrekt, at vi har en stærk virksomhedskultur, og medarbejderne er stolte over
at arbejde for Maersk Line. Den stærke kultur har nok nødvendiggjort et lidt større
tilløb for at gennemføre en forandringsproces, men når vi nu står på den anden side,
vil jeg påstå, at kulturen fremdeles er stærk og skaber grobund for den motivation,
som skal bringe os igennem den i øjeblikket unikt vanskelige markedssituation.

En kultur er ikke statisk, men under løbende udvikling, og de justeringer, der er sket,
har ikke væsentligt ændret vor identitet."

Fakta om Maersk Line

- *Mere end 100.000 kunder på verdensplan*
- *Mere end 325 kontorer i 125 lande*
- *Ca. 20.000 medarbejdere world-wide*
- *Maersk Container Shipping og relaterede aktiviteter genererede en samlet omsætning på mere end USD 28 billioner og et samlet nettoresultat på USD 205 millioner i 2008*
- *Mere end 470 fartøjer i drift*
- *En containerflåde på mere end 1,9 millioner containerenheder*
- *Flere end 50 terminaler verden over.*

Læs mere om Maersk Line på www.maerskline.com

Citater fra denne artikel er tilladt med kildeangivelse: "Interview med Eivind Kolding i Klaus Lund & Partneres nyhedsbrev september 2009"

17. september 2009

McDonald's mod tidsånden

Tidsånden udgør en formidabel modstander
for den gyldne måge, der strider sig langsomt til et bedre omdømme

Stephen Shillington har som adm. direktør for McDonald's Danmark høstet hæder i kommunikationsbranchen for sit arbejde med brandet. Arkivfoto: Magnus Møller

■ **FORNYELSE**
Af Signe Sørensen

Fastfood. **McDonald's**. Der er ikke langt mellem de to via associationer. At være synonym med hurtig mad af den fedtede variant er en udfordring i en tiltagende sundhedsfokuseret verden. McDonald's gør sig i den årlige imageundersøgelse fra **Reputation Institute** bemærket ved at være årets højdespringer, uden at det giver andet end en tredjesidsteplads ud af 40 virksomheder.

Stephen Shillington er manden, som skal vende skuden. Han har været i gang, siden han i 2010 blev hentet op fra Australien for at være ny topchef i Danmark – under overskriften "brand turnaround", tilføjer han. "Jeg syntes, det ville være en stor ud-

fordring at komme hertil og arbejde med McDonald's-brandet i et land, hvor folk er ret åbne med, hvem de kan lide, hvem de ikke kan lide, og hvordan brand og firma bør passe ind i samfundet," siger han om beslutningen, der fik ham til at tage familien under armen og rykke til Danmark.

Millioner til et frisk udtryk

Straks efter ankomsten gav han McDonald's en makeover af dimensioner: Millioner gik til renovering af restauranter for at gøre udtrykket mere frisk, og for at menuerne skulle tilbyde sundere valg. Kampagner satte fokus på råvarernes kvalitet og på McDonald's som en ansvarlig samfundsbevidst virksomhed og arbejdsgiver. Forbrugerne blev inviteret i køkkenet, og der blev udarbejdet rapporter om, hvor mange job McDonald's skaber. De sidste to år har McDonald's fået prisen som

bedste, store arbejdsplads i Danmark. Forbrugerne er ikke helt overbeviste, men der er en cadeau til kædens indsats fra kommunikationsbranchen. Virksomheden har modtaget flere priser for sin indsats og var i 2012 nomineret til **Dansk Kommunikations Forening**s Kompris.

"McDonald's har forstået, at man ikke kun kan løse problemet via kommunikation. Det kræver, at man ændrer folks oplevelse af brandet helt

nede fra indretningen af restauranterne og mulighederne på menukortet," siger **Rasmus Bech Hansen**, ekspert i markedsføring og strategidirektør i **Venturethree**.

"Denne undersøgelse – i sammenhæng med andre undersøgelser – viser en enslydende opadgående trend for brandet. Det er også min oplevelse, at det går bedre for kæden," siger Rasmus Bech.

Besøgstallene i Danmark peger i samme retning, og kæden regner med at åbne ti nye restauranter de næste tre år. Men McDonald's vil også være elsket.

"Alle virksomheder vil gerne have, at deres kunder har det godt med at være kunder," siger Stephen Shillington, der derfor arbejder videre med sin Kompris-nominerede strategi, der er døbt:
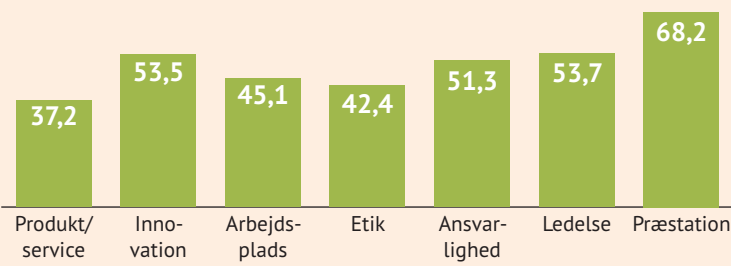
"Det lange seje træk".

siso@borsen.dk

McDonald's
Forbrugernes vurdering

OMDØMMEPROFIL

Produkt/service	Innovation	Arbejdsplads	Etik	Ansvarlighed	Ledelse	Præstation
37,2	53,5	45,1	42,4	51,3	53,7	68,2

PLACERING   **38** 2013   39 2012

Steen Yde   Kilde: Reputation Institute

REPUTATION INSTITUTE

Global CSR RepTrak 100

Is CSR Dead

or Just Mis-Managed?

2012 – Global CSR RepTrak™ 100

The Best CSR in the World

Reputation Study with Consumers in 15 Countries

Stronger reputation increases support

Reputation Score	0-39	40-59	60-69	70-79	80+
Would buy the products	16%	31%	41%	55%	64%
Would recommend the products	13%	28%	38%	50%	59%
Would welcome into local community	16%	30%	39%	47%	50%
Would work for	16%	30%	37%	42%	47%
Would invest in	13%	25%	31%	33%	35%

Above 80	Excellent/Top Tier
70-79	Strong/Robust
60-69	Average/Moderate
40-59	Weak/Vulnerable
Below 40	Poor/Bottom Tier

Note: Data is based on Global Reputation Pulse 2012 Study conducted in Jan-Feb
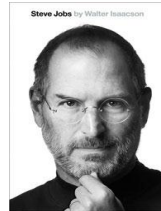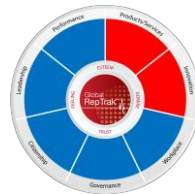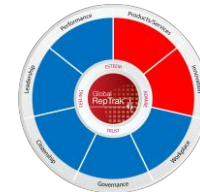
In the Reputation Economy you need to show – telling won't do it

- Only 16.6% definitely trust what companies are promising in their advertising and marketing

- A clear need for different ways to engage with stakeholders

- Only 18.7% of consumers trust what companies are saying in those official reports

- Why are companies continuing to spend large sums on these glossy reports?
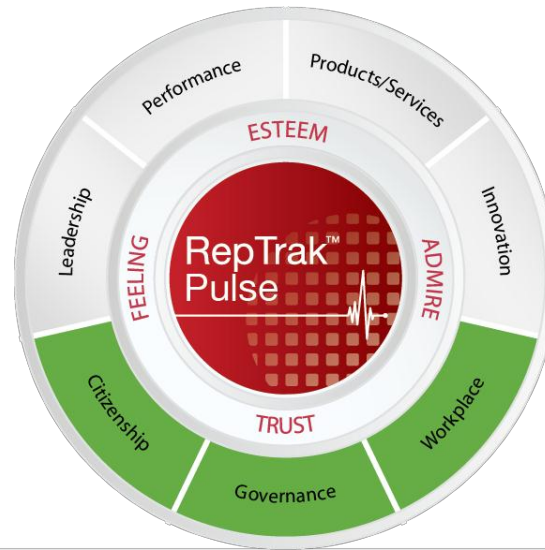
Trust in Advertising/Marketing
Global

- Agree (6-7) 16.6%
- Not sure 2.9%
- Disagree (1-2) 21.2%
- Neutral (3-5) 59.4%

n = 47,055
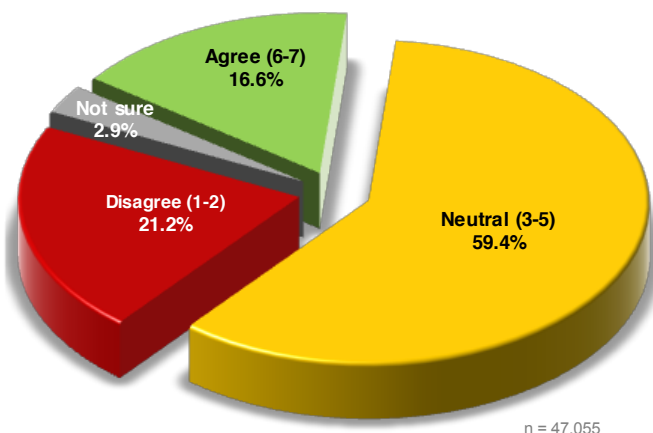
Q750_1: I believe what companies say in their advertising/marketing

Trust in Reports
Global

- Agree (6-7) 18.7%
- Not sure 3.9%
- Disagree (1-2) 16.4%
- Neutral (3-5) 60.9%

n = 47,055
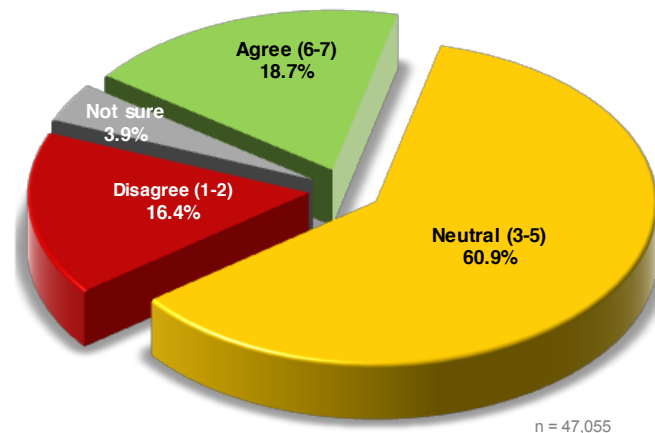
Q750_2: I believe what companies say in the reports they publish

The CSR Dimensions of RepTrak™

The dimensions of CSR

- Of the 7 dimensions that drive reputation, 3 fall into the CSR category:

  - **Citizenship**: 'Company' is a good corporate citizen – it supports good causes & protects the environment

  - **Governance**: 'Company' is a responsibly-run company – it behaves ethically and is open & transparent in its business dealings

  - **Workplace**: 'Company' is an appealing place to work – it treats its employees well

Appx 12

Questions for the case companies

Questions for Head of CSR and Environment, Maersk Line, Jacob Sterling

- What are your main tasks as Head of CSR and environment at Maersk Line?
- How will you define CSR in general
- How do you see the evolution of CSR
- Have Maersk Line intensified its CSR initiatives the last 5-7 years?
- To what extend does Maersk Line use CSR initiatives in its corporate communication? And to what extend do you use it on social media?
- How do social media affect a companys CSR strategy? And how does et affect your CSR initiatives?
- What was your main reasons for using CSR in corporate communication?
- Who do you see as your stakeholders in terms of social media communication?
- Do you see social media as a competitive parameter in the future?
- Do you see social as a future factor for your CSR initiatives? And for companies in general?
- In terms of the empowered consumer, is it your opinion that companies to some extend fear the modern consumer who is more knowing on parameters like environment, social responsibility, and branding?

Questions for Head of Social Media, Maersk Line, Jonathan Wichmann
- What are your main tasks as Head of Social Media at Maersk Line?
- What was the main incentive for Maersk Line to start using social media communication?
- What was your success criterion?
- How do social media affect a company's CSR strategy? And how does it affect Maersk Line
- Do you see transparency as catalyzed by social media or do you think that social media has been a factor promoting transparency?
- In terms of the empowered consumer, is it your opinion that companies to some extend fear the modern consumer who is more knowing on parameters like environment, social responsibility, and branding?

- What are the strategic goals for interacting with stakeholders on social media? Why do you invite the user to the "discussion"?
- Do you believe that you loose control of the communication in public?

Questions for Eva Veileborg Hald, Senior Executive Vice President, Group Communications, Danske Bank

- What are your tasks as Senior Executive Vice President, Group Communications at Danske Bank?
- How will you define CSR in general?
- How do you see the evolution of CSR? Has it been affected by social media?
- Have Danske Bank intensified its CSR initiatives the last 5-7 years?
- How do social media affect a companys CSR strategy? And how does et affect your CSR initiatives?
- To what extend does Danske Bank use CSR initiatives in its corporate communication? And to what extend do you use it on social media?
- How would you describe the modern consumer?
- What was the main reasons for you entering social media?
- What is you opinion on the apparent shift from classic push-communication to including recipients?
- Who do you see as your stakeholders in terms of social media communication?

Questions for Head of Communication, McDonald's Denmark, Sarah Helweg-Larsen

- What are your main tasks as head of communication at McDonald's Denmark?
- How will you define CSR in general
- How do you see the evolution of CSR
- Have McDonald's Denmark intensified its CSR initiatives the last 5-7 years?
- To what extend does McDonald's Denmark use CSR initiatives in its corporate communication? And to what extend do you use it on social media?
- How do social media affect a companys CSR strategy? And how does et affect your CSR initiatives?
- What was your main reasons for using CSR in corporate communication?
- Who do you see as your stakeholders in terms of social media communication?
- Do you see social media as a competitive parameter in the future?

- Do you see social as a future factor for your CSR initiatives? And for companies in general?
- In terms of the empowered consumer, is it your opinion that companies to some extend fear the modern consumer who is more knowing on parameters like environment, social responsibility, and branding?
- In terms of social media, do you believe that you loose control of the communication in public?
- What is the strategic goal in INTERACTING with stakeholders in social media? Why do you open up the discussion and invite users to participate?
- Don't you think you lose control over the message and the image of McDonalds in the public sphere?
- Remembering the social media crisis of the #McDstories (the hashtag disaster from January this year): How do you see this retrospectively in terms of ownership over the image, message of McDonalds?

Questions for Project Manager, Call me, Sofie Heilskov
- What are your main tasks as project manager at Call me?
- Is it you belief that Call me as a company has a DNA promoting good corporate citizenship?
- What were the main parameters when choosing "Tal ordentligt" as point of reference for your CSR initiative?
- How do you see the evolution of social media and CSR as concepts? Has Call me increased its focus on the two?
- In terms of the empowered consumer, is it your opinion that companies to some extend fear the modern consumer who is more knowing on parameters like environment, social responsibility, and branding?
- How do you believe a company can capitalize on CSR initiatives?
- What was the strategic reasons for actively using the "tal ordentligt" initiative on social media?
- Has the communication with stakeholders helped to shape the progress of the initiative?
- In terms of a catch-22 of CSR communication, have you met criticism connected to the "tal ordentligt" initiative?

Appx 13

The analysis of the "New Standards" campaign

Despite of the thesis' focus on CSR and social media at a strategic and managerial level, we have found it relevant to provide a brief description of Danske Bank's "New Standards" marketing campaign, which has had a tremendous effect on the company
As described earlier, the bank was already facing critique when launching the "New Standards" campaign in November 2012.
In order to exemplify the relevance, this chapter will describe the most criticized parts of the campaign.

Immediately after the launch of the campaign, critique started to hail down on Danske Bank through both news media and social media platforms. The bank's Facebook was flooded with critical posts about the pictures used in the campaign.

> *The world has changed. Unpredictability in financial markets, increased globalization, and increased focus on energy and sustainability holds challenges which no one can ignore. At the same time the technological development has united the world in a network where our finances can be administered with the touch of a finger. But this is not just a development. This is a new normal.*
> (www.newstandards.dk)

The part of the ad causing most criticism was pictures of the protesters from the OccupyWallStreet movement. The pictures were an attempt to illustrate a new reality, which companies would have to take into account when doing business. Instead the picture was received as Danske Bank trying to gain legitimacy by drawing on a movement who is criticizing the world's banks for their role in the recession.

The ad featured a staged photo mimicking a Occupy protester which again triggered criticism. The bank saw no other solution than to cancel the specific picture, both in the TV ad and in the print ad.

(http://www.kommunikationsforum.dk/artikler/anmeldelse-af-danske-banks-imagekampagne-2012)

Second source of criticism was a part of the television ad featuring a woman holding her baby while voting in what appears to be a corporate assembly.

(Screenshot from the New Standards TV ad - www.youtube.com/watch?v=n-pZj_cPBvw)

Danske Bank depicts a modern woman in a large corporation but at the same time the company's Executive board is made up from male executives only.

The last part of the ad, which we have chosen to highlight, is simply a picture of a collapsing iceberg. As the bank does not have any noteworthy initiatives as regards environmental change, this was received as greenwashing.

We argue that these three examples all hold a link to corporate CSR, and therefore we find it relevant to analyze on the campaign drawing on literature describing the dangers of communicating CSR when suffering from negative image (Du et al: 2007, Yoon et al: 2006). Furthermore, the campaign aired at the same time we collected empirical data on Danske Bank, and the campaign can therefore be said to have had a large role in the data.